

Adroddiad Blynyddol

2022

Annual Report





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 2022

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President's Message



Gerald Davies

A week is a long time in politics but sometimes it can seem like an eternity in Welsh rugby.

At the end of this year's Guinness Six Nations, all was doom and gloom when Italy stunned Wales in the final game of the Championship at Principality Stadium. The defeat condemned Wayne Pivac's side to fifth spot on the points table. Following a disappointing campaign by our U20s side where they replicated the senior squad by winning just once in a challenging tournament, suddenly the entire Welsh pathway was under severe scrutiny for months on end.

Fast forward four months and the entire mood of the country was tipped upside down and now we're looking ahead to this year's autumn fixtures and next year's Rugby World Cup in France with optimism again.

I was delighted to see first-hand Wayne Pivac's defiant Wales side create history by defeating the Springboks on their home patch for the very first time.

It is always an honour and privilege to play for your country and it is one of the great joys of the President to present the first caps to the players and to witness their smiling faces. I was delighted to be able to present Tommy Reffell and Sam Wainwright with their first Test caps in what was a momentous Test series in the Republic.

The feel good factor sweeping Wales as a result of their performances on the pitch was filtered back to the squad in South Africa and it was brilliant to see the U20s bounce back from adversity to emulate the senior success, in Italy. Byron Hayward's side suffered a challenging U20

Six Nations campaign where they were subjected to some harsh comments via the social media world that now envelops us.

But like Wayne Pivac's squad, they bounced back in style in the U20 Summer Series Six Nations and reached the final unbeaten. Their free flowing rugby and physical approach to their games drew plaudits from press and critics alike. Players like Dafydd Jenkins, Ifan Daniel, Christ Tshiunza and captain Joe Hawkins led from the front and were among those players to confirm the future is indeed looking bright for Wales.

I'm looking forward to seeing the progress made during this autumn and next year's Six Nations ahead of next year's Rugby World Cup in France.



It's also great to see the women's game go from strength to strength. Thirty-one players are now contracted to the Welsh Rugby Union, twenty-nine of whom are on full-time contracts while there are two on part-time contracts.

Things are moving rapidly on and off the pitch in the women's game and it is great to see. Initially twelve players took up the first full-time WRU contracts at the start of 2022 and that number was increased at the beginning of July when seventeen new players were awarded full-time contracts covering the period from 1 July 2022 to 31 December 2022.

As WRU Performance Director Nigel Walker said at the time of the new contracts, this is an exciting time for professional women's rugby in Wales.

The initial investment of contracts made an immediate difference to the standards and results of the side in the TikTok Women's Six Nations and this further investment in players and staff will help to give Wales the best chance of performing with distinction at the forthcoming Women's Rugby World Cup held in New Zealand later this year.

Head Coach Iwan Tuk has committed to leading the programme up to and including the 2025 Rugby World Cup.

In addition, a performance psychologist and an assistant physiotherapist along with additional coaching resources for the summer months proves no stone is being left unturned as we ensure the women's professional game is given every opportunity to prosper.

They will enter the Women's Rugby World Cup on the back of Tests against Canada and England which will illustrate how far they have come in a relative short space of time – and possibly how far they have to go to be genuine contenders at the top table of international rugby. I wish them well in their endeavours.

Emerging from Covid-19 restrictions has been a demanding process for all of us but I'm extremely proud of the way the WRU and our clubs have handled the unusual circumstances.

This year's Road to Principality was a stunning success where nine days of action saw 32 matches streamed live on the WRU YouTube channel, bringing a global audience to our domestic game. The festival broke all records in terms of attendance and social media engagement showing how the game is thriving at the base of the playing pyramid across Wales.

Combined with the rise in participation numbers, the 'Road to Principality 2022' proved Welsh rugby is very much alive and kicking at all levels.

At the end of a long, hard season it was amazing to see the commitment from the players and passion of their fans in each and every final.

They ranged from U11 to senior male and female finals, involved Mixed Ability teams as part of an Inclusion Day, and the pride displayed by every club in reaching a final at Principality Stadium was palpable.

The WRU have listened to the clubs and in response have revised our National Cup competitions, devising a new framework which will give even more players from our community game the chance to play at the home of Welsh rugby.

In what have been unusual circumstances in recent times, the WRU had to adapt and modify the way competitions were run but it was great to see how clubs responded for the modified Cup, Plate, Bowl and Shield formats while the inaugural District competition was a welcome addition to the domestic game.





Phil Bennett

My sincere condolences go out to those who have lost loved ones over the past 12 months. Our rugby family has seen some very good men depart but it is a small comfort that even in grief, the great game of rugby can bring people of all walks of life together.

The outpouring of love shown to my former Wales and British & Irish Lions teammate Phil Bennett and his family when news broke of his passing was testament to the true values of our game.

Phil was a key figure in Welsh rugby's second 'Golden Era' in the 1970s and played a significant role in Wales winning two Grand Slams in 1976 and 1978 and four successive Triple Crowns. He cemented his name into rugby folklore with his performances on the unbeaten British & Irish Lions tour to South Africa in 1974 and

by starting what is widely regarded as the greatest try ever scored by Gareth Edwards for the Barbarians against New Zealand in 1973. Phil put his beloved Felinfoel on the world map. Not a lot of people may realise that he earned his first cap on the wing of all places, against France in 1969 when replacing me! I'm sure everybody realises Phil Bennett was such a special player. He brought to the game extra dimensions that we all loved to look at – his attacking style, his speed, his agility, and particularly his magical sidestep. He brought to vivid life the dreams we have of rugby football.

