

INTERNATIONAL RUGBY BOARD



Year in review
2011



CHAMPIONS
NEW ZEALAND
WIN RWC AT HOME

A sport for all true to its values

integrity
respect
solidarity
passion
discipline

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Emirates

IRB/EMIRATES AIRLINE RUGBY PHOTOGRAPH OF THE YEAR 2011

Andrew Cornaga (Photosport) won the coveted IRB/Emirates Airline Rugby Photograph of the Year 2011 competition with this picture of Brad Thorn extending a hand of consolation to Santiago Fernández after a thrilling Rugby World Cup 2011 quarter-final between New Zealand and Argentina.



Chers amis,
Welcome to the 2011 IRB *Year in Review*, a comprehensive account of what has been a remarkable year for Rugby around the world and the Game's global governing body.

There were many highlights in what was an action-packed year, but Rugby World Cup 2011 in New Zealand was the pinnacle and demonstrated the true reach and appeal of a tournament and a sport that continues to go from strength to strength.

New Zealand 2011 will be remembered as an exceptional Rugby World Cup. It was an outstanding sporting and organisational success. It advanced Rugby's profile and positive image worldwide and set the standard for future hosts to follow.

New Zealand's vision of a stadium of four million hosts was realised. It was a tournament where New Zealand's rich culture and heritage went hand in hand with Rugby's tradition and values.

New Zealanders should be proud of their event. They made it special by embracing the Tournament the length and breadth of the country, welcoming all 20 teams and 130,000 international visitors with open arms. It was quite remarkable.

Building for the future

On the field, a highlight was certainly the performance of the Tier 2 nations, who thanks to targeted investment and support stepped up in performance. Commitment by Tier 1 Unions to a more equitable playing schedule at Rugby World Cup 2015 is a significant boost.

It also delivered the financial platform for the IRB to continue its investment strategy in the Game over the next four years, to grow and develop the sport at every level.

The baton has been handed over to England 2015. Planning is already well advanced. In January 2012 our team will integrate with the ER 2015 Organising Body in London to drive forward the delivery of a tournament that promises to be an outstanding success and deliver a tangible boost for Rugby throughout Europe. We are also working closely with the Japan 2019 Organising Committee.

While Rugby World Cup 2011 was a highly visible success story, there were many events during the year that will advance Rugby on and off the field.

The IRB Council approved a new Strategic Plan that will provide the blueprint for growth and prosperity over the coming decade. We also approved dedicated plans for Sevens and Women's Rugby. Both will guide development, increase competition and ensure that our Member Unions are able to maximise the opportunity of Olympic Games inclusion.

In 2011 we also achieved our goal of securing Argentina's inclusion into The Rugby Championship and finally taking their rightful place in an annual high level competition.

The IRB is committed to providing an increased competition calendar for our Unions and in 2012 the new 10-year Tours and Test schedule will commence, with Tier 1 teams regularly playing matches in the Pacific Islands and North America.

2011 was also the year of Sevens. A highly-competitive and record-breaking HSBC Sevens World Series saw attendances and broadcast figures soar, while two new venues were introduced to an expanded Series that will welcome Japan as a host nation in 2012. Another exciting development was the first IRB Women's Sevens Challenge Cup event running alongside the Series.

The Game continues to grow at pace with participation having increased by 17 per cent since Rugby World Cup 2007 and more men, women and children in more countries than ever before becoming involved in the Game.

As guardians of Rugby we must build on the excellent progress to-date. We have fantastic opportunities over the next decade to grow the Game, to reach new markets and welcome new

members to the Rugby family.

We cannot stand still if we are to fulfil our ambition of being a truly global sport and for Rugby to cement its place as one of the most prominent, popular and successful sports worldwide.

Together we also have to address the issues that face our sport and many other sports, including the delivery of a robust financial model for sustainable growth for our Unions, upholding our values, promoting the best possible welfare for our athletes and maintaining integrity.

There are both opportunities and challenges ahead and I am sure that you will agree that the next decade promises to be the most significant for our sport.

I hope you enjoy this *Year in Review* and sharing with us the many highlights from 2011.

Bernard Lapasset
Chairman, International
Rugby Board

THE IRB COUNCIL



Back row: G Davies (Wales), J O'Neill (Australia), P Carreras (Argentina), J Roux (South Africa), P Boyle (Ireland), A Bougja (CAR), I Kono (Japan), N Mashimo (ARFU), R Paganini (CONSUR); Middle row: P Higgins (NACRA), C Le Fevre (Canada), M Thomas (England), S Tew (New Zealand), J Jeffrey (Scotland), R Martins (FIRA-AER), P Camou (France), H Schuster (FORU), P Whelan (Ireland), J Dance (England), M Miller (Chief Executive Officer); Front row: P McGrath (Australia), O Hoskins (South Africa), J Laurans (France), B Beaumont (Vice-Chairman), B Lapasset (Chairman), G Mourie (New Zealand), G Dondi (Italy), B Nolan (Scotland), D Pickering (Wales)





2011 Highlights

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BY THE NUMBERS

4 year mandate
of new IRB EXCO,
beginning
January 1, 2012

£90m
estimated boost to the Game
from RWC 2011 net surplus

30
Unions represented at the
2011 IRB Medical Conference

6 key recommendations
resulting from the 2011
Economics of Rugby
Conference

£150m
invested by the IRB
between 2009 and 2012

200,000
women players around the world

NZ\$2bn
estimated long-term economic impact
of RWC 2011 in New Zealand

Key Council / EXCO news and decisions 2011

**NEW MANDATE FOR LAPASSET**

The year concluded with the re-election of IRB Chairman Bernard Lapasset for a second consecutive term in office until 2016 at the reconvened Interim Meeting of Council in Los Angeles, USA, in December.

South African Rugby Union President Oregan Hoskins was elected Vice Chairman and Council also elected the seven representatives to serve on the IRB Executive Committee (alongside Chairman Lapasset, Vice Chairman Hoskins and Chief Executive Mike Miller) for four years from January 1, 2012.

They are: Bill Beaumont (England), Tatsuzo Yabe (Japan), Giancarlo Dondi (Italy), Peter McGrath (Australia), Peter Boyle (Ireland), Graham Mourie (New Zealand) and Bob Latham (NACRA).

It is the first time that Japan and a Regional Association have been represented on the IRB Executive Committee.

REVIEWS AND LAW AMENDMENTS

Elsewhere the IRB Council authorised reviews of Regulation 8 regarding the designation of a second senior national representative team, Regulation 6 regarding wagering and Regulation 17 governing illegal and foul play.

At its Interim meeting Council approved the new Laws Amendment Process and seven Law amendments to be trialled at Cambridge and Stellenbosch, while a new Referee Selection process was also approved to further promote consistency at elite level.

Rugby World Cup delivers

The success of Rugby World Cup 2011 will have a far reaching impact for New Zealand, Rugby and the wider international sports economy

A major independent study commissioned by MasterCard during Rugby World Cup 2011 in New Zealand has found that the event will deliver NZ\$750 million in direct economic benefits for the host nation and more than NZ\$2 billion in long-term benefits.

The report examined the value of RWC 2011 by looking at the short-term commerce flow through international fans spending in bars, clubs, shops, hotels, bookmakers and inside host stadia, along with spending by sponsors and organisations on marketing in the cities around matches. It also examined the longer term economic impacts on New Zealand's economy and the legacy of the Tournament as a whole.

UNIQUE FEATURES

In terms of economic impact, the most important factor was the number of international visitors as they contributed money to the economy that otherwise would not have been spent. The Tournament attracted a total of 133,200 tourists which far exceeded the projected number of 95,000 for the six-week Tournament.

Some features unique to the 2011 Tournament placed it ahead of its predecessors in terms of value it offered to stakeholders, including fans, event organisers and local businesses. Scheduling across different nights with gaps between the major matches resulted in huge global television audiences. Later than traditional kick-off times together with increased half-time intervals resulted in higher advertising spend among brands and companies.

The report found that by the end of the decade, consumer expenditure in the New Zealand sports economy may be worth up to US\$1 billion (NZ\$1.2 billion). Increased tourism, civic sponsorship and business development resulting from the Tournament

was estimated to be US\$1.21 billion (NZ\$1.44 billion), while the number of people working in sport-related occupations could rise to between 52,000 and 58,000 by the end of the decade.

92% of the IRB's revenue is generated by Rugby World Cup

Other beneficiaries of RWC 2011 will be Rugby's growth markets. The impressive showings of Romania and Russia in the competition is likely to have a huge effect on the development of the Game in those countries and across Eastern Europe.

RWCL Chairman Bernard Lapasset said: "The significant economic benefits demonstrate the true value of Rugby World Cup to a host nation, its Government, tourism and business sectors. The great thing about New Zealand 2011 is that there will be no 'white elephants'. The legacy is clear and long lasting."

GLOBAL INVESTMENT

Revenues from the RWC 2011 commercial programme, including broadcast, sponsorship and travel and hospitality, will deliver an estimated £80 million net surplus boost to the Game. Rugby World Cup accounts for 92 per cent of the IRB's revenues.

In the 2009-2012 investment cycle, the IRB is investing £150 million to develop and grow the Game around the world in order that future World Cups are more competitive and that more men, women and children can play the Game.

Read more on RWC 2011 from page 18

**INTERNATIONAL TOURISTS
VISITING NEW ZEALAND
FOR RWC 2011**


Rugby World Cup revenues provide the essential funding that the IRB reinvests in the global Game annually. As part of the IRB's Strategic Investment Programme 2009-2012, the IRB will invest over £150 million in its 117 Member Unions and six Regional Associations. The Strategic Investment Programme was designed to grow the Game and increase global competitiveness both at Rugby World Cup and through the Rugby World Cup Qualification process.

At RWC 2011, the Game witnessed the greatest strides taken by Unions funded through the IRB High Performance programme to date, with major upsets such as Tonga defeating France and a host of strong performances including eight tries from Russia against significantly higher ranked opposition. Overall, winning margins in the opening pool matches halved since RWC 2007 from 41 points to just 20 with some memorably close contests.

Moving forward, the IRB's 10-year Test schedule and an increased number of matches between Tier 1 and Tier 2 nations, such as Scotland's tour to the Pacific Islands in the summer of 2012, will continue to lay the foundation for increased global playing standards. The IRB will remain committed to the funding of key tournaments such as the IRB Pacific Nations Cup and IRB Junior World Championship and to growing Rugby Sevens for men and women ahead of the sports debut at the Olympic Games 2016.

For a full review of IRB Tournaments in 2011 please visit www.irb.com/tournaments



Economic conference maps growth of the Game

Six key recommendations emerged from the two-day IRB Economics of Rugby Conference, which brought together Tier 1 Union Chairmen in London

Strategies to ensure the continued sustainable growth of Rugby over the next decade were the main focus for delegates attending the International Rugby Board Economics of Rugby Conference in London on May 26-27, 2011.

While Rugby participation has grown by 18 per cent globally since Rugby World Cup 2007, the delegates considered the individual and collective economic challenges and opportunities faced by Tier 1 Unions.

Topics discussed in detail over the two days included the growth and role of Rugby World Cup in developing the global Game, increasing operational costs, the competitive sporting landscape, the Olympic Games opportunity and breaking into major markets.

While the Conference was not a decision-making forum, six key recommendations were put forward to the IRB Executive Committee and/or IRB Council for consideration.

RECOMMENDATIONS:

- Review of the Rugby financial distribution model

- Establish a working group to examine player movement
 - A post RWC 2011 review of the RWC commercial model, timing and duration
 - Identify methods of maximising values from existing the Test programme
 - Agree an enhanced investment programme in emerging Rugby markets
 - Complete Sevens Strategic Plan to maximise Olympic Sevens opportunity
- IRB Chairman Bernard Lapasset said: "The group analysed in detail potential solutions that allow for the long term sustainable growth of Rugby in all markets. We all agreed that if we only concentrate on short-term strategies we will not fully realise the opportunities that we have in front of us."

More on Rugby's growth from p45

Rugby participation has grown 18% globally since RWC 2007

During a highly positive and open forum, Chairmen and Chief Executives from the 10 Tier 1 Unions were joined by independent sports business and commercial experts to consider Rugby's ongoing growth and development and its position within the global sporting and economic environments.

New strategic vision for Women's Rugby

The International Rugby Board has launched the *IRB Women's Rugby Plan*, an exciting new strategic vision to drive the direction, development and growth of one of the world's fastest growing sports throughout the next decade.

The Plan will harness the collaborative commitment from the IRB and its Member Unions to optimise the sport's Olympic Games inclusion and provide a sustainable blueprint for participation to grow across all continents beyond the 200,000 registered players currently regularly competing.

The Plan will focus on delivering three key goals to enhance the



position of Women's Rugby as an accessible sport for all ages and abilities:

- Sustainably increase growth
- Provide greater competition opportunities on the world stage in Sevens and Fifteens
- Optimise the Olympic Games opportunity and deliver an exceptional tournament at Rio 2016.

For more on the *IRB Women's Rugby Plan* turn to p45



The Rugby Championship set for kick off

The Rugby Championship will kick off in August 2012 as Argentina join Australia, New Zealand and South Africa in the southern hemisphere's showcase competition. The expanded four-nation tournament comes just a year after the IRB Council approved measures to assist with the release of the Pumas' top players by adjusting Regulation 9, in addition to continued financial support from the IRB and SANZAR. The new Cross Hemisphere Player Release provision comes into effect on June 1.

The 12-match Championship will feature matches played in all four countries, with Argentina making their debut against South Africa adding a new dimension to the hugely successful tournament.

The IRB's investment in Argentina provides funding for a range of strategic initiatives, including the national High Performance Academy, the Argentina Jaguars representative team and the national Under 20s and Sevens programmes, all of which underpin the future competitiveness of the Pumas in The Rugby Championship and Rugby World Cup.

Fairer RWC schedule for Tier 2

Format changes to be introduced for RWC 2015 will deliver a more balanced playing schedule

IRB Tier 1 Chairmen and Chief Executives convened in Auckland on October 10 to discuss Rugby World Cup 2015, with discussion focused on continuing to maximise the growth and prosperity of the global Game in line with the ongoing review of the RWC commercial model and distribution of revenues, reviewing the tournament format and window and the number of participating teams.

During a constructive forum, delegates unanimously recommended retaining the current Rugby World Cup format of 20 teams split across four pools. Delegates also reaffirmed their support of the IRB's planned review of

the Rugby World Cup match schedule to deliver the best possible balance of rest days for all teams.

In a new move, the Tier 1 Union delegates at the meeting committed to playing mid-week matches during RWC 2015 in order to help achieve a better balance for Tier 2 Unions.

RWCL Chairman Bernard Lapasset said: "These recommendations, coupled with the ongoing commercial model review, will ensure that Rugby World Cup continues to serve the needs of the global Game at every level while reinforcing its place as one of the world's premier sports events."

More records in Sevens



New Zealand clinched the 2010/11 HSBC Sevens World Series with victory in the penultimate event at Twickenham, taking their tally to a phenomenal nine World Series titles.

The victory for Gordon Tietjen's glittering side came on the back of another Commonwealth Games gold medal in Delhi on the eve of the Series. It consolidated the New Zealand Sevens side as one of the decade's greatest sports teams and underlined the considerable advances the sport has made in the eyes of the global sports public.

Television broadcast coverage of the World Series, the first with a title sponsor, reached 147 countries across six continents, with 34 broadcasters showing action from the World Series.

Programming from the Sevens season was carried in 16 languages and reached a phenomenal 332 million homes with an estimated potential reach in excess of 760 million.

www.irbsevens.com

www.facebook.com/irbsevens

[@IRBSevens](https://twitter.com/IRBSevens)

More Tournament news from page 32



Medical Conference puts players first

Delegates from 30 Unions travelled to London for the three-day event, underscoring the Game's collective commitment to lead the way on player welfare



IRB tackles concussion

The IRB has reaffirmed its commitment to player welfare by paving the way for a new robust set of guidelines surrounding concussion that will enhance the protection of players at all levels of the Game. Players, coaches, medics and administrators now have access to an easy-to-use dedicated set of guidelines which recognise that medical diagnosis and support is not always available to players at every level of the Game.

Underpinning the programme is a Game wide education programme that will shortly be available as an iPhone and iPad application as well as the dedicated website.

The new guidelines feature two new processes. The first is a dedicated process of diagnosis and management. The second is a defined Graduated Return To Play protocol that recognises that players across the IRB's 117 Member Unions do not have the same level of access to dedicated medical assessment and supervision. If there is no dedicated medical supervision a mandatory 21-day stand down applies. Medical supervision is mandatory for children and adolescents.

The new diagnosis and management guidelines clearly define concussion symptoms in an easy to access format and emphasise that risks should never be taken with players.

The Graduated Return To Play protocol will add more flexibility and clarity for players as they enter the rehabilitation process in preparation for returning to play. The new protocol enables a player to move through a defined six-level process from rest to gentle exercise through to contact practice in a monitored environment.

The new guidelines are now available at the IRB's dedicated player welfare website www.irbplayerwelfare.com/concussion



Strategies for the prevention of injury was the focus of the 2011 IRB Medical Conference in London. Under the central theme of Putting Players First, delegates representing 30 Unions considered the latest data, research, medical opinion and sports science innovations to shape best practice medical policy-making and tackle player welfare issues facing the Game at both the elite and community levels.

Preliminary analysis of elite injury data indicates that while injury rates increased in the late 1990s with the onset of professionalism, average injury rates (based

on missed matches) are no longer increasing and have now returned to pre-professional levels despite the increased size and speed of players and the increased number of contact events such as tackles and rucks in elite Rugby.

The Conference delegates underscored the collective commitment to further tackle the controllable factors that can cause up to 50 per cent of all injuries through the promotion of the correct techniques for playing, refereeing and preparing to play the Game.

