



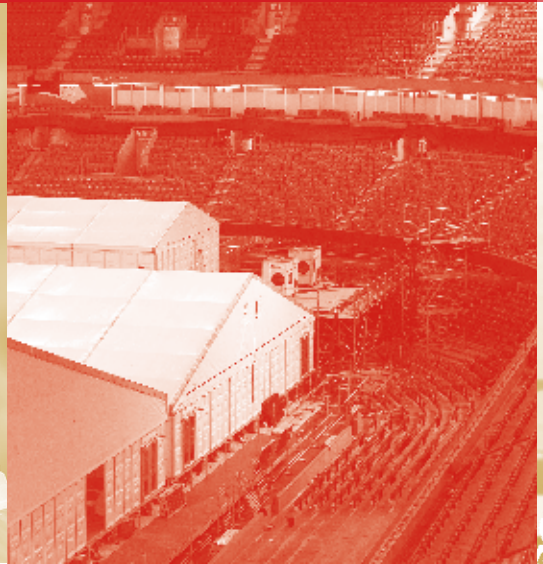




ANNUAL REPORT 2021

ADRODDIAD BLYNYDDOL




Dewrder | Hiwmor | Cywirdeb | Rhagoriaeth | Teulu | Llwyddiant
Courage | Humour | Integrity | Excellence | Family | Success



THE WELSH RUGBY UNION LIMITED

ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2021

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President's Message



Gerald Davies

"Rydi ni yma o hyd, Er gwaetha pawb a phopeth Rydi ni yma o hyd... yn aros am doriad wawr"

I would like to think that the aficionados of Parc y Scarlets have not the exclusive rights to these rousing, clarion-call words of our Welsh language troubadour, Dafydd Iwan.

"We are still here," he sings, "Despite all the restrictions and the obstacles, we are still here… awaiting the opening up of a new dawn," Or words to that effect.

He is reflecting, despite the hindrance and the hazard, that the Welsh language has survived.

We can say as much about our game during the traumas of almost two years. Not only has Welsh rugby survived but there have been frequent and regular indications of the important part the game is still playing in our communities up and down Wales indicating once more Welsh rugby's capacity to galvanise its efforts and to promote its generous spirit and the force for good.

In unique circumstances it has been a successful response from the Union and the clubs. The 300-odd clubs which existed before the pandemic are still with us today, when to begin with they were, fearing they might not be.

We are, indeed, still very much here to prove we are growing stronger.

When I wrote my President's report in 2020 little did I think – indeed, as we must all have thought – that our lives would remain in a delicate state, if it has only marginally improved this year, and it is not as we would wish it to be.

O'r diwedd mae ein chwaraewyr rhyngwladol nôl yn chwarae ar y parc unwaith eto, er fod rhaid cyfyngu faint o gefnogwyr gall fod yn bresennol yn y stadiwm. Mae rhaid canmol staff yr Undeb am y ffordd y darpariwyd popeth yn ol y rheolau manwl ac yn gwneud pawb i deimlo'n ddiogel ac yn saff.

Fe cawsom gêm yn erbyn Canada a dau brawf yn erbyn yr Ariannin. Dwy gêm gartre i'r Ariannin roedd rhain i fod ac felly roedd eisiau darparu Stadiwm Principality i arddangos hynny. Am y tro cyntaf fe gafodd 'Hen Wlad Fy Nhadau' ei chanu gyntaf.

Our international players are back on the field hopefully in front of a full Stadium in the coming months. It is worth noting the extraordinary efforts of our Union and its staff who while complying rigidly to the rules and the restrictions imposed, have succeeded hugely in ensuring that international rugby is taking its first tentative steady steps to resuming the playing of high level competitions. In other ways too they have kept abreast of events and kept everyone informed.

There is a gradual resumption also within limits at club level. The Union and its membership have worked solidly together, indeed in union. The dissemination of information and the response to that information has been magnificent. One for all, and all for one to coin a phrase.

We were able to fulfil fixtures against Canada and two against Argentina at our Principality Stadium. Our staff made sure that since these last two games were meant to be home games for



Argentina the Stadium reflected this and to use, as far as possible, Argentinian promotional and advertising notices. When was it, if ever, that 'Hen Wlad Fy Nhadau' was sung first in the order of anthems as it would be for an away fixture?

Running alongside these fixtures the Welsh Rugby Union successfully delivered the U20 Six Nations which meant arranging 15 international matches in all in five weeks.

There were no U18 and U20s last year and no Junior World Cup either.

The WRU stepped forward with confidence to host the five-week U20 Six Nations Tournament, with all games covering 20 hours of rugby at Cardiff Arms Park. There were meticulous planning, detailed hotel requirements, training obligations and strict Covid testing throughout.

Similar arrangements were in place earlier in the year for the women's Six Nations tournament as well.

Fe ddaeth yr Undeb i'r brig gan ddangos unwaith eto yr hyder a'r weledigaeth i greu cystadleuaeth hollol llwyddiannus dros pump wythnos a 20 oriau o gemau, i gyd i gael eu chware ym Mharc yr Arfau. Ac hefyd,yn gynharach yn y flwyddyn, i baratoi ac i gynnal Pencampwriaeth Chwe Gwlad y Menywod.



Six Nations were suitably impressed, sending the following note on completion of the tournament:

"You have been an amazing events team and on behalf of all the teams involved, all the Six Nations staff and Six Nations Council members we wish to say that you have made the U20s possible and took us through to completing the Competition against all the odds. You've set a very high bar for others to follow in the future."

If the results against Argentina were disappointing we can look back further to a successful Six Nations championship when Wayne Pivac and his coaching team inspired their team to win a thoroughly exciting tournament after an indifferent showing in the previous Autumn Nations Cup. There were several games which could only be described as eventful and seriously dramatic. It gave great encouragement and hope for the future of a Welsh team which will soon be back to full strength.

Elsewhere, without question there has been a profound belief of staying and keeping together, of a common sense of purpose within Welsh rugby to encourage and embrace good values; to reach out to help all those in, often, desperate need.

Last year I wrote "I believe that Welsh rugby's reaction to this strange and frightening phenomenon has been a shining light in the darkness, reflecting the very best of human nature" And of the nature of Welsh rugby and of the people who belong to this great Union.

There is a great story to be told. And for it to be heard.

It is important that the story of the clubs in the Community game should be heard. I have to say that is not heard often enough. There is a significant contribution that volunteers - the silent philanthropists - make on and off the field. It is a priceless contribution that the numberless administrators, parents and first aiders make, coaches and referees, and others throughout Wales who have made sure that the clubs survive the lockdown restrictions by finding ways to access funds to ensure the clubs be active again when it is safe to open and the community to return to the happy state when they return.

Not only have they been striving to make sure of their own survival but clubs have raised impressive sums of money to distribute to charities and worthy causes within the community. There is no price that can be put on this.



Mae'n amhosib dodi pris ar yr hyn sydd yn ei wneud ar rhan y gêm drwy led led Cymru gan gwirfoddolwyr – ein dyngarwyr tawelog – sydd yn perthyn i'r clybiau. Maent wedi gwneud yn siwr fod calonau'r clybiau eto'n curo'n gryf.

I am loathe to mention any club and individual names as I am mindful of falling into the trap of leaving somebody out. For sure the clubs lie at the heart of our cities, towns and villages. The pandemic has been a threatening scourge but our rugby clubs have not cowed underneath this shadow nor submitted to the fear of the danger, but responded in the way we always believed: with unyielding resilience and an indomitable spirit.

During the past year we have welcomed a new Chairman in Robert Butcher and a new Chief Executive in Steve Phillips. They have guided us through this difficult year with a strong will to provide direction to the Union at moments when it was hard to see a clear way through the many hazards, and a patience when things looked unchangeable and seemed immovable. We must thank the two of them for their imperturbable attitude under unknowable and unforeseeable challenges. We had not been here before.

After 34 years with the Welsh Rugby Union Julie Paterson has decided to move on to fresher fields. She joins the Six Nations as Director of Rugby. She will be joining Craig Maxwell, after Craig joined Six Nations earlier in the year. We thank both for their contribution to Welsh rugby and wish them every success in the future.

Two of our Independent Non Executive Directors ("INEDs"), Aileen Richards and Tim Griffin, have also retired. We thank them for playing such an important part in the Board's discussions and for their wise counsel and deliberations during their time with us.

We welcome two new INEDs in Catherine Read and Henry Engelhardt. We look forward to their company and to their contribution to Welsh rugby.

We must continue to tread carefully as the strictures lessen and we must live in hope for better times in the Autumn, as long as we keep safe.

Let us wish for the clouds to lift and to anticipate that a brighter dawn awaits us soon.



Gerald Davies CBE DL MA LLD

President, The Welsh Rugby Union Limited



Chairman's Statement

In rugby there is a common phrase: that you learn more, or as much, in defeat as you do in victory.

To put this another way, adversity is a great teacher. From a situation of duress, by testing yourself against the best and putting yourself under stress you find out where your weaknesses are, learn how to fix them and come back stronger the next time.

I don't want to stretch the analogy too far, but the pandemic of the last 18 months has tested Welsh rugby in ways beyond that which we ever thought possible. But, if I try and sum up the past year, I reach a single world conclusion – survival.

Survival is what we have learnt. We know we are stronger than we ever thought and we are equipped to continue to stabilise and survive.

I am extremely proud to be reaching the conclusion of my first year in office as Welsh Rugby Union Chairman. Not just because I am proud to represent the member clubs of the Union at Welsh rugby's top table, and the WRU itself at a global level, but because our members, staff, partners, supporters and other stakeholders have made me feel proud.

We have survived together. We have counted the same number of clubs out of the pandemic as we boasted when we went into it and our game is intact and ready to thrive once again.

The most thrilling statistic in these pages, for me, comes in the community rugby section. Where we detail the number of player registrations in our community and junior game. These numbers make happy reading. They are up on previous years at this time and this is the foundation stone for our game. This is where a nationwide love for rugby is fostered, ambition is grown and where the seeds of togetherness, which have so starkly facilitated survival, are sown.

We have survived, but not without cost. There has been genuine human cost and suffering caused by the pandemic in rugby clubs up and down the land and at Principality Stadium, where we have seen this terrible illness first-hand as the Dragon's Heart Hospital was utilised. Thankfully, we reached a stage where the hospital could be decommissioned in November and international rugby could return – not to normal, but return nonetheless.

We were hugely grateful to the Scarlets and the staff at Parc y Scarlets for hosting the Autumn Nations Cup but equally delighted to be back in Cardiff for the Six Nations.

We missed our supporters sincerely, but Wayne Pivac's Wales performed wonders on the pitch and brought home the Championship title. It was no less of an achievement due to the absence of fans but I'm sure we all feel for the players, for whom it surely must have been a diminished experience. Just as it will have been in club houses throughout Wales who were restricted in their ability to gather together physically and unite in support of Wales, which is a national pastime in itself. This makes everyone all the more determined to show the players what they mean to us when we can finally return to Principality Stadium. Players like Sam Parry, Louis Rees-Zammit, Shane Lewis-Hughes, Callum Sheedy, James Botham, Kieran Hardy, Johnny Williams and Ioan Lloyd who all made their international debuts at Parc y Scarlets with friends and family forced to watch on TV screens and Willis Halaholo who became a Wales player in the postponed meeting with Scotland before making a further impact in the 2021 Six Nations Championship title challenge. Even Ben Carter, Tom Rogers, Gareth Thomas, Taine Basham, Ben Thomas and Matthew Screech, who featured in the summer when Wales faced Canada and Argentina (twice), for our rescheduled summer tour, though they may have been able to welcome some friends and family in to see their debut appearances are yet to experience that capacity occasion at Principality Stadium that would mean so much. Wayne Pivac now has an impressive list of young players to choose from as he looks to defend his Six Nations title next season and build to the 2023 Rugby World Cup. With the returning experience of a host of British & Irish Lions players to add into the mix we are in for a promising time ahead with Wales.


Rob Butcher

It's been an incredibly tough year for Wales Women too and we know we don't have everything right off the pitch, to enable our senior women's side to perform on it. We know we have improvements to make, but the first step towards any solution is to identify the problem and we have measures in place to do so. The next step is to ensure the resources, the mindset and the dedicated personnel are in place to devise the way ahead and implement the necessary change.



I can assure everyone involved and with a keen interest in Women's rugby that this is an area of key strategic priority for the WRU. We will get it right. We may take time to do so - and we are acutely aware of a sense of urgency at the moment with the Rugby World Cup looming, so I don't suggest we will take more time than necessary - but, most importantly, we will get it right. We have the right people involved, from our Board Member and Vice-Chair, the highly decorated former international Liza Burgess, to our incoming new Performance Director Nigel Walker, to ensure we do so. Also underpinning this commitment and emphasising the importance of the women's game to our future is an entirely supportive WRU Board and an executive team focussed on high standards and accountability in this area. We know there have been mistakes but we are about setting them right.

Through all of this we have been ably guided by our Chief Executive Steve Phillips and I would like to take a moment to thank him for his hard work and dedication to date. Steve took over at the helm in difficult circumstances, but he has ensured survival and already made some key appointments in Nigel Walker, Tim Moss and Lydia Stirling to his executive staff who will, I'm sure, lead us onwards to further future success. He has also concentrated his efforts in the short term on the survival of the professional game in Wales and, through the Professional Rugby Board ("PRB"), secured agreement on funding terms for the next three years. I know Steve will talk elsewhere about the challenging and exciting times ahead but suffice for me to say here that I don't believe we could be in better hands. Rugby around the globe is at the start of a new era.

With the well-publicised investment of private equity in both the Six Nations and the United Rugby Championship, we will need sharp financial minds and experienced business personnel looking after the best interests of Welsh rugby and this is what we have in Steve Phillips.

We have welcomed two new INEDs to the WRU Board during the year in Catherine Read and Henry Engelhardt CBE. Each brings a wealth of relevant business experience to our Board and I look forward to continuing to work alongside them in the best interests of Welsh rugby. These new appointments, of course, meant we said goodbye to Aileen Richards and Tim Griffin who reached the end of their respective terms as INEDs. I thanked them directly at the time for the great service they did to Welsh rugby during their tenure and I repeat that gratitude to them on behalf of the whole game in Wales.





Of course, the people who represent Welsh rugby on our Council also continue to change as part of the natural process in place to refresh personnel and this year we say a fond farewell to Brian Fowler, Jon Morgan and Hywel Roberts. Brian brought an end to his long association with Welsh rugby when he decided not to stand again for a new term as a District Council member and he will be remembered for his diligent contributions, commitment and achievements in the role. Brian's contributions span an almost 20-year period as a Council or Board member. He is a strident supporter of the Welsh language and has always been an understated, yet reassuring and assured presence. Jon has been a leader in our approach to diversity and inclusion throughout the game and a great servant to Welsh rugby who will be sorely missed. Our gratitude to Hywel too, who has served Welsh rugby extremely well during his tenure. He has also been a great champion of the Welsh language, in particular, and has played an important part in Board and Council matters throughout his time.

As we say goodbye, we are also able to welcome three new Council members in Kevin Lewis, Alun Roberts and the former Welsh Women's international Claire Donovan. It would be remiss of me not to point out that Claire is the second female candidate, after Liza Burgess, to have been elected to office at the WRU (we of course have many high-ranking members who have been appointed) and that this is a significantly positive move in the right direction for our ambitions for diversity, equality and inclusion.

Before I conclude, it is incumbent upon me to mention seven individuals who will forever be remembered for their direct contributions to Welsh rugby on the pitch. Former Welsh internationals Brian Cresswell, Brian Davies, John Dawes, Terry Davies, Ian Ford, Haydn Morris, Peter Rees and JJ Williams each passed away this year and my sincere condolences go to the friends and family of each former player. This could be seen as the saddest task I have to undertake as Chairman of the WRU, but I prefer to celebrate their lives and achievements and there is a further section of this Annual Report dedicated to doing just that to each player in this way, which I urge the reader to find.

Finally, I was handed the honour of writing the foreword for the 125th anniversary book of Beddau Rugby Club. Beddau, like Tumble rugby club and I'm sure others, embark upon their celebratory season in the year ahead. I was able to draw on my own direct experience of the club members of which I have been fortunate enough to meet both on and off the pitch on more occasions than I can remember, through my lifelong association with my own club, Bargoed. Like all clubs throughout the rugby community we are very much kindred spirits. I told those interested in the 125 years of history of the famous club that 'Welsh rugby has a glittering past, an exciting present and a wonderful future and Beddau rugby club is a shining example of all three. It represents a beacon of excellence within the country as a whole and in particular within the rugby hotbed of the South Wales Valleys as one of the most prominent organisations of the Mid District Rugby Union.'

It strikes me that I could have been writing this about any number of clubs in Welsh rugby and this, ultimately, is what makes me so proud to serve as Chairman. In the past year I have thoroughly enjoyed the role, and the challenges it has presented throughout all aspects of the game, and it remains an absolute privilege to hold the post.



Rob Butcher
Chairman, The Welsh Rugby Union Limited



Group Chief Executive's Summary

At a time of unprecedented challenge for all sport, for the entertainment industry and for the hospitality sector in general we have felt the impact of the Covid-19 pandemic keenly at the Welsh Rugby Union and throughout the game in Wales.

Our member clubs have been galvanised by the challenge of surviving lockdowns and emerging intact, ready to welcome rugby back to their communities and we have helped wherever we have been able. In the professional game, we have had to cut our cloth according to continually changing circumstances.

We have been delighted to welcome some supporters back to Principality Stadium, as our Stadium was returned to us by the Dragon's Heart Hospital team. Also at our regional grounds supporters returned towards the end of the year and their absence from the game has been perhaps our biggest challenge.

Rugby needs to return to normality in order to ensure our continued survival. When we do so, we will look back upon those who carried us through this pandemic as heroes of our game.



Steve Phillips

From the players who sacrificed their home lives to join bubbles, to the volunteers in the community game who diligently followed the published pathways to returning and the supporters themselves who were pioneers in the summer as they returned to Principality Stadium in their limited numbers, everyone has played their part in getting us to this stage, together.

COMMUNITY GAME

The community game was suspended in September 2020, and the Indigo Group Premiership and the WRU national leagues remained inactive for the remainder of the season. But I am pleased to say that green shoots were not just sprouting but flourishing throughout our game by the end of the year.

The WRU Cup competitions, designed to re-introduce the game to a nation that had spent more than 500 days wondering when they might be able to play again, turned into a real celebration as teams at all levels and both sexes got back in the groove. Covid-19 forced changes to laws to ensure safety and law variations on trial from World Rugby were introduced for the opening round of games in the Pathway to Participation, the Senior Cup Competition.

This also involved the Championship Cup and other competitions embracing teams from the lower leagues split into Plate, Bowl and Shield categories. There has been the Women's Cup tournament and a South Wales Plate tournament.



It has been a huge boost to everyone to welcome our teams back on the pitch playing again.





The negative impact of the Covid-19 pandemic on Welsh rugby has been pervasive, but there have also been moments to savour and memories to relish, of which lifting the 2021 Championship title is one.

SENIOR MEN

Wales are 2021 Guinness Six Nations Champions.

We won in a year like no other, with no crowds and a set of restrictions, laws, advice and protocols to follow which brought our fantastic, escapist national past-time sharply into the real world – where the health of the nation unquestionably had to come first. The negative impact of the Covid-19 pandemic on Welsh rugby has been pervasive, but there have also been moments to savour and memories to relish, of which lifting the 2021 Championship title is one.

Wayne Pivac and his coaching team have a long-term plan, to meticulously prepare Wales for the Rugby World Cup in 2023, and shorter term goals which include victories against the top teams in the world, more silverware and an evolving style of play. Wayne is on track, not least in bringing home the Six Nations trophy at the end of his second season at the helm, but also in how the Wales squad can be measured against the plan for success in 2023.

This is a plan we have created together, in the sense that it is my role to ensure that Wayne has all he needs to fulfil it and that no stone is left unturned in pursuit of the success we all crave. On the pitch Wayne and his players have the full confidence and support of the Welsh Rugby Union and, after a hugely impressive 2021 season, they have also earned the continued unwavering support of the nation.

SENIOR WOMEN

Our senior Women's team has been in transition, with caretaker coaches Chris Horsman and Darren Edwards succeeded by new full-time head coach Warren Abrahams in November 2020. Warren brought a wealth of coaching experience and joined Wales from the USA women's sevens coaching team, having also been part of the England Men's Sevens coaching team and fulfilling roles at Harlequins, as academy coach, and Premiership sevens, as head coach.

However, following a winless Six Nations campaign Warren left our employment by mutual agreement. We are currently searching for the right individual to take responsibility for the planning, implementation and delivery of the coaching programme for both the women's 15s and sevens international programmes. This individual will take charge but, like Wayne, they will not be on their own.

The full weight of the WRU's support is behind the female game and the results of a mid-term review are being studied to help us chart the course to a more successful future in this most important of areas of growth in our game.

The review, which was led by three independent panellists, all with in-depth expertise in their fields, has provided recommendations as to how the performance women's programme can be improved



in a general sense, in order to positively impact Wales Women's ability to compete at next year's Rugby World Cup. The panel was comprised of Helen Phillips, Chair of Commonwealth Games Wales, Amanda Bennett, former Wales Women vice-captain and Sport Wales Board Member and former Wales coach Kevin Bowring. We look forward to analysing and implementing relevant findings form the review.

REGIONS

Despite the challenges, our four professional sides, the Dragons, Scarlets, Ospreys and Cardiff Blues (who have rebranded as Cardiff Rugby) competed not only in an adapted Guinness PRO14 campaign, but also in the Rainbow Cup competition at the end of the season. The Rainbow Cup was due to introduce the four new South African provinces into the newly expanded tournament for next season. But the pandemic forced a change in format and the competition ultimately consisted of two separate tournaments running side by side. In the northern hemisphere's Rainbow Cup, the PRO14 teams in Europe competed from 23 April until 12 June 2021.

Cardiff were the highest placed Welsh side in fifth position in the final table, but it was only the side in top spot – Benetton – who would progress to contest the final against the Bulls. Scarlets and Ospreys finished in seventh and eighth respectively and the Dragons finished in 11th place. The Regions also competed in Europe, although once again both the Heineken Champions Cup and the European Challenge Cup were hit by Covid-19 and had to be adapted to reach a conclusion.

Next season, Wales' four regions will compete in a new, 16-team tournament called the United Rugby Championship. The current Guinness PRO14 competition has been renamed with four South African sides – Cell C Sharks, DHL Stormers, Emirates Lions and Vodacom Bulls – joining and everyone in Welsh rugby is excited about the new competition format. It is a landmark change for northern hemisphere rugby with South Africa's best teams now eligible to qualify for the Heineken Champions Cup and European Challenge Cup for the first time from the 2022/23 season.



The PRB has been put to the test this year as our business has been stretched to its limits by the pandemic and the resultant measures taken to mitigate its effects. But the PRB, charged as it is with protecting and advancing the professional game in Wales, has been equal to the task. Just as in the community game, where we are proud to have counted as many clubs out of the pandemic as we enjoyed when we went into it, survival has been the first port of call for our regional sides.

In October we moved quickly to secure a £20m Coronavirus Large Business Interruption Loan Scheme ("CLBILS") loan from NatWest, on the advice of Welsh Government, to ensure stability in uncertain times for the regional game. Discussions to renegotiate the terms of the loan, to put our four professional sides on an equal footing with our neighbours in England and Scotland - where those separate governments have introduced more preferential terms – are ongoing. In the meantime, the first instalment of the loan was met by the WRU. Welsh Government support has also been a vital part of the rescue package for our regional game with £10.8m of a £13.5m package going to our professional teams.

The PRB has reached agreement on funding to the regional game in Wales up until the year ending 2023 (YE23). Under the new agreement, which is subject to the terms of the Professional Rugby Agreement (PRA), PRA funding was £5m for the year ending 30 June 2021, will be £23m for the year ending 30 June 2022 (YE22) and reach £23.5m for YE23.

As part of the agreement it is acknowledged that business plans for YE23 are indicative only and based on a number of current assumptions which may vary. The PRB worked hard on this latest agreement and we are confident we have found a solution that meets the short term requirements of each of our four regional sides. The projected funding described is naturally subject to fluctuation depending on circumstance – as we all know well from recent experience – but it is also acknowledged by all parties that parameters, within which we can all operate, must be set as far in advance as possible, in order to facilitate the necessary planning process.

The credit for reaching this agreement should go to each of the constituent members of the PRB and I would like to formally thank the PRB Chair Amanda Blanc, Dragons Chair David Buttress, Ospreys Chair Rob Davies, Cardiff Rugby Chair Alun Jones, Scarlets Chair Simon Muderack, independent member Marianne Okland and our own WRU Finance Director Tim Moss for the contributions they have made.

AGE-GRADE

After missing out on much of the season, the U20 Six Nations was able to be staged and it was held solely at Cardiff Arms Park in the summer. The championship was deemed a huge success on and off the pitch and Wales finished a creditable fourth overall. A large part of the squad will remain available next year for both the Six Nations and Junior World Championship, meaning the tournament was an invaluable learning experience for both players and management.



PLAYER WELFARE

Player welfare is absolutely critical to making sure we can grow the game and attract more players. The welfare of our players has and always will be our number one priority and the game is united in its unwavering and continued commitment to advance player welfare at all levels. We are building on solid foundations. Rugby has been at the forefront of sport in developing new protocols like the Head Injury Assessment and Graduated Return to Play process.

However, we can never stand still on this issue. We have aligned with World Rugby on an evolved player welfare action plan, focussing on six clear pillars, with listening and dialogue at its heart. It is a plan by the game and for the game, that supports the lifecycle of the player – current, future and former – across all levels of rugby.

FINANCIAL AND OPERATIONAL

We believe that we have adequately managed our way through the endless challenges of last year, whether they be financial or operational, and have emerged in a place where we can now move forward without any long-term devastating effects. We are not unique in managing this situation in this way, but I do believe that we have done so adeptly, as have clubs throughout Welsh rugby. Equally, our Union partners have also managed themselves through these times with considerable diligence.

We have done all this whilst hosting the Dragon's Heart Hospital at Principality Stadium, with many of our employees working on this



project and doing their bit for the national cause. The hospital was decommissioned in November and work began on putting our famous Stadium back to the state in which it had been found before this herculean project was undertaken. We took the opportunity to invest in the future of the Stadium at the same time and we now believe we have a venue that is even more hospitable to the hundreds of thousands of supporters and event goers who visit us each year.

Returning the Stadium to its former glories allowed our Wales side to come back home, after Parc y Scarlets kindly played host for the Autumn Nations Cup. Summer tour matches against Canada and Argentina (twice), again right at the end of our financial year, saw the welcome sight of supporters returning to the Stadium. Restrictions were finally lifted to allow up to 8,200 fans in and we look forward to the autumn when we hope to be able to finally return to welcoming full houses back to Principality Stadium. This will go some way to restoring the WRU to its former state in terms of the revenues created from the international game but, we believe, also serve as a boost for the nation as we once again are able to enjoy the shared experience of international rugby.

We have returned a modest £0.4m profit before tax for YE21 which will go some way towards replacing our reserves having recorded a loss of £5.3m in YE20.

This has been an achievement in itself and is largely due to the efforts of our employees, our mitigation of cost efforts and support from Welsh Government. We have done all this whilst still supporting the community game to the level of £10.0m. It is vitally important for me to stress here that, as the governing body of the game in Wales, it is our ambition to re-invest as much profit as possible into the game whilst living within our means. We largely exist to support the community and professional game and all profits made are fed back into the game. But, we do have a series of banking covenants in place which mean that our business needs to be in a break even position over the medium term in order to put ourselves in the best position to support the game as we do.

The Group must continue to work hard on ensuring financial security for our game as it evolves on a global scale and we have our own investment strategy in place to achieve this aim, as evidenced by the Parkgate Hotel project on Westgate Street, which is expected to open this autumn.



CVC – OUR PRIVATE EQUITY PARTNERS

Last year we welcomed outside investment from CVC Capital Partners into what is now the United Rugby Championship (previously PRO14). This deal was a credit to everyone involved and we are already witnessing a sea change in the ability of the competition to realise its full potential. A new format and rebranding has been welcomed by players and supporters alike and our four regional teams are benefitting directly from the extra funding provided by the investment.

In March, it was announced that CVC Capital Partners plan to also provide further, separate, investment in Six Nations Rugby. This new long-term strategic partnership has been rightly heralded as the start of a new era in our sport. The total capital proceeds to the WRU will be up to c.£51m over a five-year period, prior to costs. It is also expected that annual longer-term revenues from the Six Nations will increase. This capital is to be invested in long term projects which will pay regular dividends in the future – for the long-term benefit and sustainability of the whole of Welsh rugby – and look to replace the earnings which will go to CVC.

This is a pivotal moment in the history of the international game in Wales. Ultimately, this deal will be a catalyst for the growth of our game. It will directly improve the international tournaments we participate in, further engaging new and existing fans alike.

Increased interest drives other opportunities both on and off the field. Indirectly, the investment will in turn provide the foundations on which the whole game can flourish.

I would like to warmly welcome CVC to the Six Nations and also acknowledge the collegiate approach adopted by FIR, FFR, IRFU, RFU and SRU in securing this deal with CVC. We look forward to welcoming the laser commercial focus that CVC will add to the historic organisation that is the Six Nations. CVC have a track record of successfully investing in sport and their proven commercial and technology expertise will benefit the game enormously. The initial investment is obviously extremely attractive. Once approved, this deal will enable us to both continue and accelerate these plans and it is also important to note that the Unions have retained total autonomy in terms of rugby matters.

COMMERCIAL

Finally, it is with absolute sincerity that I extend the gratitude of Welsh rugby to our partners and sponsors who have stood by us in these difficult times. For example, when Principality Building Society lent their support to Welsh rugby, they did not plan for us to be taking international rugby matches on the road. We have been in constant dialogue with all of our partners, sponsors and box holders throughout the pandemic. In many cases we have extended our contributions to the partnership for a further period to account for the disruption in these relationships. Even so, we are grateful to those who have stuck with us and those who have also joined us during the year.





At the start of the year, we announced a new high profile seven-year partnership with the sporting goods manufacturer Macron. Macron became the WRU's Official Technical and Retail Partner supplying bespoke matchday kit as well as full training, travel and leisure wear, including accessories, to our senior men's, women's and pathway teams from October. Macron will further make a huge investment into Welsh rugby's community game by providing £6m worth of kits over the duration of the deal.