He was also a very good tactician and a very good kicker of the ball. Not many people emphasise how clever he was with his kicks tactically. He was also a lovely companion and good company. He was modest, witty, clever, and a good storyteller. He was all of those things, but in the end what you are talking about is a really good man. He was awarded an OBE in 1979 for services to rugby and inducted into the World Rugby Hall of Fame and included on the Welsh Sports Hall of Fame's 'Roll of Honour'. Just

prior to his passing, he unveiled a statue of himself in his hometown of Felinfoel. After hanging up his boots he also carved out a hugely successful career in the media, becoming a newspaper columnist and a well-respected broadcaster. He was also a favourite on the after dinner speaking circuit. Phil, like those who have also sadly passed away, may no longer be among us, but he will certainly never be forgotten, and his exploits will live long in the memory.

Yours in rugby,

Gerald Davies

President, The Welsh Rugby Union Limited





Chair's Statement

Rugby is back. We have returned to playing in front of full stadia on the World stage and the vast majority of our people in our game have been able to get back out on the pitch.

Every club in Wales is looking forward to the moment our game will be fully back up and running in the season ahead, the return of rugby as we know it.

On the one hand this was a year in which things got back to normal for Welsh rugby, on the other we continue to strive for betterment and change.

Firstly, when we say 'normal', we are by no means referring to the ordinary.

In fact, Wales' senior men were extraordinary against the Springboks for example, challenging for the series and making history by winning a Test match for the first time on South African soil.

There was nothing normal nor ordinary about this win.

This victory not only bodes well for the future, Wayne Pivac's 2023 Rugby World Cup campaign and all the matches leading to it, but it also affords an opportunity to offer credit where credit is due to the national squad coaching team and their hardworking players.

No one will get carried away, just as we guarded against too much soul searching when Wales went down to Italy in the final game of the 2022 Guinness Six Nations, Wales won't rest on their laurels rejoicing a historic win.

There will be more ups and downs, trials and tribulations, swings and roundabouts, however you want to put it, in the year ahead but this is what getting back to normal is all about in Welsh rugby.

Delivering on a plan in a coordinated, thorough, systematic and intelligent manner, but doing so in the face of adversity – despite whatever set-backs or deviations from our planned trajectory we may encounter.

This is sport. This is our sport. Not just the professional game, although this is the element most often under the microscope, but rugby in general and this is why we all love it. Why we all keep coming back for more.

Why we all keep coming back for more. Why we send our children out to play it and why we keep the turnstiles ticking over at rugby clubs and Regions up and down the land as well as at our national ground, Principality Stadium.

The impact of Covid-19 on Welsh rugby will continue to play out in years ahead. We can only know in the full passage of time precisely how future generations of players, participants and supporters have been affected. In the interim, we deal with that which we can control and we make our plans accordingly and, from that perspective, we are delighted to be back on an even keel.

Secondly as we continue to strive to better ourselves we have made great progress in the Wales Women's game, where our first professional contracts have been introduced. Wales Women saw an uplift in attendance at matches, with a record 4,825-strong crowd watching the victory over Scotland at Cardiff Arms Park in the second round of the TikTok Six Nations. They had also returned to winning ways in the previous round against Ireland and this improved performance was most definitely influenced by the introduction of

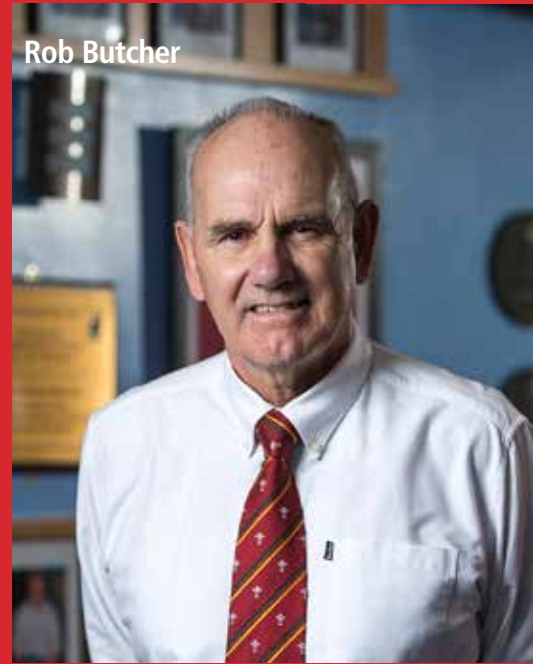
those first professional contracts and related ability to prepare well for the tournament.

Crowds returned in their droves for the men's senior competition and the Autumn Nations Series saw the best recorded attendances in that four match competition since 2008.

At regional level we are putting the right support structures in place to encourage success, to retain and nurture players and to ensure continued sustainability across all four of our professional sides in Wales. This has been a complicated process, but we are all acutely aware that it is only by getting this element right – continued success and sustainability for the regional game – that all other pieces of the Welsh rugby jigsaw can fall into place.

There is an important role for the Indigo Premiership here too and we are also currently in the process of ensuring this vital part of the player pathway continues to serve Welsh rugby in the best way possible, whilst also providing a top class environment for its participating teams and their supporters.

Rob Butcher



In the wider community game our clubs continue to perform a vital role as focal points in their respective localities. It is often said that our clubs are the lifeblood of our game and they have proved to be so as we battled through the enforced isolation of the pandemic, helping to hold communities together. There is no prouder statement I will make as Chair than to celebrate the fact that no club went under during the Covid-19 health crisis. Again, we are grateful that much of our community game and competitions have returned to normality.