With expert presentations and workshops triggering in-depth discussion, five main topics were identified for further investigation by dedicated IRB Working Groups with a view to developing guidelines by IRB Executive Committee and/or IRB Rugby Committee:

■ Match Day Doctor (MDD):

Working Groups tasked with developing a job description for the MDD. This could potentially widen the scope of the MDD to rule on the diagnosis of concussion and blood injuries.

■ Immediate Pitch Side Care:

Working Groups tasked with identifying a core curriculum and *Train the Trainer* package to facilitate the implementation of emergency care courses worldwide.

■ Concussion:

Working Groups established to develop a set of guidelines for pitch side assessment of concussion. This work will tie in with the ongoing concussion education material.

■ Screening:

Working Groups established to develop a set of guidelines on screening, including pre-participation and cardiac.

■ Injury Prevention:

Working Groups established to identify the major risks and develop Game wide injury prevention strategies.

IRB Chief Medical Officer Dr Martin Raftery said: "We want to be viewed as a leader in player welfare. Rugby is a contact sport and the positive advances that the Game has collectively made in sports medicine, education and Rugby preparation are having a positive impact on the welfare of our players at every level."



Emirates

GLITTERING FINALE AT IRB AWARDS



The annual IRB Awards, now in their 10th year, honoured some of Rugby's best-known names in a spectacular ceremony held at the conclusion of Rugby World Cup 2011 in Auckland

France's inspirational captain Thierry Dusautoir was named IRB Player of the Year at the 2011 IRB Awards in association with Emirates Airline during a star-studded ceremony at Vector Arena in Auckland.

The glittering event, which also celebrated 125 years of the International Rugby Board and the latest inductions into the IRB Hall of Fame, was a fitting finale to what IRB Chairman Bernard Lapasset described as an "exceptional" Rugby World Cup and was attended by the four semi-finalists, royalty and stars from sport and entertainment, including Hayley Westenra, the world's biggest selling soprano who performed at the ceremony.

For the first time, fans were also able to share in the celebrations and recognise the outstanding achievers and contributors to the Game in 2011 as well as look back at what was a memorable seventh chapter of the Rugby World Cup story.

Dusautoir enjoyed an outstanding season for France, including in the World Cup and particularly the Final where his superb defensive display and ball-carrying earned him the man of the match award. He is the second Frenchman to win the Award, following in the footsteps of former national team captain Fabien Galthié, who claimed the accolade in 2002.

Dusautoir was picked ahead of five other nominees - New Zealand scrum half Piri Weepu, flanker Jerome Kaino and centre Ma'a Nonu and Australia flanker David Pocock and scrum half Will Genia.

New Zealand rounded off a phenomenal 2011 by being named IRB Team of the Year for the fifth occasion while Graham Henry was

“Fans of the Game joined heads of state, players and stars from sport and entertainment”

IRB Coach of the Year. Earlier in the day, an estimated 240,000 fans turned up to catch a glimpse of the All Blacks who were last to arrive at Vector Arena with the Webb Ellis Cup.

The winners were selected by the Awards' independent panel of judges, chaired by Rugby World Cup winner John Eales and made up of former internationals with more than 500 caps between them. The panel of Will Greenwood, Gavin Hastings, Raphaël Ibanez, Francois Pienaar, Agustín Pichot, Scott Quinnell, Tana



(Opposite, top) Richie McCaw arrives; (Opposite, below) IRB Player of the Year, Thierry Dusautoir; (Clockwise from top left) Coach of the Year, Graham Henry; Cecil Afrika with HSBC Head of Sponsorship, Giles Morgan; Women's Personality of the Year, Ruth Mitchell; NZ PM John Key; Vernon Pugh Award winner, Jock Hobbs

Umaga, Paul Wallace and Eales deliberated on every major Test match played in 2011, starting with the first Six Nations match and finishing with the Rugby World Cup Final.

New Zealand Rugby legend Jock Hobbs, who as Chairman of the NZRU helped secure New Zealand the right to host RWC 2011 before stepping down due to ill health, received the prestigious Vernon Pugh Award for Distinguished Service and said he felt hugely honoured and privileged to have such great teams of people around him. "There are thousands of people around this country and tens of thousands around the world who selflessly give up their time and energy to contribute to the Game, and they don't do it to get a cup or get acknowledgement," he said.

The evening also saw the latest inductions into the IRB Hall of Fame. Under the theme of Rugby World Cup founders, visionaries and iconic figures, 19 RWC legends were inducted, including four men who made a major contribution to the creation of the Tournament - Dr Roger Vanderfield, Richard Littlejohn, Sir Nicholas Shehadie, and John Kendall-Carpenter - as well as the winning coach and captain of every World Cup from 1987 to 2007 and four players who left an indelible mark on the Game's history thanks to their moments of magic, inspiration or skill.



IRB Awards winners

IRB Player of the Year:
Thierry Dusautoir (France)

IRB Team of the Year:
New Zealand

IRB Coach of the Year:
Graham Henry (New Zealand)

IRB Junior Player of the Year:
George Ford (England)

IRB Sevens Player of the Year in association with HSBC:
Cecil Afrika (South Africa)

IRB Women's Personality of the Year:
Ruth Mitchell

IRB Referee Award for Distinguished Service: Keith Lawrence

Vernon Pugh Award for Distinguished Service: Jock Hobbs

IRB Development Award:
USA Rugby's Rookie Rugby programme

Spirit of Rugby Award:
Wooden Spoon

IRPA Special Merit Award:
George Smith (Australia)

IRPA Try of the Year:
Radike Samo (Australia v New Zealand)

IRB Hall of Fame inductees:
Dr Roger Vanderfield, Richard Littlejohn, Sir Nicholas Shehadie, John Kendall-Carpenter, David Kirk, Sir Brian Lochore, Nick Farr-Jones, Bob Dwyer, Francois Pienaar, Kitch Christie, Rod Macqueen, Martin Johnson CBE, Sir Clive Woodward OBE, John Smit, Jake White, Gareth Rees, Agustín Pichot, Brian Lima and Jonah Lomu

The Spirit of Rugby



The IRB recognised the Wooden Spoon and its volunteers for more than 25 years of work with underprivileged children across the UK by presenting them with the Spirit of Rugby Award. The prestigious Award recognises the incredible feats that can be achieved through Rugby both on and off the field and the Wooden Spoon is the first charity to receive such an accolade.



Rugby World Cup 2011

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BY THE NUMBERS

3.5m

App downloads

121,540

Bed nights were booked for the
Tournament - the equivalent of
332 years

1.1m

Facebook 'likes'



594

Players took to
the field during
RWC 2011

836

Caps in the South Africa starting XV
for their quarter-final against Australia,
the most capped line-up in Test history

1,388

match balls were required
for matches and training

2,245

Points scored at RWC 2011

RUGBY
WORLD CUP
2011

'An outstanding success'

New Zealand delivered an exceptional Rugby World Cup 2011 with sell-out crowds, a festival atmosphere and a long-awaited victory for the All Blacks that was celebrated far and wide

Rugby World Cup 2011 has been hailed an "outstanding success" by Rugby World Cup Limited Chairman Bernard Lapasset after the six-week Tournament enthralled the people of New Zealand and the wider global Rugby community, furthering the profile of Rugby around the world.

Graham Henry's All Blacks lifted the Webb Ellis Cup with a hard fought 8-7 victory over France in the Final, bringing the curtain down on a Tournament that produced some thrilling action on the field and achieved all ticketing, sponsorship and broadcast targets off it as

more than 130,000 international fans joined New Zealanders in attending the 48 matches.

Visiting teams and fans were given a warm Kiwi welcome as New Zealanders opened their homes and hearts to the world. It meant that visiting supporters were left with memories of a fantastically well-organised Tournament in which their only concern was getting to their seat in time for kick-off.

Lapasset said: "New Zealand 2011 will be remembered as an exceptional Rugby World Cup. It has been a Tournament where New Zealand's rich culture and heritage has gone hand in hand with Rugby's tradition and

values. New Zealanders should be proud of their event. They made it special by embracing the Tournament the length and breadth of the country, welcoming all 20 teams and more than 130,000 international visitors with open arms. It was quite remarkable."

MAJOR UPSET

While the end of New Zealand's 24-year wait for a second World Cup success sparked celebrations throughout the nation, the 2011 Tournament will also be remembered for the strong showing by the emerging nations.

Although they failed to qualify for the

knockout stages, Tonga produced one of the biggest upsets in the history of the competition by beating eventual finalists France in Pool A, while Russia, at their first World Cup, secured their first point in the 13-6 loss to USA and also scored three tries in the defeats to Australia and Italy and two against Ireland.

There were also impressive performances early on from Japan, Romania and Samoa, underlining the advances they have made over the past four years with the help of the IRB's Strategic Initiatives.

RECORDS

The southern hemisphere triumvirate of South Africa, Australia and New Zealand were expected to dominate proceedings, but Ireland put paid to that prediction with their 15-6 upset victory over Australia, while Wales came within a point of defeating defending champions South Africa.

Off the field, the Tournament surpassed record broadcast figures set by RWC 2007 in France. A record New Zealand television audience of 1.97 million tuned in to see the All Blacks' 20-6 semi-final victory over Australia. A massive 3.235 million also watched the match in Australia, the biggest viewing figures for a match there since Rugby World Cup 2003.

HISTORIC

RWC 2011 also saw revenue from ticket sales surpass the NZ\$268.5 million target set by RNZ 2011 more than two years ago, eclipsing by more than 10 times the previous largest grossing event in New Zealand history – the 2005 British and Irish Lions tour.

The Tournament is due to deliver NZ\$750 million in direct economic benefits for New Zealand while revenues from the RWC 2011 commercial programme, including broadcast, sponsorship and travel and hospitality, will deliver an estimated £90 million net surplus for the IRB, which will be used to help fund Rugby development work around the world.

REWARDS

Lapasset praised Tournament organisers who have delivered one of the great Rugby World Cups. "I would like to extend my heartfelt thanks to Brian Roche, Martin Snedden and the Rugby New Zealand 2011 team, the New Zealand Rugby Union and the Government for their vision, dedication and hard work in delivering Rugby World Cup 2011 in partnership with the IRB team.

"Their reward is the successful hosting of what will be remembered as one of the great Rugby World Cups, a sporting and operational success.

"New Zealand 2011 has positioned the country as a major event host, a superb tourism destination and a great country. It has also taken our sport to new audiences and has set the bar for future hosts."

Bar raised for 2015



The hosting baton was passed from New Zealand to England at the end of Rugby World Cup 2011, with organising committee England Rugby 2015, RWCL and the IRB sharing a vision of a world-class event to delight existing fans worldwide, attract new supporters and leave a lasting legacy in England and across the globe.

ER 2015 CEO Paul Vaughan has announced the appointment of top personnel, with Board members including the RFU CEO Ian Ritchie; RFU CFO, Stephen Brown; Professional Game Board Chairman, Ian Metcalfe; Injured Players Foundation Chairman and former RFU President, John Owen and from the RFU Council the Championship's Geoff Irvine. They are joined by Ian Watmore, a former Permanent Secretary in the UK Government's Cabinet Office and ex-CEO of England's Football Association together with Andrew Cosslett, former CEO of InterContinental Hotels.



"Every player on the field would say they had to dig as deep as they ever had"

Richie McCaw
New Zealand captain, after the Final



Listen to the full feature and enjoy more audio-visual content on the IRB's Broadcast Channel at www.irb.com/totalrugby

Game Analysis

Five key trends emerged from the IRB Game Analysis Unit's comprehensive report on Rugby World Cup 2011. Overall, the Tournament proved to be the most competitive edition to date, with more tries, fewer kicks, fewer penalties and narrower margins of victory than ever before. The full report contains a wealth of information and can be downloaded from www.irb.com

1

RUNNING RUGBY IS ON THE RISE

RWC 2011 saw a renewed emphasis on running Rugby. Since Rugby World Cup 1995, the Tournament has evolved to become a Game of fewer set pieces and greater ball in play time.

	RWC 1995	RWC 2011	% change
Scrums	27	17	-18
Lineouts	37	24	-37
Kicks	75	41	-45
Passes	179	263	+47
Ball in play	33%	44%	+44

Average per match

71%

of matches did not feature a single yellow card

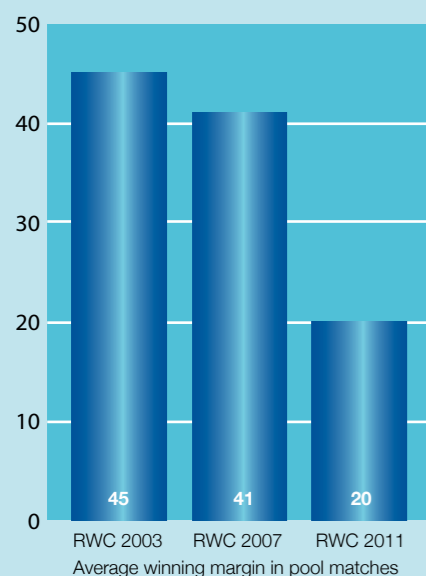
Rugby World Cup 2011 in New Zealand was the most competitive edition yet

2,245

points were scored in total during RWC 2011, an average of 47 points per match

2

MORE COMPETITIVE MATCHES AT EVERY STAGE



Winning margins in the opening pool matches halved since Rugby World Cup 2007, with Tier 1 teams no longer pulling away from Tier 2 opposition in the final 20 minutes as frequently as in the past. This trend extended across the Tournament, with Tier 1 v Tier 1 matches also producing far narrower margins of victory than ever before.

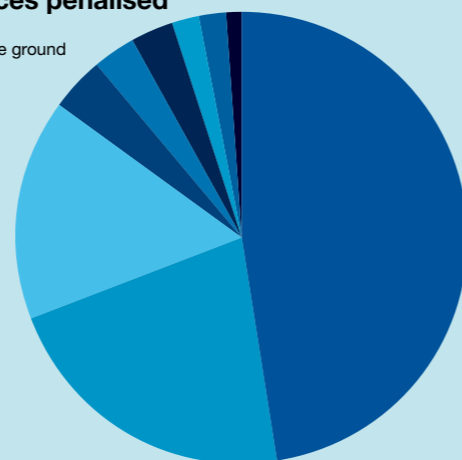
3

BETTER PLAYER DISCIPLINE

Despite the highly competitive matches, RWC 2011 produced fewer than half the number of yellow cards as the 2007 Tournament. The vast majority of matches did not include a single yellow card.

Types of offences penalised

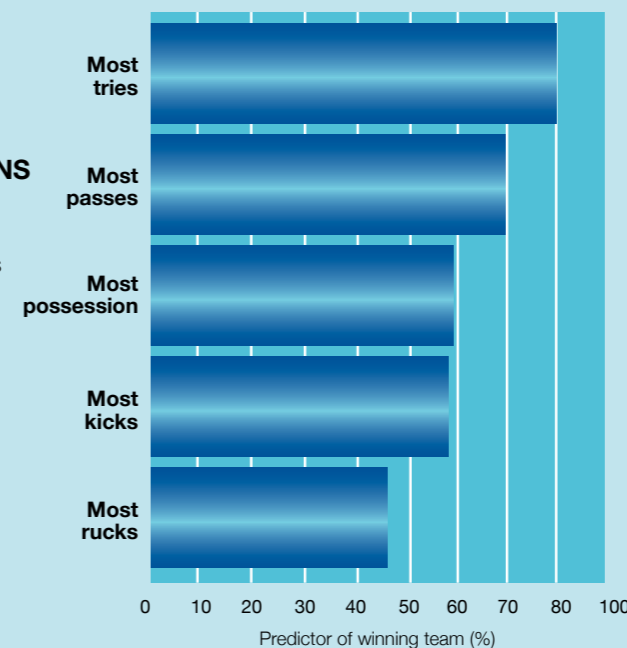
- Ruck/tackle on the ground
- Scrum
- Offside
- Obstruction
- Dangerous tackle
- Other
- Lineout
- Maul
- Foul play



4

MOST TRIES WINS

In almost 80 per cent of matches the team scoring the most tries won the match. In only one match did the team scoring the fewest points win because of penalty goals. Possession, however, proved to be no guarantee of success. Beyond the pool stages, the winning team had most possession on only one occasion.



5

SCRUM DISCIPLINE STRONGEST AMONG TIER 2 NATIONS

RWC 2011 confirmed research indicating that any scrum problems are concentrated on matches between Tier 1 teams, with collapses and penalties in matches played between Tier 2 teams being substantially fewer.

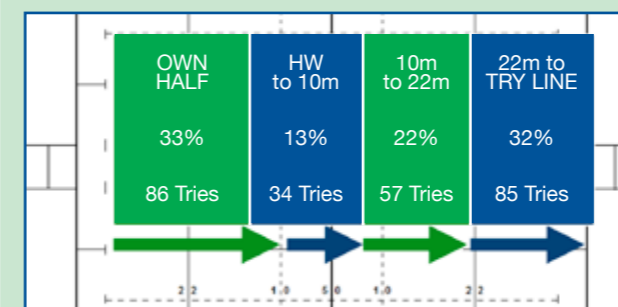
RWC 2011 40 matches	Collapses per 100 scrums	Resets per 100 scrums	Pens/kick per 100 scrums
Tier 1 v Tier 1	50	31	41
Tier 1 v Tier 2	34	17	29
Tier 2 v Tier 2	19	9	17

0

RWC Finals won by the team scoring the fewest tries

WHERE DO TRIES COME FROM?

One third of tries scored in RWC 2011 started from possession gained within the scoring team's own half. Unlike in 2007, northern hemisphere teams were as likely as their southern hemisphere counterparts to score tries from this situation.



Monitoring the officials



Rugby World Cup 2011 match officials arrived in New Zealand in optimum physical condition thanks to an innovative physical monitoring and conditioning programme.

The programme used the latest fitness and GPS monitoring technology in a vest worn over the shoulders to record data on match days and in training, including heart-rate, distance covered, speed of movement, body load (work-rate) and field position data.