Most recently we welcomed Cazoo as front of shirt sponsor to our men's and women's sides as of this summer and look forward to a long and successful relationship with the UK's leading online car retailer. Also during the year, Brecon Brewing joined us as Official Ale Partner, Opro came on board as an Official Supplier and Celtic Collection are now an Official Partner as part of the new hotel relationship. We have also agreed partnership renewals with Isuzu, who have moved from being the shirt sponsor to Official Partner status and Sinclair Mercedes.

The sincere gratitude of Welsh rugby goes to all of our:

- **Principal Partners:**
  - Macron, Cazoo, Principality Building Society and Admiral;
- **Official WRU Partners;**
  - Isuzu, Dove Men+Care, Heineken, Guinness, Brecon Brewing, Celtic Collection, Indigo Group, SP Energy Networks
- **Official WRU Suppliers:**
  - Gullivers, Sinclair Mercedes, Gilbert, Rhino, Ace, Princes Gate, Sportseen, Events International, Britvic, Amber Energy, Total Gas & Power, Ticketmaster, The Brogue Trader, Perform Better and Opro.

We were also delighted that the Six Nations is set to stay on BBC and ITV, with our long established broadcast partners continuing to share coverage of the men's and women's tournaments. A new four-year deal will run from 2022 to the end of the 2025 edition of the tournament. The BBC will broadcast all Scotland and Wales home Six Nations matches and the women's tournament. ITV will show all England, Ireland, Italy and France home games. There will also be coverage of the men's under-20s championship on the BBC.

We have also welcomed Amazon Prime Video on board as broadcast partner for the Autumn Nations Series competition which will be in place from 2021 onwards. Following a successful 2020 Autumn Nations Cup, enjoyed by millions of Prime members, Prime Video will broadcast in the UK all of England, Scotland, Wales, France and Italy's matches at the Autumn Nations Series with Ireland's matches to be included in Prime Video's UK broadcast in 2022.

OUR PEOPLE

We could not have asked for more from our people at the WRU as they have had to adapt to the endless challenges that presented themselves throughout the year; whether that be managing through furlough, working from home, home schooling to the endless hours invested in doing the right thing for Welsh rugby. Our own finances are addressed directly in the main body of this report, but I would like to draw attention to the genuine human influence and cost which underly the numbers. All Executive staff at the WRU accepted – without question – a 25% salary reduction from April 2020 to YE21, as did our senior coaches and men's senior international players. Elsewhere, all WRU employees accepted a 10% salary reduction – again all done so willingly and in good heart. All this with the unselfish need to ensure that the WRU got through these times to ensure a better future.

OUR EXECUTIVE BOARD

Apart from myself, there have been changes within the Executive Board. Ryan Jones, Craig Maxwell and Julie Paterson have left with the latter two now with the Six Nations with whom we continue to have regular contact. Tim Moss has been appointed as Group Finance Director and Rhodri Lewis is now responsible for commercial matters, in addition to his legal responsibilities. We welcome Lydia Stirling as our first People Director and Nigel Walker as our Performance Director. I very much look forward to working with and leading our new team as we move forward.

OUTLOOK

We have weathered what was thrown our way during YE21 and, as mentioned earlier, we have emerged in a place where we are comfortable to move on and rebuild our future. However it will not be easy and for such a rebuild to be successful, it is very much recognised that we are very reliant, as was proven last year, on our ability to host international matches with capacity attendances at our Stadium. This is the key economic driver which fuels the wider game and we must have a level playing field against both our colleagues and competitors within the tournaments in which we participate.



We will remain agile and be prepared for the next challenges that stand in our way to rebuild this wonderful game of ours.

ACKNOWLEDGEMENTS

We must thank and acknowledge the contributions of Welsh Government, our bankers NatWest and, in particular, the work they completed with us on the CLBILS loan and also Sport Wales and the Local Authorities throughout Wales who have both helped individual rugby clubs and the WRU itself to survive.

Finally, having highlighted the efforts of the people at the WRU earlier, I would like to recognise all involved in Welsh rugby from the Board and the Executive team and employees at the WRU through to all our valued volunteers without whom we wouldn't have a game. I would particularly wish to both thank and acknowledge the wise counsel and support of Rob Butcher through these recent times.

These were unprecedented times with never seen before challenges but, by working together, aligning on outcomes and being agile in our responses, we have all got through this year together. For that, I cannot thank you enough.



Steve Phillips
Group Chief Executive



We will remain agile and be prepared for the next challenges that stand in our way to rebuild this wonderful game of ours.



Strategic Report

THE GROUP'S BUSINESS AND OBJECTIVES

Group activities

The Welsh Rugby Union Limited's ("Company") purpose and principal activity is to promote rugby and to encourage more people to engage with the game, more often with more enjoyment and more success. The Company majority owns Millennium Stadium plc ("MS"), Millennium Stadium Experience Limited ("MSEL"), WRU National Centre of Excellence Ltd ("WRUNCE"), WRU Gwent Region Limited (and its subsidiaries), WRU Supporters Club Ltd ("WRUSC"), WRU Properties Limited ("WPL") and Parkgate Hotel Cardiff Limited ("PHL"). Collectively, the Company and these subsidiaries are referred to in this Annual Report as the "Group".

WRU Gwent Region Limited (including its subsidiaries: WRU Gwent Rugby Limited and WRU Gwent Stadium Limited) own and manage the professional rugby team known as the Dragons and the land and other assets at Rodney Parade (collectively, "WRU Gwent").

KEY PERFORMANCE INDICATORS ("KPIS")

The Group's KPIs are:

Participation in rugby

- Participation levels in Community Rugby; including men's, women's and junior members

  An analysis of the Group's performance against these measures is shown in the "Community Report" section of this Annual Report.

Rugby performance

- Success of the National Squads – men and women
- Performance of the four Welsh Regions
- Performance of the Group's age-grade teams

  An analysis of the Group's performance against these measures is shown in the "Performance Rugby" section of this Annual Report.

Financial performance

- Generation of sufficient earnings before interest, depreciation, amortisation, allocations and exceptional items ("EBITDA"), over the medium term, to fulfil the Group's principal activity and primary objective
- Number of and attendances at international rugby matches featuring the Welsh team at Principality Stadium
- Provision of consistent and affordable levels of funding to clubs and affiliated organisations to allow them to implement long term plans to fulfil their objectives

  An analysis of the Group's performance against these financial measures is set out below.

FINANCIAL STRATEGY

Given the existing net asset base of the Group, the Group's strategy is typically to seek to maximise re-investment into the game annually rather than retaining any profits to enhance net assets. Furthermore, the Group is prepared to adjust its short term re-investment, which may create retained profits and/or losses, provided there is no material change, in the aggregate, to the net asset base over the medium term.

Following the losses incurred in YE20, the terms of the Group's banking arrangements and the financial principles of the Professional Rugby Agreement ("PRA") require the Group to retain profits over the medium term to offset these losses. To help meet this requirement, the Group has retained a small profit in YE21 and expects to retain further profits over the medium term to be able to offset the YE20 losses and return net assets to levels similar as at YE19.

EU WITHDRAWAL

At the present time, the Directors consider the short-term impact of the UK's withdrawal from the EU on the Group to be not material and have therefore decided to exclude this from current principal risks.

PARKGATE HOTEL

The Group continues the process of redeveloping and refurbishing the consolidated property created from the building already owned by the Group and the property acquired on Westgate Street, Cardiff, with a view to operating it as a hotel. As at the balance sheet date, the expenditure on the property amounted to £46.2m and a related liability was held at £42.3m. It was originally anticipated that the hotel would become operational in early 2021 but, given delays resulting from the Covid-19 pandemic, this is now expected to be towards the end of 2021, ahead of the Autumn Nations Series.

SALE OF PARTNERSHIP INTEREST IN THE PRO14 TOURNAMENT (NOW KNOWN AS 'UNITED RUGBY CHAMPIONSHIP' – "URC")

During the previous year, Celtic Rugby Designated Activity Company ("CRDAC"), in which the Company is a shareholder, transferred the business of the PRO14 tournament (now known as URC) to a separate Limited Partnership ("LP") in which CVC Capital Partners ("CVC") acquired a partnership interest. The proceeds of this transaction were ultimately paid to the shareholders of CRDAC by way of dividends. The £4.9m received in the prior year reflects the Group's share of the dividend from this transaction post professional fees.

The agreement between CRDAC and CVC includes future options for the sale of further tranches of CRDAC's holding in the LP to CVC. During the current year, one of these options was exercised, which resulted in CVC acquiring further partnership interest. The Group received further dividends from CRDAC as a result of the exercise of this option, amounting to £2.8m. There are further annual options in each year to YE24. If these options are exercised it will result in further dividends payable to the Group. Additionally, there is a further potential payment in YE25, which is conditional on certain financial metrics being achieved by the LP.

HEADLINES OF THE FINANCIAL PERFORMANCE – YE20 v YE21

The Group's result for YE21 has again been significantly impacted by disruption caused by the Covid-19 pandemic. This included all Six Nations and Autumn Nations Cup games being held behind closed doors and no third party events being hosted. The following demonstrates the resulting outcomes:

	2021 £'m	2020 £'m
Turnover	**58.1**	79.9
Re-investment in the game	**34.6**	47.5
Group share of profit / (loss) for the year	**1.3**	(5.3)
Net bank debt	**22.9**	5.7

DYNAMICS OF THE BUSINESS

The activities, both operational and financial, of each Company in the Group are so intrinsically linked that there is little merit in assessing individual performance. Whilst they are all separate legal entities and are obliged to prepare separate financial statements, it is the Group's performance that is the only meaningful measure.

The Group must deliver on its commercial activities to allow re-investment in community rugby, performance rugby and Principality Stadium.

Accordingly, the Group's income generation is paramount to delivering on its principal activity and primary objective. The key economic income driver of the Group's business is the hosting of events at Principality Stadium; particularly, the hosting of international rugby events featuring the senior men's Welsh team and especially a winning Welsh team. The more matches that are played, the greater the Group's revenues that are available for re-investment in Welsh rugby. Due to Covid-19 restrictions, all matches during YE21 were played behind closed doors, with no crowds present. In the prior year, the Group welcomed 335,000 rugby spectators to Principality Stadium for the Under Armour Series and the Guinness Six Nations, analysed as follows:

	2021 No. of home matches	**2021 Attendance '000**	2020 No. of home matches	2020 Attendance '000
Autumn Nations Cup	**3**	**-**	-	-
Under Armour Summer Series	**-**	**-**	2	133
Wales v Barbarians	**-**	**-**	1	62
Guinness Six Nations	**3**	**-**	2	140
	6	**-**	5	335

As above, all home fixtures played during the year were played behind closed doors. Four fixtures (the three Autumn Nations Cup games and the rescheduled 2020 Six Nations fixture against Scotland) were moved to Parc y Scarlets due to Principality Stadium being unavailable because of it operating as the Dragon's Heart Hospital.

In 2020, the average attendance per match was 67,000 and equated to an average of 91% when expressed as a measure of capacity attendance.

The average ticket income per attendee at matches held at Principality Stadium in YE20 was £43.

Whilst a significant part of the Group's operational costs are fixed, there are a number of areas that are incremental dependent on staging of the Group's controlled events. As a consequence, incremental events mean incremental revenue, costs and ultimately incremental profits which can be re-invested into the game across all levels.

FINANCIAL PERFORMANCE

Overview of performance

The Group generates income from its international matches (including sponsorship and broadcast rights) and incremental revenue from the use of Principality Stadium. This income meets the operating costs of the Group to allow the majority of the surplus to be "invested" in "Welsh rugby", as follows:

	2021 £'m	2020 £'m
Group income	**58.1**	79.9
Less: operational business costs		
• Business and administration	**(6.9)**	(9.9)
• Hospitality and catering costs	**-**	(4.5)
• Direct costs	**(14.4)**	(18.6)
• Stadia costs	**(5.9)**	(7.3)
Total	**(27.2)**	(40.3)
Surplus	**30.9**	39.6

Group income is analysed as follows:

	2021 £'m	2020 £'m
Match income	**22.6**	33.0
Commercial income	**20.2**	15.4
Hospitality and catering income	**-**	9.3
Other event income	**0.4**	1.1
Other income	**6.8**	14.0
	50.0	72.8
Competition income	**8.1**	7.1
	58.1	79.9



The Group earned £58.1m (2020: £79.9m) predominantly from international rugby matches staged at Principality Stadium. These matches generated 39% (2020: 41%) of the Group's overall income.

Match income was £22.6m (2020: £33.0m), with the fact that all home fixtures were played behind closed doors causing the reduction from 2020.

Commercial income increased to £20.2m (2020: £15.4m). Commercial income contributes 35% (2020: 19%) of the Group's overall income. The increase in commercial income from 2020 is due to a one-off commercial settlement payment received by the Group.

Hospitality and catering income was nil (2020: £9.3m) due to all events being behind closed doors. Hospitality and catering income contributed 0% (2020: 12%) of overall income.

Other event income decreased to £0.4m (2020: £1.1m) due to no non-Group events at Principality Stadium. Other event income represents events staged at the Group's stadia apart from rugby matches featuring the senior men's National Squad or the Dragons - including, in the two years indicated above, music concerts and motorsport.

Competition income represents the income from competitions including the Champions Cup, the Challenge Cup and the Guinness PRO14 (see Note 2 for further details).

The remaining income arises from ancillary activities and various grant sources, including the Rugby World Cup, Coronavirus Job Retention Scheme ("CJRS") grants, Economic Resilience Fund grants and recharges relating to the Dragon's Heart Hospital. During YE21, the Group received £0.8m (2020: £1.1m) of grant funding from Sport Wales.

Operational business costs

The business and administration costs represent the costs of managing the Group; the direct costs represent the costs of staging both international rugby matches and other events held at Principality Stadium and Rodney Parade; the stadia costs represent the costs of managing the stadia other than those directly attributable to events.

The Group's operational business costs have reduced during the year to £27.2m (2020: £40.3m).

Business and administration costs have decreased by 30% to £6.9m. This is due mainly to cost saving initiatives taken by the Group as a result of the pandemic. This included staff salary cuts and headcount reductions.

Direct costs are those incurred directly in relation to attracting revenues and include all National Squad costs and third-party costs incurred in delivering events at Principality Stadium and Rodney Parade. These costs have decreased by £4.2m mainly as a result of a decrease in activity at Principality Stadium.

Hospitality and catering costs decreased to nil (2020: £4.5m). The decrease year on year is again due to the reduced events at Principality Stadium and Rodney Parade and the restrictions on spectators at those events that did go ahead.

Stadia costs have decreased by £1.4m to £5.9m (2020: £7.3m), again due to cost saving initiatives and rates relief afforded to the Group's stadia during the year.

Surplus invested in rugby

The surplus of £30.9m (2020: £39.6m) made by the Group which is invested in "Welsh rugby" can be analysed as follows:

	2021 £'m	2020 £'m
Operational costs		
- Performance rugby	**4.2**	**5.2**
- Community rugby	**4.5**	**4.5**
- WRU Gwent – regional rugby	**7.9**	**7.1**
	16.6	**16.8**
Allocations to affiliates		
- Regions (professional)	**12.6**	**25.0**
- Clubs (semi - professional)	**0.8**	**1.1**
- Community rugby	**4.6**	**4.6**
	18.0	**30.7**
Total investment in "Welsh rugby"	**34.6**	**47.5**
The balance is analysed as follows:		
Surplus	**30.9**	**39.6**
Total investment in "Welsh rugby"	**(34.6)**	**(47.5)**
	(3.7)	**(7.9)**
Depreciation and amortisation (net of grants)	**3.4**	**4.1**
Exceptional items (see Note 4)	**(5.2)**	**-**
Income from Investment	**(2.8)**	**(4.9)**
Interest costs	**0.5**	**0.8**
Non-controlling interests	**(0.5)**	**-**
Tax credit	**(0.4)**	**(2.6)**
Transferred to reserves	**1.3**	**(5.3)**
	(3.7)	**(7.9)**

Investment in "Welsh rugby"

The Group's investment in "Welsh rugby" has decreased during the year to £34.6m (2020: £47.5m). The decrease is largely due the reduced allocations to the Regions, in accordance with the Professional Rugby Agreement ("PRA").

The costs in respect of performance rugby decreased to £4.2m (2020: £5.2m) due to restrictions on the rugby season. These costs include managing the age-grade structures, the national 7s sides, player development, referee costs, the National Centre of Excellence and insurance which collectively amount to some 69% (2020: 66%) of the total with the balance of 31% (2020: 34%) comprising staff costs.

The costs in respect of community rugby have remained at £4.5m. Community rugby costs include coach development, referee costs, school club hub costs, digital strategy investment and insurance which amount to some 60% (2020: 59%) of the total with the balance of the 40% (2020: 41%) comprising staff costs. Savings were made from an enforced reduction in community activity (as a result of Covid-19 restrictions) and staff salary reductions, but the additional investment for "rugby restart" initiatives has led to overall community rugby costs remaining consistent with the prior year. It should also be noted that, in addition to salary reductions, a number of the Group's staff employed to deliver Community Rugby programmes were furloughed during the year. The Group received payments from the CJRS scheme for these furloughed staff amounting to £0.6m (2020: £0.3m). These receipts are included within the Group's income and therefore the actual net cost to the Group during the year is lower than £4.5m.

The allocations to the three Regions not within the Group are £12.6m (2020: £25.0m). The allocations in YE21 and YE20 are made pursuant to the PRA, which was signed in November 2018. The PRA payments cover all international player release and provide financial support for the four Regions in accordance with the PRA. Pursuant to the PRA, allocations to the Regions in YE21 were reduced in line with the Group's reduced income and the Group's prior year loss.

The allocation to the Group's semi-professional league has reduced to £0.8m (2020: £1.1m), in line with the Group's strategic review of the semi-professional game.

The allocations to the Group's community clubs have, as explained above, remained at £4.6m. The total investment in the community game is:

	2021 £'m	2020 £'m
Operational costs	**4.5**	4.5
Allocations	**4.6**	4.6
	9.1	9.1

EBITDA and net result

One of the key measures of the Group is the earnings before interest, tax, depreciation, amortisation, exceptional items and allocations to affiliates ("EBITDA"). This is a key measure as it is the best proxy for cash generated from the Group's operational activities. This provides the cash to fund the Group's primary objective.

The Group's EBITDA was £14.3m (2020: £22.8m). The Group's pre-exceptional loss before tax and non-controlling interests was £4.8m (2020: loss of £7.9m); after exceptional items, a profit before tax and non-controlling interests of £0.4m (2020: loss of £7.9m). This can be analysed as follows:

	2021 £'m	2020 £'m
Group EBITDA	**14.3**	22.8
Allocations to affiliated organisations	**(18.0)**	(30.7)
Exceptional items	**5.2**	-
Depreciation and amortisation (net of grant release)	**(3.4)**	(4.1)
Operating loss	**(1.9)**	(12.0)
Income from investment	**2.8**	4.9
Net interest	**(0.5)**	(0.8)
Profit/(loss) before tax	**0.4**	(7.9)
Tax	**0.4**	2.6
Non-controlling interests	**0.5**	-
Profit/(loss) for the year	**1.3**	(5.3)

Net interest expense

The Group's net interest expense is analysed as follows:

	2021 £'m	2020 £'m
Bank interest payable	**0.4**	0.4
Bank charges	**0.1**	0.4
Total	**0.5**	0.8

Interest expense has decreased, driven by lower bank charges over the course of the year.

Exceptional items

During YE21, the Group received income and incurred charges that due to their size and nature were considered "exceptional".

The Group's definition of exceptional items includes the identification of significant non-recurring items that enable the "normal" financial performance of the Group to be better understood. As shown in Note 5, the exceptional items in YE21 arose from exceptional grant income and restructuring costs.

	2021 £'m	2020 £'m
Restructuring costs	**(0.2)**	-
Spectator Sports Survival Fund Grant – from Welsh Government	**5.4**	-
	5.2	-

Community Rugby Board

The expenditure within the remit of the CRB was as follows:

	2021 £'m	2020 £'m
Operational costs – community rugby	**4.5**	4.5
Allocations to affiliated organisations – community rugby	**4.6**	4.6
Allocations to affiliated organisations – Premiership	**0.8**	1.1
Certain other costs included within performance rugby	**0.1**	0.3
	10.0	10.5

It should be noted that 40% (2020: 41%) of the operational costs within community rugby represent staff costs. As noted above, the Group utilised the CJRS scheme during both the current and prior years, which including furloughing a number of community rugby staff who were unable to undertake their normal roles due to the Covid-19 restrictions. The Group received contributions towards the salaries of these staff amounting to £0.6m (2020: £0.3m). These contributions are included within the Group's income and reduce the net cost to the Group.

Investment in Professional Rugby

The investment in professional rugby was as follows:

	2021 £'m	2020 £'m
Operational costs – WRU Gwent	**7.9**	7.1
Allocations to affiliated organisations – Regions	**12.6**	25.0
	20.5	32.1

Cash flows

The Group's net cash (outflows)/inflows from operating activities were as follows:

	2021 £'m	2020 £'m
EBITDA	**14.3**	22.8
Allocations to affiliated organisations	**(18.0)**	(30.7)
Exceptional items	**5.2**	-
Working capital movements	**(7.3)**	4.8
Net cash outflows from operating activities	**(5.8)**	(3.1)

Net debt

Net debt, which is defined as bank loans, debenture loans, finance lease obligations less cash balances, as at 30 June 2021 was £114.4m (2020: £75.6m). The net debt position of the Group is as follows:

	2021 £'m	2020 £'m
Debt:		
Bank loans	**26.2**	6.5
Debenture loans	**49.2**	46.6
Finance lease	**42.3**	23.3
	117.7	76.4
Cash	**(3.3)**	(0.8)
Net debt	**114.4**	75.6

The finance lease creditor relates to funding received towards the Parkgate Hotel development.

Net bank debt, which is bank loans less cash balances, was £22.9m (2020: £5.7m). The net bank debt position of the Group is as follows:

	30 June 2021 £'m	30 June 2020 £'m
Loans:		
Regions loan	**1.3**	1.7
Revolving credit facility ("RCF")	**5.0**	5.0
World Rugby Loan	**2.0**	-
CLBILS Loan	**18.0**	-
Unamortised issue costs	**(0.1)**	(0.2)
	26.2	6.5
Cash	**(3.3)**	(0.8)
Net bank debt	**22.9**	5.7

The increase in net bank debt during the year of £17.2m includes: (i) a £18.0m CLBILS facility arranged with NatWest and a £2.0m facility arranged with World Rugby, both of which were onward lent to the Regions to support them through the pandemic; (ii) offset by a reduction in the Regions' loan of £0.4m due to repayments made by the Regions, an increase in cash balances of £2.5m and the amortisation of £0.1m of the debt issue costs. Further details of the amounts due from the Regions are set out in Note 12.

During YE21, the Group has raised some £2.6m from debentures, by way of new issues and extending the term of certain series of existing debentures.

The RCF was £5.0m drawn as at 30 June 2021 and at 30 June 2020 and had a maximum draw of £14.8m during the year.

As at 30 June 2021, the Group had unutilised facilities of £30.0m (2020: £30.0m). However, access to £10.0m of these facilities is currently restricted.

As part of its banking agreements, the Group has to comply with bank covenants which require the Group to, inter alia, meet certain levels of cashflows and surpluses. This enforces normal business practices on the Group but limits the extent to which the Group can invest, make allocations to affiliated organisations and access the facilities above.

These bank covenants are typical of those applying to commercial businesses. It is in the Group's best interests to comply with these covenants as a breach would be a default of the loan agreements. The Group's financial management and controls are structured so that the Group complies with these covenants.

Capital expenditure

During YE21, the Group invested in some £20.6m of capital expenditure; the main categories of investment were as follows:

	2021 £'m
Parkgate Hotel – asset in the course of construction	**19.7**
Stadium improvements	**0.8**
Other fixed asset additions	**0.1**
	20.6

The Parkgate Hotel is explained earlier in this report.

Balance sheet and reserves

The Group's reserves attributable to the Company have increased by £1.3m to £19.4m. This increase arises from the retained profit for the year.

The fixed assets of the Group increased by some £15.9m, reflecting the capital expenditure of £20.6m offset by the depreciation charged in the year of £4.7m.

Operating working capital fluctuates from year to year depending upon the timing of events arising immediately prior to the year end.

Welsh Language

The Group continues to work in accordance with its Welsh Language Policy. Where possible, the Group ensures that the Welsh language is widely used in its operations and continually considers whether it can do more through the medium of Welsh.

IMPACT POSED BY COVID-19 AND FUTURE OUTLOOK

Protecting people, clients, suppliers and communities

The Group remains focused on taking all necessary steps to ensure the health and well-being of its employees, clients, suppliers and communities as a result of the Covid-19 pandemic. Stringent protocols to mitigate the risk of contracting Covid-19 have been in place and remote working has continued effectively to minimise business disruption.

The Group supported employees who volunteered to join the fight against Covid-19 in the communities where they live and work. The Group is very proud of how its employees have responded during this crisis going above and beyond for both the Group and in the interests of the rugby clubs and wider communities. To support the long-term sustainability of the business, the Group took the decision to utilise the Government's Coronavirus Job Retention Scheme. The decision to furlough employees was based solely on the level of work they could meaningfully undertake given how the Group's business was affected by the pandemic. To support furloughed employees through this challenging time, the Group, mindful of the importance of their wellbeing, encouraged regular contact with their teams to ensure they were kept up to date, felt connected and would be ready to return to work when it was appropriate to do so. The Group regularly provided health and wellbeing resources to employees. As restrictions have started to ease, the Group has brought the majority of employees back from furlough and only a limited number of staff remain on furlough, with the majority of those on a flexi-furlough arrangement.

The Group's investment in IT meant switching operations to remote working, and being able to continue this for a prolonged period, was delivered successfully. The Group continues to communicate and engage regularly with all employees.

As the phased return to work planning continues, the Group is conscious that each employee has different personal circumstances and the Group is committed to supporting them as effectively as possible. The Group will not be asking those employees who are vulnerable or shielding the vulnerable to return to the office environment at this stage. The Group will not ask any employee or sub-contractor to work in an environment in which they do not feel safe.

Reducing costs

In this period of unprecedented disruption, the Group took decisive actions to protect the long-term health of the business. These included:

- Reducing salaries of senior management and most other employees by between 10%-25%
- Utilising the Government's Coronavirus Job Retention Scheme
- Reducing non-essential costs and cutting non-essential capital expenditure
- Seeking support from other Government grant sources, such as the Economic Resilience Fund and Spectator Sports Survival Fund
- Obtaining rates relief for the Group's properties.

Together with the natural reduction in costs arising from the curtailment of rugby activities, in aggregate, the above measures contributed a combined c.£16.3m in YE21 and c.£1.9m in YE20.

Conserving cash and liquidity

The Group is committed to maintaining a strong balance sheet and liquidity. The Group has worked with its bankers, NatWest, who have been very supportive in reacting to the financial challenges caused by the pandemic; NatWest have repurposed existing facilities, provided additional facilities and have realigned financial covenants to reflect the current trading position.

In this period of extreme economic uncertainty, the Directors believed it prudent to take steps to preserve cash and liquidity, including cutting non-essential capital expenditure and managing working capital in addition to the cost reductions indicated above. The Directors will review further when the full impact of the Covid-19 pandemic on the Group is known.

Outlook

The Group has a healthy business, with a strong balance sheet and adequate liquidity. Immediate measures were taken to reduce costs and protect the Group's financial position. The Directors are confident that the actions taken by the Group have put the Group in a strong position from which to build back from. As restrictions are lifted, early signs for the Group are positive, with the commercial outlook looking encouraging. However, it is too early to ascertain and quantify the actual impact of the Covid-19 pandemic on future financial performance, particularly if any further restrictions are imposed. The Group will continue to closely monitor the developing situation.

Principal risks and mitigation strategies

As outlined earlier in this Annual Report, the Group's primary objective is to promote rugby, to encourage more people to engage with the game, more often with more enjoyment and more success, which is achieved by re-investment in community rugby, performance rugby and Principality Stadium.

The Directors' assessment of the principal risks to delivering this objective, their potential effect and the steps taken by the Group to mitigate these risks are set out below:

Income generation – The ability to generate income dictates the level of re-investment the Group is able to make in all forms of rugby. A sustained fall in income would lead to a reduction in financial resource available for re-investment in rugby.

Some 69% (2020: 78%) of the Group's income is derived from staging international matches featuring the Welsh team and the commercial activities associated with the Welsh team. Given its significance, the mitigation of income risk is therefore focused on match and commercial incomes.

The Group seeks to mitigate risk to income by, where possible, entering into long term arrangements with its broadcasters, sponsors and other commercial partners. The Group's ticket pricing strategy is focused on maintaining a balance between the highest possible attendances and strong financial returns. The Group's ticket prices are reviewed annually with reference to market conditions and the opposition faced.

As noted above, 69% (2020: 78%) of the Group's income is derived from activities associated with the senior men's Welsh team. The performance of the team will have an impact on the Group's ability to generate income, particularly over the medium to long term. The Group aims to ensure the success of the team by recruiting a world class coaching and medical team to provide the best possible support to its international players, securing additional preparation time for the team and extensive investment in training facilities, to ensure the team has the best possible environment in which to train.

The provision of adequate banking facilities – The Group is financed by a mixture of bank and debenture debt. The continued availability of the bank debt facilities, at competitive rates, is crucial to the future prospects of the Group. The Group's banking facilities are subject to compliance with financial covenants and non-compliance of these covenants could significantly impact on the Group's banking facilities. Ensuring adherence to the financial covenants forms a key part of all policy and strategy and the Group has a rigorous annual budgeting process that is focused on covenant compliance. The Group reviews performance against this budget throughout the year in order to identify any potential risks to compliance. The Group continually communicates with its bankers, in respect of the Group's activities and performance.