Tok  TikTok

Annual Report

2022

Adroddiad Blynyddol

Culminating in the wonderful end of season 'Road to Principality' celebrations which saw nine days of extraordinary action: 32 matches, 64 teams, more than 2,000 players from the community game competing at our great national stadium.

In May, I attended a World Rugby council meeting at which I was left in no doubt that our 'Road to Principality' initiative has been the envy of our colleagues across the rugby playing world.

We will continue to support our member clubs as we firmly believe this is where the true strength of Welsh rugby lies. Towards the end of the season I was proud to accept the 'insport NGB (National Governing Body) Gold award' from Disability Sport Wales on behalf of the Welsh Rugby Union. We became the first governing body in Wales to be recognised for reaching the highest possible standards for its work on inclusion and disability specific provision throughout the country. A fitting testament to the hard work and effort that goes into the community game in Wales, both in terms of WRU staff and our clubs themselves.

In YE22 we welcomed new board members, Colin Wilks and Chris Jones who joined us after our Annual General Meeting and Anthony Buchanan, who was elected to replace Liza Burgess in March.



Liza stood down from her position as a National Council Member to pursue a role as WRU Lead Age Grade Coach (female rugby) and Wales Women U18s head coach and the Board's loss has been the female game's gain. My thanks in particular to Liza, who served as Vice-Chair and as a Board member, for all she did during her time and my gratitude also to Ieuan Evans who accepted the role of Vice-Chair.



Liza Burgess

Malcolm Wall, who took over as Professional Rugby Board ("PRB") Chair from Amanda Blanc, also took his seat on the Board. Amanda left us with the gratitude of Welsh rugby and Malcolm's

arrival brought immediate and positive influence to the continuing essential work of the PRB.

A further change came on the WRU Council with Claire Donovan, who was elected unopposed after Jon Morgan stepped down, and both Colin Charvis and John Manders were re-elected for three year terms – all as National Council Members. Again, we are hugely grateful to Jon for everything that he did and we have been delighted to retain his service as he continues to make a vital contribution as an independent advisor to the Community Game Board.

There were also four District Council Members beginning further terms on the WRU Council, with both Chris Jones and Gordon Eynon re-elected and Kevin Lewis and Alun Roberts both newly elected. I thank all of my fellow Board and Council members for their service to Welsh rugby during the year. I'd like to personally thank Gordon for his contribution to the Board for more than a decade and have been delighted to continue to work with him on the Council.

I am also fortunate to have an excellent relationship with our



around Wales and around WRU corridors. The sentiment here is something I hold very close to my heart, I am proud of these words and of every individual who utters them, but it is only by ensuring that these comments are more than sentiment – that they are brought into reality – that we will ensure our game will continue to thrive.

In the community game this togetherness has never been more important, as the existential threat of Covid-19 passes it is even more important to grow our offering at this level and to link our game seamlessly together, ensuring opportunities for all, a jersey for all and an effective pathway to the performance game.

Links between the community and the professional game are vital to the future of Welsh rugby.

The professional game is there to inspire and to lead and the community game provides necessary support, induces passion and quite literally sustains, nurturing our children and the interests of all those who follow the game in Wales.

President Gerald Davies and was delighted that his tenure was extended from three to four years. This is something we looked into as a result of the disruption caused by the pandemic but we have concluded that it makes sense to continue with a four year tenure for presidents, so that each individual in the role will have the opportunity to represent the WRU at the World Cup.

Of course it was also my great honour and a privilege to be elected again to serve Welsh rugby as WRU chair.

I'm hugely encouraged and invigorated by my fellow directors, but acutely aware the past years have been incredibly tough for our member clubs, our professional players and for everyone involved in the game at all levels, from WRU staff to the volunteers who make it their mission to ensure our game continues to thrive at our clubs.

One of my first actions as chair was to appoint Steve Phillips as permanent CEO and it is the strength of this relationship which I believe has been a stabilising influence on the Union. I am particularly grateful to Steve and his executive team for their

support in YE22 and would like to make special mention of two new members of the executive who joined us this year. In our Performance Director Nigel Walker and our People Director Lydia Stirling we have two individuals who have made an immediate and positive impact.

Our game has had to survive incredible adversity, but capacity crowds at Principality Stadium and the return of our WRU Admiral National Leagues, with the Indigo Group Premiership were hugely welcome and the new United Rugby Championship competition has got off to a flying start.

Although we know we want Welsh performances to improve in certain quarters, this all adds up to the feeling that we have approached the end of this crisis.

My mantra has been to continue to drive change for the better and make progress that is in the best interests of our member clubs and the performance game in Wales.

The phrase 'we are all in this together' and the comment that 'we only want what is best for Welsh rugby' are two lines I hear most often when I visit rugby clubs

Wales U20s made the nation proud reaching the final of the U20 Six Nations Summer Series



Wales U20s made the nation proud reaching the final of the U20 Six Nations Summer Series, before going down valiantly to an impressive South African side and our U18s side will have learnt much from their Six Nations Festival campaign in Marcousis over Easter.

We were proud too of our Sevens players during the Commonwealth Games who, despite missing out on the knock-out stages, put in a particular spirited performance losing 38-24 against Olympic champions and eventual silver-medallists Fiji. We all look forward to Wales' appearance in the Rugby World Cup Sevens in September 2022, after qualification was secured for Cape Town.

Wales Women have their World Cup to look forward to in October and we know they will once again inspire the nation.