The referees also took part in extensive anaerobic assessments, overseen by Matt Blair, the IRB's referee conditioning specialist. The collected data was then used to identify areas of improvement, as well as patterns or trends in physical performance and complemented by close monitoring of body composition, dimension and diet.

The 10 referees selected for duty at Rugby's showcase Tournament undertook the rigorous programme, achieving aerobic results comparable to elite players.

Referees now cover up to eight kilometres and undertake a massive number of accelerations and decelerations during a typical Test match. Heart rates can be in the high intensity zone for up to 70 per cent of total game time.

RWC 2011 referee Nigel Owens said: "Fitness is a key element of refereeing performance. It reduces levels of fatigue, aids injury prevention and importantly enables us to make clear decisions under extreme physical exertion."

International referees cover up to eight kilometres in every match

A record global audience

■ 14,461 broadcast hours ■ 207 territories ■ 3.9 million cumulative TV audience

Rugby World Cup 2011 was the most watched edition ever, but it was the ever growing number of nations and lower age profile that provided the biggest endorsement of one of the world's biggest and most anticipated sporting events.

Fans switched on to the Tournament in record numbers. The volume of media coverage increased by over 3,000 hours from 2007 to just over 14,000 hours, with digital on-demand, delayed and news coverage experiencing significant increases as the way that we consume television content continues to evolve.

The growing prestige of the Tournament, coupled with Rugby Sevens' inclusion in the Olympic Games, also provided new opportunities as RWC was broadcast in a record 207 territories. Terrestrial television coverage in the USA and Russia provided excellent exposure, while major markets

such as Brazil, India and China all broadcast the action.

Excellent production standards by host broadcaster SKY New Zealand, the use of wirecam and high definition programming added to the viewing experience for a potential cumulative worldwide audience of 3.9 billion.

The Rugby World Cup 2011 Final delivered an unprecedented 98 per cent audience share in New Zealand, while in France 18 million viewers switched on to watch the match despite the challenging time zone.

98% audience share in New Zealand

Other highlights included a massive Australian television audience of 3.235 million people for the New Zealand v Australia semi-final – smashing the all-time Pay TV viewership record for Fox Sports and topping the free-to-air ratings on Channel Nine.

In the United Kingdom, ITV registered its highest audience of RWC 2011 with an average of 5.9 million viewers watching France's 9-8 victory over Wales. The last 15 minutes of the match netted a peak audience of 6.6 million – a 58 per cent share.

Free-to-air broadcaster ITV will be the host broadcaster of Rugby World Cup 2015 in England.



RWC gets social

For the first time social media was actively used to showcase Rugby's flagship event, allowing fans to connect with the Tournament in new and exciting ways



#Groin

An injury to All Black favourite Dan Carter delivered a huge blow to New Zealand's hopes and also ensured the word 'groin' was a Twitter trend in the host country for three days in October, with 8,300 mentions.



Reaching a new generation

Rugby World Cup's award-winning* social media strategy included an official presence on Facebook, Twitter, YouTube and Flickr.

The sites played a significant role in engaging fans and encouraging interaction and dialogue in the months leading up to and during the Tournament. Thousands of pieces of content were created, shared, liked and commented upon every day.

Over the course of the Tournament, RWC 2011 and the competing teams gained more than 185,000

new Twitter followers, 621,000 new Facebook fans, 1.1 million Facebook 'likes', 331,000 comments and more than 4.1 million mentions on Twitter.

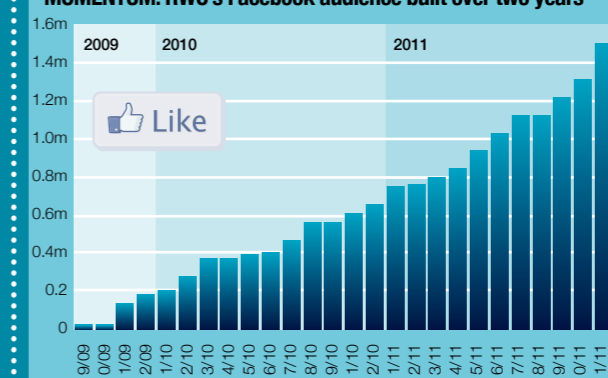
More than 10,000 Flickr images were shared by fans and more than four million videos viewed on the RWC YouTube channel.

4m+

RWC mentions on Twitter

*Rugby World Cup 2011 won the prestigious Best Event accolade in the SportBusiness Ultimate Digital Sports Awards 2011

MOMENTUM: RWC's Facebook audience built over two years



FAN CAM

Fans who attended the RWC 2011 Final at Eden Park were able to identify and 'tag' themselves in a super-high resolution, 360 degree interactive photograph on the official RWC website.

Users of FanCam could share their selected view with family and friends via Facebook, Twitter or via email.

The FanCam picture, which contains 16 billion pixels, captures the moment just before kick-off in Auckland, as the French and New Zealand teams lined up to hear the national anthems.

Top Tweets...

@SulianaKami:
PROUDEST! We did it for all the pacific nations. Samoa and Tonga proved we can be just as good as tier 1 teams!

@MariaPaolaVercesi:
Listening to the live commentary on RWC website and feeling inside the Italian scrum: crouch, touch, pause, engage: WE ARE READY! GO!

@andrewboggs:
This has to be the most exciting @rugbyworldcup ever! Still waiting for my heart-rate to come down #RWC2011

@GizellevdMerwe:
Loving RWC 2011! Can't get much better than Canada v Japan. Such guts, determination and pride by both teams!

From Facebook...

Brent Carroll
Progress of the 2nd tier nations; their development is the making of the tournament... Ireland beating Australia; Wales and Samoa match has set the tournament alight... tournament's starting to heat up... yee-haa... go the AB's!

Lesley Oliver
Too many favourite moments. A wonderful tournament to watch from afar! Can only imagine what it must have been like to be in NZ. Congratulations NZ and all that made this WC truly memorable! Richie McCaw lifting the Webb Ellis Cup - an absolute highlight, along with DC receiving his medal!

Nadine Warder Wright
The opening show at the waterfront was spectacular! The best opening I have ever seen for any event ever!



Welcoming the world



New Zealand welcomed an incredible 133,200 fans from all corners of the globe for Rugby World 2011 and they contributed enormously to the colour and spectacle of Rugby's showcase Tournament that exceeded all expectations, on and off the field.





From Invercargill in the south to Whangarei in the north, teams and fans were given a warm welcome by the people of New Zealand who ensured RWC 2011 enjoyed a special festival atmosphere



New Zealand promised the world they would provide "a stadium of four million" for the Rugby World Cup 2011 and in every aspect of a memorable Tournament the reality matched the hype as the people of New Zealand opened their homes and hearts to the world.

A wide ranging city activation programme brought the country to life and helped showcase New Zealand throughout the Tournament, not only its diverse people and culture but also its innovation and business creativity in regional tourism and other industry organisations.

More than 130,000 visitors flocked to New Zealand during the six-week Tournament, a 17 per cent increase compared with the same period in 2010, as fans enjoyed the plethora of events, festivals and entertainment on offer around the country.

Australians came in droves with 55,200 fans crossing the Tasman for the Tournament, followed by visitors from the United Kingdom

(19,100), France (11,100), South Africa (8,500), United States (5,500) and Ireland (4,300).

One of the strongest features of the coverage of RWC 2011 were the fanzones and Festival sites up and down the country, putting on events and entertainment to ensure fans were made to feel part of the action.

SHOWCASE

Thousands of New Zealanders and international visitors took part in REAL New Zealand Festival events, taking up the challenge to "follow the Rugby the long way round."

The REAL New Zealand Festival was developed by the New Zealand 2011 Organising Committee to support the Tournament and showcase the diversity of New Zealand and New Zealanders, "celebrating the aspects of living in New Zealand of which Kiwis are most proud."

It was the first time a Festival had been staged alongside a Rugby World Cup and sites up and

Stadium of four million



down the country hosted events such as the Diwali Festival of Lights in Auckland's newly revamped Aotea Square, the Auckland Heritage Festival and the Manukau Festival of Arts.

Rugby New Zealand 2011 Chief Executive Martin Snedden praised the festival for its role in bringing the Tournament alive. He said: "Every community throughout New Zealand that's been responsible for hosting a slice of the Tournament has done so selflessly and with great passion."

"The REAL New Zealand Festival and the showcasing initiatives led by the New Zealand 2011 Office have added so much to the flavour of RWC 2011."

Kit McConnell, Head of Rugby World Cup, said: "I don't think we have ever seen a Rugby World Cup where a whole country has come together to support the Tournament, to engage with it and to welcome the 100,000 travelling fans and have these travelling fans embrace the country the same way. It has been absolutely incredible off the field."

In addition to the Festivals, four official fanzone sites situated around Auckland featured matches shown on big screens, live entertainment, opportunities to showcase New Zealand food, culture and music, visitor information and official merchandise.

At the heart of the action was The Cloud on Queens Wharf in Auckland, a temporary structure 180m long, erected to accommodate up to 6,000 people. Open to the public at all times during the Tournament, The Cloud included an exhibition space, two giant screens for an 'innovation AV showcase', a food experience, the media lounge and business lounge.

"New Zealand has done itself proud," said RNZ 2011 Chairman Brian Roche. "Rugby fans, even those with a passing interest in the Game, have dressed up, painted their faces and turned each match into a true festival of Rugby and our country. Others have gone to fanzones, enjoyed REAL New Zealand Festival events and given our visitors the best of welcomes."

Volunteers set the tone



A 5,000-strong volunteer force was integral to the success of Rugby World Cup 2011 in New Zealand.

The official RWC volunteer programme attracted Rugby enthusiasts from across the nation who were recruited to perform a range of vital roles, from the backrooms of stadia assisting with catering, sports presentation and ceremonies, to helping visitors at hotels, fanzones and at transport hubs.

RWCL Chairman Bernard Lapasset reinforced the importance of a successful volunteer programme. "Rugby is all about teamwork and the successful delivery of a Tournament of this scale could not be possible without a team of dedicated volunteers."

Rugby New Zealand 2011 CEO Martin Snedden paid tribute to the contribution of the volunteers, whose warm and welcoming spirit helped set the tone for the Tournament.

"The challenges of hosting teams in 24 regions, running 48 matches across 12 match venues and welcoming tens of thousands of fans from around the world has been no small task, but we have met each challenge."



RUGBY WORLD CUP 2011:



With a global audience of four billion people, Rugby World Cup 2011 provided an unrivalled platform for promoting the IRB's core Player Welfare and CSR campaigns, from *Tackle Hunger* to Anti-Doping

Rugby World Cup 2011 played a significant role in promoting the United Nations World Food Programme (WFP) after the International Rugby Board and its humanitarian partner extended the successful *Tackle Hunger* campaign throughout the Tournament. Launched in 2003 at the Rugby World Cup in

Australia, the *Tackle Hunger* campaign was born out of a desire by the IRB to help meet its social responsibility obligations and to help the United Nations in its challenge of meeting the eight UN Millennium Development Goals.

The campaign has as its main objectives to raise awareness of WFP, draw attention to the plight of the world's hungry and connect the

global Rugby community with the programme.

Rugby's showcase event has played a significant role in achieving these objectives and RWC 2011 in New Zealand broke new ground in helping get the campaign message across to a potential audience of billions.

RWC 2011 activation helped achieve the campaign's objectives through a combination of in-stadium visibility (pitch-side boards, match-day programme adverts and a public service video), RWC fanzones, an increased online presence and via Tournament broadcasters, with an estimated cumulative global audience of over four billion people.

The campaign also used a variety of social media platforms to connect directly with Rugby fans across the world – a release regarding the WFP's response to the famine in East Africa was also sent to over 1.2 million Rugby World Cup Facebook followers and 46,000 Twitter followers.

IRB Chairman Bernard Lapasset said: "We all have a part to play in helping the UN achieve the Millennium Development Goals and the *Tackle Hunger* campaign, with the support of Rugby fans around the world, can contribute in some way to alleviating the plight of those less fortunate than ourselves and have a real and positive impact on the lives of so many where hunger is present."

Josette Sheeran, Executive Director of WFP, said: "People think that solving hunger is an insurmountable task, but every time someone learns about WFP, visits the IRB or WFP sites, and donates to help feed a hungry school child, we are building a momentum to defeat hunger, end malnutrition and help save a generation of young people that otherwise might be doomed to a diminished tomorrow."

To find out more about the *Tackle Hunger* campaign visit www.wfp.org/donate/tacklehunger

First RWC for *Keep Rugby Clean*



Rugby World Cup 2011 broke new ground when players, Management, match officials and Tournament Organisers united to show their support for the IRB's Anti-Doping education programme.

Sunday, September 25 was designated *Keep Rugby Clean* Day and teams wore specially branded t-shirts with the messages '*Tackle Doping*' and '*Keep Rugby Clean*' emblazoned on them to promote the campaign. Ball boys and girls also wore the t-shirts along with the match officials, who sported the t-shirts for their warm-ups.

Keep Rugby Clean is the Game's leading Anti-Doping educational programme and has played a central role in the fight against drugs cheats in Rugby since its launch in 2005, with over 6,000 of the world's top players having participated in the interactive sessions run by the IRB at its Tournaments around the world.

The campaigns have proven highly successful in educating players about the dangers of doping through a combination of a free-to-use interactive website and hands-on workshops.

A FORCE FOR CHANGE



The Webb Ellis Cup was displayed at UN Headquarters in New York at an historic ceremony attended by diplomatic representatives of the 20 participating RWC 2011 teams. UN Secretary-General Ban Ki-moon told RWC delegates: "For nine years, through the *Tackle Hunger* programme, you have raised awareness and funds that make a meaningful difference in people's lives."

Global Rugby family helps rebuild community devastated by earthquakes

Local boy McCaw fronts special Appeal dedicated to raising funds for Rugby in Christchurch

The IRB and the global Rugby family came together to support the Christchurch Rugby community after five RWC 2011 pool phase matches and two quarter-finals planned for the city were relocated following the earthquakes which devastated the area.

A special Appeal, dedicated to raising funds to support the community, played a central role at RWC 2011 with promotions run across all 48 matches in stadia, online and in the match programme.

Following the Tournament, Rugby World Cup Limited confirmed a donation of NZ\$400,000 through the appeal, including a significant contribution from RWCL itself.

The Appeal added to a number of initiatives by Tournament Organisers to ensure that the people of Christchurch remained central to the stadium of four million hosts.

A new temporary entertainment and events village ensured the Christchurch community could be a part of the six-week Rugby showcase, while a number of teams visited the city, including the All Blacks who helped put the smiles back on the faces of the thousands of fans who made their way to the city's Centennial Park to welcome the players they hoped would lift the Webb Ellis Cup.

Richie McCaw, captain of the city's Crusaders Super Rugby team and the face of the *RWC Christchurch Appeal*, acknowledged the difficulties residents have faced. "You see things on the TV, but until you come here and look... I think the guys have been blown away by



the things people have had to put up with here," he said.

The primary aim of the *RWC Christchurch Appeal* was to specifically help restore Canterbury's Rugby infrastructure at all levels. A number of clubs, schools and communities need help with the repair and development of facilities, while players and clubs continue to face financial hardship as a result of the earthquakes.

RWCL Chairman Bernard Lapasset said: "The response has been tremendous."



World in Union

In this section...

- 34 Towards Rio 2016
- 36 Sevens Series grows
- 38 IRB Tournaments review

BY THE NUMBERS

40

teams, men and women, will compete in the RWC Sevens 2013 in Moscow

8

teams took part in the inaugural IRB Women's Sevens Challenge Cup in Dubai

7th

WRWC 2014 in France will be the seventh edition of the Tournament

20

matches – winning streak of the Baby Blacks in Junior World Championship history

86

points scored by Gareth Anscombe (NZL) at the JWC 2011

147

countries where the HSBC Sevens World Series 2010/11 was broadcast

17

point deficit overhauled by Samoa in the IRB JWRT Final 2011



The Road to Rio

With five years to go the global Rugby family is gearing up for the historic Rio 2016 Olympic Sevens event

Planning and preparation for Rugby Sevens' Olympic Games debut gathered pace in 2011 with a number of milestones achieved along the way.

With 12-team men's and women's tournaments set to be integrated at one venue, the major priority for the IRB is to ensure a high level of competition, an appropriate balance between regional

“Unions are already experiencing the benefits of inclusion”

representation and a global qualification process and the acceleration of the development of Sevens worldwide.

The IRB has established an excellent working relationship with the IOC, the Rio 2016 Organising Committee and Agberto Guimaraes, Sports Director for Rio 2016. All share a collective vision for delivering a successful and memorable Olympic Games debut for Rugby Sevens.

Yet Olympic inclusion is not only about the Games. The IRB is committed to ensuring that the

opportunity delivers a tangible and lasting legacy for growth across all continents and has developed a toolkit for Unions to follow to maximise the Olympic opportunity.

Unions are already experiencing the benefits of Olympic inclusion and while the level and timing of National Olympic Committee and Government support varies from country to country, many are reporting relationships to develop strategies to foster the inclusion of Rugby in school curriculums and access enhanced funding and high performance structures.

The year also saw the IRB launch new Sevens and Women's Rugby Plans, the blueprint for growth and competition structures over the next two Olympic cycles. A key element of the Sevens Plan is the proposed qualification structure which has been developed following extensive Union consultation.

With 2012 being an Olympic year, the spotlight will certainly be on Rugby and Golf as the two new sports debuting in Rio and with four years to go the IRB and the global Rugby community is united behind the Olympic opportunity.

RUSSIA 2013



RWC Sevens in Moscow to boost Russian Rugby



Host Russia is building strongly towards Rugby World Cup Sevens 2013, which will see a total of 24 men's teams and 16 women's teams compete in Moscow in a tournament that will set the scene for Sevens' debut at the Olympic Games in Rio 2016.

Following the award of the Tournament in May 2010, the sport has enjoyed a significant surge in interest in Russia, boosted by targeted IRB funding and Rugby's status as an Olympic sport.