The maintenance, physical security and insurance of its main assets, primarily Principality Stadium – the majority of the Group's income is derived from the staging of international matches at Principality Stadium and should Principality Stadium not be available to host matches the Group would have to seek alternative venues, which would likely incur significant costs and may not have similar capacity. Loss of or restricted access to the Group's other assets, such as the National Centre of Excellence ("NCE"), would also have a severely detrimental impact on the Group. The training facilities at the NCE are amongst the best in the world and performance may suffer as a result of loss of access to those facilities. The Group takes extensive measures to safeguard its assets. The Group employs a team of maintenance and facility management personnel who undertake a thorough preventative maintenance programme at all of the Group's relevant facilities. The Group procures comprehensive insurance policies that, in the event of damage to assets, provide recompense for rectification of damage and for loss of earnings due to business interruption.





COMPANIES ACT 2006 – SECTION 172

When making decisions, the Directors consider and balance the impact on stakeholders, including members, employees, supporters, suppliers and Government. The Directors have sought, collectively and individually, to conduct themselves at all times honestly, fairly, impartially and in accordance with the highest ethical standards. These behaviours are considered central to promoting the success of the Group, and in exhibiting them, the Board has carefully considered the matters set out in section 172(1) (a-f) of the Companies Act 2006. Examples of how the Directors have had regard to each of those matters is set out below:

a) Making decisions in the long term

Securing the long-term health of rugby union in Wales, at all levels, is vital to the success of the Group and is therefore central to the decision-making processes of the Board. As a result, consideration of the likely consequences of a decision in the long term is part of the Board's deliberations and decision-making. Whilst day-to-day management is delegated to the Executive Board in accordance with the Group's delegation of authority, the Board retains oversight of matters of strategic importance, including the long-term objectives and overall strategic policy of the Group.

The Directors have also had to take into account the effect of the Covid-19 pandemic on the Group and met more frequently as was required during the year in order to monitor and react to the challenges faced.

b) Considering employees

Engagement with employees is a key element of the Group's thinking. This is delivered via all employee meetings where updates on business matters are provided, as well as regular internal updates containing information on the latest developments within the organisation. Business updates and financial review information is shared through our internal communications and various regular forums are held to communicate and cascade information to the business. This includes regular team meetings, where employees are encouraged to provide feedback to the Executive Board. An update on employee matters is provided to the Directors at Board meetings which allows the Directors to input into any such matters and consider the same when making decisions.

The challenges of the Covid-19 pandemic necessitated frequent communication with employees; a number of specific wellbeing and mental health initiatives were launched; and several employee questionnaires were issued so that employees could provide specific feedback on support provided, planning for return to the workplace and agile working arrangements.

During the year, a number of Group roles were made redundant as a result of the Covid-19 pandemic. In taking these difficult decisions, the effects on the Group's employees were balanced against the longer-term interests and financial position of the Group and were considered to be in the best interests of the Group.

c) Fostering relationships with stakeholders

The Board is very conscious of the importance of lasting relationships with participants, players, volunteers, supporters, debenture holders and other important stakeholder groups, such as broadcasters, sponsors and hospitality clients. The Directors discuss the feedback received from supporters and all stakeholders and, in addition, the Executive Board provide updates to the Board where appropriate on relevant matters. This enables the Board to consider that information when making decisions. The Directors believe it is important to continue to foster good relationships with all key stakeholders.

By way of example, a comprehensive 'National Representative Survey' is conducted annually that covers sentiment towards rugby at a professional and community level. The insights derived from this shape strategy for marketing, communications and product offering for the Group.

Stakeholders

The Group regularly engages with stakeholders through a variety of means. This includes various departments and key personnel throughout the Group to ensure strong relationships are being built and delivering stakeholder requirements. Key areas effecting stakeholders are communicated to the Board for consideration.

Externally, the Group actively engages with a wide range of stakeholders including, but not limited to:

Wales-specific

- Welsh Government
- The education sector including schools, further education and higher education institutions
- Local councils and unitary authorities
- Public Health Wales
- Sport Wales
- Welsh Sports Association

Rugby-specific

- British and Irish Lions
- Six Nations
- World Rugby
- Rugby World Cup
- EPCR
- PRO14
- GB 7s Olympic Committee



Participants and supporters

Growing the game and providing enjoyment is a key priority for the Group and therefore there is strong engagement with participants and supporters to help achieve this. Annual club and player surveys take place as well as feedback relating to players from meetings of the Community Rugby Board and the Professional Rugby Board. This feedback influences amongst other matters formats and competitions. A supporter survey is also sent to spectators attending international matches and the feedback helps the Group to improve the experience both at the matches and on digital channels. The Group organises various events and opportunities for supporters outside of match days to help strengthen its relationship with this key group and also holds customer engagement events, including a "debenture evening" and "Meet the Team", in which different strategies and plans are presented to supporters for feedback prior to implementation.

Suppliers

Where appropriate, the Group runs tender processes for the provision of certain goods and services during which meetings are held with prospective suppliers to give them more information but also for the Group to understand more about what can be offered. This can shape the tender process and improve the service which is then provided. Regular meetings take place with certain existing suppliers and with prospective suppliers to ensure that they are able to meet the requirements of the Group and for the Group to understand any challenges facing the suppliers in their industry. Such feedback and good relations enable the Group to make decisions knowing any supplier related risks and to put in place plans to mitigate them.

d) Community and environment

The playing of rugby union and contributing to the community is a key part of the Group's activities, especially with regard to rugby at community and grassroots levels. The Group runs various projects and initiatives to support the community game, including ensuring that the game is fully inclusive. The Group provides funding in support of these measures. The Group works with members to mitigate the impact of rugby on the environment. The Group also continues to have regard to and regularly considers the impact of the Stadium's operations on the environment and how it can leverage its position in order to mitigate the impact of the same.

e) Maintaining a reputation for high standards of conduct

The Board aspires to the highest ethical standards in its management of the Group. By way of example, the Board achieves this by adherence to the Group's codes of conduct, conflict of interest and anti-bribery policies and by prioritising the integrity of the Group in each decision it makes. The Board considers that the reputation of the Group and operating it in accordance with high standards of conduct is of paramount importance to safeguarding rugby union in the long-term in Wales.

The Group's policies on anti-corruption and anti-bribery matters are regularly reviewed and are carefully considered in the context of the location of the Group's activities and those of the Group's suppliers. Relevant training is also provided.

The Directors are aware of the Group's position and ability to influence in relevant areas of its operations in respect of matters relating to respecting human rights. In accordance with the Modern Slavery Act 2015, the Group publishes an annual Modern Slavery Act Statement and the Board remains committed to having systems in place to safeguard against forced labour in the Group's business and supply chain and to protect respect for human rights. The Directors expect the Group's supply chain (whether direct suppliers or those that directly or indirectly supply our direct suppliers) to share the same values. The Group incorporates relevant contractual obligations into its supplier contracts in respect of forced labour and related matters, which also permits the Group and third parties acting for the Group to inspect facilities, records and practices to audit a supplier's business for the purposes of ensuring that such obligations are being complied with. We will continue to monitor the effectiveness of our systems and processes.

f) Acting fairly between Members

All employees who engage in procurement activity are expected to protect and enhance the Group's standing and maintain the highest standards of conduct and integrity in business relationships, whilst ensuring full compliance with laws and regulations.

The Board is aware of the importance of acting fairly between its members and this is considered whenever a decision is being taken which affects one or more of the members. The Board and various sub-boards engage with members to ensure that it is aware of members' views and to assist it in complying with its duty to act fairly between them.

In October 2020, the WRU held its first ever virtual AGM. The Board considered this to be an appropriate approach given the then Government guidance on meeting in person and applicable social distancing requirements, in order to demonstrate high standards of business conduct and to make the AGM more accessible to members.

By Order of the Board



RHODRI LEWIS
Company Secretary
8 September 2021


ISUZU

Community Report

CLUB DEVELOPMENT AND SUPPORT

In addition to the core and development grant payments made to clubs in YE21, a separate Emergency Fund was established to support clubs during the pandemic. This included a payment of £500 to all member clubs and female hubs under a Return to Train fund in July 2020. This was followed in October 2020 by a further payment to clubs via a Covid-19 Facilities Fund allocated on a weighted criteria based upon facility responsibilities. In June 2021, a contribution of £650 was also provided to over 200 clubs to undertake legionella risk assessments prior to reopening changing rooms for the new season 2021/22.

Following the onset of the Covid-19 pandemic in March 2020, the assessment panel for Round 2 of the Facilities Grant 2019/20 was postponed. During 2020/21, a budget was made available to assess club applications that had been submitted to the postponed Panel. In total 23 applications were supported with the remaining unsuccessful clubs who had not already completed the works being invited to re-apply at a later date.



A pilot fund focusing on innovation to enhance the sustainability of member clubs was delivered in June 2021. The fund supported clubs to undertake projects to reduce expenditure for utilities and service contracts, digitise club assets and services and provide improvements for renewable energy, reducing carbon emissions and green technology. The WRU Club Development team received a number enquiries from member clubs expressing an interest in projects of this scope during 2020/21. Working in partnership with these clubs and multiple partners the Third Sector, Local Authorities, selected Town / Community Councils and other grant funders the projects will increase the financial sustainability of clubs to reinvest the money back into rugby and the local community.

In February 2021 the WRU Club Development Team began discussions on a pilot exercise to scope a handful of projects to utilise the crowdfunding platform. We now have a cohort of projects that will work closely with Crowdfunder Ltd, which will include fundraising best practice, access to a dedicated webpage for their project, and support from the Crowdfunder team, while being encouraged to share experiences amongst the cohort of clubs in the pilot exercise.

Utilising funding successfully secured through Welsh Government, the WRU is working with The Probation Service and its 'Community Payback Scheme'.

The aim of this collaborative project is to provide basic pitch maintenance to member clubs who have responsibility of their facility.

While the pandemic has impacted the original start date of the project, The Probation Service is now undertaking a final pilot exercise with a small number of clubs. Once the evaluation of the pilot has been performed, it is the intention to roll out the project nationally to 60 clubs who originally signed up for the scheme.

As part of the collaboration, the WRU will purchase the maintenance equipment, while The Probation Service will manage the logistics of the equipment, supervision, and coordination of service users, to include risk assessments. Back in May of this year, the Head Groundsman of Principality Stadium, Lee Evans, performed a training day with the Probation Service Managers and Supervisors.

The scheme originated from the feedback received during WRU District Workshops in 2019 to support the new Community Strategy, particularly addressing the quality of grass pitches and reducing some of the demands on volunteers.

Overall, the project will provide member clubs with additional resource to manage facilities, free up time for our club volunteers by reducing the number of tasks and offer the chance to use the power of rugby union to support and engage the service users.

The scheme is also expected to support lowering the rate of reoffending with individuals spending the court appointed hours utilising skills development while making a positive contribution to local community.

A grant of £200,000 was agreed by the All Wales Artificial Surfaces Collaboration Group to upgrade an existing artificial turf pitch to a World Rugby approved 3G surface at the new Ty Calon Community Hub based in Deeside. Funding had already been agreed through a partnership between Flintshire County Council, Welsh Government Community Learning Grant, Flying Start and WRU to develop the community hub alongside a new build Pupil Referral Unit, the refurbished Queensferry Community Primary School and recently completed new learning day centre for adults with learning disabilities. The Community Hub will become the new home of Shotton Rugby Club who are an active member of the wider Deeside Community Trust established to manage the new facility. The grant represents a strategic investment to offer a full suite of much needed community and sports facilities on an existing learning campus, accessible to the community, to Plas Derwen (Pupil Referral Unit – with vulnerable learners), Hwb Cyfle (Learning day centre for adults with learning disabilities) and Queensferry Community Primary School.

RUGBY ENTERPRISE

Although it was a year of lockdowns and restrictions, we were exceptionally proud to be awarded the Disability Sport In Sport Organization of the Year Award.

This award is credit to all the hard work of all our volunteers, teams, staff, and clubs that do fantastic work especially in this last 12 months, where the participants needed them the most.

During lockdown and the last year, the focus for the Rugby Enterprise department was to support groups and teams digitally and keep rugby in all its formats at the forefront of people's minds. This was done through three main focus areas:

Digital Resources

A series of digital resources were employed to support rugby around Wales. This took the form of a series of 'Jersey for All' sessions which could be done from home, including Wheelchair Rugby specific sessions. WRU Special Educational Needs ("SEN") Digital Classroom was developed for pupils to do at school or for home schooling and we also created a ten-day 'SEN Fitness Challenge' and 'Lockdown Physical Activity Bingo' to distributed across our network.

Webinars detailing inclusive rugby formats were also created and placed on the WRU game locker to highlight and showcase all our formats these include deaf rugby, walking rugby, touch rugby, wheelchair rugby and coaching mentoring programme "WRU Leaders in Inclusive Coaching" was set up.



A group of up to 25 coaches from all over Wales meet in these sessions to share knowledge and insight in the sector. Inclusive referee and visually impaired rugby Continued Professional Development has also been delivered online.

Courses designed to help any rugby club member who had lost employment through the pandemic were created in partnership with the School of hard Knocks. These five-day 'Back-in-the-game' digital courses enabled individuals to enhance their job interview, CV writing and personal development skills. With 132 club members signed up initially, we were proud to support 70 participants back into employment directly from the programme.

Virtual inclusive sessions were delivered on all online events throughout the pandemic and supported national campaigns like Stonewall Rainbow Laces, Pride Cymru the Urdd Peace and Goodwill Message. The inaugural WRU Inclusive Rugby Coaching Conference was delivered online to over 175 participants with guest speakers and experts in inclusive coaching from all over the world joining in. This was the first of its kind and after a huge amount of positive feedback is set to become a regular annual feature.

Continuing the theme of collaboration, a four nations project was completed with the other home nations around connecting clubs during the Six Nations 2021 period, by sharing old touring stories and photos and connecting online during the tournament.



The WRU Rugby Development Apprenticeship programme continued through YE21 and 15 apprentices were appointed in October 2020. Due to the pandemic apprentices relied heavily on learning from home and online but, with all qualifications complete, they were able to start to deliver rugby activity in the community in May 2021.

Staying Connected with Mixed Ability Rugby

A WRU Mixed Ability Rugby Clubhouse Event was attended by hundreds of people from teams across Europe and a special international player panel was formed for a fun evening celebrating all things mixed ability rugby and the Six Nations tournament.

A similar WRU Female Rugby Clubhouse Event was also supported with representatives from teams across Wales in attendance.

Mixed ability forums were organised where representatives from every team in Wales gathered to discuss rugby and stay connected throughout the year and monthly online rugby quizzes were hosted by teams to stay connected with players in a social setting.

Return to Rugby Support

Guidance was produced for return to play protocols specifically for vulnerable groups. This included the provision of touch rugby resources created and developed for the WRU Pathway to Participation, including laws, infographics, video examples, session plans and game varieties - also applying to U7's and U10s rugby where webinars were also fully utilised.

Supported club visits included co-ordinating face to face meetings with every club to support them through the pandemic and help them through the WRU Pathway to Participation stages.

Our 'Boots for Grassroots Project' saw 4,000 pairs of rugby boots accessed at a discounted price from official partner Gilbert and distributed through clubs and Female Hubs around Wales.

Around 60 clubs in areas that are located high in the Welsh Government deprivation index benefited from the scheme and all clubs in Wales have been able to access this scheme to support families and players that are in need.



PATHWAY TO PARTICIPATION

After the game went into lockdown in March 2020 we created Covid Operation Managers at every club and these positions remain in place to help cope with constant stream of updated information that must be distributed around clubs.

We are so grateful for our club member's help, support and cooperation. The fulfilment of these roles once again shows the fantastic effort of our volunteers again at club level.

Webinars were held at various key stages throughout the year to ensure everyone was able to keep up to date with the latest information available, with more than 300 people from across Wales often in attendance on each occasion.

As a governing body ourselves we have kept open dialogue without other bodies managing different sports throughout Wales. These conversations were led by the Welsh Sports Association ("WSA") and at times happened on a weekly basis to keep up to date with all the restrictions and guidelines and share best practices with each other.

A National Sporting Group was also created involving the WSA and Sport Wales, Public Health Wales and Welsh Government and Commonwealth Games Wales. This looked at all the regulations, government guidelines and helped to advise sports on how to get back and play and was a great help to our game.

It's conclusions allowed us at various stages to return to playing in a graduated way. Key stages included: training together, playing touch and tag only, moving small sided training sessions. At all stages players, club members and staff were following safety guidelines and employing increased sanitisation of equipment as well as personnel, social distancing, adhering to travel guidelines and changing rooms and shower guidelines.

Eventually the contact game was able to return at end of April before we played 7s and 10s matches in June and then moving to 15s in July 2021.

Our sincere gratitude must go to all clubs, coaches, players, referees and all volunteers for their support during the year and helping bringing the game back safely.

WOMEN AND GIRLS

There is no doubt that Covid-19 has directly and negatively impacted the female game in Wales.

However, there have also been some positives developments within the female landscape.

In March 2020 we launched our new season. St David's day being on a Sunday proved to be the perfect launch only to see the lockdown of the country a few weeks later. In the first return to rugby phase during the Summer of 2020 we saw a percentage of female outlets returning, although all clubs and hubs didn't return. There was still nervousness during the autumn months leading into the firebreak, local lockdowns and the eventual lockdown in December and some fear over isolation over Christmas saw a natural end to playing and training in middle of December.



A few months later, in March, after the announcement of the WRU's Pathway to Participation the majority of female outlets in Wales returned to rugby and have partaken in the various offerings within the framework.

This has led to the growth of the female game hitting levels never seen before. Within the game as a whole we have seen a 20% growth going into the new reporting year.

Mon Stars in Llangefni RFC, Ravens in Ruthin and Bae Ceredigion in Aberaeron are three female hubs that have seen the largest growth since returning from the pandemic. We have also seen growth in volunteers and support for the hubs with people development being a key focus area.

The Women's Six Nations being a stand-alone competition proved to be of benefit to the community game in Wales. Having the competition allowed us to capitalise on the exposure and run community engagement projects. We ran a digital mascot competition within our female hubs, with the winner receiving a playing kit and a zoom call with Wales captain Siwan Lillicrap.





We also ran a well-attended virtual female clubhouse hosted by the TV reporter Lauren Jenkins. Members of the female community game, Charlotte Graham Woolard (West Swansea Hawks) Tirion Thomas (BBC Wales Unsung hero sports personality award winner) and Hannah Hughes (Caernarfon RFC) were joined by current and former international players Liza Burgess, Alecs Donovan, Lynne Cantwell, Sarah Bonar and Natasha Hunt to discuss how they got into rugby and the review the Six Nations competition ahead of the final weekend of fixtures.

The return of rugby has highlighted the high quality of player we have within the female game in Wales. A key focus for us now will be on potential programmes to cater for the high level and increasing standards of players in Wales. The aim of this is to support the performance department and ensure we are building towards the World Cup in 2025.

Senior Women's rugby has also seen an increase in players. We have been engaging and speaking with our senior women's outlets recently to ensure they are preparing for the season ahead.

There has recently been a large surge in the ask and want for non-traditional offerings within our rugby clubs for females.

This offering isn't necessarily the 15-a-side competitive option and we have seen a significant increase in the interest of running rugby-fit activities.

An opportunity within the next year will be to develop and grow on this appetite to ensure we continually improve and diversify the offering at our clubs. There has also been an increase in the numbers of clubs who want to provide a traditional option and we will work with these clubs in the coming season to help them develop competitive teams.

In the YE22 season we look forward to enhancing our offerings across the female landscape in Wales, diversifying our delivery and ensuring we continue to increase female rugby provision by creating opportunities at the right time, in the right place, in the right style and supported by the right people, allowing females to have fun, stay fit and to be with friends.

COACHES AND REFEREES

Over the past year it's been a testing time to support our current and new coaches and referees. We have entered into unknown territory utilising online communications to enable us to educate our coaches. But, having experienced the need to run courses online it has given us the impetus to look at a blended learning experience for the coaches and referees, with online learning modules along with face-to-face learning opportunities forming a part of future plans.

We will look to continue the learning journey for coaches and referees in this way with online communication giving us greater opportunity to engage and support.

We have become very agile, running coaching courses online, and during this period we have welcomed over 650 coaches to courses which will enhance their Continued Professional Development (CPD).

The team ran variety of courses from Tag to early contact, for example, and these courses would not have happened if it wasn't for the professional attitude of our coach and referee development team and their commitment to develop the people engaged in our game. And it should also be noted that these courses have been run during furlough with our staff on reduced hours.

The referee department has also been busy online supporting our existing referees with CPD opportunities. The team has engaged with all qualified referees through online sessions to ensure they are fully prepared for the return to play under some law variations.



We have pushed video content out on the 'game locker' website to support coaches along with sessions designed for various age groups throughout the pathway.

Webinars have also been conducted to inform coaches and referees of the various law variations in the junior game.

We are now in a position to conduct face to face CPD courses, pushing our core message of creating positive environments and ensuring the coaches provide a great learning experience for our players. After a period of fifteen months conducting these conversations online, these courses have proved to be very popular and a full calendar of courses will follow.

We continue to enhance and utilise the following main tool in coach and referee education:

Game Locker

This specialised website produces targeted content based on its user's role and profile ensuring content is accessible and relevant. It boasts a new online Learning system for courses and continuous learning, an education centers for Hub Officers and online Coach and Referee Corner resources.

The Game Locker has been an invaluable platform for participants to gain access to all Covid-19 related support and Return to Rugby guidance both on and off the field.



WRU Club of the Future Minecraft Challenge

Hundreds (347) of schools and thousands of young people entered the WRU Club of the Future Minecraft Challenge. The task was to design what they consider the club of the future to be. The criteria of the builds were based on the WRU Rugby Development strategic priorities of People, Places, Playing and Promote resulting in three winners from each key stage.

The competition was a collaboration of the WRU, HWB and Minecraft for Education (Microsoft) and the great success of the competition has inspired all collaborators to run the competition again for the next academic year.

Principality Stadium was built in Minecraft form to allow school children to complete tasks in the virtual Stadium that were carefully created by experts to ensure all content is in line with the new curriculum in Wales.

WRU Digital Classroom

Despite the pandemic disrupting the academic year schools were able to use the WRU Digital Classroom as a distance learning tool for their students. With all Rich Tasks written by teachers for teachers the New Curriculum based content has allowed for rugby to be taught through a digital platform and distance learning approach. With the new academic year and the hope that the pandemic is at a point where restrictions will ease, the WRU Digital Classroom will grow and build content for secondary school age years allowing for further development of rugby in the classroom

Content

Throughout the pandemic carefully curated content has allowed coaches in particular to continue their learning experience, allowing for successful return to rugby when restrictions and lockdowns were lifted.

New videos focusing on safe return to contact and booklets providing training session plans for six-week periods have been distributed to ensure that coaches are supported allowing for training session to be safe and enjoyable, despite some restrictions being in place.

MALE GAME AND WRU HUB PROGRAMME

HUB 2 review

The aim of the WRU Hub Programme during its 2018-2021 tenure is to provide an opportunity for young people and their families to engage in rugby through the educational settings of Wales, whilst supporting the development of healthy, courageous, disciplined and respectful individuals.

It seeks to identify those educational settings and local communities where there are a tangible benefit to be gained from the development of rugby. The next step is to part fund hub officers within the identified educational settings and communities, to engage young people in curricular and extra-curricular rugby activity, and foster a lifelong affinity to the game.

Finally, the programme then monitors and assesses the positive impact of the hubs on club, the relevant educational setting and the general community.

This assessment focusses on the health of the game of rugby at mini, junior, youth and adult levels, the levels of educational attainment and engagement within the host settings and the hubs' contribution to wider social outcomes that affect their communities. The central ambition is to inspire a lifelong engagement with Welsh rugby through the creation of positive experiences for all.

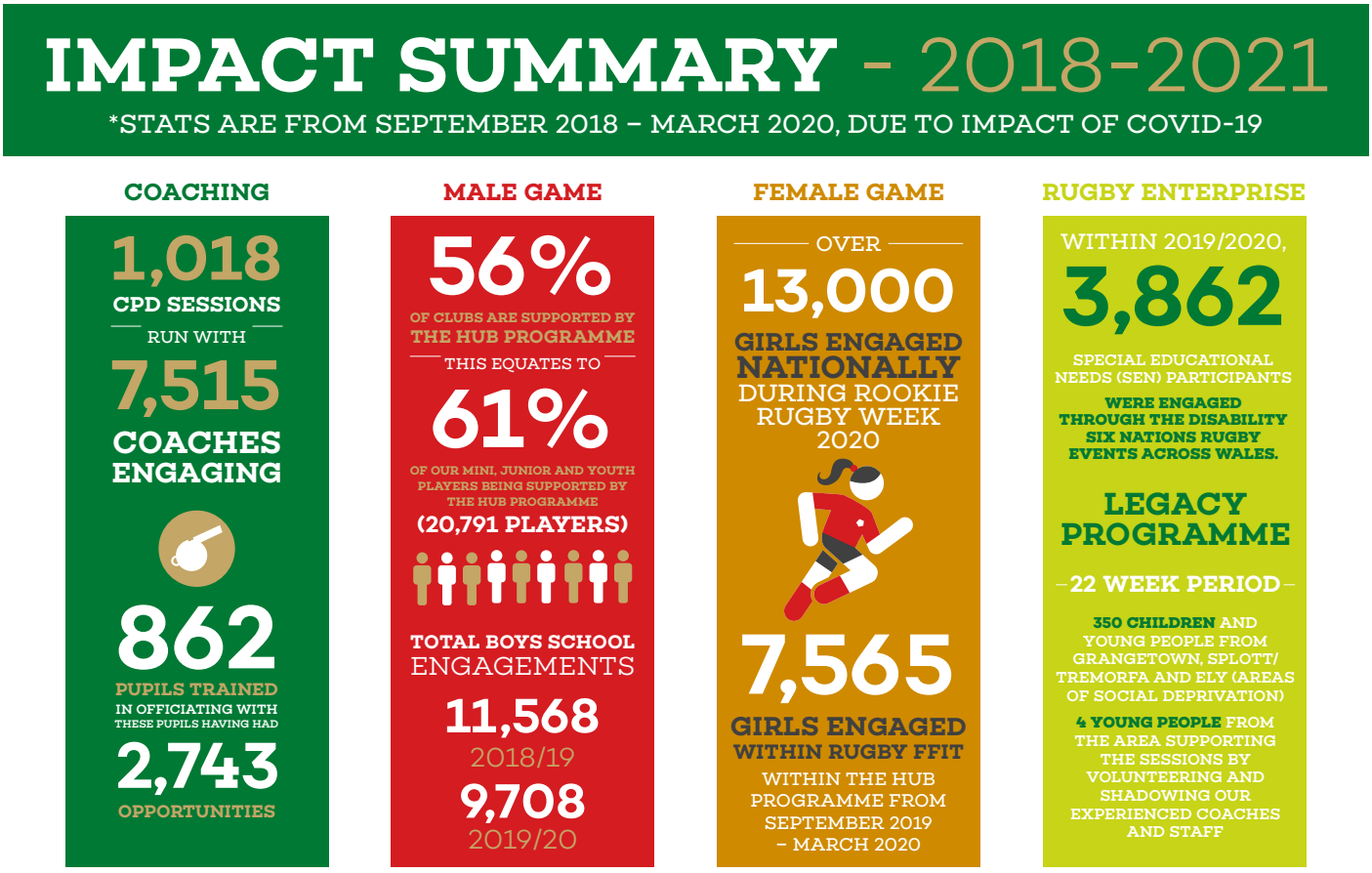
The WRU has recently finished a comprehensive review of the 2018-21 Hub programme, examining it's achievements over a five month period.

The review was established to quantify the impact of the investment in the programme by the WRU and its Partners, examine the processes within the programme ensure alignment with its aims and objectives and to deliver a clear timeline and guidance for relaunch in its next phase.

Key principles of the review were to ensure that it is clearly understood and communicated, that the process was consistent across the country and that all relevant stakeholders were involved.

Aims and objectives for the next stage of the programme, Hub 3, will now be established in line with the new WRU Community Rugby Strategy ahead of a planned launch in August of YE23.

Below is an infographic showing some of the key headline Impacts from the Hub Programme 2018-2021.



ADULT MALE COMPETITIONS AND PATHWAY

To enable community rugby in Wales to thrive, and aligned to WRU Community Strategy, we are currently carrying out a comprehensive national review of the community game in Wales. This review is aligned to stated actions of WRU Community Strategy & District consultations.

A digital survey was issued to 17,000 active adult male registered players which captured the players' 'voice & experience' and enables the WRU to find valuable correlations, variables and relationships in responses in order to understand their rugby experiences and attitudes towards competitions and pathways. There have also been ten District Forums conducted across Wales to further examine responses and permit additional feedback and consideration from on and off field representatives of the adult male game in Wales.

The information will provide the WRU with insight and recommendations that support, promote, develop and safeguard the rugby pathway and competitions in Welsh community rugby.

YOUTH RUGBY

As a result of Welsh Government redefining children and young people activities for development and wellbeing, as being Under 18 on 31st August - and to minimise Covid-19 transmission risk exposure between children, young people and adults - the WRU has revised Youth rugby for season 2021-22 as Under 18 rugby.