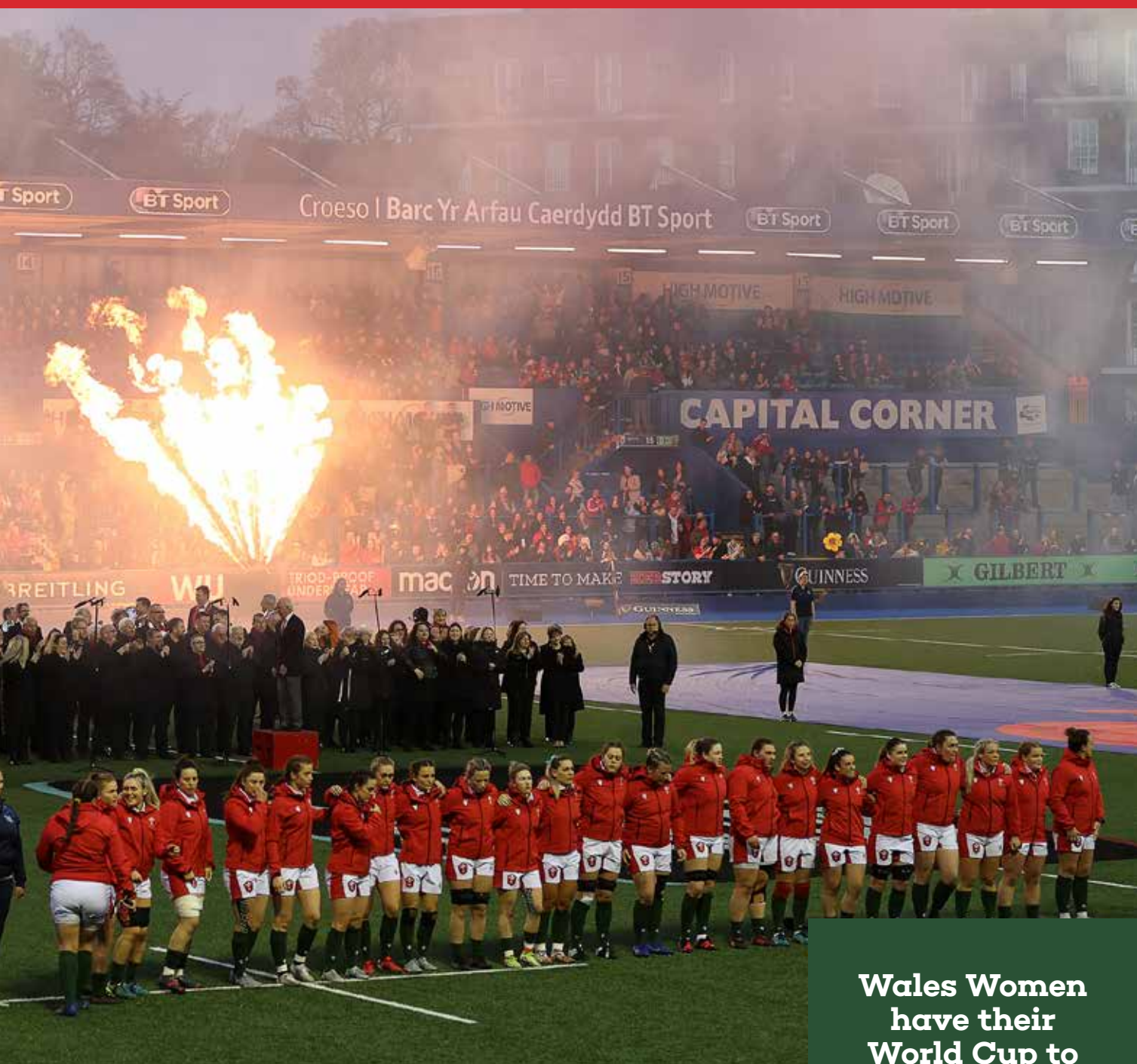
I am also confident our senior men's side will continue to progress. We will cap more players like Kirby Myhill, Will Griff John, Bradley Roberts and Christ Tshiunza, who featured last autumn and Sam Wainwright and Tommy Refell who made their debuts on tour to South Africa. New milestones will be reached to follow in the impressive footsteps of Ross Moriarty and Alex Cuthbert who each won their 50th Wales caps during the Guinness Six Nations Championship. Wayne Pivac will continue to expertly direct us to achieve our ambitions.

The magnificent achievements of Alun Wyn Jones and Dan Biggar who achieved their 150th and 100th caps during the season, and added to them, may not be matched, but our players will continue to strive for this level of greatness.



Phil Bennett

The kind of greatness exemplified by the one and only Phil Bennett who sadly passed away this year. 'Benny' and fellow former internationals Denis Evans, Graham Jones, Glyn Shaw, Windsor Major, Alun Rees, Derrick Main and Des Greenslade, and former WRU president Graham Tregidon, who have all also left, us are fondly remembered elsewhere in this report, but I would like to add – on behalf of Welsh rugby – my sincere condolences to family and friends in each case.



Thank you to the member clubs of the Welsh Rugby Union, my fellow Board and Council members for asking me to represent you as your chair, it is a huge privilege and one which I hope I have done justice to.

Yours in rugby,

Robert Butcher
Chair, The Welsh Rugby Union Limited

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Group Chief Executive's Summary



Released from the debilitating shackles of the pandemic Welsh rugby has returned – exuding promise, optimism and inspiration throughout the nation. The pandemic at its height, proved an existential threat to rugby in Wales as the pandemic stifled growth and cut off access to both professional and community rugby from those who the game needs most – our supporters, players, coaches, partners... our rugby family.

We are a sport primarily about gathering in celebration and gather we could not. So, it has been a blessed release for all that Principality Stadium could once

again be filled with passionate crowds at international rugby matches, at community finals and at a wide variety of world renowned music and sports events.