Russia's Deputy Prime Minister Alexander Zhukov declared that the stage was set for Russians to choose Rugby as a future national sport with the Rugby Union of

Russia, the city of Moscow and the Government working together to host an event that will showcase the best of Russia and Rugby Sevens.

“The secret is out! There is a revolution taking place in Russian Rugby,” said Zhukov. “Russians are taking to Rugby like our bears to honey. Rugby is a sport that suits the Russian character.”

Zhukov pledged Government support for RWC Sevens 2013, a milestone event for a country that is experiencing growing participation. Russia competed for the first time in the finals of Rugby World Cup in 2011.

Within the IRB Strategic Investment Programme, Russia is currently classified as a Performance Union with 14,519 registered players, the highest in Eastern Europe, and the IRB has recognised their huge potential as a Rugby-playing nation. In the 2009-2012 cycle, the country will benefit from a capital injection of

£1.1 million which is set to be used to further develop infrastructure and competitions.

The IRB Junior World Rugby Trophy was successfully hosted there in 2010 and showcased high quality Rugby to the Russian public. It was also used as a springboard to develop key legacy programmes aimed at attracting young people to the Game.

The hosting strategy continues with the award of Rugby World Cup Sevens 2013. The Russian Government is committed to staging a memorable

tournament and build on the legacy platform that a Rugby World Cup event can provide. Hosting RWC Sevens 2013 not only enables fans in Russia to see top quality players, but

also provides a boost for development across the region with widespread media and broadcast coverage around the world.

Zhukov said: “The IRB has recognised our progress and awarded us Rugby World Cup Sevens 2013. The event will open the next chapter in our great country becoming a Rugby superpower. We are committed to delivering an exceptional event. We understand that Rugby Sevens is much more than what happens on the pitch. It is the fans from around the world coming together in a celebration of sport.”

RWCL Chairman Bernard Lapasset is expecting Moscow 2013 to be an exceptional event. “The IRB is committed to growing the Game in emerging and new territories and the awarding of Rugby World Cup Sevens 2013 to Moscow underscores our commitment to this process.”

(Above right) The new coach of Russia's Sevens squad, former dual code England international Henry Paul will be looking to capitalise on the growing popularity of the sport in Russia by building the foundations for RWC Sevens 2013 in Moscow

RUGBY IN RUSSIA

£1.1m

invested in Russian Rugby since 2009 by the IRB

14,519

registered players

18th

IRB World Ranking

72

per cent of female players in Russia are teenagers



Breaking new ground

The popular HSBC Sevens World Series will be bigger than ever in 2011/2012 with the addition of Tokyo as the ninth tournament venue

The HSBC Sevens World Series continues to grow at a phenomenal rate with Japan joining as the ninth venue for 2011/2012 season. Tokyo's Prince Chichibu Memorial Stadium will be the venue for the seventh round of the hugely successful Series, one week after the renowned tournament in Hong Kong.

The expansion into Japan is another major boost for Asian Rugby, which has experienced an 18 per cent increase in participation since Rugby World Cup 2007 in France.

500,000 fans attended matches during the 2010/11 Series

The continent is also building towards staging a Rugby World Cup for the first time, when Japan host the 2019 Tournament.

IRB Chairman Bernard Lapasset said: "I am delighted that Tokyo is joining the international roster of tournaments that comprise the record-breaking HSBC Sevens World Series, which last season was watched in 147 countries in 16

languages. I am sure that the Japan Rugby Football Union will host a successful and popular event that Japan, Asia and the global Rugby family will be proud of."

The IRB is committed to the development of Rugby across Asia and working in collaboration with the Asian Rugby Football Union it is currently investing over US\$3 million annually in development, high performance and tournament programmes across Asia. The award of this tournament to Japan is a key step in the process.

Japan Rugby Football Union Chairman, Tatsuzo Yabe, said: "It is with great pleasure that we welcome the prestigious HSBC Sevens World Series to Japan. I am sure that the event will be extremely popular, especially at a time when there is unprecedented growth in the Olympic form of the Game."

"We are determined to take this opportunity to demonstrate the appetite for Rugby in Japan and give international fans a taste of what to expect at Rugby World Cup 2019. We want to deliver an outstanding Sevens tournament that Japan and Asia can be proud of."

Last season's HSBC Sevens World Series reached its bold attendance target by attracting over 500,000 fans around the world, with broadcast reaching over 500 million homes.



Standings

- 1 Canada
- 2 England
- 3 Australia
- 4 USA
- 5 Spain
- 6 South Africa
- 7 China
- 8 Brazil

Women's Sevens lights up Dubai

A new era opened for Women's Sevens when Dubai staged the first IRB-sanctioned tournament, which was held as part of the Emirates Airline Dubai Rugby Sevens on December 2-3 2011.

Canada emerged the winners of the inaugural IRB Women's Sevens Challenge Cup, beating England in the final of a tough, eight-team Tournament.

The IRB Women's Sevens Challenge Cup is the first step in the IRB's strategy to develop a new International Women's Sevens Series which is planned from 2012 onwards.

This exciting addition to the international women's

Rugby calendar is a milestone on the road to Rio 2016, the first Olympic Games for both men's and women's Rugby Sevens since the IOC voted to include the sport.

The development is also a timely boost for the world's best women's teams as they continue their preparations for Rugby World Cup Sevens 2013 in Moscow, Russia.

It comes at a time when the Women's Game is enjoying record participation rates around the world. The Dubai tournament featured teams from every Regional Association, including Australia, USA, Spain, South Africa, China and Brazil.

France promises exceptional WRWC

The Host Union will look to build on recent success when it stages the showcase international tournament for Women's Rugby



France has been awarded the rights to host Women's Rugby World Cup 2014. The international showcase for Women's Rugby will be staged in Paris and will build on the record-breaking 2010 tournament in England.

France has also been awarded the IRB Junior World Championship in 2013, and the decision underlines the nation's appetite for hosting major international Rugby events following the tremendous success of Rugby World Cup 2007.

The IRB Council selected the Fédération Française de Rugby (FFR) as the WRWC 2014 Host Union following a recommendation from the Rugby World Cup Limited (RWCL) Board to approve a tender that clearly demonstrated a commitment to delivering a world-class environment for teams and fans and a platform to grow Women's Rugby in France and throughout the world.

"Women's Rugby World Cup is the premier event in Women's Rugby and

since its inception in 1991 has provided the impetus for the global growth of the Women's Game," said RWCL Chairman Bernard Lapasset. "In awarding the seventh Women's Rugby World Cup 2014 to the FFR, we felt that the tournament would be ideally positioned to capitalise on the phenomenal success of Women's Rugby World Cup 2010 and elevate the Women's Game to new heights."

The announcement is a further boost to a sport that has experienced significant growth in participation and profile since the International Olympic Committee's decision to include Rugby Sevens in the Olympic Games from 2016 in Rio.

Competitiveness is increasing with emerging nations such as Brazil, Kenya, China and Russia all committed to development and performance programmes, while Rugby World Cup Sevens 2013 in Moscow promises to underscore the global nature of Women's Rugby.





IRB Junior World Championship 2011

Full results at www.irb.com/jwc

WHEN: June 10-26

WHERE: Veneto region, Italy

FINAL STANDINGS: 1 New Zealand; 2 England; 3 Australia; 4 France; 5 South Africa; 6 Fiji; 7 Wales; 8 Ireland; 9 Argentina; 10 Scotland; 11 Italy; 12 Tonga

LEADING POINTS SCORER: Gareth Anscombe, New Zealand (86 points)

FOUR ON THE BOUNCE: The Baby Blacks remain unbeaten in the history of the Championship following the successes of 2008, 2009, 2010 and 2011 – a run of 20 unbeaten matches.

SELL-OUT CROWDS: The Championship was a huge success for Italy and captured the hearts of the public with capacity crowds totalling 50,000 turning out to watch the 30 matches.

THE WORLD WAS WATCHING: Nineteen broadcasters ensured coverage of the enthralling Championship was seen in 142 nations with 12 matches streamed live via www.irb.com/jwc.

STARS OF THE FUTURE: England fly half George Ford, who went on to claim the IRB Junior Player of the Year 2011 Award, and two other nominees, New Zealand pair, captain Luke Whitelock and flanker Sam Cane impressed throughout the tournament, making them candidates to follow in the footsteps of David Pocock, Aaron Cruden and Sam Warburton who are among more than 100 players to have graduated from the JWC to the Test arena.

BEST GAME: New Zealand v England – a wonderful advert for the JWC and the closest anyone has come to beating the champions in the tournament's history.

MOST IMPROVED: Fiji secured sixth place, their best ever placing in the JWC and produced the upset of the tournament after beating Wales 34-20 in their fifth place play-off semi-final.

THEY SAID: "We're just really stoked to get the win. It's been a long goal and they (England) made us work really hard for it. We had a great time here in Italy – it's been awesome." **Luke Whitelock**, New Zealand captain



IRB Junior World Rugby Trophy 2011

Full results at www.irb.com/jwrt

WHEN: May 24-June 5

WHERE: Tbilisi, Georgia

FINAL STANDINGS: 1 Samoa; 2 Japan; 3 Georgia; 4 Uruguay; 5 Canada; 6 Russia; 7 USA; 8 Zimbabwe

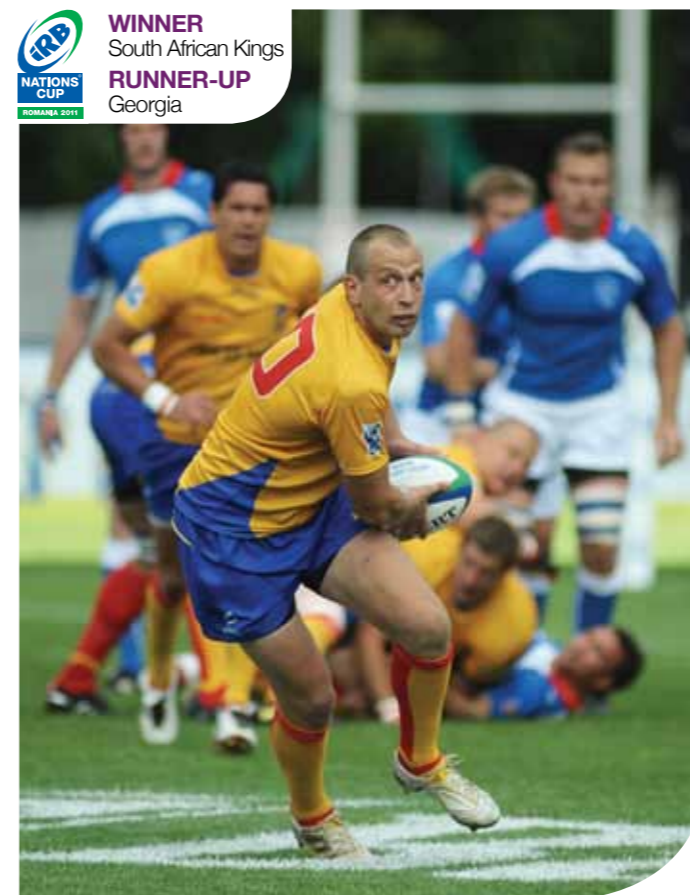
LEADING POINTS SCORER: Bakhva Kobakhidze, Georgia (52 points)

BEST GAME: Samoa 31-24 Japan – the Islanders recovered from a 17-point deficit to lift the crown and with it qualification to the IRB Junior World Championship 2012 in South Africa.

GEORGIA ON MY MIND: The tournament confirmed the growth of the Game in Georgia and left a lasting legacy as eight matches were shown live by terrestrial TV across the four match days. The standard of play was high ensuring that the sustained growth of the Game in this country received a new push.

CHANGING RUGBY LIVES: The JWRT legacy programme was varied and had a deep impact on the local Rugby scene; from a beach Rugby event on a purpose built sand pitch outside the Tbilisi Sports Palace, to a visit to a juvenile detention centre where a Rugby programme is gaining momentum.

THEY SAID: "It has been an incredible way to ensure Rugby will leave a lasting impression on our younger generations, players and coaches." **Nodar Andguladze**, Georgian Rugby Union Development Manager



IRB Nations Cup 2011

Full results at www.irb.com/nationscup

WHEN: June 10-19

WHERE: Bucharest, Romania

WORLD CUP WARM-UP: The Nations Cup took on extra significance with three of the participating teams using the tournament as a platform to fine-tune preparations ahead of Rugby World Cup 2011.

FINAL STANDINGS: 1 South African Kings; 2 Georgia; 3 Argentina Jaguars; 4 Namibia; 5 Romania; 6 Portugal

LEADING POINTS SCORER: Louis Strydom, SA Kings (45 points)

STAR OF THE FUTURE: South Africa Kings Siyanda Grey's two tries against Portugal took his tally to six for the tournament, the highest in 2011 and in IRB Nations Cup history.

HAIL THE KINGS: The South African Kings joined the Nations Cup for the first time following a two-year absence for South Africa teams who have not participated since Emerging SA won back-to-back tournaments in 2007 and 2008.

FIFTY NOT OUT: Georgia's come-from-behind 23-18 victory over defending champions Namibia was the 50th match in the six-year history of the competition.

BEST GAME: Argentina Jaguars 21-25 Portugal

THEY SAID: "The aim of the Nations Cup has always been to provide teams from different continents with the opportunity to play against each other and Bucharest, the location for the last five years, has proven to be a great venue for this competition." **Beth Coalter**, IRB Tournament Director



IRB PACIFIC NATIONS CUP 2011

Full results at www.irb.com/pacificnationscup

WHEN: July 2-13

WHERE: Lautoka, Suva, Fiji; Tokyo, Japan

FINAL STANDINGS: 1 Japan; 2 Tonga; 3 Fiji; 4 Samoa

LEADING POINTS SCORER: Kurt Morath, Tonga (56 points)

VICTORY AT THE DEATH: Japan created history by winning the Pacific Nations Cup for the first time thanks to an injury-time try against Fiji which ensured the bonus point victory they needed to clinch the title.

MOST IMPROVED: Tonga, under new coaches Isitolo Maka and Toutai Kefu, were the surprise team of the tournament, claiming impressive victories over Fiji and Samoa. Only a heartbreaking 28-27 defeat to Japan deprived them of a first ever title.

NEW HIGH: Tonga's 45-21 victory over Fiji ensured a four-place jump in the IRB World Rankings to 12th, equalling their then highest ever standing since their introduction in 2003.

THEY SAID: "This is big for Japan Rugby and Fiji gave us the chance as their discipline let them down. However, I salute my players for the effort and they did what I asked them at the break." **John Kirwan**, Japan coach



IRB PACIFIC RUGBY CUP 2011

Full results at www.irb.com

WHEN: February 19-March 26

FINAL STANDINGS: 1 Fiji Warriors; 2 Samoa A; 3 Tonga A

THREE OF THE BEST: Fiji Warriors claimed the trophy for the third year in a row, after Tonga A came back at the death to beat Samoa A 15-13, ensuring Fiji finished two points clear at the top.

HOW IT WORKS: The new look format saw A sides from Fiji, Samoa and Tonga take on Super Rugby opposition for the first time with three rounds of matches in Australia where the QAS Reds Academy, the Junior Waratahs and the Brumby Runners faced each of the Pacific Island teams. Fiji Warriors, Samoa A and Tonga A then headed to New Zealand for matches against the Crusader Knights, Chiefs Development XV and Hurricanes Development XV.

THEY SAID: "The IRB Pacific Rugby Cup was developed to bridge the gap between domestic and international Rugby for the best locally-based players in Fiji, Samoa and Tonga and has been hugely successful in exposing a new generation of Pacific Rugby players to the rigours of international Rugby." **Bernard Lapasset**, IRB Chairman



Growing the Game

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5.5 million* players...

*Comprising 2.68m registered and 2.85m non-registered players

Rugby is growing at an unprecedented rate around the world, boosted by record funding through the IRB's Strategic Investment Programme and the inclusion of Rugby Sevens in the Olympic Programme.