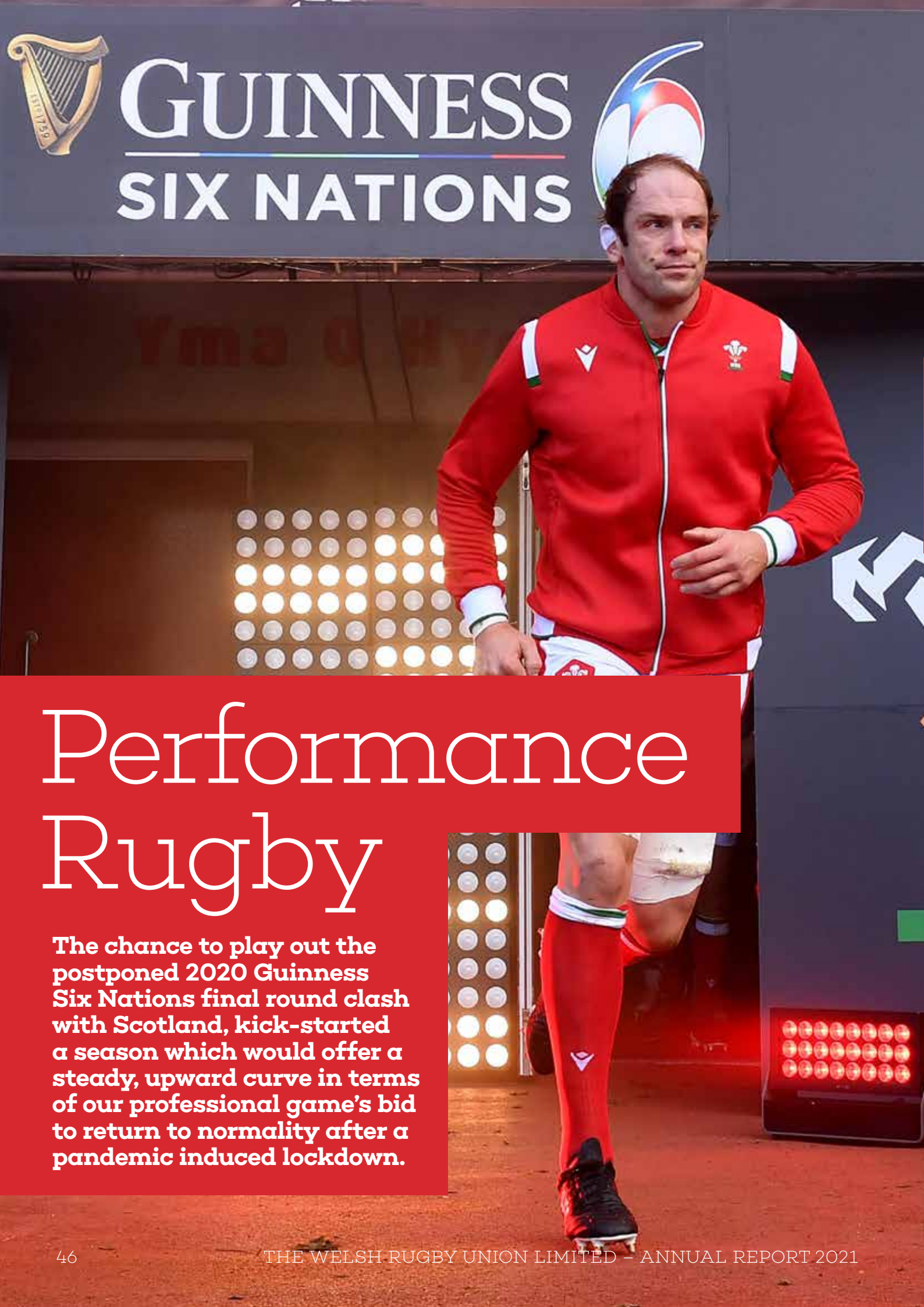
Under Welsh Government guidelines, you are either U18 (where age restrictions apply) or adult (over 18). The current WRU Youth age banding is 16yrs -19yrs and so falls under the adult bracket.

As adult guidelines are different to under 18s – and this fact has the potential to continue for the foreseeable future – players who are 18 years of age as of 31st August 2021 will now move into Senior Adult Rugby. A revised age banding of U17 and U18 has been introduced into Welsh rugby. This new banding is also essential to transition of over 2,000 players a season 2020/21 and is expected to enable better retention at both U18 and U16 level in particular. The new banding also offers some consistency following an unsettled 18 months and will maximise playing opportunities for all players.

A series of Youth forums have taken place across Wales and literature provided to support Clubs in these changes. Each WRU Community Regional Department is liaising closely with Clubs to establish playing offers, structures and opportunities for those Clubs at U17, U18, U20, U21, U23 and 2nd Teams. This process is ongoing and a will continue through the YE22 season.



To enable community rugby in Wales to thrive, and aligned to WRU Community Strategy, we are currently carrying out a comprehensive national review of the community game in Wales.



Performance Rugby

The chance to play out the postponed 2020 Guinness Six Nations final round clash with Scotland, kick-started a season which would offer a steady, upward curve in terms of our professional game's bid to return to normality after a pandemic induced lockdown.

The Scarlets and Parc y Scarlets itself, hosted our senior national men's side, with Principality Stadium having become the Dragon's Heart Hospital.

A try from replacement hooker Stuart McInally and nine points from the boots of Finn Russell, Adam Hastings and Stuart Hogg was enough to earn Scotland their first win in Wales since 2002. Rhys Carre crossed for Wales' only try of the game with Dan Biggar and Leigh Halfpenny kicking five points between them for a 14-10 loss.

Wales captain Alun Wyn Jones made rugby history as he became the most capped player of all time surpassing New Zealand great Richie McCaw.

The game also saw a first cap awarded to Uilisi 'Willis' Halaholo, with head coach Wayne set to give debuts to a further 14 and field an impressive 57 different players before the season was out.

Next up, a new competition, the Autumn Nations Cup. Four fixtures played out on a home and away basis, where new caps were awarded to Sam Parry, Louis Rees-Zammit, Shane Lewis-Hughes, Callum Sheedy, James Botham, Kieran Hardy, Johnny Williams and Ioan Lloyd.

A warm-up match against France was followed by four clashes in the ANC competition – against Ireland, Georgia, England and Italy. A welcome chance to see players back in a Test environment ahead of the Guinness Six Nations Championship provided much needed entertainment on television screens, even if supporters were still absent, and sorely missed, at the ground.

Visits to France and Ireland came first but Wales couldn't notch up a win on the road, losing 38-21 at Stade de France and then 32-9 in Dublin. It was back to winning ways at Parc y Scarlets with an 18-0 win over Georgia before England visited Wales to win a hard-fought contest by 24 points to 13. The climax of the series, and for Wales' short residence at Parc y Scarlets, saw a 38-18 victory over Italy for the home side.

If results didn't all go our way in the Autumn Nations Cup, the groundwork done to prepare the squad for the 2021 Guinness Six Nations certainly paid off. Wales won the Championship, losing only one game in the tournament, and looking good for another Grand Slam right up to the final minutes of the final round against France.





Supporters were once again forced to watch on television screens but Wales, nevertheless, returned to Principality Stadium where a winning start was made against Ireland, who were dispatched 21-16.

Next Scotland took it to the wire in Murrayfield losing out by a point at the final whistle at 24-25 and Wales looked to face England in a season defining 40-24 victory back on home turf. Only Italy and France stood in the way of a first clean sweep under Wayne Pivac, in only the second season at the helm for the new head coach. Both matches were on the road and Italy were seen off first in an emphatic 48-7 win.

Wales, having finished fifth in 2020, entered the final weekend with four wins out of four and the possibility of a Grand Slam, but were beaten 32–30 by France at Stade de France following a late try.

France's third match, against Scotland, had to be rescheduled after an outbreak of Covid-19 in the French camp; the match was moved to the Friday night following the final round of matches and the Welsh nation was forced to watch on, their fate in Scottish hands. France needed to win by at least 21 points with a try-scoring bonus point to overtake Wales at the top of the table. They led by three points going into the final minute, only for Scotland to score a try that gave them the win and Wales the title – our sixth Six Nations and 28th overall (including Home Nations and Five Nations), since 1883.

During the Summer International Series at Principality Stadium new caps were awarded to Ben Carter, Tom Rogers, Gareth Thomas, Taine Basham, Ben Thomas and Matthew Screech. Canada and then Argentina (twice) visited Cardiff after the two-Test summer tour to the home of the Pumas was called off due to the pandemic.

Victory over Canada was made all the more significant by the return of supporters to Principality Stadium, albeit now with a limited capacity for the summer of 8,200, due to social distancing restrictions and other Covid-19 safety measures. Wales flourished in front of a home 'crowd' against the Canucks, now coached by former Welsh international Kingsley Jones, and ended 68-12 victors. The first Test against Argentina resulted in a 20-20 draw and the second and final Test, to end a long and unusual season, saw the visitors win out 33-11 - both matches were billed as a home match for the Pumas despite being played on Welsh soil. In the absence of squad captain Alun Wyn Jones, Wales were led on the field by centre Jonathan Davies and there was also a proud and significant moment for Leigh Halfpenny who played against Canada in his 100th Test match appearance (96 Wales, four British & Irish Lions). Unfortunately, this centurion appearance proved bittersweet for Halfpenny and Welsh supporters around the globe, as the much loved full-back left the field early in the game with a serious knee injury.

The nation wishes him a speedy recovery, just as it did Jones who retired injured from the Lions squad – where he was joined by ten Welsh players all equally set to make the nation proud – only to miraculously return to the tour in record time. The Wales and Lions captain injured a shoulder during the warm-up match with Japan at



Murrayfield, the injury was initially believed to have ruled him out of the tour of South Africa but the second row defied expectation once again.

Jones remains Wales' and rugby's most capped player, with 148 appearances to his name to date He also equalled countryman Graham Price who played in a record 12 Tests for the Lions.

Both Jones and Halfpenny are exemplary role models for a generation of Welsh players and supporters and we are proud and lucky to have them both.



Another exemplary rugby role model is referee Nigel Owens. Owens officiated his 100th and final Test match on 28th November 2020 in the Autumn Nations Cup game between France and Italy. He holds the world record for the most Test matches refereed and retires from international duties after a 17-year career with the full blessings of all at the WRU.

He is, quite simply, the world game's most respected and successful match official. Down the years he has enjoyed many highlights which include:

2001 First of three professional referees appointed by WRU
2002 Heineken Cup debut, Calvisanso v Perpigan
2003 First international match, Portugal 34-30 Georgia in Lisbon
2005 First World Rugby Test match, Japan 12-44 Ireland in Osaka
2007 First of four World Cups
2007 First of two European Challenge Cup finals
2008 First of record seven Heineken Champions Cup finals
2009 Refereed Southern Kings v British & Irish Lions
2011 First of record six Celtic Rugby / PRO14 finals
2011 Second Rugby World Cup
2013 100th PRO14 game
2015 Followed Derek Bevan as Welsh referee in Rugby World Cup Final
2015 World Rugby Referee of the Year
2016 MBE for Services to Sport
2016 Overtook South African referee Jonathan Kaplan's world record of 70 Tests
2017 First referee to 100 games in Heineken Champions Cup in final at Murrayfield
2018 Refereed the Varsity Match at Twickenham
2019 Fourth Rugby World Cup
2019 Refereed Wales XV v Barbarians at Principality Stadium
2020 Eighth Heineken Champions Cup final
2020 Record equalling 21st Six Nations appearance as referee and record 25th as touch judge
2020 First referee to control 100 Test matches

Although Owens has stepped down from refereeing in the international arena, he has not been lost to the game, as he has undertaken a coaching role with the Welsh Rugby Union to mentor aspiring domestic and Test match referees.

Over the previous 12 months Dan Jones, Craig Evans, Ben Whitehouse, Adam Jones and Ian Davies have all been selected by World Rugby to act as Assistant Referees/Test Match Officials at Test match level. Francesca Martin was also selected to AR in the Women's Six Nations to become Wales' first female appointment by World Rugby. Ben Breakspear, after refereeing a number of Rugby Europe 7's competitions, has been selected on the World Rugby 7's series men's panel, replacing Craig Evans who has decided to concentrate on the 15-a-side game.



Adam Jones and Craig Evans were selected to referee at the Olympic 7's. Evans also made his Test match debut when taking charge of England v Canada while Jones refereed in the Under 20's Six Nations held in Cardiff. Adam Jones, Evans, Whitehouse and Dan Jones also refereed in EPCR competitions while Ben Whitehouse was selected for the knock-out stages of the Champions Cup with Adam Jones refereeing in the Challenge Cup. Aled Evans refereed a Tier 2 Test match between Netherlands and Portugal. Ben Connors and Amber Stamp made their sevens debuts for Rugby Europe in the men's and women's competitions in Hungary and Poland which is an excellent achievement considering both are in their late teens and are part of the WRU's development for future World Series 7's referees. Kath Pritchard became the WSRUR first female appointment as secretary.



WALES WOMEN

Wales Women started the shortened 2021 Six Nations campaign full of hope with a new coaching team in place and participation in a tournament that was standing alone, at a different time in the calendar from the men's tournament, giving a raised public profile and media focus.

The season ended with the side winless on the pitch.

The campaign started with a 53-0 loss to France Women at Stade de la Rabine. Next Ireland Women visited Wales' Cardiff Arms Park base and finished 0-45 victors. The final match of the campaign was a much closer fought affair and saw Wales Women register 20 points on the scoreboard and cross for two tries from Lisa Neumann and then Caitlin Lewis. Despite a much improved performance the Six Nations campaign ended with a 27-20 defeat in Scotland. The Scots emerged victorious in the fifth place playoff thanks to tries from Megan Gaffney, Megan Kennedy, Christine Belisle and Evie Gallagher. But Wales displayed flair in attack and grit in defence to take a number of positives from their final match of the season. A stunning solo score from Neumann was the highlight for Wales at Scotstoun before Lewis crashed over at the death to showcase their battling mentality.

Jaz Joyce was selected to go to her second Olympic Games, representing Team GB at rugby sevens. She is one of three female players who finished fourth in Rio – Natasha Hunt and Abbie Brown were also part of the squad five years ago. Brown co-captains the side along with former Glantaf pupil Megan Jones. For Joyce, who is from St David's in Pembrokeshire,



it's the culmination of five years of hard work. At 20, Jasmine was one of the youngest players in the Team GB squad in 2016 and hadn't been capped for Wales at 15-a-side. Five years on and with 19 senior Wales caps, she drew on all of her experience in Tokyo and, again, made the nation proud.

The Wales Women's 7s side participated in the Rugby Europe 7s Championship in Lisbon in June. The side, many of whom hadn't played any competitive sevens rugby for two years, were offered a place in the competition despite having been relegated to the Trophy last time around. They finished 8th in the tournament after a tough opening day with heavy losses to Poland (36-0), Belgium (34-7) and eventual winners Russia (47-5), and a narrow loss to hosts Portugal (15-12). Day Two opened in a much more positive fashion with a 42-0 win over Romania before another close game to Germany, losing 12-10 at the death.

U20S

With the national Under 18 and Under 20 international programme decimated due to the pandemic over the previous 18 months, it came as a relief that the 2021 U20 Six Nations was able to be staged, albeit in entirely unfamiliar surroundings.

The 2021 edition was moved from the winter to summer and all games were staged at Cardiff Arms Park. Playing a game every six days was tough on all the players, but the championship was deemed a huge success on and off the pitch.

Having opened their campaign with a win over a much-improved Italian side on 19 June, Wales picked up a second win, 32-24, on 13 July against Scotland to finish fourth overall. While the two wins book-ended the championship for Wales, in between there were defeats to the top three teams in the tournament - Grand Slam winners England (45-3), runners-up France (36-19) and third placed Ireland (40-12).

With the 2022 Six Nations campaign set to kick-off less than a year from the conclusion of the 2021 championship, Wales U20 side will hope to feed off the experiences of the five-week period the squad were together, but also look forward to meaningful game time when the new season begins. With 16 players from the squad in the frame to return for the following campaign, the Welsh camp believe the foundations have been put in place for an improved assault on the championship next year.

With one of the youngest squads taking part in the 2021 championship, the Welsh camp are confident their players will be both a year older & a year wiser.



REGIONS

The pandemic hit 2020/21 season turned into an extremely testing one for the club game globally and for our four Welsh regions.

The 2020 PRO14 season was postponed on 12 March and restarted on 22 August in a truncated format. It was won by Leinster, who sealed their third consecutive PRO14 title, with the Scarlets securing the highest place finish of the four Welsh sides – achieving third place in conference B. Unfortunately, this meant they missed out on a semi-final spot. The Scarlets also took the Welsh honours on derby day at the end of August. They beat the Dragons 20–41 at Rodney Parade with Cardiff Blues beating the Ospreys 29-20 at the same venue a day later to bring the curtain down on the final weekend of the season for the Welsh teams.

In the new season our teams competed not only in an adapted Guinness PRO14 campaign, but also in the Rainbow Cup competition at the end of the season.

The Rainbow Cup was due to introduce the four new South African provinces into the newly expanded 20 team tournament for next season, but instead provided some more local derbies as a result of the travel restrictions in place.

The regions also competed in Europe, although once again both the Heineken Champions Cup and the European Challenge Cup were hit by COVID and had to be adapted to reach a conclusion.

The 2020–21 PRO14 was reduced to twelve teams as the two South African teams - the Cheetahs and Southern Kings - were not allowed to travel internationally in 2020 due to the Covid-19 pandemic. In September 2020, the Southern Kings ceased operations and the South African Rugby Union council began exploring the possibility of the four South African former Super Rugby teams - the Bulls, Lions, Sharks and Stormers - joining an expanded PRO14.

PRO14 Rugby announced in December 2020 that the 2020–21 PRO14 regular season would conclude after 16 rounds, and the top team from each conference would advance to a final in March 2021. The PRO14 Rainbow Cup then commenced in April and introduced the four new South African teams.

Toby Booth took over as the head coach at the Ospreys and improved their standing. After a season of two wins in 19 games they won eight games and also picked up wins in the early Pool stages of the European Challenge Cup before falling to Newcastle Falcons in the round of 16.

They were joined in the Challenge Cup by Cardiff Blues, who beat the Falcons and were then awarded a walk/over against Stade Francais Paris due to COVID. That earned them a ticket into the round of 16, where they were beaten 41-35 at London Irish. In the PRO14 the Blues ended with a 50% success rate to finish fourth in Conference B, one place behind the Scarlets. They won three of their five games in the Rainbow Cup, ending as the highest ranked Welsh team, but parted company with their Australian head coach John Mulvihill in January. Dai Young returned to the Arms Park as their interim, and then full time, Director of Rugby.



There was also a change in the coaching team at the Scarlets after they finished as the top Welsh region in the PRO14, third in Conference B.

They were well beaten at home by Sale Sharks in the round of 16 in the Heineken Champions Cup and lost to both the Blues and Dragons in the Rainbow Cup. Glenn Delaney left his role as head coach before the end of the season, with former Wales and British & Irish Lions scrum half Dwayne Peel appointed to take over for the 2021/21 campaign, after leaving his role as attack coach at Ulster.

The Dragons showed encouraging similar signs of improvement to those of the Ospreys under head coach Dean Ryan. They won six matches in the PRO14, beat the Scarlets in the Rainbow Cup, but lost both games on their return to the Heineken Champions Cup.



Ospreys were Wales' leading lights in conference A with a third place finish, ahead of the Dragons who finished in 5th in the final table. In conference B the Scarlets were also in third spot, one ahead of Cardiff Blues who finished this section of the season in fourth. The PRO14 final was then contested between Leinster and Munster in Dublin, with Leinster winning out 16-6.

The PRO14 Rainbow Cup was an end-of-season cup competition that consisted of two separate tournaments: the Rainbow Cup for twelve European clubs and the Rainbow Cup SA for four South African clubs. The winners of each competition then played a final match to determine the overall winner. The final Rainbow Cup table saw Cardiff Blues, once again the best placed region, in fifth, Scarlets and Ospreys in seventh and eighth respectively and the Dragons finish in 11th place. Dragons ended their campaign with a 38-7 loss to Leinster while the final match of the northern section produced a thrilling encounter between the Scarlets and Edinburgh in Llanelli as the Scottish club fought back to draw 28-28.



Connacht knocked Ospreys out of the running for the Guinness PRO14 Rainbow Cup with a season-closing 26-19 bonus-point win at the Sportsground in round five of the competition. However, Ospreys were to have one further influence on the tournament due to the cancellation of Benetton's trip to Wales to face them in round six, due to a coronavirus outbreak at the Welsh region. This confirmed the Italian club's place in the final as they were awarded four match points.

Benetton went on to beat Vodacom Bulls in the final and lift the inaugural Rainbow Cup.

Next season Wales' four regions – Dragons, Cardiff Rugby (rebranded from Cardiff Blues), Ospreys and Scarlets – will compete in a new, 16-team tournament called the United Rugby Championship.

The current Guinness PRO14 competition is being renamed with four South African sides – Cell C Sharks, DHL Stormers, Emirates Lions and Vodacom Bulls – joining. It is a landmark change for northern hemisphere rugby with South Africa's best teams now eligible to qualify for the Heineken Champions Cup and European Challenge Cup for the first time from the 2022/23 season. The United Rugby Championship will see each team play the other 15 either home or away while there will also be three return derby matches. There will be 18 regular season fixtures – down from 21 – with fewer matches played on the same weekends as Test rugby.

Instead of the PRO14's two-conference system, the United Rugby Championship will have one league table.

The top eight teams will qualify for the knock-out series with quarter-finals, semi-finals, and then a final – which will be held in a destination venue – to be played.

Dragons will be in the Challenge Cup next season with the other three Welsh regions in the 24-team Heineken Champions Cup, with the tournaments spread over nine weekends and beginning in December. The final phase begins with a two-leg last 16 fixture before quarter-finals and semi-finals and the finals planned for Marseille in late May.

Dai Young's Cardiff Rugby side will face reigning champions Toulouse and newly crowned English Premiership champions Harlequins in the pool stages of the Heineken Champions Cup next season. Cardiff were drawn in Pool B of the tournament along with the Scarlets, who will face Bordeaux-Begles and Bristol Bears. The Ospreys are in Pool A and they will face Racing 92 and Sale Sharks.

Toulouse completed the Champions Cup and TOP 14 double for the second time and have a lengthy history against Cardiff.

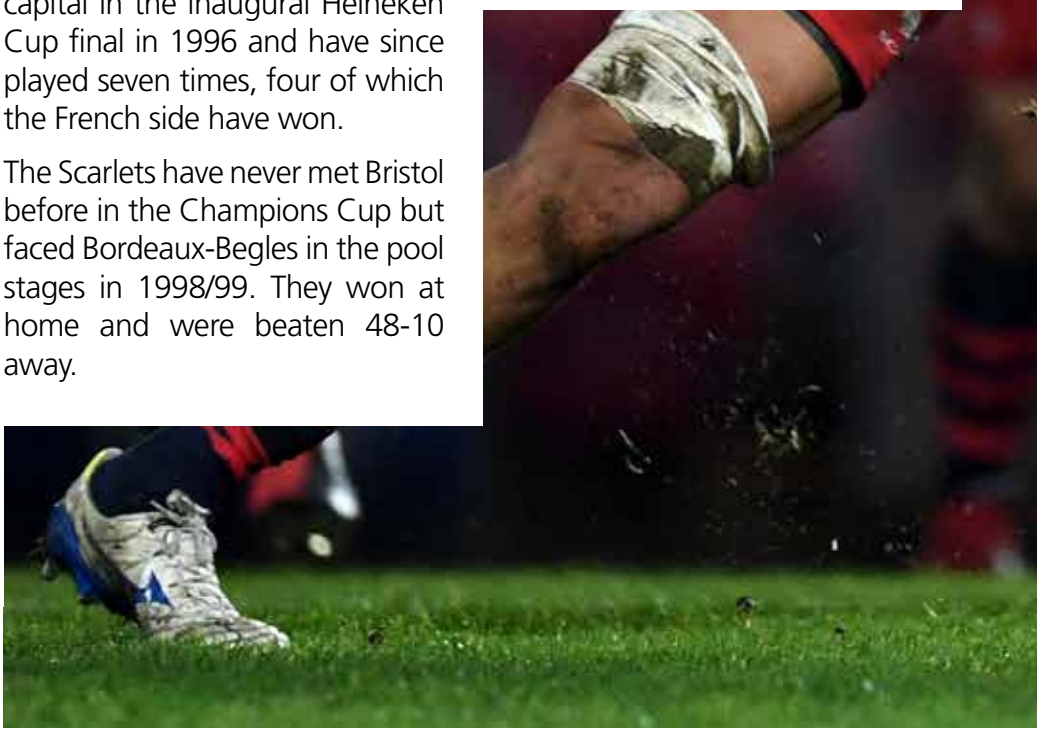
The two teams met in the Welsh capital in the inaugural Heineken Cup final in 1996 and have since played seven times, four of which the French side have won.

The Scarlets have never met Bristol before in the Champions Cup but faced Bordeaux-Begles in the pool stages in 1998/99. They won at home and were beaten 48-10 away.

Toby Booth's Ospreys side last faced Sale Sharks in the 2006-07 campaign, when they completed a pool double winning 17-16 at home and 18-7 away. They drew 19-19 at home against Racing 92 in the 2014/15 season before going down to an 18-14 defeat in Paris.

The Scarlets reached the Round of 16 last season where they were beaten by Sale Sharks, who this season face the Ospreys having reached the play-offs in the English Premiership.

For the purposes of the draw, the 24 clubs which qualified from the TOP 14, Premiership, and the PRO14 were classified into four tiers based either on their respective league rankings or on other qualification criteria.




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Directors' Report

FOR THE YEAR ENDED 30 JUNE 2021



The Group has made a profit (2020: loss) for the year and the Directors present their report and the Group and the Company's audited financial statements for the year ended 30 June 2021.

Principal activity and review of the business

The principal activity of the Group is to promote rugby in Wales and to encourage more people to engage with the game, more often, with more enjoyment and more success. This activity, together with the primary objective and the likely future development of the Group are reviewed in the Chairman's Statement, the Group Chief Executive's Summary and the Strategic Report.

Information provided in the Strategic report

In accordance with section 414C of the Companies Act 2006 the Directors have chosen to disclose the following information in the strategic report:

- Principal risks and uncertainties (see page [●]);
- Business review (see page [●]);
- Factors likely to affect the Group's future development, performance and position (see page [●]);
- Particulars of any events affecting the Company (or any of its subsidiary undertakings) which have occurred since the end of the financial year (see page [●]); and
- Engagement with suppliers, customers and others (see page [●]).

Financial risk factors

The Group is exposed to financial risks from interest bearing assets and liabilities and interests in overseas companies. These expose the Group to financial risks including foreign currency risk, interest rate risk, credit risk and liquidity risk.

- Foreign exchange risk

  Where applicable, the Group mitigates foreign exchange risk with the use of forward contracts. As at 30 June 2021, the Group has no material foreign exchange risk (2020: £nil).

- Interest rate risk

  The Group has interest bearing liabilities. The Group previously hedged against the majority of any interest risk on liabilities by using derivative instruments to effectively hedge the interest rate risk. The Group is currently exploring replacement derivative instruments to hedge against future interest rate risk. The Group has interest bearing assets which are invested at differing interest rates; these interest rates are fixed at the outset of the investment.

- Credit risk

  The Group has no significant exposure of credit risk. The Group has implemented policies that require appropriate credit checks on potential credit customers before sales commence. Interest bearing assets are only invested with financial institutions that have excellent credit ratings.

- Liquidity risk

  The Group maintains a balance between continuity of funding and flexibility. As at 30 June 2021, 46% (2020: 30%) of the borrowings were due to expire within five years.

Directors

The Directors who held office during the year and up to the date of signing the financial statements are listed in the 'Welsh Rugby Union Governance' section of this Annual Report.

Donations

The Group's primary charitable donation was £100,000 (2020: £76,000) to the Welsh Rugby Charitable Trust. This trust, which is independent from the Group, was set up to provide support to players who were injured whilst playing rugby in Wales. There were no political donations (2020: £nil).

Corporate social responsibility

The Group is aware of its responsibilities to local communities and its contribution to society. The Group recognises its responsibilities to the communities which are affected by its businesses and reviews its policies with regard to social, ethical and environmental matters as necessary.

Any matters in any of these categories which may materially affect the business of the Group are reviewed as required by the Board.

Employee Involvement

The Group involves its employees in its objectives, plans and performance and on other relevant matters of interest to employees through various communication methods and regular meetings. The Group is an equal opportunities employer and does not discriminate in the recruitment and promotion of staff.

Disabled Employees

The Group's policy is to recruit disabled employees for those vacancies that they are suitable to fill. Arrangements are made, where possible, for retraining employees who become disabled, to enable them to perform the duties identified as appropriate to their aptitudes and abilities. It continues to be the policy of the Group that the training, career development and promotion of disabled persons should as far as is feasible be identical to that of other employees.

Going Concern

Based on the Group's liquidity position and cash flow projections, including a forward looking Covid-19 scenario, the Directors have a reasonable expectation that the Company and the Group have adequate resources to continue in operational existence for the foreseeable future and they continue to adopt the going concern basis of accounting in preparing the annual financial statements.

The ongoing impacts of Covid-19 have been considered as part of the Group's assessment of post balance sheet events. The financial position of the Group, its cash flows, liquidity position and borrowing facilities are outlined within this Annual Report in [•]. The Directors have considered these areas and how they may impact going concern.

The Directors have prepared detailed cash flow forecasts for a period of 22 months from the date of approval of these financial statements which indicate that the Group will have sufficient funds to meet its liabilities as they fall due for that period. The two short term key assumptions supporting these forecasts include:

- international rugby will return this Autumn for the scheduled Autumn Nations Series fixtures against Southern Hemisphere opposition and will be played in front of spectators without any social distancing requirements; and
- the three matches in respect of Six Nations 2022 will also be played in front of spectators without any social distancing requirements.

Under this scenario there would be no breach of the banking facilities. The Group has undertaken various sensitivities around attendance levels and, together with other protections the Group has in place, these facilities will be sufficiently robust to enable further trading variances to be taken into account within the covenant calculations.

During the period to June 2021, the business took significant measures to preserve liquidity. This included:

- repurposing banking facilities;
- negotiating early settlements on some amounts owed to the Group;
- deferral payment of certain of the Group's trading liabilities;
- utilising the Government's Coronavirus Job Retention Scheme;
- reducing headcount;
- reducing employee salaries more generally;
- rephased or delaying capital expenditure; and
- taking advantage of the Government schemes that were available, including the Economic Resilience Fund, CLBILS and the Spectator Sport survival fund

Under the Group's current base case forecasts and the current legislative framework it is not envisaged similar significant measures will be required. However, should the environment change the Group will likely utilise some of these mitigations once again.

STREAMLINED ENERGY AND CARBON REPORT (SECR)

UK Energy Use and GHG Emissions

The tables below detail the energy used by the Group in its business activities involving the combustion of gas and fuels, the purchase of electricity and business mileage in both kWh and tCO2e. They also detail the total energy and emissions by scope and as a total.

Type of activity	FY21 Energy Consumption (kWh)	FY20 Energy Consumption (kWh)	FY21 Emissions (tCO^2e)	FY20 Emissions (tCO^2e)
Grid Electricity	5,916,404	7,649,884	1,497.97	1,936.87
Natural Gas	5,167,470	6,163,007	1,052.82	1,133.19
LPG	177,419	123,323	40.86	26.45
Business Travel	252,916	166,217	63.67	45.85
Grey Fleet	25,467	648,349	6.31	178.84
Total	**11,539,676**	**14,750,780**	**2,661.63**	**3,321.20**

Scope	FY21 GHG Emissions (tCO^2e)	FY20 GHG Emissions (tCO^2e)
Scope 1	1,157.35	1,205.49
Scope 2	1,379.35	1,783.49
Scope 3 (including Electricity T&D)	124.93	332.22
Total	**2,661.63**	**3,321.20**

Total GHG Emissions for FY21	**2,661.63**	**tCO^2e**
Total GHG Emissions for FY20	**3,321.20**	**tCO^2e**

Intensity Ratio

To convert absolute emissions to an emissions intensity metric, the Group have calculated emissions per a relevant unit of measure.