It was also especially pleasing that rugby returned to our clubs, in an albeit truncated, carefully managed, way. This return to rugby laid the foundations for the season ahead, when our competitions will be restored; when supporters and players will travel freely to their clubs and community pitches and when normality returns. I'm sure we are all very much looking forward to the natural ebb and flow of weekend matches, winning cup games, losing to close rivals,

scoring tries, tackling players and decisions, dropping balls and picking up teammates – to gathering once again in the heartlands of Wales, our valleys, our mountainsides, our open fields, our regions, our rugby clubs.

This year was also notable as it was the first time that our Senior Women took to the field in a professional capacity.

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COMMUNITY GAME

Community rugby in Wales is in rude health according to the latest participation figures. These figures have been more reliable and accurate over the last three seasons due to the introduction of digital registration and, accepting the influence of the pandemic, they show a steady rise in participation levels, but we are always striving for more.

The total number of registered players in the community game has gone through the 50,000 mark for the first time since digital records began, this number shows a significant increase on YE21 levels but also sees a rise from the pre-pandemic YE20 season, which is a better measure.

Female players total 5,686 with the male community game providing 45,613 players. We have also recorded registrations for coaches, referees, first aiders and team managers in their thousands with numbers, again, on the increase in all categories over the last three seasons.

We are buoyed by these figures, but this is not a case of job done. We work extremely hard in this area and have a wide range of initiatives and structures in place to address and improve participation at all levels, but also invest in the people and places that nurture players as they come through the system.

We seek to provide a 'jersey for all' in Welsh rugby and further details of how we welcome all facets of society in Wales to our rugby clubs, and our community game in general, are outlined in the Community Report

The flagship event of our community season returned. The 'Road To Principality', supported by official partners Papa John's, continued at Principality Stadium. A full programme of male and female, schools, club, representative and inclusion events played out over a ten day period showcasing and celebrating community rugby in Wales from young people to adults. It was truly inspirational and, in all, over 2,500 players enjoyed the experience of their lives, as they competed under the bright lights of the home of Welsh rugby. The Urdd 7s tournament in Cardiff was also an excellent event as has been the growth of our Fit, Fed and Fun programme supported by WE Soda.

My congratulations to all clubs, schools and other teams who enjoyed silverware throughout the year.

SENIOR MEN

Wales beat the Springboks in South Africa. It's a sentence that has featured in no WRU annual review since our inception in 1881, and one that is a joy for me to write.

The international season started with a loss to New Zealand and then a narrow defeat to South Africa in Cardiff. Alongside record crowds during the Autumn Nation Series, our biggest overall attendance since 2008, we also saw Wales finish on a high, beating Fiji and then Australia.

We went into our 2022 Guinness Six Nations campaign, the defence of our 2021 title, with optimism but the tournament did not go our way. Many would say this is an understatement as losing to Italy on the final weekend of the Championship, for only the third time in 31 meetings and the first time in Cardiff, was not a result that pleased anyone in Wales; I can assure you that was not part of any plan and I can further assure you no one feels the disappointment more than the players, coaches and management.

But, just as we said at the time, we did not overly dwell lamenting the commentary that the loss to Italy as the first signs of the demise of Welsh international rugby. Likewise we acknowledge that three strong performances in South Africa – and one win – do not mean we are the finished article; we have a long way to go yet. These are all times for “cool heads”, proper reflection and moments in which we can re-assess our approach on the forward journey.

As we have said before, 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.

We feel that Wales are on track and progress can be measured positively against the plan for success in 2023.

This is a plan we have created together and we will continue to be unerring in this pursuit of success doing full justice to the continued unwavering support of the nation.

We have an exciting international calendar for Wales senior men this autumn, as we face two of our group opponents in Rugby World Cup 2023 in Georgia and Australia, as well as New Zealand and South Africa.



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These advancements paid early dividends in the Women's TikTok Six Nations when Wales showed genuine improvement on the pitch and have established a new cohesion off it.

SENIOR WOMEN

Many of the recommendations of our mid-term review of the women's performance rugby strategy in Wales mentioned last year were introduced in YE22. The aim of the review was to provide recommendations as to how the performance women's programme could be improved in a general sense and in order to positively impact Wales Women's ability to compete at this year's Rugby World Cup.

We introduced full-time player contracts, appointed a new permanent head coach, installed dedicated back room staff and improved facilities and provision at international level. These advancements paid early dividends in the Women's TikTok Six Nations when Wales showed genuine improvement on the pitch and have established a new cohesion off it.

Wales Women are preparing in earnest for their World Cup in 2022 and they will approach the tournament with renewed confidence. We know we have the support structures in place to enable success, but we must also take care to afford the players and the coaches time to reach their full potential. As with the Senior Men, we still have work to do.



REGIONS

An expanded United Rugby Championship welcomed the four South African 'Super Rugby' teams with the Stormers beating the Bulls in the final. The Welsh Shield, a new welcome addition to the competition, went to the Ospreys and earned them a place in the Heineken Champions Cup next season as Wales' sole representatives. There was no involvement for the Regions at the end of the regular league campaign.

The European season was hit by Covid-19 again and all three Welsh Regions in the Champions Cup had games cancelled with both Cardiff and Scarlets isolating after an abortive trip to South Africa when the competition kicked-off. With four games not played, there were no wins on the field for the three Welsh sides. Only Cardiff progressed in the tournament and went on to play in the European Challenge Cup knock-out phase, where they were beaten by Saracens. The Dragons were at least able to play all four of their games in Pool B in the European Challenge Cup, but they didn't qualify for the knock-out stages.