UNION (entry year) PLAYERS

Andorra (1991)	238
Armenia (2004)	Associate member
Austria (1992)	1,747
Azerbaijan (2004)	Associate member
Belgium (1988)	14,266
Bosnia & Herzegovina (1996)	1,032
Bulgaria (1992)	3,683
Croatia (1992)	2,209
Czech Republic (1988)	6,082
Denmark (1988)	4,189
England (1890)	1,990,998
Finland (2001)	988
France (1978)	360,847
Georgia (1992)	5,589
Germany (1988)	11,254
Greece (2009)	Associate member
Hungary (1991)	2,930
Ireland (1886)	153,823
Israel (1988)	1,010
Italy (1987)	71,494
Latvia (1991)	1,478
Lithuania (1992)	3,027
Luxembourg (1991)	2,198
Malta (2000)	4,575
Moldova (1994)	3,210
Monaco (1998)	114
Netherlands (1988)	12,023
Norway (1993)	2,776
Poland (1988)	6,799
Portugal (1988)	40,001
Romania (1987)	9,852
Russia (1990)	21,670
Scotland (1886)	217,057
Serbia (1988)	2,912
Slovenia (1996)	365
Spain (1988)	27,572
Sweden (1988)	4,369
Switzerland (1988)	3,533
Ukraine (1992)	2,800
Wales (1886)	79,800

+25%
participation in
South America
since 2007

25%
of US
players are
female

UNION (entry year) PLAYERS

Bahamas (1994)	635
Barbados (1995)	321
Bermuda (1992)	701
British Virgin Islands (2001)	Associate member
Canada (1987)	73,654
Cayman (1997)	1,616
Guyana (1995)	1,302
Jamaica (1996)	2,242
Mexico (2006)	4,379
St Lucia (1996)	Associate member
St. V & the Grenadines (2001)	1,036
Trinidad & Tobago (1992)	5,539
USA (1987)	457,983

UNION (entry year) PLAYERS

Argentina (1987)	125,776
Brazil (1995)	13,300
Chile (1991)	18,755
Colombia (1999)	8,364
Paraguay (1989)	3,602
Peru (1999)	1,412
Uruguay (1989)	7,463
Venezuela (1998)	2,320

CONSUR

8 MEMBER UNIONS	
Region playing numbers	180,992
World playing population percentage	3%
World population percentage	10%

in 98 countries

+250%
participation
in Pakistan
in just one
year

80%
of players
in Africa are
under 20

UNION (entry year) PLAYERS

Botswana (1994)	6,805
Burundi (2004)	Associate member
Cameroon (1999)	3,517
Ghana (2004)	Associate member
Ivory Coast (1988)	5,383
Kenya (1990)	43,291
Madagascar (1998)	25,665
Mali (2004)	Associate member
Mauritania (2003)	Associate member
Mauritius (2004)	477
Morocco (1988)	8,800
Namibia (1990)	14,226
Nigeria (2001)	2,620
Rwanda (2004)	Associate member
Senegal (1999)	3,990
South Africa (1949)	651,146
Swaziland (1998)	22,491
Tanzania (2004)	Associate member
Togo (2004)	Associate member
Tunisia (1988)	19,458
Uganda (1997)	19,105
Zambia (1995)	11,940
Zimbabwe (1987)	26,016

UNION (entry year) PLAYERS

Cambodia (2004)	Associate member
China (1997)	6,610
Chinese Taipei (1988)	5,516
Guam (1998)	1,027
Hong Kong (1988)	18,557
India (1999)	24,101
Indonesia (2008)	Associate member
Iran (2010)	Associate member
Japan (1987)	122,368
Kazakhstan (1997)	3,510
Korea (1988)	2,803
Kyrgyzstan (2004)	Associate member
Laos (2004)	Associate member
Malaysia (1988)	75,400
Mongolia (2004)	Associate member
Pakistan (2004)	3,149
Philippines (2004)	1,430
Singapore (1989)	12,822
Sri Lanka (1988)	38,355
Thailand (1989)	22,140
Uzbekistan (2004)	Associate member

CAR

16 MEMBER UNIONS	
Region playing numbers	864,930
World playing population percentage	16%
World population percentage	13.8%

ARFU

15 MEMBER UNIONS	
Region playing numbers	337,788
World playing population percentage	6%
World population percentage	59%

UNION (entry year) PLAYERS

American Samoa (2005)	Associate member
Australia (1949)	297,389
Cook Islands (1995)	2,258
Fiji (1987)	37,570
New Zealand (1949)	146,893
Niue Islands (1999)	440
Papua New Guinea (1993)	3,632
Samoa (1988)	22,617
Solomon Islands (1999)	6,104
Tahiti (1994)	2,293
Tonga (1987)	6,560
Vanuatu (1999)	2,520

FORU

11 MEMBER UNIONS	
Region playing numbers	528,276
World playing population percentage	10%
World population percentage	1%



Tournament legacy

The IRB Junior World Rugby Trophy 2011 was a platform for development in Georgia

For the International Rugby Board, Age Grade tournaments are as much about what happens off the field as on it. Legacy programmes have been an integral part of IRB tournaments for more than a decade, demonstrating a commitment to use Rugby to invest in communities – leaving a legacy for the host country to build on, as well as providing players with an invaluable educational opportunity. Players are not only exposed to a higher standard of Rugby than they may be used to, but they also go through the *Keep Rugby Clean* Outreach Programme and have to participate in legacy activities.

At the IRB Junior World Rugby Trophy 2011 in the Georgian capital of Tbilisi, the legacy programme was varied; from a beach Rugby event in a purpose-built sand pitch outside the Tbilisi Sports Palace to a visit to a juvenile detention centre where a Rugby programme is gaining momentum. The legacy programme had a major impact on the local Rugby scene,

according to former international and Georgian Rugby Union Development Manager Nodar Andguladze. “It has been an incredible way to ensure Rugby will leave a lasting impression on our younger generations, players and coaches,” he said.

The programme also included coaching workshops by representatives from the eight

“They loved it; our kids and the visiting players”

participating teams with each country given an area which they made presentations on at the Shevardeni Stadium. These were: Attacking space, evasion skills, footwork (presented by Japan and Samoa); Tackle skills, different types of tackle (Georgia and Russia); Breakdown, the ruck, tackle/supporting first, second and third player role (Canada and Uruguay); Decision

making, running lines and angles (Zimbabwe and USA).

Andguladze said: “We had more than 35 local coaches in attendance in both clinics and they were all very impressed with the lessons taught.”

The Beach Rugby element of the programme saw players from the eight nations participating with young local children with Andguladze revealing: “they loved it; our kids and the visiting players. This was an important way to raise awareness with the local public.”

One of the projects that is dearest to the former Test centre is at the Avchala Juvenile Colony, where children from the ages of 14 to 18 are detained, mostly for petty crime. In a joint-venture between the GRU, the local Probation Ministry and Unicef, the young offenders are taught to play Rugby.

“We give the kids a physical activity and through Rugby teach them values in Rugby and for life. Messages such as healthy lifestyle, personal hygiene or our published codes of conduct are

IRB grant funding 2011 Strategic initiatives unions

“The IRB has provided targeted investment to High Performance and Performance Unions plus the Major Market Unions since 2006. The record levels of funding have ensured that strategies exist to promote the Game and improve competitiveness. Rugby is growing, with new markets making up 19% of the total overall growth in 2011 including South America (22%) and Africa (19%) showing the greatest growth rates.

“As well as increasing global competitiveness, ongoing challenges include ensuring robust competition models exist at international, regional and Union level and that collectively we maximise the Olympic Sevens opportunity.”

Mark Egan, IRB Head of Development and Performance

UNION BANDING	No. UNIONS	TOTAL GRANT FUNDING 2011 (£m)	HIGH PERFORMANCE GRANT FUNDING 2011 (£m)
HIGH PERFORMANCE UNIONS	17	10.85	6.34
PERFORMANCE UNIONS	6	1.82	0.98
MAJOR MARKET UNIONS	4	0.60	0.25
TOTAL	27	13.27	7.57

an integral part of what we give them. They train twice a week and we already know it has been successful,” explained Andguladze. “Of the 160 kids detained from all over Georgia, 45 of them are now Rugby players.

“The whole concept behind this project is to help kids reintegrate into society once they leave the Colony. When they finish their time, rather than going back to criminal life we want our local clubs to take them in.”

Representatives from Georgia, Zimbabwe, Japan and Canada attended this legacy activity, along with Georgia national team coach Richie Dixon and Tournament Medical Officer Peter Grimes who were accompanied by Project Coordinator Andguladze.

“We want to continue to establish Rugby strongly in the juvenile detention centre. We want to make a success story out of it; to get the guys out of criminal life, using Rugby as an inspiration,” Andguladze said.

Georgia’s experiences are representative of the IRB legacy programmes.

“The real legacy will be Rugby awareness in Georgia,” Andguladze said. “Many more kids will join the Game and the Junior World Trophy will have inspired them, seeing they can represent their nation at younger age. My son Luka is 13 and plays for the Chokosnebi Rugby Club; he and his team now know they have something to aspire to.”

EXCITING TIMES AHEAD FOR GEORGIA

Rugby in Georgia goes from strength to strength following the national team’s exploits in the last two Rugby World Cups



Having participated at every Rugby World Cup since 2003, Georgia’s exploits at the very highest level of the Game have seen Rugby’s popularity catapulted to new levels.

These are exciting times for the sport in Georgia, which is enjoying unprecedented interest off the back of a tremendous Rugby World Cup 2007 and notable performances in Rugby World Cup 2011.

Last year it was announced that Rugby had surpassed football in terms of popularity and the Government are fully committed to continuing the sport’s significant growth. The awarding of the IRB Junior World Rugby Trophy 2011 was a ground-breaking move which delivered the platform for the sport to continue its remarkable surge in popularity.

The Government has been one of the biggest supporters of Rugby in Georgia and are intent on doing all that they can to ensure that Georgia continues

its remarkable rise in Fifteens and also in Sevens with Rugby set to make its Olympic Games debut in 2016.

Fans attending the IRB Junior World Rugby Trophy 2011 saw tangible evidence of the Government’s significant investment first hand, while a state-of-the-art National Academy, which features an artificial pitch funded by the IRB, is already nurturing the development of future international stars.

Georgian Rugby Union President George Nijaradze said: “This is a very exciting time for Rugby in Georgia with Rugby World Cup qualification secured for a third successive tournament creating huge interest in the country’s number one team sport. Government and IRB funding have provided two Rugby Academies in Tbilisi and Kutaisi where age grade players can get advice on conditioning, nutrition and professional sport as part of our Long-Term Athlete Development (LTAD).”



ONE TURF TO BOOST GLOBAL PARTICIPATION

Georgia leads the way in using artificial turf to support the Game's development

Georgia is among the first countries to benefit from a ground-breaking IRB initiative that will redefine the use of artificial turf as a playing surface for Rugby and allow thousands more people to take part in the Game around the world.

The programme will, for the first time, regulate and standardise the use of artificial turf worldwide to ensure that the highest possible player welfare and performance standards are achieved.

The programme now opens the way for Unions and clubs to install a surface produced to a global specification that can be used for competition, training and community activity in a Rugby and multi-sport environment.

Artificial turf offers many benefits in areas with challenging growing conditions, or where access to facilities is limited.

Maintenance costs are reduced thanks to the hard-wearing surface, which can be used all-year-round and for up to eight hours-a-day, making it possible to offset running costs by sharing with other community groups.

The Shevardeni Stadium in Tbilisi, where an artificial surface was installed as part of major investment by the IRB and the Georgian Rugby Union, is home to both football and Rugby clubs.

The pitch, installed by IRB Preferred Turf Producer, Limonta Sport SPA, is a full-size, IRB Regulation 22 compliant pitch and replaces an uneven surface that suffered from extreme climatic conditions and financial constraints.

Thanks to the new surface, the Shevardeni complex has now become a focal point for the community and can be used for longer playing and training times.

As a result, players have more opportunities to hone their technical skills in a suitable training environment, while the Georgian Rugby Union can generate extra income by hiring out the facility.

All of this is helping to support the rapid development of the Game in Georgia, and similar examples can already be found around the world in countries including Poland, Tunisia, the Netherlands, Hong Kong and China.

IRB funding for Georgia National Academy

A new, state-of-the-art Georgia National Academy has become the second facility in the country to boast an artificial pitch and is the cornerstone of the IRB's major infrastructure investment in Georgia.

The £350,000 facility was officially opened in 2011 by IRB Chairman Bernard Lapasset.

Via the 2009-2012 Strategic Investment programme, the IRB has committed £1.4 million over the period for the Georgian Rugby Union's High Performance and Long-Term Player Development (LTPD) programmes.

A development plan was put in place for Georgia following RWC 2007, with two new high performance facilities set up in Tbilisi, and 20 more Rugby-centred training venues planned over the next three years.

The new facilities will help drive and support the rapid development of Rugby in Georgia, where the number of registered players has doubled in the last four years.



Investing in Samoa

A new IRB-funded High Performance Centre has provided Samoa with the facilities to produce the next generation of elite players

For emerging Unions such as Samoa, thoughts have already turned to Rugby World Cup 2015 in England. The team's impressive performances against South Africa and Wales at RWC 2011 in New Zealand combined with the opening of the IRB-funded High Performance centre in Apia, have raised expectations.

The jewel in the crown of the IRB's strategic investment in the Pacific Islands is a state-of-the-art facility which includes an accommodation block, gymnasium, recovery centre and administration block that will house the Samoa Rugby Union's growing administration in one place.

It provides the elite and potentially elite players in Samoa with a genuine world-class training environment and coupled with the quality of coaches that the SRU currently employ through their High Performance Programme, Samoa are on the brink of producing a new generation of world class players.

The IRB are investing in the growth of the Game around the world and revenue from Rugby World Cup funds their Strategic Investment Programme which is designed

exclusively to improve the performance of international Rugby.

In 2012, through this initiative the IRB will be investing over NZ\$7 million in direct financial assistance to the Pacific Islands across four

“A world-class elite training environment”

main areas: High Performance, development, competitions and administration.

The High Performance investment has enabled the IRB to establish full-time Academies in Fiji, Samoa and Tonga. These Academies provide a daily training environment for players to obtain scholarships which provide educational and career support that assists the players in preparing for life after Rugby. The progression rates from LTC Scholarships to national team representation and professional contracts is extremely high. All but one of Samoa's victorious 2009/10 IRB Sevens World Series team came from the SRU's High Performance Scholarship Programme.

William Glenwright, the IRB Regional General Manager for Oceania, said: "The strength of the SRU's High Performance Programme over the past six years has been the excellent High Performance systems and structures that they have established through a particularly close relationship with the New Zealand Rugby Union and it is important that we continue to develop these and keep these systems as world's best practice. The new High Performance and Administration facility has to enhance, and not replace these systems."

JWC success story with over 100 graduates capped

There is now a well trodden pathway from the IRB Junior World Championship (JWC) to the Test arena, with more than 110 players taking the step up since the inaugural tournament in 2008, including 47 graduates who represented their nations at Rugby World Cup 2011.

Of the 20 participating Unions, all could boast either a JWC or Junior World Rugby Trophy graduate in their ranks. Both annual events ensure that the future stars of Rugby can test themselves against the best young players in the world, tasting the rigours and extreme pressure of international tournament conditions.

For Rugby World Cup champions New Zealand, the JWC helped shape the burgeoning careers of stars Zac Guildford, Aaron Cruden and Sam Whitelock who became the first graduates to lift the coveted Webb Ellis Cup. All tasted success for their country at Under 20 level, Whitelock in 2008, Cruden as captain in 2009 and Guildford the first to earn two winners' medals in 2008 and 2009.

Joining them on the Rugby World Cup stage was Wales' inspirational young captain, Sam Warburton, who secured a Six Nations Grand Slam in March following his team's narrow semi final exit to France in Auckland last October. Warburton had played for Wales U20 in 2008 alongside countryman Leigh Halfpenny who was named a British & Irish Lion in 2009.

Australia have fielded a team with the most JWC graduates to date, with eight featuring in the RWC Bronze Final against Wales, including David Pocock



who is the most capped graduate so far. Australia's illustrious list of JWC stars also includes Robbie Deans, Quade Cooper and Will Genia.

Other notable graduates include England's Ben Youngs (2008/2009), Courtney Lawes (2008/2009) and Alex Corbisiero (2008), Ireland's Rhys Ruddock and South Africa's Patrick Lambie.

Rugby's future appears to be in safe hands with graduate numbers expected to rise significantly as squads build towards Rugby World Cup 2015 in England.



IRB Women's Rugby Plan sets strategy for growth

A new strategy will support the ongoing development of one of the world's fastest-growing team sports

Following an extensive consultation process with Unions, the *IRB Women's Rugby Plan* was launched in 2011, setting out a strategic vision for the continued growth of Women's Rugby and setting clear priorities as the sport enters its most exciting decade.

The *IRB Women's Rugby Plan* will harness the collaborative commitment from the IRB and its Member Unions to optimise the sport's Olympic Games inclusion and provide a sustainable blueprint for participation to grow across all continents beyond the 200,000 registered players currently regularly competing.

The first programme of its kind, the Plan will focus on delivering three key goals to enhance the position of Women's Rugby as one of the world's fastest-growing team sports and an accessible sport for all ages and abilities:

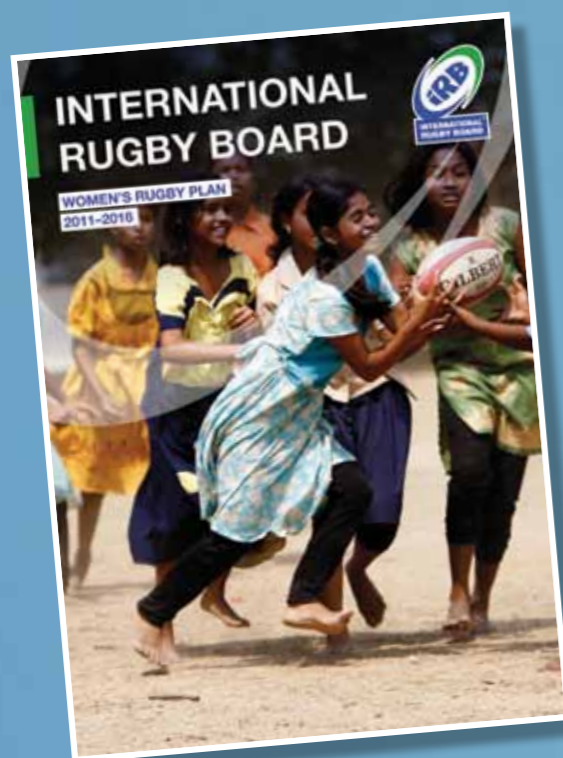
- Sustainably increase global participation
- Provide greater competition opportunities on the world stage in Sevens and Fifteens
- Optimise the Olympic Games opportunity and deliver an exceptional tournament at Rio 2016

With Women's Rugby currently on a high following the success of Rugby World Cup

Sevens 2009 and Women's Rugby World Cup 2010, the Plan coincides with an exciting period on the international stage which includes Women's Rugby World Cup Sevens 2013 in Moscow, Women's Rugby World Cup 2014 in France and the Olympic Games Rugby Sevens competitions in 2016 and 2020.

Complementing the IRB Strategic Plan launched last year, the *IRB Women's Rugby Plan* has at its heart the aim to 'increase female participation and the standard of Women's Rugby globally'.

The *IRB Women's Rugby Plan* has been developed following a root and branch review of the Women's Game involving all Member Unions, with representatives forming the Women's Rugby Working Group who led the consultative process. These priorities are underpinned by developing a global competition model, raising the profile and commercial value of Women's Rugby, providing strong and effective leadership and promoting Women's Rugby in all its forms. In addition, there will be a focus on resources to provide opportunities for more young girls to become more involved in the Game.