An intensity ratio is a way of defining the Group's emissions data in relation to an appropriate business metric, such as tonnes of CO2e per sales revenue, or tonnes of CO2e per total square metres of floor space.

This allows comparison of energy efficiency performance over time and with other similar types of organisations.

SECR Intensity ratios are calculated by dividing the Group's emissions by its organisation-specific metric.

In the case of the Group the metric chosen to normalise its emissions is based on turnover and its intensity ratio is detailed below.

Normalising Metric – FY21 Turnover	**£58.1m**	**FY21 Intensity Ratio**	**46**	**$tCO^2e/£m$**
Normalising Metric – FY20 Turnover	**£79.9m**	**FY20 Intensity Ratio**	**42**	**$tCO^2e/£m$**

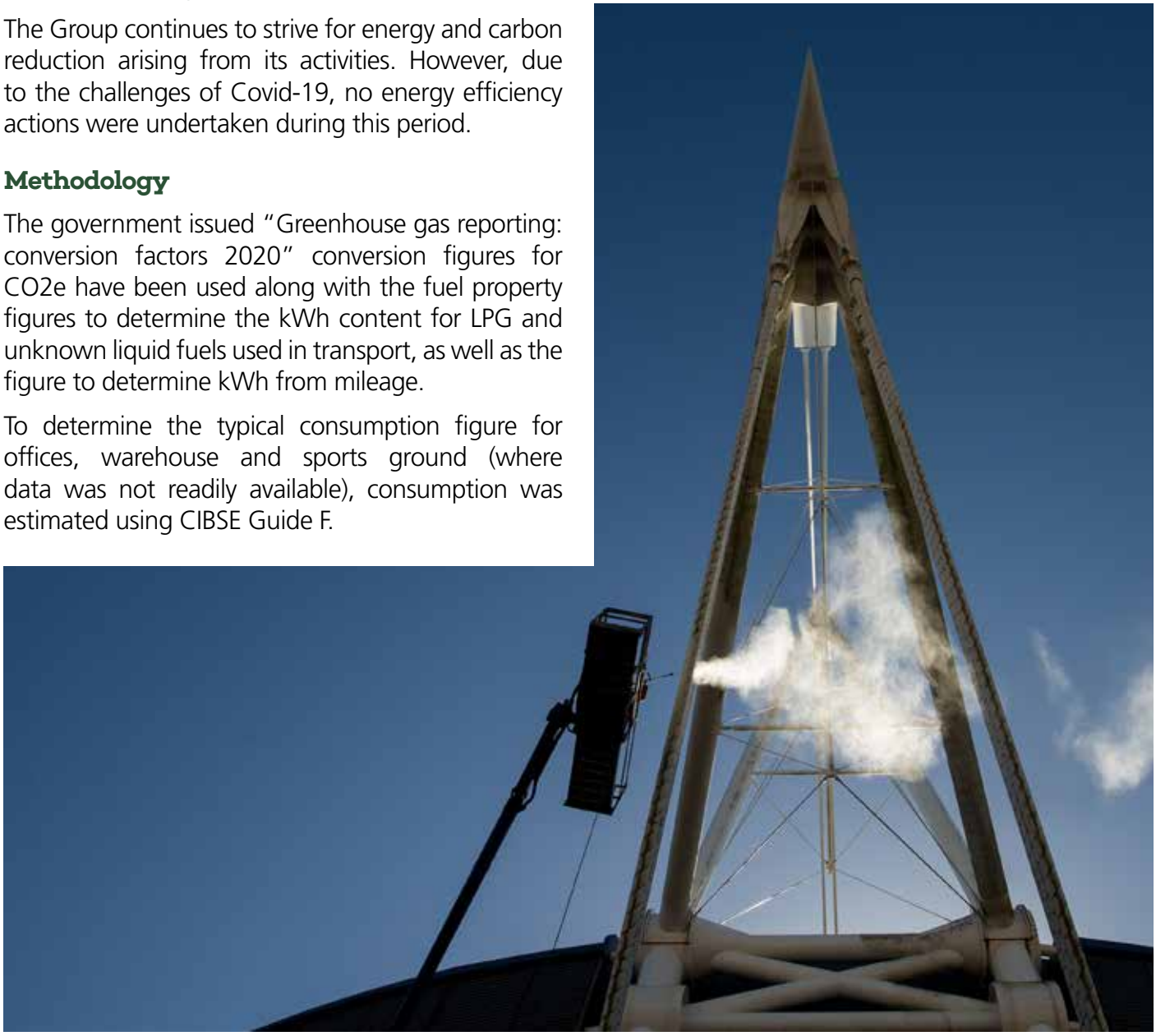
Principle Energy Efficiency Actions

The Group continues to strive for energy and carbon reduction arising from its activities. However, due to the challenges of Covid-19, no energy efficiency actions were undertaken during this period.

Methodology

The government issued "Greenhouse gas reporting: conversion factors 2020" conversion figures for CO2e have been used along with the fuel property figures to determine the kWh content for LPG and unknown liquid fuels used in transport, as well as the figure to determine kWh from mileage.

To determine the typical consumption figure for offices, warehouse and sports ground (where data was not readily available), consumption was estimated using CIBSE Guide F.



Statement of Directors' responsibilities in respect of the financial statements

The Directors are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulation.

Company law requires the Directors to prepare financial statements for each financial year. Under that law the Directors have prepared the Group and Company financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, comprising FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", and applicable law).

Under company law the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and Company and of the profit or loss of the Group and Company for that period. In preparing the financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- state whether applicable United Kingdom Accounting Standards, comprising FRS 102, have been followed, subject to any material departures disclosed and explained in the financial statements;
- make judgements and accounting estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group and Company will continue in business.

The Directors are also responsible for safeguarding the assets of the Group and Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Group and Company's transactions and disclose with reasonable accuracy at any time the financial position of the Group and Company and enable them to ensure that the financial statements comply with the Companies Act 2006.

The Directors are responsible for the maintenance and integrity of the Company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Directors' Confirmations

In the case of each Director in office at the date the Directors' report is approved:

(a) so far as the Director is aware, there is no relevant audit information of which the Group and Company's auditors are unaware; and

(b) they have taken all the steps that they ought to have taken as a Director in order to make themselves aware of any relevant audit information and to establish that the Group and Company's auditors are aware of that information.

Independent auditors

A resolution to reappoint PricewaterhouseCoopers LLP as the Group's auditors will be proposed at the Annual General Meeting scheduled to be held in October.

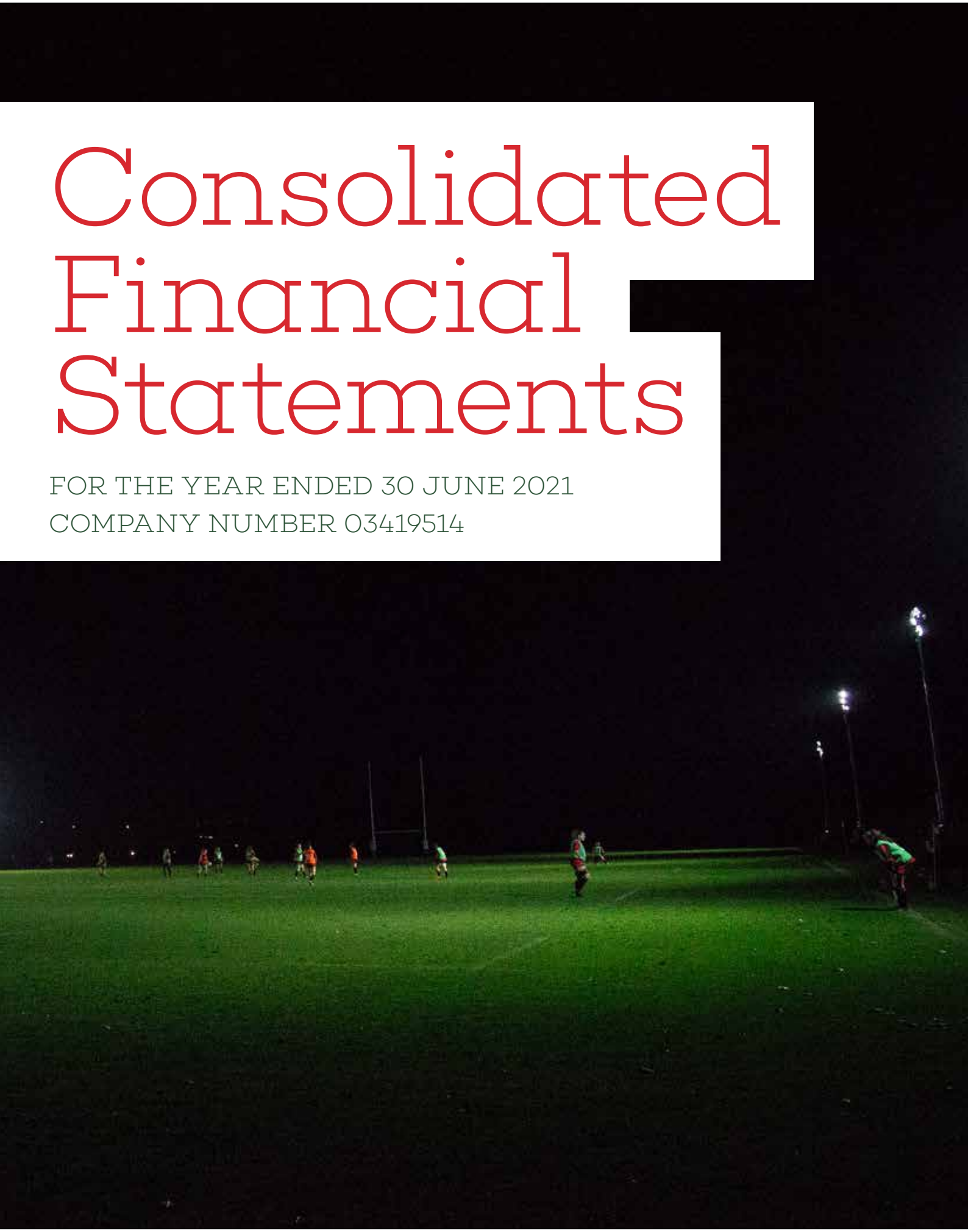
By Order of the Board



RHODRI LEWIS
Company Secretary
8 September 2021

Consolidated Financial Statements

FOR THE YEAR ENDED 30 JUNE 2021
COMPANY NUMBER 03419514



CONSOLIDATED INCOME STATEMENT

for the year ended 30 June 2021

	Note	Total 2021 £'m	Total 2020 £'m
Match, commercial, hospitality and other income		**50.0**	72.8
Competition income		**8.1**	7.1
Turnover	2 (a)	**58.1**	79.9
Operating expenses	2 (b)	**(60.0)**	(91.9)
Operating profit before depreciation, exceptional items and allocations to affiliated organisations ("EBITDA")		**14.3**	22.8
Allocations to affiliated organisations	2 (d)	**(18.0)**	(30.7)
Exceptional items	5	**5.2**	-
Depreciation and amortisation (net of grant release)	5	**(3.4)**	(4.1)
Operating loss		**(1.9)**	(12.0)
Investment income	3	**2.8**	4.9
Profit/(loss) on ordinary activities before interest and tax		**0.9**	(7.1)
Interest payable and similar charges	4	**(0.5)**	(0.8)
Profit/(loss) on ordinary activities before tax	5	**0.4**	(7.9)
Tax on loss on ordinary activities	7	**0.4**	2.6
Profit/(loss) for the financial year		**0.8**	(5.3)
Profit/(loss) attributable to:			
Company		**1.3**	(5.3)
Non-controlling interest		**(0.5)**	-
		0.8	(5.3)

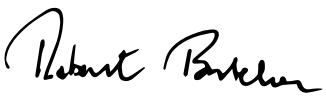
The turnover and operating loss shown above are derived from continuing operations. The Group has no other recognised gains or losses in the year (2020: £nil) and accordingly a statement of comprehensive income has not been presented.

CONSOLIDATED AND COMPANY BALANCE SHEETS

as at 30 June 2021

	Note	2021 Group £'m	2020 Group £'m	2021 Company £'m	2020 Company £'m
Fixed assets					
Intangible asset	8	**1.0**	1.4	**-**	-
Tangible fixed assets	9	**156.7**	140.8	**37.9**	38.2
Investments	10	**-**	-	**22.9**	22.9
		157.7	142.2	**60.8**	61.1
Current assets					
Stock	11	**0.2**	0.2	**-**	-
Deferred tax asset	17	**1.3**	1.1	**1.9**	1.7
Debtors – amounts due within one year	12	**18.2**	9.1	**13.7**	5.6
Debtors – amounts due after more than one year	12	**12.7**	1.4	**73.3**	59.7
Cash at bank and in hand	13	**3.3**	0.8	**0.7**	-
		35.7	12.6	**89.6**	67.0
Current liabilities					
Creditors – amounts falling due within one year	14	**(34.9)**	(31.4)	**(22.3)**	(23.5)
Net current assets/(liabilities)		**0.8**	(18.8)	**67.3**	43.5
Total assets less current liabilities		**158.5**	123.4	**128.1**	104.6
Creditors – amounts falling due after more than one year	14	**(112.1)**	(76.0)	**(70.3)**	(52.8)
Accruals and deferred income	16	**(25.9)**	(27.7)	**-**	-
Net assets		**20.5**	19.7	**57.8**	51.8
Capital and reserves					
Profit and loss reserve brought forward		**18.1**	23.4	**51.8**	54.6
Profit/(loss) for the year attributable to the Group/Company		**1.3**	(5.3)	**6.0**	(2.8)
Profit and loss reserve		**19.4**	18.1	**57.8**	51.8
Capital and reserves attributable to the Group/Company		**19.4**	18.1	**57.8**	51.8
Capital and reserves attributable to non-controlling interests		**1.1**	1.6	**-**	-
Total capital and reserves		**20.5**	19.7	**57.8**	51.8

These financial statements were approved by the Board of Directors on 8th September and signed on its behalf by:



Robert Butcher
Chairman



Steve Phillips
Group Chief Executive Officer

The notes on pages 70 to 97 form an integral part of these financial statements.

The Welsh Rugby Union Limited Company Number 03419514

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

for the year ended 30 June 2021

	Note	Profit and loss reserve £'m	Non-controlling interest £'m	Total capital and reserves £'m
Balance as at 1 July 2019		**23.4**	**1.9**	**25.3**
Loss and total comprehensive expense for the year		(5.3)	-	(5.3)
Dividends		-	(0.3)	(0.3)
Balance as at 30 June 2020		**18.1**	**1.6**	**19.7**
Balance as at 1 July 2020		**18.1**	**1.6**	**19.7**
Profit/(loss) and total comprehensive income/(expense) for the year		1.3	(0.5)	0.8
Dividends		-	-	-
Balance as at 30 June 2021		**19.4**	**1.1**	**20.5**

COMPANY STATEMENT OF CHANGES IN EQUITY

for the year ended 30 June 2021

	Note	Profit and loss reserve £'m	Total capital and reserves £'m
Balance as at 1 July 2019		**54.6**	**54.6**
Loss and total comprehensive expense for the year		(2.8)	(2.8)
Balance as at 30 June 2020		**51.8**	**51.8**
Balance as at 1 July 2020		**51.8**	**51.8**
Profit and total comprehensive income for the year		6.0	6.0
Balance as at 30 June 2021		**57.8**	**57.8**

CONSOLIDATED STATEMENT OF CASH FLOWS

for the year ended 30 June 2021

	Note	2021 £'m	2021 £'m	2020 £'m	2020 £'m
Net cash from operating activities	22	**(5.7)**		(3.1)	
Taxation received/(paid)		**0.8**		0.2	
Net cash used in operating activities			**(4.9)**		(2.9)
Cash flow from investing activities					
Purchase of tangible fixed assets		**(20.6)**		(14.4)	
Loans issued to the Regions		**(15.5)**		-	
Investment income	3	**2.8**		4.9	
Net cash used in investing activities			**(33.3)**		(9.5)
Cash flow from financing activities					
Interest paid		**(0.5)**		(0.8)	
Grant repaid		**(0.1)**		(0.1)	
Drawdown of bank loans		**20.0**		-	
Repayment of bank loans		**(0.3)**		(4.7)	
Drawdown of finance lease		**19.0**		8.3	
Debenture issue		**2.6**		8.6	
Dividends paid to non-controlling interests		**-**		(0.3)	
Net cash generated from financing activities			**40.7**		11.0
Net increase/(decrease) in cash and cash equivalents	23		**2.5**		(1.4)
Cash and cash equivalents at the beginning of the year			**0.8**		2.2
Cash and cash equivalents at the end of the year			**3.3**		0.8

The notes on pages 67 to 97 form an integral part of these financial statements.

1. ACCOUNTING POLICIES

a. General information

The Company is limited by guarantee and is incorporated in England and Wales and domiciled in the UK. The address of its registered office is Principality Stadium, Westgate Street, Cardiff, CF10 1NS.

b. Statement of compliance

The Group and individual financial statements of The Welsh Rugby Union Limited have been prepared in compliance with United Kingdom Accounting Standards, including Financial Reporting Standard 102, "The Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland" ("FRS102") and the Companies Act 2006. The Welsh Rugby Union Limited is considered by the Directors to be a Public Benefit Entity under the definition in FRS102.

c. Summary of principal accounting policies

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

d. Basis of preparation

These consolidated and separate financial statements are prepared on the going concern basis, under the historical cost convention, as modified by the recognition of certain financial assets and liabilities measured at fair value.

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Group and Company accounting policies. The areas including a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in note 1(x) to 1(y).

The Company has not presented its own income statement, as permitted by section 408 of the Companies Act 2006.

e. Going concern

Based on the Group's liquidity position and cash flow projections, including a forward looking Covid-19 scenario, the Directors have a reasonable expectation that the Company and the Group have adequate resources to continue in operational existence for the foreseeable future and they continue to adopt the going concern basis of accounting in preparing the annual financial statements.

The ongoing impacts of Covid-19 have been considered as part of the Group's assessment of post balance sheet events. The financial position of the Group, its cash flows, liquidity position and borrowing facilities are outlined within this Annual Report in [●]. The Directors have considered these areas and how they may impact going concern.

The Directors have prepared detailed cash flow forecasts for a period of 22 months from the date of approval of these financial statements which indicate that the Group will have sufficient funds to meet its liabilities as they fall due for that period. The two short term key assumptions supporting these forecasts include:

- international rugby will return this Autumn for the schedule Autumn Nations Series fixtures against Southern Hemisphere opposition and will be played in front of spectators without any social distancing requirements; and
- the three matches in respect of Six Nations 2022 will also be played in front of spectators without any social distancing requirements.

Under this scenario there would be no breach of the banking facilities. The Group has undertaken various sensitivities around attendance levels and, together with other protections the Group has in place, these facilities will be sufficiently robust to enable further trading variances to be taken into account within the covenant calculations.

During the period to June 2021, the business took significant measures to preserve liquidity. This included:

- repurposing banking facilities;
- negotiating early settlements on some amounts owed to the Group;
- deferral payment of certain of the Group's trading liabilities;
- utilising the Governments Coronavirus Job Retention Scheme;
- reducing headcount;
- reducing employee salaries more generally;
- rephased or delaying capital expenditure; and
- taking advantage of the Government schemes that were available, including the Economic Resilience Fund, CLBILS and the Spectator Sport survival fund

Under the Group's current base case forecasts and the current legislative framework it is not envisaged similar significant measures will be required. However, should the environment change the Group will likely utilise some of these mitigations once again.

f. Exemptions for qualifying entities under FRS102 for the separate financial statements

FRS102 allows a qualifying entity certain disclosure exemptions, subject to certain conditions, which have been complied with, including notification of, and no objection to, the use of exemptions by the Company's Board Members.

The Company has taken advantage of the following exemptions for the separate financial statements:

(i) from preparing a statement of cash flows, on the basis that it is a qualifying entity and the consolidated statement of cash flows, included in these financial statements, includes the Company's cash flows;

(ii) from the financial instrument disclosures, required under FRS102 paragraphs 11.41 to 11.48 and paragraphs 12.26 to 12.29, as the information is provided in the consolidated financial statement disclosures; and

(iii) from disclosing the Company key management personnel compensation, as required by FRS102 paragraph 33.7.

g. Basis of consolidation

The consolidated financial statements include the financial statements of The Welsh Rugby Union Limited and all of its subsidiary undertakings together with the Group's share of the results of associates, all of which are made up to 30 June 2021 and prepared using consistent accounting policies. All intergroup transactions are eliminated on consolidation. The results of associates are accounted for using the equity method of accounting.

h. Foreign currency

The Group's financial statements are presented in pounds sterling and rounded to the nearest hundred thousand. The Group's functional and presentational currency is pounds sterling.

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions or valuation. Where items are re-measured, 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, except when deferred in other comprehensive income as qualifying cash flow hedges.

i. Turnover

The Group, when acting as principal, recognises revenue when (a) the significant risks and rewards of ownership have been transferred to the buyer; (b) it retains no continuing involvement or control over the goods; (c) the amount of revenue can be measured reliably; (d) it is probable that future economic benefits will flow to it and (e) when the specific criteria relating to each of its sales channels have been met, as described below.

Turnover represents amounts invoiced, net of returns, discounts and rebates allowed by the Group and value added taxes, in respect of the sale of goods and services. Ticket income, sale of hospitality packages, competition income and other event income are recognised as revenue when the related event is staged. Revenue determined by commercial agreements, which makes up the majority of broadcasting revenue, sponsorship and royalty revenue and lease of hospitality boxes is recognised based on the relevant contractual terms. Where consideration is received in kind, income and expenditure are grossed up on the basis of arms' length commercial rates.

Incoming resources from non-exchange transactions, with the exception of grant income (see note 1.r.), are recognised as follows:

(a) transactions that do not impose specified future performance-related conditions on the recipient are recognised in income when the resources are received or receivable;

(b) transactions that do impose specified future performance-related conditions on the recipient are recognised in income only when the performance-related conditions are met; and

(c) where resources are received before the revenue recognition criteria are satisfied, a liability is recognised.

Incoming resources from non-exchange transactions are measured as follows:

(a) donated services and facilities that would otherwise have been purchased are measured at the value to the entity; and

(b) all other incoming resources from non-exchange transactions are measured at the fair value of the resources received or receivable.

j. Exceptional items

In order to improve the understanding of the financial statements, the Directors have identified separately, on the face of the income statement, those items of income and charge which by their size, nature and/or incidence are exceptional to the financial statements for the year. These are shown as exceptional within the categories of expenditure to which they relate.

k. Intangible fixed assets

Intangible assets comprise Hospitality Catering Rights. These are initially recognised at fair value and are then amortised on a straight-line basis over the contracted period of 10 years. The carrying value of intangible assets is reviewed for impairment when events or changes in circumstances indicate the carrying values may not be recoverable.

l. Tangible fixed assets

Tangible fixed assets are stated at historic cost less accumulated depreciation and accumulated impairment losses. Cost includes the original purchase price of the asset and the costs attributable to bringing the asset to its working condition for its intended use.

The tangible fixed assets of the Group, excluding land, are depreciated on a straight-line basis calculated to write down their cost to estimated residual values over their estimated useful economic lives as follows:

• Stadium	Up to 50 years
• Other buildings	Up to 50 years
• Centre of Excellence	Up to 10 years
• Other fixed assets	Up to 10 years

The residual values and estimated useful lives are reviewed annually.

No depreciation is charged on assets under construction. Depreciation charges commence once the asset is completed and brought in to use. The depreciation rate charged is then based on the asset class as per the above table.

Profits or losses on disposal of tangible fixed assets reflect the difference between net selling price and carrying amount at the date of disposal and are recognised in the consolidated income statement.

m. Investments in subsidiaries, associates and other investments

Investments in subsidiaries, associates and other fixed asset investments are included at cost less any accumulated impairment losses.

Dividends received are recognised when the right to receive payment is established and the dividend is included in "Investment income" in the income statement.

In accordance with the Companies Act 2006, the Group has taken advantage of the exemption afforded to certain subsidiary companies to be audited. The Welsh Rugby Union Limited has given a guarantee to its subsidiaries WRU Supporters Club Limited and WRU National Centre of Excellence Limited under section 479A of the Companies Act 2006.

n. Leased assets

Where the Group enters into a lease which entails taking substantially all the risks and rewards of an asset, the lease is treated as a "hire purchase arrangement". The present value of the minimum lease payments is recorded in the balance sheet as a tangible fixed asset. Future instalments under such leases, net of finance charges, are included within creditors. Rentals payable are apportioned between the finance element, which is charged to the income statement, and the capital element which reduces the outstanding lease liability.

All other leases are accounted for as "operating leases" and their rentals are charged to the income statement on a straight-line basis over the life of the lease.

o. Stock

Stock is valued at the lower of cost and estimated selling price less costs to sell and consists of finished goods purchased for resale and raw materials for use in the supply of catering services. Where necessary, provision is made for obsolete, slow moving and defective stock. Cost is determined on a first in first out basis.

p. Current and deferred tax

The tax expense comprises current and deferred tax. The current tax charge is calculated on the basis of tax laws enacted or substantively enacted at the balance sheet date.

Deferred tax arises from timing differences that are differences between taxable profits and total comprehensive income as stated in the financial statements. These timing differences arise from the inclusion of income and expenses in tax assessments in periods different from those in which they are recognised in the financial statements.

Deferred tax is recognised on all timing differences at the reporting date except for certain exceptions. Unrelieved tax losses and other deferred tax assets are only recognised when it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits.

Deferred tax is measured using tax rates and laws that have been enacted or substantively enacted by the period end and that are expected to apply to the reversal of the timing difference.

q. Pension costs

For defined contribution schemes the amount charged to the income statement in respect of pension costs and other post-retirement benefits is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the balance sheet.

r. Grants

Grants receivable in respect of tangible fixed assets are credited to the income statement over the expected useful economic lives of the relevant assets to which they relate. Grants received but not yet released to the income statement are included as deferred income in the balance sheet. Revenue grants are released to the income statement in the same year as the related expense incurred.

s. Capitalisation of interest

Interest is capitalised on major development projects and capital works in progress where appropriate. Capitalisation ceases when substantially all the activities necessary to get the asset ready for use are completed. Capitalised interest is amortised to the income statement over the useful economic life of the asset to which it relates.

t. Financial instruments

The Group has chosen to adopt Sections 11 and 12 of FRS102 in respect of financial instruments.

(i) Financial assets

Basic financial assets, including trade and other debtors, cash and bank balances and loans due from Regions and clubs, are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest.

Such assets are subsequently carried at amortised cost using the effective interest method.

At the end of each reporting period financial assets measured at amortised cost are assessed for objective evidence of impairment. They are first assessed individually for impairment, or collectively where the debtors are not individually significant. Where there is no objective evidence of impairment for an individual debtor, it is included in a group of debtors with similar credit risk characteristics and these are assessed collectively for impairment based on their ageing.

If an asset is impaired the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in the income statement.

If there is a decrease in the impairment loss arising from an event occurring after the impairment was recognised, the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been had the impairment not previously been recognised. The impairment reversal is recognised in profit or loss.

Other financial assets, including investments in equity instruments which are not subsidiaries, associates or joint ventures, are initially measured at fair value, which is normally the transaction price.

Such assets are subsequently carried at fair value and the changes in fair value are recognised in profit or loss, except that investments in equity instruments that are not publicly traded and whose fair values cannot be measured reliably are measured at cost less impairment.

Financial assets are derecognised when (a) the contractual rights to the cash flows from the asset expire or are settled, or (b) substantially all the risks and rewards of the ownership of the asset are transferred to another party or, (c) despite having retained some significant risks and rewards of ownership, control of the asset has been transferred to another party who has the practical ability to unilaterally sell the asset to an unrelated third party without imposing additional restrictions.

(ii) Financial liabilities

Basic financial liabilities, including trade and other payables, bank loans and loans from fellow Group companies that are classified as debt, are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

The derivative instruments utilised by the Group are interest rate swaps and foreign exchange forward contracts.

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently re-measured at their fair value on the market price data from relevant counterparties. Changes in the fair

value of derivatives are recognised in profit or loss in finance costs or finance income as appropriate, unless they are included in a hedging arrangement.

Financial liabilities are derecognised when the liability is extinguished, which is when the contractual obligation is discharged, cancelled or expires.

(iii) Offsetting

Financial assets and liabilities are offset and the net amounts presented in the financial statements when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

(iv) Hedging arrangements

The Group applies hedge accounting in respect of forward foreign exchange contracts held to manage the cash flow exposures of forecast transactions denominated in foreign currencies. These foreign exchange hedges have been designated as cash flow hedges.

The Group also applies hedge accounting for transactions entered into to manage the cash flow exposures of borrowings. Interest rate swaps are held to manage the interest rate exposures and are designated as cash flow hedges of floating rate borrowings.

Changes in the fair values of derivatives designated as cash flow hedges, and which are effective, are recognised directly in equity. Any ineffectiveness in the hedging relationship (being the excess of the cumulative change in fair value of the hedging instrument since inception of the hedge over the cumulative change in the fair value of the hedged item since inception of the hedge) is recognised in the income statement.

The gain or loss recognised in other comprehensive income is reclassified to the income statement when the hedge relationship ends. Hedge accounting is discontinued when the hedging instrument expires, no longer meets the hedging criteria, the forecast transaction is no longer highly probable, the hedged debt instrument is derecognised, or the hedging instrument is terminated.

u. Public Benefit Entity concessionary loans (including debentures)

Concessionary loans arrangements, when received for the purpose of furthering the primary objective of the Group, which include any debentures or loans received below the prevailing market rate of interest are initially measured at the amount received or paid. In subsequent years, the carrying amount of concessionary loans in the financial statements is adjusted to reflect any accrued interest payable or receivable.