The Professional Rugby Board (PRB) is, as ever, integral to ensuring the right structures and support are in

place to facilitate success; success that is so inextricably linked to achieving our goals throughout professional rugby in Wales. Malcolm Wall is the new chair, who took over from the departing Amanda Blanc and Malcolm has led the PRB with renewed vigour since his arrival.



AGE-GRADE

Former WRU vice chair Liza Burgess was appointed as Female Pathway Lead Coach during the year. Following a successful female Regional U18 programme, the WRU ran a Wales U18 training programme leading to the inaugural Women's U18 Six Nations festival in Edinburgh.

Plans are in place to introduce a Wales Women U20 programme with Talent Assessment Centres in place for August and September 2022.

Turning to the male game, an initially disappointing Six Nations campaign was turned on its head when Wales U20 went unbeaten to reach the U20 Six Nations Summer Series final against South Africa, only to go down to the Junior Springboks 47-27. In the U20 Six Nations, Wales finished a disappointing fifth in the table, but despite these results, Wales entered the summer competition in Treviso in confident mood as several players returned to significantly boost the side, which made it to the final.

Wales U18 men played their first capped international since August 2019 against England registering a hard fought loss. They then competed in the U18 Men's Six Nations Festival in Marcoussis during Easter but suffered defeats against England, Ireland, and France. However, every member of the squad enjoyed a start in the tournament and there were improvements to be measured throughout the campaign which offered plenty of hope and encouragement for the future.

PLAYER WELFARE

It has been incredibly tough to hear about the current health problems of some former internationals during YE22.

Player welfare is a central focus of everything we do at the WRU, we care deeply about our players and are fully aligned with World Rugby in constantly striving to safeguard and support them. We commend these players for speaking out on this important issue and offer our heartfelt sympathies for their current circumstances. Ensuring the very best 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.

FINANCIAL AND OPERATIONAL

We believe that we have adequately managed our way through the continued challenges of YE22, whether they be financial or operational, and have emerged in a place where we can continue to move forward without any long-term devastating effects of the pandemic.

The return of crowds to rugby matches and events in general has been very welcome. The seven international rugby matches and our community events, including the Road To Principality series,

the summer concert season saw us welcome some 800,000 fans during the year.

Our financial performance for YE22 was in line with internal expectations. Our commercial performance has been strong which, alongside our financial management, achieved a turnover of £94.3m (YE21: £58.1m) allowing the Group to recognise a profit in the current year of £3.2m (YE21: £1.3m). The retained profit in YE22 is derived from the first tranche of the capital receipt arising from the sale of an equity interest in the Six Nations, which completed in the year. The Group's current strategy for these receipts is to reinvest in projects that will generate a financial return and therefore help to alleviate the dilution that will occur on the Group's Six Nations' revenues as a result of the sale of equity. The Group has identified a number of projects for the first tranche of this capital receipt and expects to invest in the near future.

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. The Parkgate Hotel, which is managed by the Celtic Collection and opened during the year, has traded well, posting revenues of some £5.7m against some lockdown challenges around Christmas 2021 and beyond.

It is vitally important for me to stress again, 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.

In March 2021, the WRU reached a refinancing agreement with the Welsh Government. The agreement replaces the UK Government Coronavirus Large Business Interruption Loan Scheme (CLBILS) emergency loan secured in October 2020. This aligns with the original plan to facilitate our Regions to have arrangements akin to those between the English clubs and the UK Government.

During the year, alongside our colleagues in PRB, we commissioned a benchmarking exercise of other countries with Oakwell to assess our re-investment levels and the split of the same amongst the game. In order to avoid the misleading information arising from the pandemic, it was based on 2019 data and it was very informative and a good piece of work. This should assist us as we move forward.





PRINCIPALITY STADIUM – NON-RUGBY EVENTS

During the year we also saw the return of our traditional non-rugby events to Principality Stadium which remain important in our revenue generation objectives; we are proud to continue to host such events.

These events included three nights of Ed Sheeran, including the largest ever concert hosted in Wales with an attendance of 75,000, two nights of the Stereophonics, ably supported by Sir Tom Jones, and one night with Rammstein.

We welcomed some 400,000 visitors to Principality Stadium during all these events and we have already announced some of the events that we will host next year.



COMMERCIAL

Finally, I extend my personal gratitude and that of Welsh rugby to our partners and sponsors.

During the year we began a new supplier partnership with NOCCO (No Carbs Company), a performance energy drink brand, making NOCCO the official energy drink across all of our teams.

Papa Johns also became an official partner in the year. The partnership will see Papa Johns supporting Welsh community matches and grassroots clubs through a highly significant investment.

In December, we also welcomed Seat Unique as we jointly launched our new Supporter Exchange platform together. This platform enables safe, secure and guaranteed ticket exchanges between supporters and clubs. It also seeks to protect supporters who might otherwise look to buy tickets from unofficial sources, in breach of ticket terms and conditions, which could ultimately lead to refused entry at the turnstiles. Seat Unique has also exclusively powered Principality Stadium online premium hospitality sales.

A new long-term agreement has been signed with Gullivers Sports Travel, the agreement will continue to benefit both supporters and the game in Wales. In tandem with the new arrangement with Gullivers

Sports Travel, Events International has extended its partnership with Welsh rugby to provide official WRU off-site hospitality for the same period. Both deals ensure proceeds generated from official tickets and travel packages are fed back into the game in Wales at all levels.