WRWC qualification expanding in line with Game's development

More teams than ever will take part in qualification for the 2014 Tournament

An expanded qualification process will see teams from Europe, Africa, Asia and Oceania compete for the right to participate in Women's Rugby World Cup 2014 in France. The development reflects the growth of the Tournament as a major international event and follows the tremendous success of the 2010 edition in England, which delivered an unprecedented level of competition and attracted record broadcast and attendance figures.

The newly-designed qualification process will feature the leading existing regional women's tournaments from around the globe to ensure that the world's best teams are represented at the showcase event.

“The improved tournament structure reflects the appetite for competition.”

Susan Carty, IRB Women's Development Manager

There are six automatic qualifiers for WRWC 2014: Reigning world champions New Zealand, 2010 runners up England, 2010 bronze medallists Australia, 2014 hosts France and USA and Canada by virtue of their top six placing at WRWC 2010.

The RBS Women's 6 Nations will kick start the global qualification process when Ireland take on Wales on February 3. The process will bridge both the 2012 and 2013 championships with the two highest placed teams on aggregate (outside of automatic qualifiers England and France) securing places at France 2014. The two other teams from the Women's 6 Nations, plus the highest ranked teams in Europe will be joined by a team from Oceania in a Women's Rugby World Cup qualification tournament in 2013.

Reflecting the significant growth of Women's Rugby in Africa, the continent will host a qualification tournament for the first time with the burgeoning Elgon Cup in 2013 used to determine the play-off opponent for South Africa, who have played in the past two Women's Rugby World Cups.

IRB Women's Development Manager Susan Carty said: "We now have an improved tournament structure around the world which reflects the appetite for high level elite competition amongst traditional and emerging nations and we have incorporated these existing competitions, wherever possible, into the qualification process in line with the *IRB Women's Rugby Plan*."



Protecting Rugby's Values

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IRB delivers online Rugby preparation resources

IRB extends *Rugby Ready* programme to include best practice strength and conditioning resource

Training to win

The IRB continues to support its Member Unions with training and education courses, resources and workforce development.

The 109 Trainers and 970 Educators are working hard within their regions and Unions to deliver face-to-face courses to local coaches, match officials and administrators. The core portfolio of courses is shown below.

The IRB Talent Optimization Programme continues to provide opportunities for potential international coaches, referees and strength and conditioning coaches to hone their skills with the annual programme delivered at Stellenbosch. RWC 2011 featured 12 Union staff who had been through this programme.

The number of courses being delivered continues to grow. The accumulative statistics for accreditations are shown below.

FACE TO FACE COURSES

Course Workforce	Accreditations
Trainer	109
Educator	970
Coaches	
Level 1 – Fifteens	1,6866
Level 2 – Fifteens	1,574
Level 3 – Fifteens	37
Level 1 – Sevens	952
Level 2 – Sevens	32
Level 1 S & C	231
Level 2 S & C	6
Rugby Ready	4,980
Match Officials	
Level 1 – Fifteens	7,462
Level 2 – Fifteens	581
Level 3 – Fifteens	32
Level 1 – Sevens	78
Level 2 – Sevens	0
Level 1 CMO	473
Level 2 CMO	35

ONLINE COURSES

Site	Completions
Rugby Ready	60,569
Laws	23,232
Player welfare	47
Strength & Conditioning	375



The IRB *Rugby Ready* programme is the premiere vehicle for the IRB and its Member Unions in driving global Rugby preparation education. There is a face-to-face course and a dedicated website: www.irbrugbyready.com which has been accessed by over 420,000 players, coaches, referees and administrators

The dedicated IRB Laws site is gaining greater traction. Over 620,000 individuals have accessed the site. Of those over 44,000 (from 200 countries) have registered and 23,229 have completed the on-line test. www.irblaws.com is also available via iTunes for iPhone and iPad. To date over 113,000 people have downloaded the iPhone version and nearly 8,000 the iPad version.

since going live in 2007. So far more than 93,000 members of the Rugby family have registered on the site and with a further 60,661 completing the online best practice test. In addition over 8,000 people have completed face-to-face *Rugby Ready* courses.

The IRB has underscored its global commitment to player welfare by launching an innovative online strength and conditioning resource, free to access at www.irbsandc.com, the comprehensive site is the latest IRB online programme designed to aid and educate players, coaches and

administrators at every level of the Game in adopting the very best techniques for preparation to play a sport that has witnessed a 19 per cent increase in participation worldwide since RWC 2007.

Extensive coaching videos and assessments are central to the resource which sits within the suite of IRB online courses already available, including the entry point *Rugby Ready*, and enables users to undertake the IRB Level One strength and conditioning awareness course online.

The course is designed to provide beginner strength and conditioning coaches with a basic knowledge and understanding and a foundation of practical skills based on the unique physical demands of the Game.

The online course comprises modules covering the following topics: long-term player development pathway, functional screening, anatomical adaptation, demands of the Game, principles of training, speed and intermittent sprint endurance, periodisation and recovery.

IRB Training and Medical Manager Mark Harrington said: "Everyone has a duty of care to those playing the Game and the IRB's portfolio of online and practical resources are invaluable to the global Rugby community. They are designed for individual coaches, players, referees, administrators and Unions in preparing to play the Game with the best

possible practice models for physical conditioning, technique, injury prevention and injury management."

The www.irbsandc.com resource is an extension of the globally successful IRB *Rugby Ready* programme and has been accessed by over 400,000 players, coaches, referees and administrators from 211 territories since going live in 2007.

So far more than 89,000 members of the Rugby family have registered on the site with a further 57,893 completing the online best practice test.

More information: www.irbsandc.com



The IRB has a portfolio of interactive education websites that includes **injury prevention** at www.rugbyready.com, **anti-doping education** at www.keeprugbyclean.com and the **Laws of the Game** at www.irblaws.com. We will continue to collaborate with our Member Unions to ensure that www.irbplayerwelfare.com is the destination for all best-practice information.

WORKING WITH WHEELCHAIR RUGBY

In 2010 the IRB announced a ground-breaking collaboration with the International Wheelchair Rugby Federation (IWRF) and committed to working together on key areas such as player welfare, exchanging training materials and increasing joint promotion. This year the relationship has been strengthened and the IRB has contributed to the production of a new Strategic Plan, the development of a revamped website and providing training materials and courses.

One original key commitment was in the area of shared resources and together with the World Academy of Sport, the IRB has assisted in developing educator programmes for the International Paralympic Committee (IPC). This best-practice education programme has also been used by the IPC to train officials and classifiers involved in Paralympic athletics and swimming and educator workshops have been undertaken with Volunteer Educators for Sochi 2014 in disability awareness. Rugby is at the forefront of ensuring best practice education and training programmes are shared across multi-sport initiatives and has benefited significantly from the ongoing relationship between IRB and IWRF.



KEEP RUGBY CLEAN

Rugby's strong record on anti-doping continued in 2011 with another record testing programme and the extension of resources designed to raise awareness and understanding among players, coaches, physicians and administrators at all levels of the Game. Alongside the continued growth of the *Keep Rugby Clean* website, a new IRB Anti-Doping Handbook is now available. For more details visit www.keeprugbyclean.com



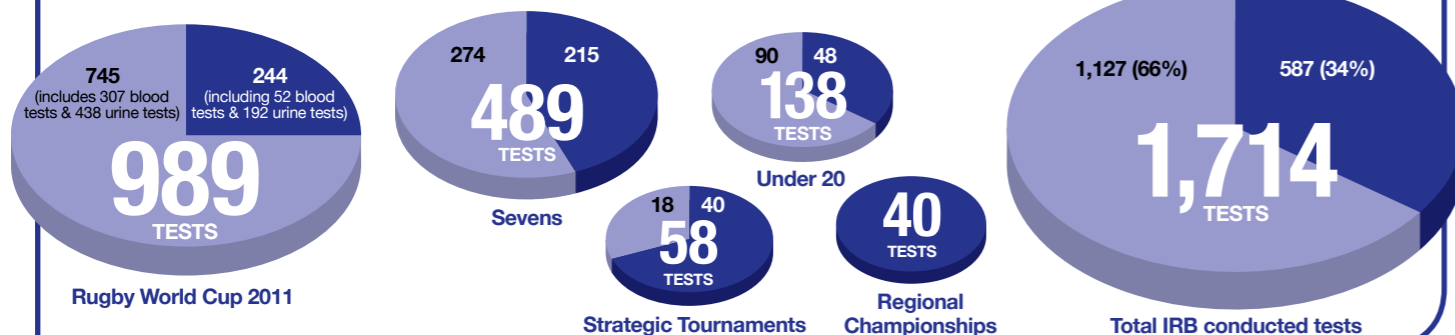
languages in which the new IRB Anti-Doping Handbook is available:

- English
- French
- Spanish
- Italian
- Georgian
- Japanese
- Romanian
- Russian



2011 IRB TESTING PROGRAMME

In Competition Out of Competition



40%

increase in traffic to the trilingual *Keep Rugby Clean* website in 2011 – a total of 21,180 hits

Argentina Rugby player appointed to WADA Athlete Committee

Felipe Contepomi is the first Rugby player to be appointed to the World Anti-Doping Agency Athlete Committee since its inception. Contepomi has been an ambassador for the IRB's *Keep Rugby Clean* programme for the past four years and his appointment showcases Rugby's commitment to drug free sport. Contepomi said: "I'm excited about being part of the WADA Athlete Committee, whose main objective is to keep sport clean. As a current professional athlete sport provides many unique moments in life. Let us make sure these special moments can be achieved by talented, honourable and clean athletes who make a huge sacrifice to their sport and in turn offer inspiration to all as role models to society."

500

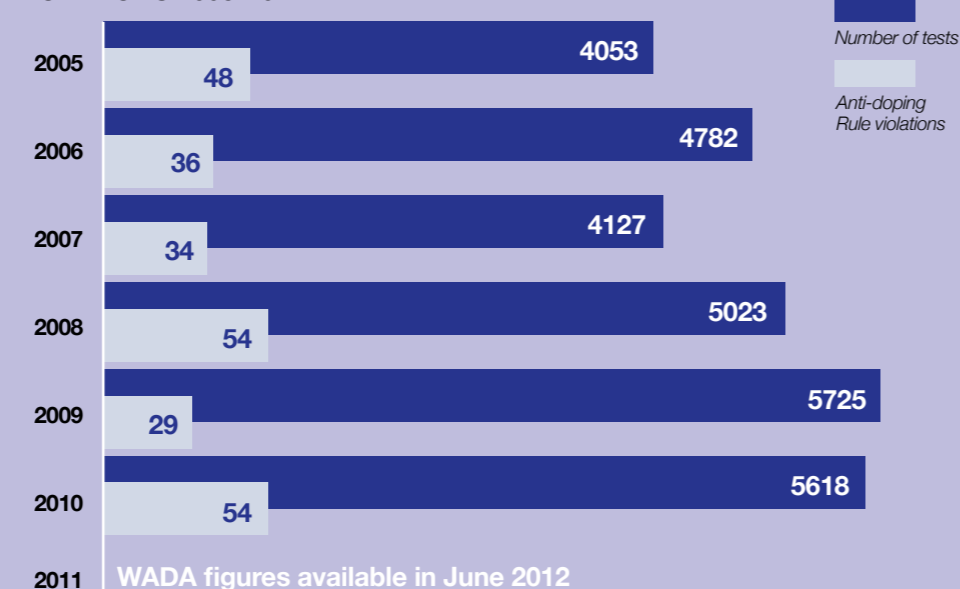
more tests were conducted by the IRB in 2011 compared to 2010

IRB ANTI-DOPING RULE VIOLATIONS IN 2011*

Member Union	Substance	Classification	Administration	Sanction
Japan	Methyltestosterone	Anabolic Agent	Testosterone cream used in an attempt to grow a moustache	2 years
Russia	Furosemide	Diuretic	Tablet for inflamed/injured leg	6 months
Sri Lanka x 3	Methylhexanamine	Stimulant	Supplement	9 months each
UAE	Methylhexanamine	Stimulant	Supplement	12 months
USA	Oxycodone	Narcotic	Tablet for pain relief of shoulder injury	4 months
Namibia	Testosterone	Anabolic Agent	TBC	TBC

*full written decisions of anti-doping cases are available on the IRB's Anti-Doping website.

GLOBAL NUMBER OF RUGBY TESTS AND ANTI-DOPING RULE VIOLATIONS 2005-2011



Q&A: Sherry Trumbull (CAN)

Member of ground-breaking IRB Women's Referees Panel

Sherry Trumbull (CAN) is one of eight officials on the first-ever Women's Referees Panel, established by the IRB as part of its commitment to developing women's officiating standards around the world. The Panel is supported by a development pathway that mirrors the system used by male officials on the IRB High Performance Referees Panel. It gives the officials opportunities to referee both men's and women's international matches and also provides access to centralised IRB fitness, performance analysis and mentoring programmes to promote consistency and best practice.



The laws are the same and my expectations of players are the same. The Men's Game is a faster paced game and therefore will affect my positioning and running lines on the field. Given the increased size and strength of the players and that I am not a very big female ref, I need to always be aware of where the players are and where the next phase is going so that I am not caught in the way.

The added pressure of being an international match would be the same whether men or women. There are outside pressures and timelines to keep, raised expectations from coaches and fans, communication set up between entire officiating crew and possible television feed.

Q How important is the Panel for the continued development and growth of the Women's Game?

A Incredibly important. It provides standards for the Game, opportunities for growth and development as referees, resources that we never had before. Most importantly it's the start of developing a clear pathway for up and coming young female officials. The panel should inspire more women to referee. And the more who get involved, the deeper the pool of talent to draw from. The more talented the referee pool, the better the quality of the Women's Game.

Q How will the Panel impact the standard of the international Women's Game?

A It's clear that the quality of play, the pace of the game, the basic skills and decision-making has come a long way at all levels of the Women's Game. Players are more experienced, better physically trained and more knowledgeable thanks in large part to the high level of coaching many countries are receiving. The refereeing Panel will only encourage this trend. It will give us the same high level coaching as the players, including the opportunity to work with some amazing referee coaches, performance reviewers and top level male referees. And with consistency and high standards applied, players will know what to expect from game to game and develop their skill set from there.

Q In many ways you and your fellow referees on the panel are trailblazers for the Women's Game. Does that increase the pressure on you when you're out in the middle?

A I think all the referees on the panel are so used to being trailblazers for years now, in their home country and club, that we hardly think twice of it. We are in the middle to fulfill a role as a referee. Regardless if there is a male or female in the middle, there will always be those who doubt decisions, capabilities and who are not supportive of change; that is simply the nature of the job. Ideally people don't even notice if it is a male or female referee in the middle; in fact they don't notice the referee at all!

Q How does officiating international men's games differ from women's?

A The game is still Rugby and from my officiating point of view they are all just players and treated as such.

Pathways and development model





Financial Report

In this section...

- 58 Financing the global Game
- 59 Financial report and accounts
- 74 Meet the team

BY THE NUMBERS

£7m

annually in Development and Administration Grants to Member Unions and Regional Associations

50%

increase in global participation over 10 years

£150m

invested globally from 2009-12 via the IRB Strategic Investment Programme

117

Member Unions

£7.96m

in annual Tournament funding

5.5m

players worldwide

£90m

net surplus of RWC 2011

Financing the global Game

The financial success of Rugby World Cup has enabled the International Rugby Board to fund the development and growth of the Game worldwide

The IRB is the owner of Rugby World Cup. It manages the Tournament delivery through a wholly-owned subsidiary, Rugby World Cup Limited, which has an IRB-appointed Board of Directors. The IRB is therefore the beneficiary of the surpluses generated by Rugby World Cup. The financial success of the Tournament has enabled the IRB to be at the forefront of Rugby development, enabling it to implement and fund the growth of the Game worldwide.

The IRB is responsible for developing the Game across the world, the Laws of the Game and promoting the essential core values of Rugby through the Game's charter.

With a current membership of 117 Unions, including Associate Members, across six Regional Associations, the IRB's primary objective is to grow Rugby worldwide in all territories promoting participation at all levels of the Game.

The playing population across the world has increased from 2 million to over 5 million in the past 10 years, with the IRB at the heart of driving this growth.

The Game continues to reach new heights with each Rugby World Cup, the 2011 edition in New Zealand adding an outstanding seventh chapter to the Tournament's history. As the Tournament grows in terms of commercial revenue, ticket sales and broadcast reach so the income generated once every four years, some 95 per cent of the IRB's revenue, is reinvested directly back into the Game via the Member Unions and the IRB's targeted funding programmes.

The Rugby World Cup 2007 net surplus for the IRB of £122.4 million was committed to underwrite major funding initiatives such as the Strategic Investment Programme that, in the years between Rugby World Cup tournaments, supports specific programmes and projects within targeted Unions to increase the global competitiveness of the Game.

The current Strategic Investment Programme is a £44 million global investment over four years from 2009-2012 which is aimed specifically at increasing global player standards. This follows on from the initial first phase of the Strategic Investment Programme which involved an investment of £30 million over the three years 2006-08.

In addition, the IRB allocates money via its Major Markets Investment Fund for new territories following the IOC decision to admit Rugby Sevens as an Olympic Sport and commits funds to the hosting of international tournaments.

How RWC surpluses are used

- Payment of annual development and tournament grants to Member Unions and Regional Associations with around £13.4 million paid out each year (Development grants £7.4m, Regional tournaments £3m, IRB tournaments £3m).
- Implementation of the IRB's global Strategic Investment Programme (high performance, Union management and new Tournament structures including the IRB Pacific Rugby Cup, IRB Pacific Nations Cup, IRB Nations Cup and Americas Rugby Championship). To date £78 million committed via this programme between 2005 and 2012.
- Underwriting major Tournaments including the IRB Junior World Championship, IRB Junior World Rugby Trophy, HSBC Sevens World Series, Men's and Women's Rugby World Cup Sevens and Women's Rugby World Cup. (RWC Sevens qualifiers included in £3m above. Women's RWC an additional £750,000 in 2010.)
- Delivery of global educational programmes, training and development initiatives to all our Member Unions. This includes major training and educational programmes such as *Rugby Ready*.
- Costs associated with Test match officials and judiciary officers.
- Hosting of IRB meetings; Rugby World Cup Board, IRB Executive Committee, IRB General Assembly, IRB Council and working committees and the Women's Conference on the Game.
- Promotion of the Game globally via broadcasting, internet and electronic publications.