To the extent that a loan that has been made is irrecoverable, an impairment loss shall be recognised in the income statement.

v. Cash and cash equivalents

Cash at bank and in hand includes highly liquid investments that are readily convertible into known amounts of cash and which are subject to an insignificant risk of change in value.

w. Recognition of constructive liabilities

Where an event occurs that creates a constructive or legal obligation on the Group and it is probable that an outflow of resources, which can be reliably estimated, will be required to settle the obligation a liability is recognised in full in the period when the event occurred.

Constructive liabilities are measured at the present value of expenditures expected to be required to settle the obligation. In certain circumstances the transfer of cash to settle the liability may occur in subsequent periods.

x. Critical judgments in applying the Group's accounting policies

(i) Control of MSEL (note 10)

Assessing whether the Group controls MSEL requires judgment. The Group holds 83.5% of the voting rights of MSEL and has a 75% majority representation on the Board but through the shareholders' agreement there are a number of decisions that require the unanimous consent of all the shareholders. The Directors have assessed that the decisions that require unanimous consent give protective rights only and that the

control of the day to day operating decisions and strategic financial decisions is retained by the Group. Therefore, the Directors consider that MSEL is a subsidiary of the Company and the results of MSEL are included in the Group consolidated financial statements.

(ii) Qualification of Group as a Public Benefit Entity

Assessing whether the Group qualifies as a Public Benefit Entity requires judgment. The Directors have reviewed the definition of a Public Benefit Entity, as provided by the FRS102 Glossary of Terms, and consider that this has been met as the primary objective of the Group is to promote, foster, encourage, control and improve rugby football throughout Wales with any wealth created by the Group, given its legal status, being re-invested back into Welsh Rugby rather than providing a financial return to its members. Therefore, the Directors have adopted the FRS102 public benefit entity standards when preparing the Group consolidated financial statements.

(iii) Acting as principal in respect of competition income

Assessing whether the Group acts as agent or principal in the receipt of competition incomes requires judgment. The Group receives revenue from the organisers of competitions in which the Regions participate, namely the PRO14, the European Champions Cup and the European Challenge Cup. The net revenue is passed on to the Regions. The Group assessed the factors presented in the respective agreements with the Regions and the competition providers and concluded that its ability to establish the commercial returns and to perform its contractual commitment to determine the competition participants provided sufficient evidence that it is the principal in the transaction with the relevant competition provider.

y. Key accounting estimates and assumptions

The Group makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are addressed below.

(i) Useful economic lives of tangible assets

The annual depreciation charge for tangible assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. The remaining useful economic life and residual values of the main assets of the Group are considered a source of significant estimation uncertainty. See note 9 for the carrying amount of these assets and note 1(l) for the economic useful lives for each class of assets.

(ii) Impairment of debtors

The Company makes an estimate of the recoverable value of trade and other debtors. When assessing impairment of trade and other debtors, management considers factors including the current credit rating of the debtor, the ageing profile of debtors and historical experience. See note 12 for the net carrying amount of the debtors.

2. BUSINESS ANALYSIS

All income is derived from activities within the UK. The information below is provided as additional information.

(a) Turnover

Turnover is analysed as follows:	**2021 £'m**	2020 £'m
Match income	**22.6**	33.0
Commercial income	**20.2**	15.4
Hospitality and catering income	**-**	9.3
Other event income	**0.4**	1.1
Other income	**6.8**	14.0
	50.0	72.8
Competition income	**8.1**	7.1
	58.1	79.9

Other event income represents amounts receivable in respect of staging fees and other similar income arising within the stadia for events which are not promoted by the Company.

The current year and prior year other income includes income from grants, royalties, the Coronavirus Job Retention Scheme and recharges relating to the Dragon's Heart Hospital. The prior year also includes income from the Rugby World Cup.

Competition income represents amounts received from European Professional Club Rugby, and Celtic Rugby Designated Activity Company in consideration for the participation of teams nominated by the Group in the respective tournaments of those entities. To the extent that the nominated teams have participated in those tournaments the Group remits any competition income, less any costs incurred by the Group in respect of the competitions, to them.

(b) Operating expenses

	2021 £'m	2020 £'m
Operational costs (see (c) below)	**43.8**	57.1
Exceptional items (see note 5)	**(5.2)**	-
Depreciation and amortisation – net of grant release (see note 5)	**3.4**	4.1
Allocations to affiliated organisations (see (d) below)	**18.0**	30.7
	60.0	91.9

2. BUSINESS ANALYSIS (CONTINUED)

(c) Operational costs

	2021 £'m	2020 £'m
Business and administration	**6.9**	9.9
Direct	**14.4**	18.6
Hospitality and catering costs	**-**	4.5
Stadia	**5.9**	7.3
Performance rugby	**4.2**	5.2
Community rugby	**4.5**	4.5
WRU Gwent – regional rugby	**7.9**	7.1
	43.8	57.1

(d) Allocations to affiliated organisations

These are analysed as follows:	2021 £'m	2020 £'m
Competition income (see note 2(a))	**8.1**	7.1
Competition income due to WRU Gwent	**(2.0)**	(1.8)
Competition income payable external to WRU Group	**6.1**	5.3
Directly from Company	**6.5**	19.7
Regions – professional rugby	**12.6**	25.0
Clubs – semi-professional rugby	**0.8**	1.1
Clubs – community rugby and affiliates	**4.6**	4.6
	18.0	30.7

3. INVESTMENT INCOME

	2021 £'m	2020 £'m
Investment income	**2.8**	4.9
Total	**2.8**	4.9

Investment income in the current and prior year is dividends received from the Celtic Rugby Designated Activity Company associate company.

4. INTEREST PAYABLE AND SIMILAR CHARGES

	2021 £'m	2020 £'m
Interest payable on bank and similar loans	**0.4**	0.4
Bank charges	**0.1**	0.4
Total	**0.5**	0.8

5. PROFIT/(LOSS) ON ORDINARY ACTIVITIES BEFORE TAX

Profit/(loss) on ordinary activities before tax is arrived at after charging/(crediting):

	Note	2021 £'m	2020 £'m
Depreciation on owned assets	9	**4.7**	5.6
Amortisation of intangible assets	8	**0.4**	0.3
Release of deferred income (grant release)	16	**(1.7)**	(1.8)
Net charge to the income statement		**3.4**	4.1
Impairment of trade receivables		**0.4**	0.4
Rental of land and buildings		**0.4**	0.4

Exceptional items

Spectator Sports Survival Fund	**5.4**	-
Restructuring costs	**(0.2)**	0.2
Total exceptional items	**5.2**	0.2

During the current year, the Group received income and incurred costs that due to their size and nature were considered "exceptional". In order to assist in understanding the Group's results, the Directors believe that it was appropriate to show separately the operating profit of the Group before exceptional items on the face of the income statement as additional information. In the current year, the Group received grants from the Spectator Sports Survival Fund and incurred restructuring costs that were considered exceptional.

5. PROFIT/(LOSS) ON ORDINARY ACTIVITIES BEFORE TAX (CONTINUED)

During the year, the Group obtained the following services from the Group's auditor:

	2021 £'m	2020 £'m
Fees payable to the Company auditors for the audit of the parent Company and consolidated financial statements	**25**	25
Fees payable to the Company's auditors for other services:		
The audit of the Company's subsidiaries pursuant to legislation	**45**	45
Taxation compliance services	**30**	30
Other non-audit services	**31**	46

6. STAFF NUMBERS AND COSTS

Staff numbers	2021 Group	2020 Group	2021 Company	2020 Company
The monthly average number of employees, including Directors with a service contract, during the year was:				
Management and administration	**88**	91	**68**	72
Direct	**28**	27	**26**	25
Stadia	**54**	62	**-**	-
Performance rugby	**32**	38	**32**	38
Community rugby	**66**	67	**63**	65
WRU Gwent – regional rugby	**93**	87	**-**	-
	361	372	**189**	200

The above staff numbers do not include any players representing national teams (including those on National Dual Contracts), stewards engaged for events nor do they include the non-executive Directors of the Company.

Staff costs	2021 Group £'m	2020 Group £'m	2021 Company £'m	2020 Company £'m
The staff costs during the year were as follows:				
Wages and salaries	**14.3**	15.8	**7.0**	8.5
Social security costs	**1.6**	1.7	**0.8**	0.9
Pension costs – defined contribution schemes	**1.1**	1.1	**0.9**	0.9
	17.0	18.6	**8.7**	10.3

The above costs do not include income from the Coronavirus Job Retention Scheme or from recharges associated with Dragon's Heart Hospital (see Note 2(a)).

6. STAFF NUMBERS AND COSTS (CONTINUED)

The above numbers also do not include costs in respect of National Dual Contracted players. The total costs of these players for the provision of their services (including commercial obligations) amounted to £0.8m (2020: £2.2m), for which a contribution of £0.8m (2020: £2.2m) was received from the Regions. Of the £0.8m contribution, £0.8m (2020: £2.2m) was received from outside the Group.

In addition to the above amounts, £4.1m (2020: £4.7m) is paid as remuneration to players whilst representing the senior men's national squad. These costs are included in Direct costs within Operational costs (see Note 2 (c)).

Directors' emoluments	2021 £'000	2020 £'000
The Directors' emoluments, during the year, were as follows:		
• Aggregate emoluments	**335**	381
• Benefits	**26**	17
• Company contributions to defined contribution pension scheme	**29**	-
	390	398

The emoluments above include fees of £61,000 (2020: £53,000) payable to the two Chairs (2020: one Chair) who served during the year. The Group received £12,000 (2020: £5,000) from third parties in respect of these emoluments. There is one Director accruing benefits under a defined contribution pension scheme (2020: none).

Emoluments of the highest paid Director

The emoluments of the highest paid Director, during the year, were as follows:

	2021 £'000	2020 £'000
Aggregate emoluments	**187**	328
Benefits	**18**	17
Company contributions to a defined contribution pension scheme	**29**	-
	234	345

Key management compensation

Key management includes certain Directors and the Executive Board. The compensation paid or payable to key management, including the amounts shown as Directors' emoluments above, is shown below:

	2021 £'000	2020 £'000
Salaries and other short-term benefits	**1,086**	1,372
Company contributions to defined contribution pension scheme	**140**	152
	1,226	1,524

7. TAX ON LOSS ON ORDINARY ACTIVITIES

(a) Tax credit included in the income statement

	2021 £'m	2020 £'m
Current tax		
UK corporation tax on profit/(loss) for the year	**-**	-
Adjustment in respect of prior periods	**0.2**	1.0
Total current tax credit	**0.2**	1.0
Deferred tax		
Origination and reversal of timing differences	**0.1**	2.0
Changes in tax rates and laws	**0.1**	(0.1)
Adjustment in respect of previous periods	**-**	(0.3)
Total deferred tax credit	**0.2**	1.6
Total tax credit on profit/(loss) on ordinary activities (Note 7(b))	**0.4**	2.6

(b) Reconciliation of tax (credit)/charge

The current tax assessed for the year is different (2020: different) to the standard rate of corporation tax in the UK of 19% (2020: 19%). The differences are explained below:

	2021 £'m	2020 £'m
Profit/(loss) on ordinary activities before tax	**0.4**	(7.9)
Profit/(loss) multiplied by standard rate of corporation tax in the UK of 19% (2020: 19%)	**0.1**	(1.5)
Effects of:		
Expenses not deductible for tax purposes and income not taxable	**(0.3)**	(0.5)
Tax rate changes	**(0.1)**	0.1
Adjustments to tax charge in respect of previous period - CT	**(0.1)**	(1.0)
Adjustments to tax charge in respect of previous period - DT	**-**	0.3
Total tax credit for the year (Note 7(a))	**(0.4)**	(2.6)

In the Spring Budget 2021 the Government announced that the corporate tax rate would increase from 19% to 25% from 1 April 2023. This new law was substantively enacted on 24 May 2021 and therefore deferred tax at the balance sheet date has been based on the new substantively enacted rate of 25%, or a hybrid rate between 19% and 25% based on how the deferred tax balances are expected to reverse in the future.

8. INTANGIBLE ASSET

	Hospitality Catering Rights £'m	Group Total £'m
Cost		
At 1 July 2020 and 30 June 2021	**3.3**	**3.3**
Accumulated amortisation		
At 1 July 2020	1.9	1.9
Charge for the year	0.4	0.4
At 30 June 2021	**2.3**	**2.3**
Net book value		
At 30 June 2021	**1.0**	**1.0**
At 30 June 2020	1.4	1.4

9. TANGIBLE FIXED ASSETS

	Stadium £'m	Centre of Excellence £'m	Other buildings £'m	Land £'m	Other fixed assets £'m	Group Total £'m	Company Total £'m
Cost							
At 1 July 2020	138.8	4.7	27.9	41.8	16.2	229.4	40.5
Additions	-	0.1	19.7	-	0.8	20.6	-
Disposals	-	-	-	-	(0.1)	(0.1)	-
At 30 June 2021	**138.8**	**4.8**	**47.6**	**41.8**	**16.9**	**249.9**	**40.5**
Accumulated depreciation							
At 1 July 2020	76.7	2.6	1.5	-	7.8	88.6	2.3
Charge for the year	3.0	0.2	0.1	-	1.4	4.7	0.3
Disposals	-	-	-	-	(0.1)	(0.1)	-
At 30 June 2021	**79.7**	**2.8**	**1.6**	**-**	**9.1**	**93.2**	**2.6**
Net book value							
At 30 June 2021	**59.1**	**2.0**	**46.0**	**41.8**	**7.8**	**156.7**	**37.9**
At 30 June 2020	62.1	2.1	26.4	41.8	8.4	140.8	38.2

Included in the cost of the Stadium are cumulative capitalised interest costs of £4.6m (2020: £4.6m). The depreciation charge includes an amount of £0.1m (2020: £0.1m) representing the depreciation of interest previously capitalised.

Other fixed assets comprise plant and machinery and fixtures and fittings.

9. TANGIBLE FIXED ASSETS (CONTINUED)

In a previous year, the Group acquired certain buildings and is currently refurbishing these buildings in order for them to be used as a hotel, and as such are deemed to be assets under construction. The cost of the buildings and all subsequent refurbishment costs are being funded through a finance lease agreement. The additions to Other Buildings in the year of £19.7m relate to refurbishment costs incurred in the year to 30 June 2021, contributing to a total cost of £46.2m for the building and refurbishment still treated as assets under construction and not depreciated. The total includes capitalised interest costs of £1.7m (2020: £0.7m) at a rate of 3.4%.

With the exception of the hotel buildings mentioned above, which are on a 999 year lease, all land and buildings held by the Group within tangible fixed assets are freehold assets.

The tangible fixed assets of the Company predominantly relate to land.

10. INVESTMENTS

The Group holds no material investments (2020: nil).

The Company held a £50,000 equity investment in Millennium Stadium plc, a £10,000 equity investment in WRU National Centre of Excellence Limited, a £6,400,000 equity investment in WRU Gwent Region Limited and a £16,500,000 equity investment in Millennium Stadium Experience Limited at both 30 June 2021 and 30 June 2020. All investments are held at historical cost.

Subsidiary and other investments held directly and indirectly by the Company and in which the Company has a beneficial interest as at 30 June 2021 were:

Company	Principal activity	Country of incorporation	% holding of ordinary shares
Subsidiaries - Direct			
Millennium Stadium plc	Stadium operation	United Kingdom	100%
Millennium Stadium Experience Limited	Hospitality and catering provision	United Kingdom	83.5%
WRU Supporters Club Limited	Marketing	United Kingdom	100%
WRU National Centre of Excellence Limited	Provision of training facilities	United Kingdom	100%
WRU Gwent Region Limited	Holding Company	United Kingdom	80%
WRU Properties Limited	Holding Company	United Kingdom	100%
Subsidiaries - Indirect			
WRU Gwent Rugby Limited	Regional Rugby franchise	United Kingdom	80%
WRU Gwent Stadium Limited	Stadium operation	United Kingdom	80%
Parkgate Hotel Cardiff Limited	Hotel operator	United Kingdom	75%

The above subsidiaries all have their registered address at: Principality Stadium, Westgate Street, Cardiff, CF10 1NS

10. INVESTMENTS (CONTINUED)

Associates and other investments	Principal activity	Country of incorporation	% holding of ordinary shares
Six Nations Rugby Limited: First Floor, Simmonscourt House, Simmonscourt Road, Ballsbridge, Dublin 4, Ireland. (See note below)	Competition management	Republic of Ireland	14%
Celtic Rugby Designated Activity Company: Suite 208 Alexandra House, The Sweepstakes, Ballsbridge, Dublin 4, Ireland	Competition management	Republic of Ireland	25%
British Lions Designated Activity Company: First Floor, Simmonscourt House, Simmonscourt Road, Ballsbridge, Dublin 4, Ireland.	Overseas rugby tours	Republic of Ireland	25%
Great Britain Rugby Sevens Limited: Rugby House, 200 Whitton Road, Twickenham, London, UK. TW2 7BA	Olympic Sevens competition	United Kingdom	33%

Six Nations Rugby Limited's share capital is beneficially owned by Six Nations Council. Six Nations Council is an unincorporated members' association formed by The Rugby Football Union, the Irish Rugby Football Union Limited, The Welsh Rugby Union Limited, the Scottish Rugby Union Limited, La Federation Francaise de Rugby and La Federazione Italiana Rugby (together the "Member Unions"). Six Nations Rugby Limited operates as an agent on behalf of the Six Nations Council and the Member Unions.

The other investments above were the same as at 30 June 2020, save for Six Nations Rugby Limited, which the Group previously held 17% of.

In addition to the shareholdings above the Company is one of nine members of European Professional Club Rugby, a Swiss association whose principal activity is managing the relevant European club competitions.

Given the disposition of the other shareholdings in Celtic Rugby DAC, and the influence exerted by other related parties, the Directors do not believe that this investment falls to be treated as an associate company. The carrying value of the Group's investment in Celtic Rugby DAC is £nil.

Given the disposition of the other associates and the immateriality of their net surpluses and net assets after receipt of income by the Group, the Directors assess that the carrying value of the Group's investment in the associates is equal to its original cost.

The Group's previous bankers hold one share in Millennium Stadium plc (2020: one share) and this share has the same rights as the shares held by the Company. In addition, Cardiff County Council ("CCC") holds one share in Millennium Stadium plc (2020: one share); this share grants only certain rights and does not grant CCC any dividends nor any rights to amounts receivable upon winding up.

11. STOCK

	Group 2021 £'m	Group 2020 £'m	Company 2021 £'m	Company 2020 £'m
Goods for resale	**0.2**	0.2	**-**	-
	0.2	0.2	**-**	-

12. DEBTORS

	Group 2021 £'m	Group 2020 £'m	Company 2021 £'m	Company 2020 £'m
Amounts due within one year:				
Trade debtors	**7.1**	5.5	**2.2**	3.2
Loans due from clubs	**0.6**	0.6	**0.6**	0.6
Loans due from Regions	**4.2**	0.3	**5.3**	0.3
Less: provision for impairment of receivables	**(1.0)**	(1.3)	**(0.9)**	(1.2)
	10.9	5.1	**7.2**	2.9
Prepayments and other debtors	**7.1**	3.2	**6.5**	2.3
Corporation tax	**0.2**	0.8	**-**	0.4
	18.2	9.1	**13.7**	5.6
Amounts due after more than one year:				
Amounts owed by Group undertakings	**-**	-	**57.3**	58.3
Loans due from Regions	**12.7**	1.4	**16.0**	1.4
Total debtors	**30.9**	10.5	**87.0**	65.3

The amounts due from subsidiary undertakings are unsecured and have no fixed dates of repayment. An interest charge at equivalent rates to the bank loan arrangements is levied on outstanding amounts due from subsidiary undertakings.

The carrying amount of debtors is a reasonable approximation of fair value and the carrying amounts of the Group's debtors are all denominated in pounds sterling ("GBP").

The loans due from Regions are receivable on consistent terms with the Facility C and CLBILS loans payable, per note 14.

13. CASH AT BANK AND IN HAND

	Group 2021 £'m	Group 2020 £'m	Company 2021 £'m	Company 2020 £'m
Cash balance at bank	**3.3**	0.8	**0.7**	-
	3.3	0.8	**0.7**	-

14. CREDITORS

Amounts falling due within one year	Group 2021 £'m	Group 2020 £'m	Company 2021 £'m	Company 2020 £'m
Bank loans	**5.3**	0.3	**5.3**	0.3
Finance lease	**1.0**	0.8	**-**	-
Trade creditors	**2.1**	1.2	**0.4**	0.6
Amounts owed to Group undertakings	**-**	-	**2.8**	3.8
Corporation tax	**-**	-	**0.1**	-
Other tax and social security	**0.8**	2.2	**0.4**	1.1
Other creditors	**2.8**	0.6	**0.2**	0.2
Accruals and deferred income	**22.9**	26.3	**13.1**	17.5
	34.9	31.4	**22.3**	23.5

The amounts owed by the Company to group undertakings are unsecured and have no fixed dates of repayment.

Amounts falling due after more than one year:				
Bank loans	**20.9**	6.2	**20.9**	6.2
Debentures	**49.2**	46.6	**49.4**	46.6
Finance lease	**41.3**	22.5	**-**	-
Deferred income	**0.7**	0.7	**-**	-
	112.1	76.0	**70.3**	52.8

14. CREDITORS (CONTINUED)

Maturity analysis

Bank loans are due	**Group 2021 £'m**	Group 2020 £'m	**Company 2021 £'m**	Company 2020 £'m
Within one year	**5.3**	0.3	**5.3**	0.3
Between one and two years	**5.3**	0.3	**5.3**	0.3
Between two and five years	**15.7**	6.1	**15.7**	6.1
	26.3	6.7	**26.3**	6.7
Unamortised arrangement fees	**(0.1)**	(0.2)	**(0.1)**	(0.2)
	26.2	6.5	**26.2**	6.5

The principal terms of these loans are set out below:

Bank loans	**Interest and capital repayment terms**	**2021 £'m**	2020 £'m
NatWest Facilities			
Revolving credit facility A	LIBOR plus 1.40%, loan repayable on maturity date	**5.0**	5.0
Revolving credit facility B	LIBOR plus 1.40%, loan repayable on maturity date	**-**	-
Facility C – Loans to Regions	LIBOR plus 1.40%, loan repayment in instalments by 2024	**1.3**	1.7
CLBILS	BoE base rate plus 2.25%, loan repayment in instalments by 2023	**18.0**	-
Other Facilities			
World Rugby	BoE base rate plus 1%, loan repayment in instalments by 2024	**2.0**	-
		26.3	6.7

Facility A and Facility B above are available until 2024. Facility C and CLBILS are in respect of the loans due from Regions referred to in Note 12

The principal terms of the bank loans shown above relate to the primary instrument and do not take account of derivative instruments.

Interest on amounts drawn on the revolving credit facilities is referenced to the LIBOR rate applicable to the draw period. At 30 June 2021 the revolving credit facility A was drawn for a period of 3 months. Interest on the Facility C loan is re-priced every 3 months and referenced to 3-month LIBOR.

14. CREDITORS (CONTINUED)

The future minimum finance lease payments are as follows:

	Group 2021 £'m	Group 2020 £'m	Company 2021 £'m	Company 2020 £'m
Within one year	**1.6**	0.8	**-**	-
Between one and five years	**7.3**	6.3	**-**	-
Later than five years	**53.9**	27.4	**-**	-
Total gross payments	**62.8**	34.5	**-**	-
Less finance charges	**(20.5)**	(11.2)	**-**	-
Carrying amount of liability	**42.3**	23.3	**-**	-

The carrying amounts of the Group's borrowings, which include bank loans, debenture loans and a finance lease, approximate their fair value. The carrying amounts of the Group's borrowings are all denominated in GBP.

Debentures have been treated as public benefit entity concessionary loans as they were received below the prevailing market rate of interest and for the purpose of furthering the primary objective of the Group.

Security provided on bank loans

Bank loans totalling £26.3m (2020: £6.7m) secured by fixed and floating charges over the assets of the Company and certain of its subsidiaries.

Security provided on finance lease

The finance lease totalling £42.3m (2020: £23.3m) is secured against the leased assets. Lease payments are guaranteed by the Company.

Borrowing facilities

The Group had £30.0m (2020: £30.0m) of undrawn committed borrowing facilities available at 30 June 2021, of which £20.0m (2020: £20.0m) has all conditions precedent met at that date.

Debenture loans are repayable in:	Group 2021 £'m	Group 2020 £'m
2021	**-**	0.3
2024	**8.9**	8.9
2026	**0.3**	0.3
2027	**1.6**	1.6
2028	**0.3**	0.3
2030	**2.7**	2.7
2035	**7.1**	6.2
2050	**28.4**	26.4
	49.3	46.7
Unamortised issue costs	**(0.1)**	(0.1)
	49.2	46.6

All debenture loans are unsecured and bear no interest.

14. CREDITORS (CONTINUED)

The movement in debentures in the year represents the repayment of the 2021 expiring series and subscriptions for new debenture series expiring in 2035 and 2050. The new debenture series were only available to existing debenture holders.

Bank loans, finance lease and debenture loans repayable by instalments wholly or partly after 5 years

Bank loans, with a total value of £26.3m (2020: £6.7m), are repayable wholly or partly from the balance sheet date by instalments. Of these amounts, £nil (2020: £nil) is repayable after five years.

A finance lease, with a total value of £42.3m (2020: £23.3m), is repayable wholly or partly from the balance sheet date by instalments. Of these amounts, £41.3m (2020: £23.3m) is repayable after five years.

Concessionary debenture loans, with a total value of £49.2m (2020: £46.6m), are repayable wholly from the balance sheet date. Of this amount, £40.1m (2020: £37.3m) is repayable after five years.

15. FINANCIAL INSTRUMENTS

Treasury policy

Treasury activity is focused on monitoring working capital, managing external funding and managing interest rate risk. Treasury activity is not a profit centre and the Group neither enters into transactions of a speculative nature nor trades in financial instruments. Treasury risk management policies are summarised below:

- **Foreign exchange risk** - where applicable, the Group mitigates foreign exchange risk with the use of forward contracts. As at 30 June 2021 and 30 June 2020 the Group had no material foreign exchange risk.
- **Interest rate risk** – operations are financed through a mixture of bank borrowings and concessionary loans. The Group currently borrows in floating rates of interest. Previously, the Group used derivative financial instruments to generate the desired interest profile and to manage exposure to interest rate fluctuations. The Group is currently exploring replacement derivative instruments to hedge against future interest rate risk.
- **Liquidity risk** – the Group's policy is to maintain a balance between continuity of funding and flexibility. As at 30 June 2021, 46% (2020: 30%) of borrowings were due to mature within five years, some 27% (2020: 35%) were due to mature between five years and fifteen years and some 27% (2020: 35%) were due to mature after fifteen years.

15. FINANCIAL INSTRUMENTS (CONTINUED)

The Group has the following financial instruments:

	Note	**Group 2021 £'m**	Group 2020 £'m	**Company 2021 £'m**	Company 2020 £'m
Financial assets that are debt instruments measured at amortised cost:					
Trade debtors	12	**6.1**	4.2	**1.3**	2.0
Loans due from Regions	12	**16.9**	1.7	**21.3**	1.7
Loans due from clubs	12	**0.6**	0.6	**0.6**	0.6
Other debtors	12	**5.7**	1.0	**5.7**	1.0
		29.3	7.5	**28.9**	5.3
Financial liabilities measured at amortised cost:					
Bank loans	14	**26.2**	6.5	**26.2**	6.5
Finance lease	14	**42.3**	23.3	**-**	-
Trade creditors	14	**2.1**	1.2	**0.4**	0.6
Other creditors and accruals	14	**27.6**	29.8	**16.7**	15.2
		98.2	60.8	**43.3**	22.3

Derivative financial instruments – forward contracts

The Group enters into forward foreign currency contracts to mitigate the exchange rate risk for certain future foreign currency receivables. The forward currency contracts are measured at fair value, which is determined using valuation techniques that utilise observable inputs. The key inputs used in valuing the derivatives are the forward exchange rates. The fair value of the forward-foreign currency contract asset is £nil (2020: £nil).

Cash flows on foreign exchange contracts are received annually. During YE21 and YE20, no hedging gain was recognised in other comprehensive income for changes in the fair value of the foreign exchange forward contracts and nothing was reclassified from the hedge reserve to profit and loss through the Consolidated Income Statement.

At 30 June 2021, the notional principal amounts of derivatives was £nil.

At 30 June 2020, the notional principal amounts of derivatives were £0.6m and are analysed as follows:

	Notional amount £'m	**Fair market value £'m**	**Maturity date**
EUR - forward exchange contracts	0.6	–	23 December 2020

15. FINANCIAL INSTRUMENTS (CONTINUED)

Derivative financial instruments – interest rate

The Group previously held interest rate derivatives, which capped the interest rate liability on its debt to 1.25%. The Group is currently exploring new interest rate derivatives:

16. ACCRUALS AND DEFERRED INCOME

	Group 2021 £'m	Group 2020 £'m	**Company 2021 £'m**	Company 2020 £'m
At start of year	**27.7**	29.6	**-**	-
Amounts repaid	**(0.1)**	(0.1)	**-**	-
Released to the income statement	**(1.7)**	(1.8)	**-**	-
At end of year	**25.9**	27.7	**-**	-

During the year, some £1.7m (2020: £1.8m) was released to the income statement from the grants amount shown above.

Included within the grants amount above is an amount received from the Big Lottery Fund (formerly the Millennium Commission) amounting to £20.0m (2020: £21.2m). This grant will be released to the income statement as follows:

	Group 2021 £'m	Group 2020 £'m	**Company 2021 £'m**	Company 2020 £'m
Within one year	**1.2**	1.2	**-**	-
Between one and two years	**1.2**	1.2	**-**	-
Between two and five years	**3.6**	3.6	**-**	-
In more than five years	**14.0**	15.2	**-**	-
	20.0	21.2	**-**	-

In certain circumstances, the above grant can become repayable if the Group fails to meet the monitoring requirements of the grant. The Group is currently in full compliance with the monitoring requirements such that no monies are repayable under the terms of the grant.