We have aligned with WE Soda, setting new standards within world sport, with our recently launched rugby-themed "Fit, Fed, Fun" camps to support children and families throughout Wales during the school holidays. The camps are free to attend and have been feeding thousands of children in some of the nation's most under-resourced areas. Having attended these camps, it certainly demonstrates our ability to support communities in Wales and a sincere thank you from me to WE Soda.

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, Papa Johns, WE Soda

Official WRU Suppliers:

– Gullivers, Sinclair Mercedes, Gilbert, Rhino, Ace, Princes Gate, Sportseen, Events International, Britvic, Seat Unique, Amber Energy, Total

Gas & Power, Ticketmaster, The Brogue Trader, Perform Better, Opro, Tixserve, NOCCO

We also thank our long term broadcast partners BBC and ITV for their Six Nations coverage. We are in the midst of new four-year deal with our long established broadcast partners set to run to the end of the 2025 tournament, continuing to share coverage of the men's and women's tournaments. We also continue to have Amazon Prime Video on board as broadcast partner for the Autumn Nations Series competition.

Our official broadcast partners are BBC Wales and S4C and we thank both for their commitment to supporting Wales' men and women and also our men's U20s side. S4C have also shown support for the Indigo Group Premiership including their excellent Indigo Prem Wednesday night show.

Welsh rugby continues to partner with and attracts the interest of many brands, both within and beyond Wales, including some very significant global brands. Our commercial performance has returned to beyond pre-Covid-19 levels and is set to continue this upward trend. The international reputation of Welsh rugby and value creation when we align with our partners is as strong as it has ever been.

We should not - and do not intend to – underestimate the commercial draw of Welsh rugby, neither internationally nor at home where there is real optimism forming about the future commercial growth of our game.

This is our challenge. These are exciting times and the WRU will seek to be at the forefront of renewed global commercial growth in both the men's and women's professional game, as well as nurturing the unique place rugby holds in our communities. We will continue to drive change for the better, maximising the potential of Welsh rugby in all quarters and we are grateful to all of our partners for all they do to help us achieve these ambitions.

OUR PEOPLE

Most importantly, I want to thank all of our people, staff, club members, players – our rugby family – for all of your efforts over the last year.

It is extraordinary to think that a calendar year which began with no rugby and empty stadia ended with the community game adapting and thriving and 275,000 spectators during the Autumn visiting Principality Stadium; meeting all the challenges that brought as we looked to return to our rhythm of delivering such events.

None of this would have been possible without you.

Throughout the season we must remember that the majority of our international teams have remained in their respective playing bubbles, as a preventative measure against the negative influence of the pandemic. This has protected matches and ensured fixtures can go ahead but it means players and staff have seen little relaxation of restrictive measures. This is a personal sacrifice these individuals have made so that we could return to some semblance of normality elsewhere and it is one we are hugely grateful to them for.

Our professional sides suffered fixture cancellations, postponements and significant challenges to selection when they have played matches. There has been no better and more visible exemplification of how to adapt to changing and challenging environments, than that displayed by Cardiff Rugby who faced first Toulouse and then Harlequins in the Champions Cup without a highly significant number of their squad due to enforced isolation.



We are looking forward to returning to further normality. A joyous, inspiring, competitive, camaraderie enriched normality and we will do so in the year ahead; this will mean different things to different people.

Everyone at the WRU are committed to providing a "Jersey for All". Our overall aim is to ensure that we provide opportunities for all communities across Wales and provide a safe, welcoming and inclusive environment for our rugby family. We foster a culture where staff members are supported, can express themselves and feel safe within the work environment.

The WRU has appointed Ieuan Evans as Board sponsor for Equality, Diversity and Inclusion ("EDI"), in addition to Nigel Walker as Executive Board sponsor to ensure accountability at the highest level for EDI.

The WRU has also established an internal working group of EDI Champions to drive our work forward in this area across all elements of the game and has invested in an EDI Partner to shape our work over the coming seasons.

We are on a journey, as many organisations are, in terms of continuing to improve our culture, our diversity and striving for the very best, safest and most encouraging environment in which to work; an environment that breeds excellence in all that we do. We will continue this hard work and I firmly believe we have the right people in place to deliver.



OUR EXECUTIVE BOARD

To my dedicated team of executive staff, we couldn't have been as successful as we have been this year without your efforts and those of your teams. During the year, the team has been strengthened with the arrival of Lydia Stirling and Nigel Walker; both of whom have had a significant impact already. We must now challenge ourselves further in order to progress.

We have a great team leading a dedicated staff. We are not a large group in number but we work hard and, just like Wayne Pivac's history-making Wales side, we regularly punch above our weight in terms of our achievements.

OUTLOOK

We are looking forward to returning to further normality. An enjoyable, inspiring, competitive, camaraderie enriched normality and we will do so in the year ahead; this will mean different things to different people.

The key economic driver which fuels the wider game remains international rugby matches at Principality Stadium, but we must continue to look for new ways to improve on what we have and also explore new areas. We will not remain competitive in business or on the pitch by standing still and this is our mission in the season ahead as we strive to thrive. We have plans in place.

We will remain agile and be prepared for the next challenges that stand in our way, as we seek to not only rebuild this wonderful game of ours but to ensure that it continues to prosper.

ACKNOWLEDGEMENTS

In addition to our people and our commercial partners, we must thank and acknowledge the contributions of Welsh Government and our bankers NatWest who continue to support Welsh rugby and to Sport Wales and the Local Authorities throughout Wales who have both helped and supported individual rugby clubs and the WRU itself.

Having highlighted the efforts of the people at the WRU earlier, I would like to recognise all involved in the wider aspects of Welsh rugby including all our valued volunteers without whom we wouldn't have a game.