GENERAL INFORMATION

Council Members as at 31 December 2010

B Lapasset	Independent Chairman
W Beaumont	(England) Vice Chairman
J Dance	(England)
M Thomas	(England)
W Nolan	(Scotland)
J Jeffrey	(Scotland)
P Boyle	(Ireland)
P Whelan	(Ireland)
D Pickering	(Wales)
G Davies	(Wales)
P McGrath	(Australia)
J O'Neill	(Australia)
G Mourie	(New Zealand)
S Tew	(New Zealand)
O Hoskins	(South Africa)
J Roux	(South Africa)
P Camou	(France)
J Laurans	(France)
P Carreras	(Argentina)
C Le Fevre	(Canada)
G Dondi	(Italy)
I Kono	(Japan)
R Martins	(FIRA-AER)
N Mashimo	(ARFU)
A Bougja	(CAR)
H Schuster	(FORU)
R Paganini	(CONSUR)
P Higgins	(NACRA)

Chief Executive Officer

M Miller

Principal Bankers

Bank of Ireland
St Stephen's Green
Dublin 2

Auditors

PricewaterhouseCoopers
One Spencer Dock
North Wall Quay
Dublin 1
Ireland
Telephone +353 (0) 1 792 6000
Facsimile +353 (0) 1 792 6200
I.D.E. Box No. 137
Internet www.pwc.com/ie

STATEMENT OF COUNCIL'S RESPONSIBILITIES

Statement of Council's responsibilities in respect of the financial statements

The International Rugby Board (IRB) is the world governing and law-making body of Rugby Union. It is made up of 97 Member Unions and 20 Associate Member Unions. The IRB Council has a current representation of 26 voting members, a Vice Chairman and an Independent Chairman. It is comprised of representatives of Unions and Associations appointed as set out in the IRB Bye-Laws and acts in accordance with the powers conferred upon it by the IRB Bye-Laws.

The Council is required to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the IRB and of its profit or loss and cash flow for that period. In preparing those financial statements, the Council is required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- comply with applicable accounting standards, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis, unless it is inappropriate to presume the association will continue its objectives.

The Council is responsible for maintaining records which disclose with reasonable accuracy the financial position of the association and its subsidiaries and to enable the Council to ensure that the financial statements have been properly prepared. The Council is also responsible for safeguarding the assets of the association and its subsidiaries and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

B Lapasset, Chairman
M Miller, CEO
25 May 2011



INDEPENDENT AUDITORS' REPORT TO THE COUNCIL OF THE INTERNATIONAL RUGBY BOARD

We have audited the consolidated financial statements for the year ended 31 December 2010 which comprise the Consolidated Income Statement, the Consolidated Balance Sheet, the Consolidated Cash Flow Statement, the Consolidated Statement of Change in Equity and the related notes. These financial statements have been prepared under the accounting policies set out therein.

Respective responsibilities of Council members and auditors

The responsibilities of the Council members for preparing the financial statements in accordance with International Financial Reporting Standards (IFRSs) are set out in the Statement of Council's Responsibilities.

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland). This report, including the opinion, has been prepared for and only for the Council members as a body and for no other purpose. We do not, in giving this opinion, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

We report to you our opinion as to whether the consolidated financial statements give a true and fair view, in accordance with IFRSs as adopted by the European Union.

We read the statement of Council's responsibilities and consider the implications for our report if we become aware of any apparent misstatements within it.

Basis of audit opinion

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board and generally accepted in Ireland. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgments made by the Council members in the preparation of the consolidated financial statements, and of whether the accounting policies are appropriate to the association's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the consolidated financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

Opinion

In our opinion the consolidated financial statements give a true and fair view in accordance with IFRSs, of the state of affairs of the consolidated balance sheet as at 31 December 2010 and of the consolidated loss and cash flows for the year then ended.

PricewaterhouseCoopers
Chartered Accountants and Registered Auditors
Dublin

2 June 2011



CONSOLIDATED INCOME STATEMENT Year ended 31 December 2010

	Notes	2010 Stg£	2009 Stg£
Revenue		1,383,872	2,397,848
Administration expenses	5	(16,013,701)	(14,951,966)
Tournament expenses		(7,956,521)	(7,046,725)
Other gains/(losses) - net	6	(46,965)	(3,094,857)
Other income	7	2,617,181	5,260,868
Other expenses	8	(27,300,737)	(22,087,802)
Loss before income tax		(47,316,871)	(39,522,634)
Income tax expense	10	(34,867)	(32,963)
Loss for the year		(47,351,738)	(39,555,597)

The notes on pages 63 to 73 are an integral part of these consolidated financial statements.

B Lapasset, Chairman
M Miller, CEO

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME Year ended 31 December 2010

	Notes	2010 Stg£	2009 Stg£
Loss for the year		(47,351,738)	(39,555,597)
Fair value gain/(loss) on available for sale financial assets		1,753,162	3,686,945
Total comprehensive income/(loss) for the year		(45,598,576)	(35,868,652)

The notes on pages 63 to 73 are an integral part of these consolidated financial statements.

B Lapasset, Chairman
M Miller, CEO



CONSOLIDATED GROUP BALANCE SHEET As at 31 December 2010			
	Notes	2010 Stg£	2009 Stg£
ASSETS			
Non - current assets			
Property, plant and equipment	11	306,667	422,556
Intangible assets	12	77,002	77,002
Deferred expenditure	13	6,415,189	2,886,926
Available-for-sale financial assets	14	79,875,500	80,673,949
		86,674,358	84,060,433
Current assets			
Trade and other receivables	15	15,325,400	3,297,853
Current income tax		2,029	1,411
Deposits	16	11,480,636	9,211,826
Cash and cash equivalents	16	30,277,109	43,670,359
		57,085,174	56,181,449
Total assets		143,759,532	140,241,882
EQUITY			
Capital and reserves			
Retained earnings	19	39,988,961	85,587,537
LIABILITIES			
Non-current liabilities			
Deferred revenue	17	94,094,179	44,887,495
Current liabilities			
Trade and other payables	18	9,676,392	9,766,850
Total liabilities		103,770,571	54,654,345
Total equity and liabilities		143,759,532	140,241,882

The notes on pages 63 to 73 are an integral part of these consolidated financial statements.

B Lapasset, Chairman
M Miller, CEO



CONSOLIDATED CASH FLOW STATEMENT Year Ended 31 December 2010			
	Notes	2010 Stg£	2009 Stg£
Cash flows from operating activities			
Cash generated from operations	20	12,547,353	(1,074,758)
Income tax paid		(35,485)	(31,599)
Net cash generated from operating activities		12,511,868	(1,106,357)
Cash flows from investing activities			
Purchases of property, plant and equipment		(50,859)	(119,080)
Purchase of available for sale financial assets		(26,993,922)	(8,659,216)
Proceeds on disposal of available for sale financial assets		29,952,293	7,636,546
Interest received		2,617,181	5,260,868
Net cash generated from investing activities		5,524,693	4,119,118
Cash flows from financing activities			
Increase in deposits		(2,268,810)	(10,950,731)
Grant Payments		(28,840,092)	(18,206,140)
Net cash used in financing activities		(31,108,902)	(29,156,871)
Net decrease in cash and cash equivalents		(13,072,341)	(26,144,110)
Exchange loss on cash and cash equivalents		(320,909)	(520,913)
Cash and cash equivalents at beginning of the year		43,670,359	70,335,382
Cash and cash equivalents at end of the year		30,277,109	43,670,359

The notes on pages 63 to 73 are an integral part of these consolidated financial statements.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

1 General information
The International Rugby Board (IRB) is the world governing and law-making body of Rugby Union. It is made up of 97 Member Unions and 20 Associate Member Unions.

The International Rugby Board is resident in Dublin at Huguenot House, St Stephen's Green.

These consolidated financial statements have been approved for issue by the Council of the International Rugby Board on 24 May 2011.

2 Summary of significant accounting policies
The principal accounting policies applied in the preparation of these consolidated financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

A Basis of preparation
These consolidated financial statements have been prepared in accordance with International Financial Reporting Standards and IFRIC interpretations adopted by the European Union (EU). The consolidated financial statements have been prepared under the historical cost convention, as modified by the measurement of the fair value of available for sale financial assets. A summary of the more important group accounting policies is set out below.

The preparation of financial statements in conformity with IFRS requires the use of certain critical accounting estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Although these estimates are based on management's best knowledge of the amount, event or actions, actual results ultimately may differ from those estimates.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

2 Summary of significant accounting policies (continued)

Standards, amendments and interpretations effective in 2010 but not relevant to the IRB's operations

The following standards, amendments and interpretations are mandatory for the IRB for accounting periods beginning on 1 January 2010:

- IFRS 1 (Revised) - *First Time Adoption of IFRS*
- IFRS - *Operating Segments*
- IFR 3 (Revised) - *Business Combinations*
- IAS 27 (Amended) - *Consolidated and Separate Financial Statements*
- IAS 28 (Amended) - *Investments in Associates*
- IAS 31 (Amended) - *Interest in Joint Ventures*
- IFRIC 17 *Distribution of non-cash Assets + owners*
- IFRIC 18 *Transfers of assets from customers*
- IFRIC 1 (Amendment) - *Additional Exemptions for First-Time Adopters*
- IFRIC 2 (Amendment) - *Group Cash-Settled Share Based Payment Transactions*
- Improvements to IFRSs (April 2009)
 - IFRS 2 *Share-based Payments*
 - IFRS 5 *Non-current Assets Held for Sale and Discontinued Operations*
 - IFRS 8 *Operating Segments*
 - IAS 1 *Presentation of Financial Statements*
 - IAS 7 *Statement of Cash Flows*
 - IAS 17 *Leases*
 - IAS 18 *Revenue*
 - IAS 36 *Impairment of Assets*
 - IAS 38 *Intangible Assets*
 - IAS 39 *Financial Instruments: Recognition and Measurement*
 - IFRIC 9 *Reassessment of Embedded Derivatives*
 - IFRIC 16 *Hedge of a Net Investment in a Foreign Operation*

The adoption of these standards and interpretations has not led to any changes in accounting policies.

The following new standards, amendments to existing standards and interpretations have been issued prior to the date of issuance of the group financial statements but have not been early adopted by the IRB:

- IAS 32 (Amendment) *Classification of Rights Issues* (effective 1 February 2010)
- IFRS 1 (Amendment) *Limited Exemption from Comparative IFRS 7 Disclosures for First-time Adopters* (effective 1 July 2010)
- IFRIC 19 *Extinguishing Financial Liabilities with Equity Instruments* (effective 1 July 2010)
- IFRIC 14 *Prepayments of Minimum Funding Requirement* (effective 1 January 2011)
- IFRS 9 *Financial Instruments* (effective 1 January 2013)
- Improvements to IFRSs (May 2010)
 - IFRS 1 *First-time Adoption of International Financial Reporting Standards* (effective 1 January 2011)
 - IFRS 3 *Business Combinations* (effective 1 July 2010)
 - IFRS 7 *Financial Instruments: Disclosures* (effective 1 January 2011)
 - IAS 27 *Consolidated and Separate Financial Statements* (effective 1 January 2011)
 - IAS 34 *Interim Financial Reporting* (effective 1 January 2011)
 - IFRIC 13 *Customer Loyalty Programmes* (effective 1 January 2011)

It is not anticipated that the adoption of these standards and interpretations will have a material impact on the consolidated financial statements in the period of initial adoption.

B Consolidation

Subsidiaries are all entities over which the International Rugby Board has the power to govern the financial and operating policies generally accompanying a shareholding of more than one half of the voting rights. The existence and effect of potential voting rights that are currently exercisable or convertible are considered when assessing whether the International Rugby Board controls another entity. The International Rugby Board is made up of a number of subsidiaries, which are listed below:

IBFB Services (Ireland) Limited - the company is engaged in providing financial and administrative services to various entities within the IRB group.

IB Tournaments Limited - the principal activity of the company is the promotion of Rugby Union and the organisation and administration of Rugby Union Tournaments.

Rugby World Cup Limited - the company's principal activity is the licensing of rights emanating from the ownership of the Rugby World Cup.

Rugby World Cup 2003 Limited - company previously involved in the organisation of Rugby World Cup 2003.

IRB Trust - the Trust is established for the sole purpose of the promotion and development of Rugby Union worldwide.

RWC Tournaments Limited - dormant company previously involved in the organisation of Rugby World Cup 1999.

International Rugby Development Limited - this company is the Corporate Trustee of the IRB Trust.



Inter-company transactions, balances and unrealised gains on transactions between group companies are eliminated. Unrealised losses are also eliminated but considered an impairment indicator of the asset transferred. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the IRB.

C Foreign currency translation

(a) Functional and presentation currency

Items included in the financial statements of each of the International Rugby Board's entities are measured using the currency of the primary economic environment in which the entity operates ('the functional currency'). The consolidated financial statements are presented in STG£, which is the International Rugby Board's functional and presentation currency.

(b) Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the income statement.

Changes in the fair value of monetary securities denominated in foreign currency classified as available for sale are analysed between translation differences resulting from changes in the amortised cost of the security, and other changes in the carrying amount of the security. Translation differences are recognised in profit or loss, and other changes in carrying amount are recognised in equity. Translation differences on non-monetary financial assets such as equities classified as available for sale are included in the fair value reserve in equity.

D Property, plant and equipment

The IRB does not hold any property. All plant and equipment is stated at historical cost less depreciation. Historical cost includes expenditure that is directly attributable to the acquisition of the items. Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the IRB and the cost of the item can be measured reliably. All repairs and maintenance are charged to the income statement during the financial period in which they are incurred.

Depreciation on plant and equipment is calculated using the straight-line method to allocate their cost to their residual values over their estimated useful lives, as follows:

- Fixtures and fittings - five years
- Computer equipment - three years
- Plant and equipment - 25 years
- Motor vehicles - five years

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each balance sheet date.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in the Income Statement.

E Intangible assets

Rugby World Cup Logo

The Rugby World Cup logo represents costs incurred in registering the logo. The logo is regarded as having an indefinite useful life because, based on an analysis of all relevant factors, there is no foreseeable limit to the period over which the asset is expected to generate net cash inflows to the entity. The logo is not subject to amortisation and is tested annually for impairment. An impairment loss is recognised for the amount by which the asset's carrying value exceeds its recoverable amount.

The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. To date an impairment loss has not arisen.

Website development costs

The costs incurred in developing the International Rugby Board's website are capitalised and amortised over three years.

F Financial assets

Available-for-sale financial assets

The International Rugby Board classifies all of its investments into the available-for-sale category. They are included in non-current assets unless management intends to dispose of the investment within 12 months of the balance sheet date.

Regular purchases and sales of investments are recognised on trade-date - the date on which the IRB commits to purchase or sell the asset. Investments are initially recognised at fair value plus transaction costs. Available-for-sale financial assets are subsequently carried at fair value. Investments are derecognised when the rights to receive cash flows from the investments have expired or have been transferred and the IRB has transferred substantially all risks and rewards of ownership.

Changes in the fair value of monetary securities classified as available-for-sale and non-monetary securities classified as available-for-sale are dealt with in the statement of comprehensive income.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

2 Summary of significant accounting policies (continued)

When securities classified as available-for-sale are sold or impaired, the accumulated fair value adjustments recognised in equity are included in the income statement as 'gains and losses from investment securities'. Interest on available-for-sale securities calculated using the effective interest method is recognised in the income statement. Dividends on available-for-sale equity instruments are recognised in the income statement when the Group's right to receive payments is established.

The fair values of quoted investments are based on current bid prices.

The IRB assesses at each balance sheet date whether there is objective evidence that a financial asset or a group of financial assets is impaired. In the case of equity securities classified as available-for-sale, a significant or prolonged decline in the fair value of the security below its cost is considered as an indicator that the securities are impaired. If any such evidence exists for available-for-sale financial assets, the cumulative loss - measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognised in profit or loss - is removed from equity and recognised in the income statement. Impairment losses recognised in the income statement on equity instruments are not reversed through the income statement.

G Trade receivables

Trade receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. A provision for impairment of trade receivables is established when there is objective evidence that the International Rugby Board will not be able to collect all amounts due according to the original terms of receivables. Significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy or financial reorganisation, and default or delinquency in payments are considered indicators that the trade receivable is impaired. The amount of the provision is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the effective interest rate. The carrying amount of the asset is reduced through the use of an allowance account, and the amount of the loss is recognised in the income statement within administration expenses. When a trade receivable is uncollectible it is written off against the allowance account for trade receivables. Subsequent recoveries of previously written off amounts are credited against administration expenses in the income statement.

H Cash and cash equivalents

Cash and cash equivalents includes cash in hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less, and bank overdrafts.

I Employee benefits

Pension obligations

The IRB operates a defined contribution pension plan. A defined contribution plan is a pension plan under which the IRB pays fixed contributions into a separate entity. The International Rugby Board has no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods.

The contributions are recognised as an employee benefit expense when they are due. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

J Provisions

Provisions for restructuring costs and legal claims are recognised when the International Rugby Board has a present legal or constructive obligation as a result of past events; it is more likely than not that an outflow of resources will be required to settle the obligation; and the amount has been reliably estimated.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as interest expense.

K Revenue recognition

Royalties from the licensing of television rights to broadcast the Rugby World Cup are recognised on the successful completion of the respective Rugby World Cup Tournament. Instalments received prior to this date are deferred as they may be repayable, in whole or in part, at any time up to the completion of the Rugby World Cup upon the occurrence, for any reasons, of one of more of the following conditions specified in the contract agreements:

- Cancellation and/or rescheduling of the events and/or non availability of feed of events to the licensee.
- Either party has committed a material breach of any of its obligations which cannot be remedied.
- Either party has committed a material or repeated breach of any of its obligations and fails to remedy such breach.
- The other party goes into liquidation or an administrator or receiver is appointed over the whole or any part of that other party's assets.
- The other party ceases or threatens to cease to carry on business or is removed from the relevant register of companies.