17. DEFERRED TAX ASSET/(LIABILITY)

Deferred tax

The movement on deferred tax is as follows:

	Group 2021 £'m	Group 2020 £'m	**Company 2021 £'m**	Company 2020 £'m
Asset/(liability) at start of the year	**1.1**	(0.5)	**1.7**	0.3
Credited to the profit and loss account	**0.2**	1.6	**0.2**	1.4
At end of the year	**1.3**	1.1	**1.9**	1.7
Deferred tax provided is made up as follows:				
Accelerated capital allowances	**(1.3)**	(0.9)	**-**	-
Tax losses carried forward	**2.6**	2.0	**1.9**	1.7
	1.3	1.1	**1.9**	1.7

There is no deferred tax asset expected to reverse in the next 12 months for the Group or Company. However, £0.1m of the Group's deferred tax liability is expected to reverse in the next 12 months relating to fixed asset timing differences.

18. COMPANY LIMITED BY GUARANTEE

The liability of the members is limited. Every member of the Company undertakes to contribute such amounts as may be required (not exceeding £1) to the Company's assets if it should be wound up while the member is a member, or within one year after a member ceases to be a member, for payment of the Company's liabilities contracted before a member ceased to be a member. At the balance sheet date, the number of members was 329 (2020: 329).

19. CONTINGENT LIABILITIES

Group

The Group had the following contingent liabilities as at 30 June 2021:

- The Group has guaranteed the performance of some member clubs in respect of loans that the member clubs have received from Barclays and from NatWest. The amounts due are £0.6m (2020: £0.7m) and £0.3m (2020: £0.3m), respectively.
- The Group has guaranteed the performance of Celtic Rugby Designated Activity Company in respect of certain financing received. The amounts guaranteed are €0.1m (2020: €0.1m).

Company

The Company had the following contingent liabilities as at 30 June 2021:

- The Company has guaranteed the performance of one of its subsidiaries under the terms of grant arrangements amounting to £25.8m (2020: £27.6m).
- The Company has guaranteed the performance of some member clubs in respect of loans that the member clubs have received from Barclays and from NatWest. The amounts due are £0.6m (2020: £0.7m) and £0.3m (2020: £0.3m), respectively.
- The Company has guaranteed the performance of Celtic Rugby Designated Activity Company in respect of certain financing received. The amounts guaranteed are €0.1m (2020: €0.1m).
- The Company has guaranteed lease payments due by one of its subsidiaries. At 30 June 2021, the minimum lease payments due amount to £42.3m (2020: £23.3m)

The Group and Company are dealing with a small number of legal claims. The Directors have reviewed all of these claims and, on the basis of legal advice received, believe that no provision is necessary. Consequently, no provision for these claims has been included in these financial statements.

20. COMMITMENTS

Capital commitments of the Group:

	2021 £'m	2020 £'m
Authorised and contracted:	**4.0**	19.5

The capital commitment in 2021 and 2020 relates to the expected remaining expenditure on the Parkgate Hotel development. This will be funded by further advances from the finance lease referred to earlier.

The Company had no capital commitments at 30 June 2021 or 30 June 2020.

20. COMMITMENTS (CONTINUED)

Operating lease commitments:

At the balance sheet date, the Group had the following future minimum lease payments, under non-cancellable operating leases for each of the following periods:

	2021 £'m	2020 £'m
• One year	**0.4**	0.4
• One to two years	**0.4**	0.4
• Two to five years	**1.3**	1.3
• More than five years	**3.0**	3.7

21. PENSION COSTS

The Group operates defined contribution schemes. The assets of the defined contribution pension schemes are held separately from those of the Group, under independent administration. The pension cost charge for these schemes represents contributions payable by the Group to the schemes in the year amounting to some £1.1m (2020: £1.1m). There are no material amounts included in creditors in respect of these pension costs in 2021 or 2020.

22. RECONCILIATION OF OPERATING PROFIT TO NET CASH INFLOW FROM OPERATING ACTIVITIES

	2021 £'m	2020 £'m
EBITDA	**14.3**	22.8
Allocations to affiliated organisations	**(18.0)**	(30.7)
Exceptional items	**5.2**	-
Depreciation and amortisation	**(5.1)**	(5.9)
Release of deferred grant income	**1.7**	1.8
Operating loss	**(1.9)**	(12.0)
Non-cash items:		
Depreciation and amortisation	**5.1**	5.9
Release of deferred grant income	**(1.7)**	(1.8)
	3.4	4.1
Working capital adjustments:		
Decrease in stock	**-**	0.1
(Increase)/decrease in debtors	**(5.5)**	1.0
(Decrease)/increase in creditors	**(1.7)**	3.7
	(7.2)	4.8
Net cash outflow from operating activities	**(5.7)**	(3.1)

23. RECONCILIATION OF NET CASH FLOW TO MOVEMENT IN NET DEBT

	2021 £'m	2020 £'m
Increase/(decrease) in cash in the year	**2.5**	(1.4)
Cash inflow from movement in debt	**(41.3)**	(12.2)
Increase in net debt during the year	**(38.8)**	(13.6)
Net debt at the beginning of the year	**(75.6)**	(62.0)
Net debt at the end of the year	**(114.4)**	(75.6)

24. ANALYSIS OF NET DEBT

	Cash £'m	Bank debt due within one year £'m	Bank debt due after one year £'m	Finance lease £'m	Debentures £'m	Total £'m
At 1 July 2020	**0.8**	**(0.3)**	**(6.2)**	**(23.3)**	**(46.6)**	**(75.6)**
Cash flow	2.5	(4.7)	(15.0)	(19.0)	(2.6)	(38.8)
Non-cash changes	-	(0.3)	0.3	-	-	-
At 30 June 2021	**3.3**	**(5.3)**	**(20.9)**	**(42.3)**	**(49.2)**	**(114.4)**
At 1 July 2019	2.2	(0.3)	(10.9)	(15.0)	(38.0)	(62.0)
Cash flow	(1.4)	0.3	4.4	(8.3)	(8.6)	(13.6)
Non-cash changes	-	(0.3)	0.3	-	-	-
At 30 June 2020	**0.8**	**(0.3)**	**(6.2)**	**(23.3)**	**(46.6)**	**(75.6)**

25. RELATED PARTY TRANSACTIONS

See note 6 for disclosure of the Directors' remuneration and key management compensation.

The tables below show the transactions and balances between Group companies where one or more party is not 100% owned (directly or indirectly) by the Company.

The following abbreviations are used in the tables:

"MS" – Millennium Stadium plc

"MSEL" – Millennium Stadium Experience Limited

"**WRUGRE"** – WRU Gwent Region Limited

"WRUGR" – WRU Gwent Rugby Limited

"RAP" – Rightacres Property Company Limited

"**Compass"** – Compass Contract Services (UK) Limited

"PHCL" – Parkgate Hotel Cardiff Limited (previously Westgate Hotel Cardiff Limited)

2021 COMPANY

Group company	Services acquired from £'m	Services provided to £'m	Trade Debtor at year-end £'m	Trade Creditor at year-end £'m	Interest payment £'m	Interest receipt £'m	Financing creditor £'m	Financing debtor £'m
MS	0.8	-	-	-	-	0.8	-	55.9
MSEL	0.1	0.2	-	-	-	-	0.6	-
WRUGRE	-	-	-	-	-	0.2	-	-
WRUGR	4.5	0.8	-	-	-	-	-	-
PHCL	-	-	-	-	-	-	-	1.4

25. RELATED PARTY TRANSACTIONS (CONTINUED)

MS

Group company	Services acquired from £'m	Services provided to £'m	Trade Debtor at year-end £'m	Trade Creditor at year-end £'m	Interest payment £'m	Interest receipt £'m	Financing creditor £'m	Financing debtor £'m
Company	-	0.8	-	-	0.8	-	55.9	-
MSEL	0.3	0.5	-	-	-	-	2.2	-

MSEL

Group company	Services acquired from £'m	Services provided to £'m	Trade Debtor at year-end £'m	Trade Creditor at year-end £'m	Interest payment £'m	Interest receipt £'m	Financing creditor £'m	Financing debtor £'m
Company	0.2	0.1	-	-	-	-	-	0.6
MS	0.5	0.3	-	-	-	-	-	2.2
Compass	0.4	-	-	0.1	-	-	-	-

WRUGR

Group company	Services acquired from £'m	Services provided to £'m	Trade Debtor at year-end £'m	Trade Creditor at year-end £'m	Interest payment £'m	Interest receipt £'m	Financing creditor £'m	Financing debtor £'m
Company	0.8	4.5	-	-	-	-	-	-

WRUGRE

Group company	Services acquired from £'m	Services provided to £'m	Trade Debtor at year-end £'m	Trade Creditor at year-end £'m	Interest payment £'m	Interest receipt £'m	Financing creditor £'m	Financing debtor £'m
Company	-	-	-	-	0.2	-	-	-

PHCL

Group company	Services acquired from £'m	Services provided to £'m	Trade Debtor at year-end £'m	Trade Creditor at year-end £'m	Interest payment £'m	Interest receipt £'m	Financing creditor £'m	Financing debtor £'m
Company	-	-	-	-	-	-	1.4	-
RAP	18.2	-	-	-	-	-	2.2	-

25. RELATED PARTY TRANSACTIONS (CONTINUED)

2020 COMPANY

Group company	Services acquired from £'m	Services provided to £'m	Trade Debtor at year-end £'m	Trade Creditor at year-end £'m	Interest payment £'m	Interest receipt £'m	Financing creditor £'m	Financing debtor £'m
MS	3.8	-	-	-	-	1.1	-	56.5
MSEL	1.0	1.2	-	-	0.1	-	2.6	-
WRUGRE	-	-	-	-	-	0.2	-	-
WRUGR	6.8	0.7	-	-	-	-	-	-
PHCL	-	-	-	-	-	-	-	1.2

MS

Group company	Services acquired from £'m	Services provided to £'m	Trade Debtor at year-end £'m	Trade Creditor at year-end £'m	Interest payment £'m	Interest receipt £'m	Financing creditor £'m	Financing debtor £'m
Company	-	3.8	-	-	1.1	-	56.5	-
MSEL	0.5	0.8	-	-	-	-	0.8	-

MSEL

Group company	Services acquired from £'m	Services provided to £'m	Trade Debtor at year-end £'m	Trade Creditor at year-end £'m	Interest payment £'m	Interest receipt £'m	Financing creditor £'m	Financing debtor £'m
Company	1.2	1.0	-	-	-	0.1	-	2.6
MS	0.8	0.5	-	-	-	-	-	0.8
Compass	3.4	0.1	-	-	-	-	-	-

WRUGR

Group company	Services acquired from £'m	Services provided to £'m	Trade Debtor at year-end £'m	Trade Creditor at year-end £'m	Interest payment £'m	Interest receipt £'m	Financing creditor £'m	Financing debtor £'m
Company	0.7	6.8	-	-	-	-	-	-

WRUGRE

Group company	Services acquired from £'m	Services provided to £'m	Trade Debtor at year-end £'m	Trade Creditor at year-end £'m	Interest payment £'m	Interest receipt £'m	Financing creditor £'m	Financing debtor £'m
Company	-	-	-	-	0.2	-	-	-

PHCL

Group company	Services acquired from £'m	Services provided to £'m	Trade Debtor at year-end £'m	Trade Creditor at year-end £'m	Interest payment £'m	Interest receipt £'m	Financing creditor £'m	Financing debtor £'m
Company	-	-	-	-	-	-	1.2	-
RAP	8.5	-	-	-	-	-	2.0	-


SP ENERGY

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE WELSH RUGBY UNION LIMITED

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

In our opinion, The Welsh Rugby Union Limited's group financial statements and company financial statements (the "financial statements"):

- give a true and fair view of the state of the group's and of the company's affairs as at 30 June 2021 and of the group's profit, the company's loss and the group's cash flows for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, comprising FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", and applicable law); and
- have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements, included within the Annual Report, which comprise: the Consolidated and Company Balance Sheets as at 30 June 2021; the Consolidated Income Statement, the Consolidated Statement of Cash Flows, and the Consolidated and Company Statements of Changes in Equity for the year then ended; and the notes to the financial statements, which include a description of the significant accounting policies.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities under ISAs (UK) are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We remained independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, which includes the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

Conclusions relating to going concern

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's and the company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

However, because not all future events or conditions can be predicted, this conclusion is not a guarantee as to the group's and the company's ability to continue as a going concern.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Reporting on other information

The other information comprises all of the information in the Annual Report other than the financial statements and our auditors' report thereon. The directors are responsible for the other information. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except to the extent otherwise explicitly stated in this report, any form of assurance thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If we identify an apparent material inconsistency or material misstatement, we are required to perform procedures to conclude whether there is a material misstatement of the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report based on these responsibilities.

With respect to the Strategic report and Directors' Report, we also considered whether the disclosures required by the UK Companies Act 2006 have been included.

Based on our work undertaken in the course of the audit, the Companies Act 2006 requires us also to report certain opinions and matters as described below.

Strategic report and Directors' Report

In our opinion, based on the work undertaken in the course of the audit, the information given in the Strategic report and Directors' Report for the year ended 30 June 2021 is consistent with the financial statements and has been prepared in accordance with applicable legal requirements.

In light of the knowledge and understanding of the group and company and their environment obtained in the course of the audit, we did not identify any material misstatements in the Strategic report and Directors' Report.

Responsibilities for the financial statements and the audit

Responsibilities of the Directors for the financial statements

As explained more fully in the Statement of Directors' responsibilities, the directors are responsible for the preparation of the financial statements in accordance with the applicable framework and for being satisfied that they give a true and fair view. The directors are also responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the group's and the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the group or the company or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Based on our understanding of the group and industry, we identified that the principal risks of non-compliance with laws and regulations related to health & safety and employment regulations, and UK tax regulations, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the financial statements such as the Companies Act 2006. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to pressures to meet budgets or from stakeholders to achieve a certain level of profit. Audit procedures performed by the engagement team included:



- Holding discussions with management, including consideration of known or suspected instances of non-compliance with laws and regulations or fraud
- Reviewing Board minutes that set out the company's compliance matters
- Identifying and testing journal entries that are considered to exhibit higher fraud risks

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities for the audit of the financial statements is located on the FRC's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditors' report

Use of this report

This report, including the opinions, has been prepared for and only for the company's members as a body in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and for no other purpose. We do not, in giving these opinions, 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.

OTHER REQUIRED REPORTING

Companies Act 2006 exception reporting

Under the Companies Act 2006 we are required to report to you if, in our opinion:

- we have not obtained all the information and explanations we require for our audit; or
- adequate accounting records have not been kept by the company, or returns adequate for our audit have not been received from branches not visited by us; or
- certain disclosures of directors' remuneration specified by law are not made; or
- the company financial statements are not in agreement with the accounting records and returns.

We have no exceptions to report arising from this responsibility.

Jason Clarke
(Senior Statutory Auditor)
for and on behalf of PricewaterhouseCoopers LLP,
Chartered Accountants and Statutory Auditors
Cardiff, 8 September 2021

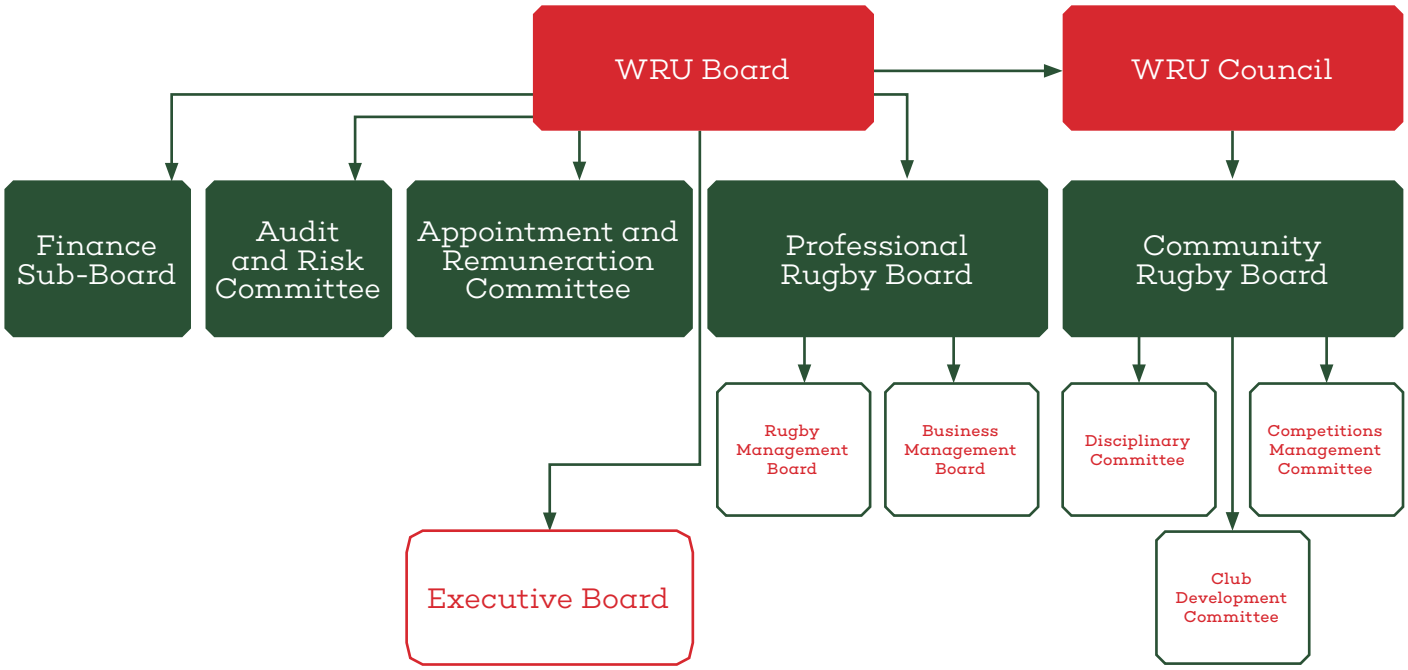
Governance

WELSH RUGBY UNION GOVERNANCE

year ended 30 June 2021



WELSH RUGBY UNION GOVERNANCE STRUCTURE



Patron

His Royal Highness The Duke of Cambridge

President

Gerald Davies CBE DL MA LLD.

Governance of Welsh Rugby

The principal activity of the Company is to promote rugby union in Wales, to encourage more people to engage with the game more often, with more enjoyment and more success. The Board of Directors of The Welsh Rugby Union Limited (the "Board") is responsible for ensuring that the principal activity is managed, which it does through the Executive Board.

The Board is responsible for the stewardship of the Company, overseeing its strategy, conduct and affairs. It is responsible for the long-term success of the Company.

The Board comprises eleven non-executive Directors and one executive Director (being the Group Chief Executive). Of the eleven non-executive Directors, eight are Council Members who are elected to the Board by the Welsh Rugby Union Council; two are appointed by the Board; and one is appointed to the Board following appointment as the Chair of the Professional Rugby Board.

The non-executive Chair of the Board is elected from one of the eight Council Members who are also non-executive Directors.

THE BOARD OF DIRECTORS OF THE WELSH RUGBY UNION LIMITED

Non-executive Chair: **Gareth Davies** (resigned on 28 October 2020)
Robert Butcher (appointed on 8 November 2020)

Executive:
Martyn Phillips (Group Chief Executive) – resigned on 28 October 2020
Steve Phillips (Group Chief Executive) – on 28 October 2020

Non-executive:
Amanda Blanc
Liza Burgess
Ieuan Evans MBE (appointed on 28 October 2020)
Gordon Eynon
Tim Griffin (resigned on 30 April 2021)
Henry Engelhardt (appointed on 1 May 2021)
Chris Morgan
Catherine Read (appointed on 1 May 2021)
Aileen Richards (resigned on 30 April 2021)
Hywel Roberts
Phil Thomas
David Young

The terms of office of each of Gordon Eynon and Hywel Roberts end at the conclusion of this year's Annual General Meeting, given that their respective terms as District Council Members end at that time. Prior to the relevant election process, Hywel Roberts had notified the Company of his intention not to stand for re-election as a District Council Member. As of the date of this Annual Report, Gordon Eynon had been re-elected as a District Council Member.

Gordon Eynon will be eligible for re-election to the Board and a replacement for Hywel Roberts will also need to be elected to the Board. The Welsh Rugby Union Council election to determine which Council Members will be appointed to the Board for these vacancies is due to take place shortly following this year's Annual General Meeting.

Company Secretary: **Rhodri Lewis**

WELSH RUGBY UNION COUNCIL

The Council is responsible for setting the strategy for Community Rugby in Wales, which is presented for consideration and approval by the Board. The Council is comprised of five National Council Members and fourteen District Council Members, all of whom are elected by member clubs.

The Council elects, from within its membership:

(a) two National Council Members for appointment to the Board;

(b) five District Council members for appointment to the Board; and

(c) the Chair of the Community Rugby Board, who is also appointed to the Board.

As referred to above, one of the Council Members who is appointed to the Board is elected by the Board as the non-executive Chair of the Board.

Members of the Welsh Rugby Union Council

National Council Members:

Liza Burgess; John Manders (appointed on 10 July 2020); Colin Charvis; Jon Morgan OBE; and Ieuan Evans MBE.

District Council Members:

District A	Colin Wilks and Bryn Parker
District B	Gwyn Bowden and David Young
District C	Robert Butcher and Ray Wilton
District D	Alan Jones and Chris Morgan
District E	Phil Thomas and Jeff Davies
District F	Brian Fowler
District G	Chris Jones
District H	Gordon Eynon
District J	Hywel Roberts


GUINNESS
WRU
PENCAMPWYR
CHAMPIONS
2021

WELSH RUGBY UNION GROUP – EXECUTIVE BOARD

Chairman:	Steve Phillips (Group Chief Executive)
Executive:	
Geraint John	Community Director
Mark Killingley	Head of Digital and Communications
Rhodri Lewis	Commercial and Legal Director; Company Secretary
Tim Moss	Group Finance Director
Lydia Stirling	People Director
Nigel Walker	Performance Director
Mark Williams	Stadium Manager

During the year, each of Ryan Jones, Craig Maxwell and Julie Paterson left their respective Executive roles and the Group thanks them for their contribution and commitment duing their employment.

DEVELOPMENT OF CORPORATE GOVERNANCE

The Group is committed to adopting the principles of best practice in corporate governance.

The Board, the Council and the Executive Board remain committed to the continuing development of governance structures, in order to meet the evolving needs of the game of rugby union and acknowledge the value of the principles of good governance in discharging their respective obligations.

In March 2016, the Board committed to support the Sport Wales Governance and Leadership Framework for Wales (the "Framework"). The Board continues to consider how best to implement the Principles and Behaviours set out in the Framework in a way that is most suitable for the Group and how it can maintain and improve good governance and leadership within the Group.

The Group will ensure that each member of the Board undergoes training in the role of the non-executive Director to be delivered by an appropriate organisation (such as the Institute of Directors). The Group is committed to further training and development of the Board and of Council Members.

SUB-BOARDS & SUB-COMMITTEES

The Board has established the sub-boards and sub-committees listed below to manage the business in a more effective manner with more emphasis on agile decision-making in areas that were considered by the Board as being strategically important, as identified in the Group's Strategic Plan. These sub-boards and sub-committees have delegated authority to carry out certain tasks.

The roles and membership of these sub-boards were as follows:

Community Rugby Board ("CRB")

Chaired by Robert Butcher, membership of the CRB is open to all National Council Members and all District Council Members. Geraint John is also a member given his Executive responsibilities (as was Julie Paterson until 30 June 2021). The CRB is responsible for managing and delivering the execution of the strategy for Community Rugby as set by the WRU Council and approved by the Board from time to time.

Professional Rugby Board ("PRB")

Chaired by Amanda Blanc, comprised Martyn Phillips (until 28 October 2020), Steve Phillips, David Buttress, Robert Davies, Alun Jones, Simon Muderack and Marianne Okland. As of 14 September 2020 Tim Moss has been a member of the PRB. During their employment, Ryan Jones and Julie Paterson also attended meetings, given their respective Executive responsibilities and will now be replaced accordingly. The PRB is responsible for overseeing, managing and delivering the execution of the Board's agreed strategy for professional rugby.

Finance Sub-Board

Chaired by Aileen Richards (until 30 April 2021) and as of that date by Hywel Roberts, comprised Gareth Davies (until 28 October 2020), Martyn Phillips (until 28 October 2020) Robert Butcher, Steve Phillips, Rob Davies, Phil Thomas, Chris Morgan, Tim Moss (as of 14 September 2021), Craig Maxwell (until 1 February 2021) and Rhodri Lewis (as of 1 February 2021). The Finance Sub-Board is responsible for all financial matters of the Group, other than dealing with the Group's auditors.

In addition to the sub-boards, during the year, the Board continued to operate two sub-committees to assist in its business. The role and membership of these sub-committees were as follows:

Appointments and Remuneration Committee

Chaired by Aileen Richards (until 30 April 2021) and as of 1 May 2021 by Henry Engelhardt, comprised Gareth Davies (until 28 October 2020), Robert Butcher, Phil Thomas, Hywel Roberts, Ieuan Evans, David Young and Alan Jones. Whilst not a member, the Group Chief Executive is invited to attend the Committee. The Appointments and Remuneration Committee determines, on behalf of the Board, the remuneration and terms and conditions of the Group Chief Executive and the Executive Board. The Committee also reviews performance and succession planning for the Executive Board and it participates in, reviews and recommends Executive appointments to the Board. The Committee relies on appropriate independent professional advice when deemed necessary.

Audit and Risk Committee

Chaired by Tim Griffin (until 30 April 2021) and as of 1 May 2021 by Catherine Read, comprised David Young, Gordon Eynon and Alan Jones and included Tim Boag (appointed on 14 December 2020 to replace Dyfrig John) and Geraint Davies as independent members. The Audit and Risk Committee is responsible for assisting the Board to discharge its responsibilities for accounting policies, financial reporting, internal control and risk management and liaising with the Group's auditors.

BOARD AND EXECUTIVE BOARD

There is a clear division of responsibility between the role of non-executive Chair and Group Chief Executive. The Chair is responsible for the leadership and management of the Board and for promoting high ethical standards. The Group Chief Executive is responsible for the executive leadership and day-to-day management of the Group.

There is a detailed written limit of authority protocol in place for both the Board and the Executive Board and, in addition, all Executive Board members have detailed job descriptions.

The Board meets at least on a quarterly basis and considers all matters which fall under its remit which include the development and monitoring of the Group's strategic plan, allocation of financial resources, reviewing the performance of the Group Chief Executive and Executive Board and approval of annual budgets. In addition, the Board considers the recommendations of the various sub-boards and sub-committees, whose respective responsibilities are as explained above.

REMUNERATION OF THE BOARD

Under the Group's remuneration policy, no fees are payable to non-executive Directors, other than the non-executive Chair who receives an annual fee of £50,000.

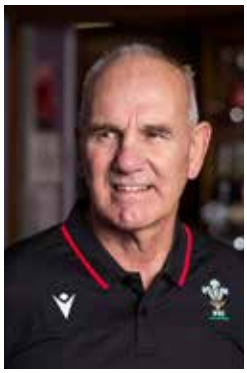
In addition, the Board is represented on other rugby bodies including World Rugby, Six Nations Rugby Limited, Rugby Europe, European Pro Club Rugby, British Lions Designated Activity Company, Pro Rugby Championship Designated Activity Company and Celtic Rugby Designated Activity Company, some of whom have a policy of financially compensating the representatives serving on these bodies. No member of the Executive Board retains any such compensation from these bodies.

REGISTERED OFFICE

Principality Stadium
Westgate Street
Cardiff
CF10 1NS



Board of Directors



ROBERT BUTCHER

Non-executive Chair

Was elected as Chair in November 2020.

Joined the Board in 2015 and was re-elected to the Board in November 2019, having been re-elected as the Chair of the Community Rugby Board. He is also a District Council Member for District C.

He is a one club man having been associated with Bargoed RFC since leaving school in the late 1960's and recently accepted life membership of the club. He was the captain for five successive years in the mid to late 1970's.

Once his playing career ended, he joined the club's committee. With an unbroken service with his beloved Bargoed, in 2015 he completed a 20th year as club honorary secretary.

On leaving college he took up a teaching post within Merthyr Tydfil County Borough Council and enjoyed a career in education until his recent retirement.



STEVE PHILLIPS

Group Chief Executive

Joined the Group in 2007.

Steve Phillips became Group Chief Executive of the Welsh Rugby Union Group in March 2021. He had previously held the position on an interim basis since October 2020, having served as Group Finance Director for the preceding 13 years.

He joined Welsh rugby from TBI which was one of the largest regional airport owners in the world and in his ten years at the company he played active roles in the acquisition of airports in Belfast, Sweden, London Luton, Bolivia, Costa Rica, Australia and North America.

He trained with KPMG and qualified as a chartered accountant in 1989. He was previously Finance Director at the Tedcastle UK Group before joining TBI as Group Financial Controller and then Group Finance Director.

He played rugby for Amman Valley Comprehensive School, Imperial College London, University of London and Amman United, where he captained the first XV.

He is a Director of the British and Irish Lions Limited and PRO Rugby Championship Designated Activity Company and he also represents the Company on the Six Nations and European Professional Club Rugby and sits on the Professional Rugby Board.



LIZA BURGESS

Non-executive Vice-Chair

Joined in 2019, becoming the first woman to be elected to the Board by member clubs in 138 years. Elected as Vice-Chair in November 2020.

She captained Wales Women in their first international in 1980 and went on to win a, then, record 87-caps over a 20-year period in which she also played for Great Britain.

A trailblazer as both a player and a coach she has also coached Wales Women, Wales U20's and Barbarians. Liza helped to set-up the women's club at Saracens before going on to lead them to the treble.

In 2018 she became the first Welsh woman to be inducted into the World Rugby Hall of Fame and, as inductee No 142, she is only the 20th Welsh rugby player to enter the pantheon.



AMANDA BLANC

Joined the Board in January 2020, having been appointed as Chair of the Professional Rugby Board.

She is chief executive of FTSE 100 company Aviva plc and is also a former chief executive of Zurich Insurance Group for Europe, Middle East and Africa.

She is a senior businesswoman and also been group chief executive of AXA UK, PPP & Ireland during a distinguished 30-year career.

She was named Woman of Achievement by Women in the City and twice been voted the UK Insurer CEO's CEO of the Year (2013 and 2015), as well as featuring on the 2019 list of Yahoo Finance's 100 Women Executives.