Interest earned on instalments received is for the benefit of the International Rugby Board and is recorded as interest income.



Other revenue

Other revenue is generated from the sale of sponsorship rights, hospitality rights and licensing rights. Those which are related to the Rugby World Cup Tournament are deferred to the year in which the event is held as they may be repayable in whole or in part upon the occurrence of similar conditions which apply to the broadcasting rights agreements. Revenues related to other Tournaments are recorded in the period in which the relevant Tournament takes place.

Financial income

Interest income is recognised on an effective yield basis and dividend income is recognised when the right to receive payment is established.

L Leases

The IRB has no finance leases of property, plant and equipment where the Group has substantially all of the risks and rewards of ownership.

All leases undertaken by the IRB are operating leases in which a significant portion of the risks and rewards are retained by the lessor. Payments made under such operating leases, excluding contingency payments, are charged to the income statement on a straight-line basis over the period of the lease.

M Grants

The IRB distributes discretionary investment grants through the IRB Trust. These are charged to the Income Statement in the year in which the liability to distribute the grant falls due. Unpaid investment grants are accrued for two years only. Grants which remain unpaid after that date, because of non-compliance with the terms and conditions applying to their payment, are credited back to the income statement.

3 Financial risk management

Financial risk factors

The International Rugby Board's activities have the potential to expose it to a variety of financial risks including foreign exchange risk, credit risk and interest rate risk. Its overall risk management programme seeks to minimise potential adverse effects on the International Rugby Board's activities. The IRB uses derivative financial instruments to hedge certain risk exposures.

Risk management is carried out by the International Rugby Board Finance Department under policies approved by the Council of the International Rugby Board. The Council provides written principles for overall risk management, as well as written policies covering specific areas, such as foreign exchange risk, interest rate risk, credit risk, use of derivative financial instruments and non-derivative financial instruments, and investment of excess liquidity.

(a) Foreign exchange risk

The IRB operates internationally and is exposed to foreign exchange risk arising from various currency exposures, primarily with respect to the pound sterling. Foreign exchange risk arises from future commercial transactions and recognised assets and liabilities.

To manage their foreign exchange risk arising from future commercial transactions and recognised assets and liabilities and when considered appropriate and necessary, entities in the Group use forward contracts, transacted by the Finance Department. Foreign exchange risk arises when future commercial transactions, recognised assets or liabilities are denominated in a currency that is not the entity's functional currency. There were no forward contracts outstanding at the year end date.

(b) Credit risk

The IRB has no significant concentrations of credit risk. Substantially all of its revenues are generated from the licensing of television broadcasting rights and other commercial rights and the IRB believes that all amounts due under such rights are fully collectible.

(c) Interest rate risk

The IRB does not have any significant concentrations of interest rate risk.

(d) Liquidity risk

The IRB holds significant cash deposits and as a result does not have any significant liquidity risk.

4 Critical accounting estimates and judgements

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The International Rugby Board makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. However the International Rugby Board considers that there are no significant estimates, judgements or assumptions applied in the current financial year as a result of which there is a risk of causing a material adjustment to the carrying amounts of assets and liabilities.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

5 Administration expenses by nature

	2010 Stg£	2009 Stg£
Depreciation and amortisation (notes 11 and 12)	166,748	218,603
Employee benefit expense (note 9)	6,242,781	6,083,834
Development expenses	3,736,022	2,888,047
Finance and administration expenses	2,322,680	1,882,959
Member services	1,393,452	1,764,282
Other expenses	1,968,679	1,990,610
Commercial expenses	183,339	123,631
Total administrative expenses	16,013,701	14,951,966

	2010 Number	2009 Number
Number of employees	66	64

Finance and administration expenses include :	2010 Stg£	2009 Stg£
Audit fee	20,930	19,505
Council member attendance fees	472,199	364,357

6 Other gains/(losses) - net

	2010 Stg£	2009 Stg£
Gain/(Loss) arising on the disposal of available for sale financial assets	406,760	(291,399)
Foreign exchange loss	(453,725)	(2,803,458)
	(46,965)	(3,094,857)

7 Other income

	2010 Stg£	2009 Stg£
Income from financial assets	2,617,181	5,260,868

8 Other expenses

During 2010 the International Rugby Board incurred £27,300,737 of grant expenditure, which was distributed to Tournaments and Member Unions. (2009: £22,087,802).

9 Employee benefit expense

	2010 Stg£	2009 Stg£
Wages and salaries	5,354,041	5,205,800
Social security costs	602,350	582,352
Pension costs - defined contribution plans	286,390	295,682
Total employment benefits expense	6,242,781	6,083,834

10 Income tax expense

	2010 Stg£	2009 Stg£
Income tax expense	34,867	32,963

Under Irish tax law the International Rugby Board is largely exempt from paying tax. A minimal taxation expense was incurred in the current financial period. This expense arose within the following entities:

- IRFB Services Limited
- RWC 2003 Limited
- IB Tournaments Limited

11 Property, plant and equipment

	Vehicles Stg£	Furniture, fittings & equipment Stg£	Total Stg£
Year ended 31 December 2009			
Opening net book amount	4,692	474,206	478,898
Additions	-	119,080	119,080
Depreciation charge (note 5)	(4,692)	(170,730)	(175,422)
Closing net book amount	-	422,556	422,556

At 31 December 2009

Cost	100,025	1,834,608	1,934,633
Accumulated depreciation	(100,025)	(1,412,052)	(1,512,077)
Net book amount	-	422,556	422,556

Year ended 31 December 2010

Opening net book amount	-	422,556	422,556
Additions	-	50,859	50,859
Depreciation charge (note 5)	-	(166,748)	(166,748)
Closing net book amount	-	306,667	306,667

At 31 December 2010

Cost	100,025	1,885,467	1,985,492
Accumulated depreciation	(100,025)	(1,578,800)	(1,678,825)
Net book amount	-	306,667	306,667

The depreciation expense has been charged entirely within "administration expenses".

12 Intangible assets

	Rugby World Cup Logo Stg£	Website development Stg£	Total Stg£
Year ended 31 December 2009			
Opening net book amount	77,002	43,181	120,183
Amortisation charge (note 5)	-	(43,181)	(43,181)
Closing net book amount	77,002	-	77,002

At 31 December 2009

Cost	77,002	360,369	437,371
Accumulated amortisation and impairment	-	(360,369)	(360,369)
Net book amount	77,002	-	77,002

Year ended 31 December 2010

Opening net book amount	77,002	-	77,002
Amortisation charge (note 5)	-	-	-
Closing net book amount	77,002	-	77,002

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS *(continued)*

12 Intangible assets *(continued)*

	Rugby World Cup Logo Stg£	Website development Stg£	Total Stg£
At 31 December 2010			
Cost	77,002	360,369	437,371
Accumulated amortisation and impairment	-	(360,369)	(360,369)
Net book amount	77,002	-	77,002

The Rugby World Cup Logos are considered to have an indefinite life because it is considered that there is no foreseeable limit to the period over which this asset is expected to generate cash flows. As the cash inflows to the IRB as a result of the successful completion of the World Cup Tournaments are expected to be significantly in excess of the net book amount of these intangible assets, no impairment is considered to have taken place.

13 Deferred expenditure

	2010 Stg£	2009 Stg£
Broadcasting	4,507,488	2,217,559
Sponsorship	1,720,342	581,002
Merchandising	187,359	88,365
	6,415,189	2,886,926
Beginning of the year	2,886,926	1,426,786
Deferred during the period	3,528,263	1,460,140
End of the year	6,415,189	2,886,926

14 Available-for-sale financial assets

	2010 Stg£	2009 Stg£
Beginning of the year	80,673,949	25,501,846
Additions	26,993,922	8,659,216
Disposals	29,545,533	(7,927,944)
Revaluation surplus/(deficit) transfer to equity	1,753,162	3,686,945
Reclassification	-	50,753,886
End of the year	79,875,500	80,673,949

There were no impairment provisions on available-for-sale financial assets in 2010 or 2009.

Available-for-sale financial assets includes the following:

	2010 Stg£	2009 Stg£
Listed securities:		
Equity securities - eurozone countries	1,958,832	2,342,389
Equity securities - US	4,388,689	4,481,455
Equity securities - UK	13,583,069	13,887,103
Equity securities - other	10,265,556	2,291,710
	30,196,146	23,002,657
Interest securities - eurozone countries	13,232,355	17,133,306
Interest securities - US	5,364,552	16,114,494
Interest securities - UK	22,985,094	21,230,835
Interest securities - other	8,097,353	3,192,657
	49,679,354	57,671,292
	79,875,500	80,673,949

At 31 December 2010 retained earnings included a surplus of Stg£4,975,874 (2009 surplus of Stg£3,222,712) in respect of unrealised fair value gains on available for sale financial assets.

The maximum exposure to credit risk at the reporting date is the fair value of the debt securities classified as available for sale.

15 Trade and other receivables

	2010 Stg£	2009 Stg£
Trade receivables	13,303,481	2,852,411
Less: provision for impairment of receivables	(163,215)	(428,768)
Trade receivables - net	13,140,266	2,423,643
Prepayments	2,185,134	874,210
	15,325,400	3,297,853

There is no difference in the fair value of trade and other receivables and the amounts stated above. The movement and the provision for impairment of receivables reflects a credit to the income statement during the year which was included in "administration expenses". Given the nature of the IRB's operations standard credit terms do not apply. At the year end date none of the unimpaired trade receivables above were considered to be overdue. Prepayments do not contain any impairment assets. The maximum exposure to credit risk is the carrying value of each receivable noted above. The IRB does not hold any collateral as security.

16 Cash and cash equivalents

	2010 Stg£	2009 Stg£
Cash at bank and in hand	9,712,365	3,481,784
Short-term bank deposits	20,564,744	40,188,575
	30,277,109	43,670,359

The effective interest rate on short-term bank deposits was 1.9% (2009: 1.6%); these deposits have an average maturity of 20 days (2009: 18 days).

The effective interest rate on deposits with maturity between three to 12 months was 2.5% (2009: 2.6%); these deposits have an average maturity of 52 days (2009: 46 days).

The effective interest rate on deposits with maturity in excess of one year was 2.8% (2009: 3%); these deposits have an average maturity of two years (2009: three years).

Cash at bank and in hand and all deposits are held with financial institutions with either a Standard and Poor's AA or A rating.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

17 Deferred revenue

	2010 Stg£	2009 Stg£
Broadcasting	61,615,635	32,744,185
Sponsorship	30,290,613	11,200,000
Merchandising	2,187,931	943,310
	94,094,179	44,887,495
Beginning of the year	44,887,495	21,808,589
Deferred during the period	49,206,684	23,078,906
End of the year	94,094,179	44,887,495

18 Trade and other payables

	2010 Stg£	2009 Stg£
Trade payables	6,209,208	463,076
Accrued expenses	3,467,184	9,303,774
	9,676,392	9,766,850

There is no difference in the fair value of trade and other payables and the amounts stated above.

19 Retained earnings

	2010 Stg£	2009 Stg£
Balance at start of year	85,587,537	121,456,189
Total comprehensive loss for the year	(45,598,576)	(35,868,652)
Balance at end of year	39,988,961	85,587,537

The above balance includes a non-distributable Catastrophic Injury Reserve of Stg£9,526,000.

20 Cash generated from operations

	2010 Stg£	2009 Stg£
(Loss)/profit for the period before taxation	(47,316,871)	(39,522,634)
Adjustments for:		
-Depreciation (Note 5)	166,748	175,422
-Amortisation (Note 12)	-	43,181
-(Profit)/loss on disposal of available for sale financial assets	(406,760)	291,398
-Interest income	(2,617,181)	(5,260,868)
-Grants	27,300,737	22,087,802
-Loss on foreign exchange	388,122	601,344
-Trade and other receivables	(12,089,971)	(2,206,868)
Changes in working capital		
-Trade and other payables	1,444,108	1,097,699
-Deferred revenue	49,206,684	23,078,906
-Deferred expenses	(3,528,263)	(1,460,140)
Cash generated from operations	12,547,353	(1,074,758)

21 Commitments

The IRB has made commitments to provide a total of approximately £48m in Strategic Investment funding between 1 January 2009 and 31 December 2012.

The IRB has made commitments to its Member Unions to pay grants at a level of approximately Stg£6.6m over the next year.

IB Tournaments Limited, an entity wholly owned by the IRB, has entered into firm commitments to pay participation fees for the IRB Sevens of up to US\$1,650,000 (Stg£1,013,700) in 2011.

The IRB, through its wholly owned entity, Rugby World Cup Limited, has entered into a formal agreement with the NZRU awarding them the right to host the Rugby World Cup in New Zealand in 2011. Rugby World Cup Limited has also entered into further agreements with the RFU and JRFU awarding them the right to host the Rugby World Cup in England in 2015 and Japan in 2019 respectively.

The IRB, through its wholly owned entity, Rugby World Cup Limited, has entered into a formal agreement with the Rugby Union of Russia awarding them the right to host the Men's and Women's Rugby World Cup Sevens in Russia in 2013.

Operating lease commitments

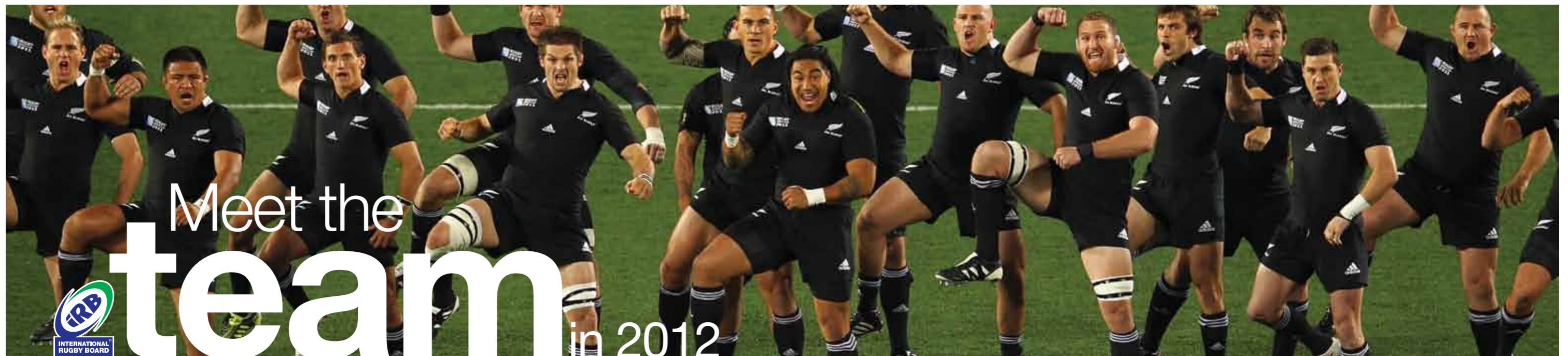
At the balance sheet date, the Group has outstanding commitments under non-cancellable operating leases, which fall due as follows:

	2010 Stg£	2009 Stg£
Not later than one year	297,926	450,563
Later than one and no later than five years	1,191,704	1,802,252
Later than five years	1,638,593	2,928,659
	3,128,223	5,181,474

The majority of the lease commitments of the IRB relate to the lease of its headquarters at 35-38 Huguenot House, St. Stephens Green, Dublin 2, Ireland. The lease ends in July 2021, with a break clause occurring in 2011.

22 Post balance sheet event

Since the end of the financial year, Christchurch, one of the host cities for the Rugby World Cup 2011, has suffered a tragic earthquake. The rugby stadium and buildings in Christchurch were extensively damaged and all matches that were proposed to be held there have now been relocated to other New Zealand venues. Based on all information received to date, the Council is satisfied that these events do not have a material effect on the financial statements.



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Chairman

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Acting Chief Executive Officer/
Secretary General

Myra McGlynn
CEO/Chairman's Office Manager
& HR Manager

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Commercial Director

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Head of Development
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Regional Development Manager
(Europe)

Jean-Luc Barthes
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(Africa)

Philippe Bourdarias
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Morgan Buckley
Development Manager

Susan Carty
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Beth Coalter
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Bruce Cook
Rugby Services Manager
(Oceania)

Jarrad Gallagher
Regional General Manager (Asia)

Will Glenwright
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Douglas Langley
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Matt Oakley
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Paddy O'Brien
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Head of Rugby World Cup

Nicola Alesbrook
RWC Tournament Manager

Enda Connolly
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Linda Hoey
RWC Host Union Services
Manager

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Head of Technical Services

Ilaria Baudo
Anti-Doping Officer

Mark Harrington
Training & Medical Manager

David Ho
Anti-Doping Officer

Rhys Jones
Game Analyst

Dr Martin Raftery
Chief Medical Officer

Tim Ricketts
Anti-Doping Manager

Ross Blake
Anti-Doping Administrator

Corris Thomas
Game Analysis Consultant

Leanne Walsh
Technical Services Administrator

Jennifer Wilson
Technical Services Administrator

TRAVEL

Alan Athey
Travel Manager



RUGBY'S VALUES

integrity

Integrity is central to the fabric of the Game and is generated through honesty and fair play

respect

Respect for team mates, opponents, match officials and those involved in the Game is paramount

solidarity

Rugby provides a unifying spirit that leads to life long friendships, camaraderie, teamwork and loyalty which transcends cultural, geographic, political and religious differences

passion

Rugby people have a passionate enthusiasm for the Game. Rugby generates excitement, emotional attachment and a sense of belonging to the global Rugby family

discipline

Discipline is an integral part of the Game both on and off the field and is reflected through adherence to the Laws, the Regulations and Rugby's core values



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