Originally from Treherbert in the Rhondda Fawr valley she is a former Chair of the Association of British Insurers, a past president of the Chartered Insurance Institute, a former Chair of the Insurance Fraud Bureau, a previous Chair of the ABI's General Insurance committee and a past member of the UK Takeover Panel.



HENRY ENGELHARDT

Appointed Independent Non-Executive Director

Was appointed to the Board on 1 May 2021.

He was a joint founder of Cardiff-based Admiral, a £3.5bn turnover insurance business employing 11,000 staff and supporting five million customers, and was its CEO from 1991 until 2016, when he stepped away.

His formal association with Welsh rugby dates back to 2010 when the FTSE 100 company famously became front of shirt sponsors to the Wales national side and they remain a partner to this day.

The American entrepreneur and businessman is now semi-retired but still sits on one of Admiral's subsidiary company Boards in the US and was a NED for Wales Millennium Centre for a recent seven-year period.

Originally from Chicago, with a journalistic degree from the University of Michigan, Engelhardt is a philanthropist who has lived in the Welsh capital for over 30 years and now describes himself as 'dreaming in rugby'. He is also a minority shareholder of the Chicago Cubs baseball team.



IEUAN EVANS MBE

Joined the Board on 28 October 2020, having been elected as a National Council Member.

His tenure began after the close of the Annual General Meeting in October that year. He is one of the WRU's nominated representatives on World Rugby and also sits on the British & Irish Lions Board.

The former Carmarthen Quins, Llanelli, Bath, Wales and Lions wing has forged a distinguished ambassadorial and media career since his retirement from playing.

In an illustrious playing career Evans captained Wales to win the Five Nations Championship in 1994. He was also captain for the 1995 Rugby World Cup in South Africa. He lead his country 28 times and scored 33 tries, both records at the time and his try scoring feats still put him in fourth place on the all-time list of Welsh try scorers. He won 72 caps for Wales and was selected for three Lions tours.

In 1996 he was awarded an MBE for services to rugby and, in 2007, he was inducted into the International Rugby Hall of Fame.



GORDON EYNON

Joined the Board in 2011 and was re-elected to the Board in March 2019, following the transition period for the governance changes that were approved at the 2018 AGM. He is also a District Council Member for District H.

He represented Whitland, Gwernyfed, Breconshire, Carmarthen Quins and Crymych at senior level.

He was head coach at Crymych for three years before becoming Club Secretary in 1989, a position he still holds today, and is now a life member of the club. He has been a District H committee member since 1995 and chaired the district from 2009 to 2011.

He is a former schoolmaster and currently runs a farm in Pembrokeshire.



CHRIS MORGAN

Joined the Board in 2014 and was re-elected to the Board in March 2019, following the transition period for the governance changes that were approved at the 2018 AGM. He is also a District Council Member for District D.

He played rugby for Glyncorrwg, Tonmawr and the Royal Marines, before moving into the coaching environment where his main background is in strength and conditioning. He has worked in this field at Premiership level with Swansea and Aberavon, spent three years in the Regional set up with the Ospreys senior squad and played a significant part in the management and coaching set up of the Wales Deaf Rugby team which won the World Cup in New Zealand in 2002.

He is a former senior non-commissioned officer in the Royal Marines with 18 years' experience, holding high profile appointments during a distinguished career.



CATHERINE READ

Appointed Independent Non-Executive Director

Was appointed to the Board on 1 May 2021.

She is a Chartered Accountant and is COO of Royal London Asset Management, one of the UK's leading fund management companies, managing around £148bn of assets and will combine this role with her appointment to the WRU Board.

She is originally from Haverfordwest and is an Executive Board Director with nearly 20 years' experience in COO and Audit roles for large financial institutions and Big Four consultancies.

She won the Markets Media 2020 European Women in Finance 'Excellence in Leadership' Award.

She has a unique affinity with Welsh rugby, steeped in her family connections from grass roots through to the international game.



HYWEL ROBERTS

Joined the Board in 2018 and was re-elected to the Board in March 2019, following the transition period for the governance changes that were approved at the 2018 AGM. He is also a District Council Member for District J.

A former Local Director of NatWest Bank, he grew up in Gwynedd – now retired but keeps an active interest in business and in all sports and lives in Llandudno.

Career experience includes Board appointments on various business and educational bodies.

He served as Chair and Vice Chair District J and Welshpool RFC and is a founder member of NWRUC/ RGC and played rugby in the Midlands and London.



PHIL THOMAS

Joined the Board in 2015 and was re-elected to the Board in March 2019, following the transition period for the governance changes that were approved at the 2018 AGM. He is also a District Council Member for District E.

From Clydach, he is a former Wales Schools U16 international and played youth rugby for Morriston before joining Vardre where he became club secretary, Vice Chairman and then Chairman in 2012. Awarded life membership by the club in 2020.

He retired in 2018 after 40 years' service in the Finance Department of the City and County of Swansea.



DAVID YOUNG

Joined the Board in 2014 and was re-elected to the Board in March 2019 following the transition period for the governance changes that were approved at the 2018 AGM. He is also a District Council Member for District B.

He played for the youth and senior teams of Llandaff North and following injury was instrumental in forming the mini and junior section of the club. He then joined the committee latterly as rugby secretary and was awarded life membership.

He is a former Vice Chair and Competition Secretary of East District and continues to serve on the management committee.

He is a retired Chartered Electrical Engineer and former Design and Construction Manager for Cardiff County Council responsible for the delivery of the Capital Build programme.



RHODRI LEWIS

Company Secretary

Joined the Group in 2010 as Head of Legal Affairs. He was appointed as the WRU Company Secretary on 1 August 2018 and was previously the WRU Group General Counsel.

He became Commercial and Legal Director on a permanent basis in July 2021. The move sees him continue with his position as Group General Counsel, but with added responsibilities for the Group's commercial activity. He remains the WRU Company Secretary.

He started his legal career at the international law firm Freshfields Bruckhaus Deringer in London, before joining the commercial legal department at UEFA (the European football governing body, based in Switzerland) working predominantly on Champions League, Europa League and UEFA European Football Championships matters.

He left UEFA to become the Senior Solicitor at The FA Group and was responsible for a broad range of legal matters in relation to both The Football Association (including in relation to the 2010 FIFA World Cup) and Wembley Stadium.

In 2015, he was named as The Lawyer magazine's 'In-House Lawyer of the Year'.

He played rugby throughout his time at Ysgol Gyfun Gymraeg Glantaf and has played for Dinas Powys, for teams in London, Thailand, Hong Kong, Australia and Switzerland and for the University of London.



Welsh Rugby Union Council

The WRU Council was established in March 2019, following the transition period for the governance changes that were approved at the 2018 AGM. In accordance with the Articles of Association, the Council comprises 14 District Council Members and five National Council Members.

The Council is responsible for:

(a) setting the strategy for Community Rugby in Wales, for approval by the WRU Board of Directors; and

(b) electing, from within the Council's membership, the following:

(i) two National Council Members, for appointment to the WRU Board of Directors;

(ii) five District Council members, for appointment to the WRU Board of Directors; and

(iii) the Chair of the Community Game sub-Board, who will also be appointed to the WRU Board of Directors.



GWYN BOWDEN

Joined the Board in 2015 and is now a District Council Member for District B, having been re-elected to the position in 2019.

He played School and Youth rugby for Whitchurch, before joining Taff's Well Youth, where he went on to play for the District Youth & Taff's Well first XV. In later years, he was elected fixture Secretary and then Chairman and is a life member. He also played for Beddau and Rhiwbina RFC.

He became a WRU Referee in 1980 and progressed to premier grade before retiring in 1999, later becoming a referee's adviser/coach. During this period, he was also the referee's appointments officer for Cardiff & District RU and the District Blues Region.

More recently, he has been a Citing Commissioner at PRO14, European Cup and International matches. He has continued his strong links with the Referees' Society.

Now retired, he was self-employed in the manufacture of purpose made furniture/joinery and was a senior design consultant for a national company.



COLIN CHARVIS

Was elected as a National Council Member in May 2019.

Now runs his own business, as well as being Vice-Chair and a Board Member of Swansea Rugby Club. He is an Ambassador for the Sparks Children's charity; for Show Racism the Red Card; for the Multiple Sclerosis Society; and the JAG Foundation. He was previously an Ambassador for Shelter Cymru.

He is a former Captain of Wales, winning his first cap in 1996. He also represented the British & Irish Lions in 2001.



JEFF DAVIES

Joined in 2019 as a District Council Member for District E.

He is a Director and Chairman of Seven Sisters Rugby Club and has been a Community Councillor of Seven Sisters for over 11 years.

A qualified level 3 coach, he is a former player and was integral in setting up Women's youth and U15's sides at his club, which also runs the Valley Hawkes.

He has helped Seven Sisters to become a limited company and also worked alongside the Chairmen of Banwen RFC & Crynant RFC to merge all rugby from Youth to Mini's to ensure there is rugby for players in the Dulais Valley.

He is also Chairman of the Dulais Valley Food Bank and works as a Business Development manager for DANSA LTD, which provides a community transport service that is wheelchair accessible to areas in Dulais, Afan, Neath, Swansea & Amman Valleys.



BRIAN FOWLER

Joined the Board in 2002 and is now a District Council Member for District F.

He played rugby for St Luke's College Exeter, Llanelli, Ammanford, Brynamman and Tycroes. He was later secretary of Ammanford for 23 years.

Now retired, he was a local government officer for Carmarthenshire County Council, having previously worked for the National Coal Board.

He is a Life Member of Ammanford RFC and was elected to the management committee of the West Wales Rugby Union in 1995, becoming Vice Chairman in 2000. He was made a Life Member of the West Wales Rugby Union in 2016.



ALAN JONES

Joined the Board in 2003 and is now a District Council Member for District D.

He served as WRU Vice-Chair for 4 years prior to which he was Chair of the Rugby Committee. He decided not to stand for election to the Board in 2019.

At Bryncoch RFC he was club captain, Chairman for 10 years and has been club Secretary for the past 28 years. He was awarded Life-Membership of the club in 2009.

He has an Honours Degree in Mathematical Sciences from Birmingham University and held various Technical and Managerial positions in IT for Wales Gas, BP and BT.

After retiring he carried out volunteer work for the Age Concern charity, helping elderly people learn IT skills.



CHRIS JONES

Joined the Board in 2018 and is now a District Council Member for District G.

A one club man, he was a founding member of Newcastle Emlyn and has been its Secretary since its formation in 1977. He is a life member of the Club as well as a past player, captain and coach.

He is a former coach to the Welsh Schools Intermediate (Under 16) International side. He also chaired the Intermediate Group and the Schools Council. He represented the Schools on the old WRU Committee.

Educated at Llandysul Grammar School and Loughborough Colleges, he taught PE for 35 years until his retirement in 2010.



JOHN MANDERS

Was elected as a National Council Member in July 2020.

A former sergeant with South Wales Police, he was capped by Wales at youth level and toured South Africa in 1980.

He played for Cardiff, Newport and Pontypridd but is a stalwart of Old Illtydians rugby club. For the last 30 years he has gone from playing for Welsh capital club Old Illtydians to being their current Chairman.

After retiring from the Police Service, he has continued to work as an assessor, lectures in law at the University of South Wales, is also Artistic Director at Tickledom Theatrical Productions and a Director of Learning at Credwch Ltd.



JON MORGAN OBE

Was elected as a National Council Member in May 2019.

He is a sports and leisure professional with nearly 35 years' experience. During his career he held several senior leadership roles within local authorities, national sport agencies, national and international governing bodies of sport.

In 2017, he stood down from the role of Chief Executive Officer, Disability Sport Wales, a position he had held since 2002. During that period, he was responsible for leading the strategic development of disability and inclusive sport, advising Welsh Government, Sport Wales and various stakeholder partners on policy direction and programme implementation. Disability Sport Wales is recognised as a world leading organisation within disability sports development.

He was made an OBE in the 2017 New Years' Honours List for Services to Disability Sport in Wales.



BRYN PARKER

Joined the Board in 2016 and is now a District Council Member for District A.

During a productive playing career, he played for Blaenavon, Pontypool, Talywain, Garndiffaith and Croesyceiliog. He has also managed and coached Blaenavon, Talywain, Garndiffaith and Croesyceiliog.

He was honorary secretary of Cwmbran from 2006 – 2018, is now a Life member and a member of the committee. He has been team manager of Monmouthshire County since 2004.

He works in various schools, supporting children of all ages, abilities and behaviours. He was formerly a senior technical process operator and training officer. He has also been a children's mentor/ co-ordinator for Children in Need.

He is a former community councillor and was appointed Chair of the Pontypool Community Council in 2016.



COLIN WILKS

Joined the Board in 2019 as District Council Member for District A

He is Secretary, a Director and a former Chairman of Risca rugby club, who led the club through its incorporation process and is also a level 3 coach.

He has spent 47 years in rugby, firstly as a player, then referee, coach and now an administrator. His business background was an experienced manager, working in the mining & metals industry in both Manufacturing and Commercial sectors.

A former school governor he is a University of Glamorgan engineering graduate, he also has a postgraduate degree in business administration from the University of Wales.

He is now retired.



RAY WILTON

Joined the Board in 1998 and is now a District Council Member for District C.

He is a citing commissioner to Test match level.

He has been a member of the Tylorstown committee for over 30 years and represented the club on the Mid District committee from 1971. He became Chairman of the Mid District selectors.

He worked as a development engineer in the power industry and was also employed by Hoover for over 30 years.

As referenced in the Board of Directors' section of this Annual Report, Ieuan Evans and Liza Burgess are National Council Members and Robert Butcher, Dave Young, Chris Morgan, Phil Thomas, Gordon Eynon and Hywel Roberts are District Council Members.




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Executive Board





STEVE PHILLIPS
Group Chief Executive

Please refer to the biography on page 109.



GERAINT JOHN
Community Director

Joined the Group in 2015 and was appointed Head of Rugby Performance in 2016. In January 2019, he was appointed to the role of Community Director.

He returned to Wales in September 2015 as the Group's Elite Coach Development Manager. Previously he had spent 10 years working abroad, with Rugby Canada as High-Performance Manager and then Sevens Head Coach, before joining the Australian Rugby Union as Program Director of Sevens and Men's Sevens Head Coach in June 2014.

He is a former Wales assistant coach, who has also coached at Llanelli, Cardiff Metropolitan University and Cardiff Blues.

He played for Cardiff and Llanelli, featured at every representative schoolboy level and was capped by Wales A.



MARK KILLINGLEY
Head of Digital and Communications

Joined the Group in 2016.

He joined from the RFU where he was Head of Digital and Customer Relationship Management. In that role, he oversaw the launch of the revamped, re-branded England Rugby website, plus a new digital platform aimed at growing participation in the sport across England ahead of, during and after the 2015 World Cup.

Prior to joining the RFU, he was Marketing Director of the National Football League ("NFL") where he was responsible for all digital and marketing activity and award-winning events that helped establish the NFL in the UK to the point where they played multiple games and enjoyed record TV audiences.

He played rugby for Amersham & Chiltern, Leeds University and Buckinghamshire County.



RHODRI LEWIS

Legal and Commercial Director

Please refer to the biography on page 113.



TIM MOSS

Group Finance Director

Joined the Group in 2007

Tim qualified as a chartered accountant in 2005, having trained with KPMG.

He first joined the Welsh Rugby Union in 2007 as Finance Manager and went on to become Group Financial Controller.

He was appointed to the Executive Board on a permanent basis in June 2021 having served as interim Finance Director since September the previous year.

Tim is an Economics graduate from the University of Durham and also previously worked as an accountant with Welsh Water.



LYDIA STIRLING

People Director

Joined the Group in 2021.

She was appointed to the Welsh Rugby Union Executive Board as its new People Director in July 2021 and has Executive responsibility for the Group's HR and Payroll functions.

Her family hail from Dinas Powys, and she is a member of the Chartered Institute of Personnel Development. She joined from multi-national engineering and consulting business Arup, where she was Head of HR for the Consulting UK, India, Middle-East & Africa region.

Whilst with Arup the company achieved a top 10 ranking in Glassdoor's Best Places to Work, in 2020, and Stirling brings almost 20 years as an industry professional, plus a Master's degree in Human Resource Management.

She was also previously HR Business Partner at McLaren Racing.



NIGEL WALKER OBE
Performance Director

Nigel's appointment was announced in June 2021 and he will join the Group at the end of September 2021.

The former Olympic athlete, Welsh rugby international and Cardiff RFC wing, joined from the position of National Director at the English Institute of Sport (EIS) and has also held a string of high-profile posts in Welsh sport since retiring from the game in the late 1990s.

Excelling off the field as impressively as he did on it, Walker worked for the Welsh Institute of Sport before becoming Head of Sport at BBC Wales for a five-year period.

He continued to rise through the ranks at BBC and was elevated to Head of Change and Internal Communications, serving the corporation for a further five years, and was with EIS for eleven years.

He has also served as a UK Sport Board member from 2006-10, was Chair of the Major Events Panel and a member of the Audit Committee.

As a former international athlete he represented Great Britain as a high hurdler before switching to rugby, earning 17 international caps for Wales, and was awarded an OBE in 2019.



MARK WILLIAMS
Stadium Manager

Joined the Group in 2013.

He joined after a military career spanning 20 years during which he rose to the rank of Lieutenant Colonel in The Royal Welsh. He served on multiple tours of duty in Northern Ireland, Bosnia, Kosovo and Iraq and he was decorated for his actions in combat in Iraq in 2007.

During his military career, he held high-profile military appointments in both training and operational environments including time as a Battalion Adjutant, Company Commander and Battle Group Chief of Staff with the 2nd Battalion, The Royal Welsh.

He played rugby for Neath College, Glynneath and his Regiment.

Obituaries

The Welsh rugby family lost eight former internationals in the past year:

BRIAN CRESSWELL

Brian Cresswell, who was part of the all-Newport back-row who played twice for Wales in 1960, packing down alongside Glyn Davidge and Geoff Whitson against Scotland and Ireland, died on 4 December, 2020 at the age of 86.

A superb blindside flanker, he joined Newport from St Julian's HSOB in 1956 and went on to play 236 times in Black & Amber over eight seasons before heading to Abertillery to briefly play in another all-international back-row combination with Haydn Morgan and Alun Pask.

He played in the victorious Newport side against the touring Australians in 1957 and won the first of his four caps against England in a 14-6 defeat at Twickenham. He had been forced to wait for his chance to play on the international stage having had the first of six Welsh trial matches in 1957.

In his Welsh debut he joined Morgan and John Faull in the back-row and was the only survivor for the next game against Scotland in Cardiff three weeks later.

He played in the 3-0 defeat to the 1960 South African tourists for Newport, but missed the 1963 victory over the All Blacks through injury. His final appearance for Newport was crowned with a try in a win over Wasps on October 26, 1963.

In 2015 he entered the Newport RFC 'Hall of Fame' and was an active member of the Newport Former Players Association throughout his life.

BRIAN DAVIES

The former Llanelli and Cardiff centre Brian Davies, who later became a revered figure at Pentyrch RFC, died on 27 September, 2020 at the age of 79.

Born in Weston-super-Mare, and raised in Leeds until he was 11, Davies followed his father, Idwal, into both the Llanelli and Wales teams. His rugby education began at Llanelli Grammar School and won six caps for the Wales Secondary Schools against Yorkshire, England and France in both 1959 and 1960.

He played alongside D Ken Jones, the future Wales and British & Irish Lions star, in both seasons and also lined-up with future internationals Dennis Hughes and Derek Morgan. He then moved on to Swansea University having made his debut for Llanelli on Christmas Day, 1959 in a 9-8 win over the UAU.

In tandem with fellow schoolboy international Ken Jones he helped the Scarlets win the Welsh Sevens title of the first time at the end of the season. He then moved to Cardiff for the 1960-61 season after rejecting the Llanelli committee offer to play at centre.

He featured in 26 games at outside half and centre for the Arms Park club before returning to Stradey Park three games into the 1961-62 campaign, where he partnered Dennis Thomas at half-back, following Ken Jones' switch to the centre.

The first of his three caps came in the 'smallpox' match against Ireland that had been held over from March to November. The game ended in a 3-3 draw in Dublin and the next month he featured in the Wales U23 team that took on the touring Canadians at the Arms Park.

He held onto his place in the Wales midfield for the opening two games in the 1963 Five Nations Championship. His home debut didn't go well, as England won 13-6 on a frozen Arms Park pitch, but he tasted victory at Murrayfield in the infamous game of 111 line-outs against the Scots.

TERRY DAVIES

Terence John Davies was born on 24 September, 1932 at Llwynhendy. He died on the 5 August, 2021 near Llanelli at the age of 88.

One of the greatest of all Welsh full backs, he was a former Wales captain and British & Irish Lions Test player, he won 21 caps.

He learned his rugby at Bynea School and then Stradey Central School. His talent was spotted early in his career when he progressed into senior rugby at Bynea RFC. He made his debut for the West Wales RU at Neath over the Christmas holidays in 1950 at the age of 18.

He made his Swansea debut in January, 1951, and he was in their side that faced the touring Springboks later in the same year when the All Whites went down 11-3. He also played for the Royal Navy while serving as a Marine on National service, Devonport Services and Devon County.

His Wales debut came in January, 1953 and he seemed destined for a long reign at full back for Wales, but he picked up a shoulder injury at the start of the 1953-54 season and it took him four years to regain his place.

He joined Llanelli, making his debut for them against Bath on 17 March, 1956. He became an instant hero at Stradey Park and played for Llanelli against the Wallabies in 1957 (lost 9-5) and the Springboks in 1960 (lost 21-0) in 1960.

He returned to the Welsh side in 1957 and played in 17 of the next 22 internationals. He retired at the end of the 1960-61 season, having led Wales in three of his last four games.

Perhaps Davies' greatest achievements came on the 1959 Lions tour to Australasia and Canada. Injuries reduced his chances of playing in more than 13 games and he finally forced his way into the side for the second and fourth Tests against the All Blacks, picking up a 9-6 win in his final outing as a Lion.

After retiring from the first-class game in 1961 at the age of 28, he played a few final games for Bynea before hanging up his boots. He later became president of the Llanelli ex-players association and was awarded an MBE for his services to Bynea and Llanelli.

JOHN DAWES

John Dawes passed away on 18th April at the age of 80.

The former Wales coach won four successive Triple Crowns and two Grand Slams at the helm and also coached the Lions in New Zealand in 1977, when they beat every provincial team, and won one of the four Tests.

As a player he transformed British rugby with his attacking philosophy and masterminded the plan that helped to carry Wales to a Grand Slam and the Lions to their ground-breaking series win in New Zealand in 1971.

His death has came a few months short of the 50th anniversary of the Lions' historic victory in New Zealand.

WRU President Gerald Davies said of Dawes: "…one of the greatest of rugby men, as a player, coach and especially, I believe, as an outstanding captain of a team. In each of these roles he accomplished a great deal.

He had an all embracing and wonderfully perceptive vision of rugby, producing in the late 60s and early 70s a version of rugby which broke the mould of what up to that moment was acceptable in the playing of the game. As a result the word 'expansive' entered rugby's lexicon to describe the kind of game he imagined and put into practice, first of all with like-minded people at London Welsh at Old Deer Park.

As captain his style was one of encouragement and persuasion, cajoling players to be at their best, and no finger-wagging authoritarian sergeant major.

He also had the essential quality as captain that whilst involved in the intense competition of the contest, he could, like a drone, rise up above the hustle and bustle and have an overview of the ebb and flow of the match and to guide his team accordingly; of the game but also above it."

IAN FORD

Whenever the day Newport so famously beat the All Blacks in 1963 is recalled, the contribution of Wales second row Ian Ford, who died on 7 November, 2020, at the age of 91 is inevitably on the lips of everyone who witnessed the 3-0 win at Rodney Parade.

While John Uzzell's drop goal always takes the headlines, it was the way in which Ford and his second row partner Brian Price and flanker Glyn Davidge stood up to the New Zealanders that laid the foundation for one of the greatest victories in the history of Welsh club rugby.

One of his team mates from that great day, Stuart Watkins, described Ford as a "colossus" for the way in which he stood up to an All Blacks pack containing some of the biggest names in world rugby.

Nobody gave Newport, who had managed just six wins and two draws in their 12 games at the start of the 1963-64 season, much of a chance of following in the footsteps of Swansea (1935) and Cardiff (1953) in beating the tourists. By contrast, the All Blacks had won all 12 games up to the stage.

But it was to be unlucky 13 for Wilson Whinerey's men at a wet and windy Rodney Parade on 30 October with Ford and his fellow forwards given the credit for laying the platform for a success that remains the pinnacle of the club's many triumphs.

Ford played a massive 482 games for the club during the 1940s, 50s and 60s after first joining the club in 1946 from Bassaleg School.

He was one of seven new caps when Wales opened their 1959 Five Nations Championship campaign with a 5-0 home win over England. He held onto his place for the trip to Edinburgh to face Scotland in the next game, but this time tasted defeat as the home side pipped Clem Thomas' side 6-5.

HAYDN MORRIS

Haydn Morris, the former Cardiff and Wales wing who toured South Africa with the 1955 British & Irish Lions died on 17 January, 2021 at the age of 92 in Norwich.

The Mountain Ash-born Morris won three caps for Wales on the wing and scored two tries. His international debut came in Paris in an 8-3 defeat to the French in the final game of the 1951 Five Nations Championship. He had to wait four years before making his final two appearances, scoring a try in each. He scored the fourth and final try in the 21-3 win over the Irish in Cardiff before gaining his revenge on the French with another touchdown in Paris to earn Wales a 16-11 victory.

That triumph dashed French hopes of a first Grand Slam and meant they had to share the Five Nations title with Wales. Those two performances were good enough to earn him a ticket to South Africa as one of 11 Welsh players who made the trip and drew the Test series with the Springboks.

He made an immediate impact on tour, scoring a hat-trick on his Lions debut against Griqualand West in Kimberley in 24-14 triumph. He scored nine tries in eight games before an ankle injury in the win over Central Universities in Durban in the 14th game of the tour ruled him out of action for the remainder of the trip. He learned his rugby at Mountain Ash Grammar School and at Mountain Ash. From school he went to Bangor Normal College to train to be a PE teacher. He was their rugby captain in 1949-50 before switching to Cardiff Training College, in Cyncoed, for his final year of education.

He played for Cardiff against the 1951 Springboks and the British Lions in a celebration game that same season. He appeared in his first Welsh Trial for the Probables in the 1950-51 season and stayed in the senior side for the two remaining trials before winning his first cap at the end of the season.

He was the sports master and 1st XV coach at Barry Boys' Grammar School between 1952-60 before heading to Norwich in the mid-sixties to take over as head of PE at the City College. He then moved on to the University of East Anglia as Director of Sport and coached the Norfolk RFC 1st XV for a few years.

PETER REES

Peter Rees, the former Llanelli and Wales wing who became the oldest living Welsh international player in 2013, died on 7 August, 2020 at the age of 95.

He won two caps in the 1947 Five Nations Championship, in wins over France in Paris (3-0) and Ireland, but wasn't considered after that, despite playing in all three trials in 1946-47 and scored two tries in the final trial for 'The Rest' in a 6-6 draw with 'Wales'.

Educated at Gwendraeth Grammar School, he left school at 14 to go and work underground at the local pit at Cross Hands Colliery. He played for both Penygroes and Tumble before moving on to the Scarlets.

He ended his first season as the club's leading try scorer with 15 and led the charts again at the end of the 1947-48 season with 13. He played in the 16-8 defeat against the New Zealand Army 'Kiwis' on 30 October, 1945 and also lined-up against the touring Australians at Stradey Park in a 6-4 defeat on 28 October, 1947.

He rose from being a player at Stradey Park to become Chairman (1967-71) and then President (1983-86). During his time as Chairman he oversaw the appointment of Tom Hudson as fitness guru and helped steer the club back to the top tier of Welsh rugby.

At the age of 25 he retired from the first-class game to concentrate on his studies, but went on to captain Tumble in 1952-53 before playing again for Penygroes.

JJ WILLIAMS

JJ Williams, one of the greatest wings to play for Llanelli, Wales and the British & Irish Lions, died at the age of 72 on 29 October, 2020.

Born in Nantyffyllon, he played outside half for the Welsh Schools team before graduating into senior rugby with Bridgend. He then moved to Llanelli and in his first season at Stradey Park helped his new club to beat the All Blacks 9-3 in 1972.

He won 30 caps for Wales between 1973-79, playing throughout two Grand Slam and four successive Triple Crown campaigns, scored 12 tries and played in seven Tests for the British & Irish Lions on tours to South Africa in 1974 and New Zealand in 1977. He equaled the record of five Test tries in those matches, winning four and drawing another of them.

As part of what is widely recognised as the greatest Lions team of all-time in 1974 he scored two tries in two Tests against the Springboks. Overall on that tour he scored 12 tries in 12 matches, including a record equaling six against South West Districts in a 97-0 victory.

His overall record for the Lions was 22 tries in 26 games, which puts him equal third on the all-time list. Tony O'Reilly leads the way with 38 in 38 games and Randolph Aston scored 30 in 20 games. He also played 10 times for the Barbarians.

At Llanelli, he played in four WRU Challenge Cup winning sides, won the Merit Table three times and the Floodlit Alliance twice. A sevens specialist, he also helped Llanelli win the Snelling Sevens title twice.

Speed was one of his greatest assets and that came from his background as a Welsh international athlete. At Maesteg Grammar School he developed into one of the best sprinters in the UK for his age and he won the British Schools 100 and 200 metre titles.

He became the Welsh 100 metre champion in 1971. The year before, while a student at Cardiff College of Education, he went to the Commonwealth Games in Edinburgh with the Welsh team.

He also represented Great Britain at the World Student Games in Turin in 1970 and was one of many outstanding sprinters in Wales at the time, regularly competing against, and beating, Olympians Ron Jones and Lynn Davies.

In 1970, he was ranked fifth in the UK with a time of 10.5 sec over 100 metres and equal first in Wales with Jones and Davies. He also recorded a wind-assisted time of 10.4 sec that year.

Over 200 metres, he was the Wales No 1 and ranked eighth in the UK with a best time of 21.4 sec. A year later he featured in the top 10 in the UK over 100 (3rd), 200 (4th) and 400 (10th) metres.

A former PE teacher, he became a self-made millionaire through his industrial painting business and was awarded an MBE. He was also added to the Welsh Sports Hall of Fame 'Roll of Honour' in 2009.

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