Finally, I would like to both recognise and thank the Board, the Council and our various sub-boards for their support throughout the year. I particularly wish to both thank and acknowledge the wise counsel and support of our chair Rob Butcher during the year.

Welsh rugby is back and we are ready for the next stage in our development, we are ready to thrive.

Steve Phillips
Group Chief Executive



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 WRU Six Nations Ltd ("WRU6N"), 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 ("PHCL"). 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 – men and women

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 sustainable 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.

During the year, CVC Capital Partners' ("CVC") acquired an interest in Six Nations, further details of which are given below. As a result of this transaction, the Group received some £6.1m (net of costs associated with the transaction) in the year. The Group's current strategy for these receipts is to reinvest the majority in projects that will generate a financial return and therefore help to alleviate the dilution that will occur on the Group's Six Nation's revenues as a result of this transaction. It is also a current condition of the Group's banking and debt facilities that 87.5% of these receipts are reinvested. To that extent, a proportion of these receipts have been retained by the Group to be invested in future revenue enhancing projects. In line with this, the Group has recognised a profit in the current year of £3.2m (YE21: £1.3m). The Group has identified a number of projects for the first tranche of these receipts and expects to invest in the near future.

PARKGATE HOTEL

The Parkgate Hotel was completed in the year and opened at the end of October 2021, in time for the Autumn Nations Series. The Group's results for YE22 include eight months trading of the hotel.

The Parkgate Hotel allows the Group to generate further revenue from event days at Principality Stadium by hosting visitors for those events. In addition, the non-event day trading in the Hotel gives the Group more diversified revenue streams. The Parkgate Hotel has traded well during the year, posting revenues of some £5.7m. The operations were however hindered significantly because of the Covid-19 lockdowns in December and January and the ongoing uncertainty that created. Following the lifting of those restrictions, trading has returned to expected levels and future prospects look strong.

The Parkgate Hotel is held in PHCL which is 75% owned by the Group and is therefore deemed a subsidiary company of the Group.

The Parkgate Hotel is operated on behalf of PHCL by Celtic Manor Resorts ("CMR"). This relationship allows the Parkgate Hotel to benefit from CMR's considerable sector expertise and marketing reach. It also allows the Parkgate Hotel to access a wider pool of resource from across CMR's portfolio.

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

During a 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 acquired a partnership interest. The proceeds of this transaction are ultimately paid to the shareholders of CRDAC by way of dividends.

The agreement between CRDAC and CVC includes future options for the sale of further tranches of CRDAC's holding in the LP to CVC. One of these options was exercised in both the current and previous year, 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 £7.5m (YE21: £2.8m) recognised within "Investment income". 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.

SALE OF OWNERSHIP INTEREST IN SIX NATIONS INVESTMENTS

During the year a significant restructuring of the Six Nations organisation was carried out to accommodate investment from CVC. The transaction involved the creation of new corporate entities within the Six Nations structure and, effectively, a disposal of a proportion of the Group's interest in the Six Nations organisation.

The Group's potential share of the non-contingent consideration for the transaction is c.£43m gross. The overall divestment alongside the payment of this amount is to be carried out over five years (subject to put and call options as outlined below). The first tranche of this consideration was received in YE22. £2.5m in respect of the WRU's share of the transaction costs were deducted from the first payment, giving a net receipt to the Group of £6.1m in YE22. This net receipt is recognised within "Investment income".

The Group has entered in to put and call options for the remaining four potential payments. If exercised, these options will see the Group sell further proportions of its interest in the Six Nations organisation. Assuming all options are exercised the total return to WRU, net of costs, is c.£40.5m.

As part of the Six Nations investment transaction, a new entity, WRU6N, was created. The Group's shares in Six Nations Rugby Limited, which were previously held by the Company, have been sold to WRU6N. These shares now held by WRU6N are subject to the put and call options outlined above. The sale of the shares from the Company to WRU6N has created a "book" gain in the Company as the sale price of the shares is based on the potential value of those shares in the options. This gain can be seen on the balance sheet of the Company. This gain is not cash backed and as the gain is created by an intercompany transaction it is removed on consolidation. There are potential future "real" gains if and when the options are exercised.



HEADLINES OF THE FINANCIAL PERFORMANCE – YE21 v YE22

The Group's result for YE21 was 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. With Covid-19 restrictions largely lifted, YE22 saw the return of crowds to Principality Stadium, with no restrictions on spectator numbers at any of the Autumn Nations Series or Six Nations fixtures. Principality Stadium also hosted six nights of third party events. The following table demonstrates the resulting outcomes:

	2022	2021 (restated)
	£'m	£'m
Turnover	94.3	58.1
Re-investment in the game	62.9	44.5
Group share of profit for the year	3.2	1.3
Net bank debt	13.9	22.9

The amount shown as the comparative for "Re-investment in the game" above has been restated. See below for further explanation of this.

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.

	2022 No. of home matches	2022 Attendance '000	2021 No. of home matches	2021 Attendance '000
Autumn Nations Cup	-	-	3	-
Autumn Nations Series	4	268	-	-
Guinness Six Nations	3	197	3	-
	7	465	6	-

Wales also played Canada and Argentina twice at Principality Stadium in 2021 as part of the Summer Tour, in front of restricted crowds. These were classed as "away" games and are not included in the above table.

All home fixtures played during YE21 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 YE22, the average attendance per match was 66,000 which equated to an average of 90% when

expressed as a measure of capacity attendance.

The average ticket income per attendee at matches held at Principality Stadium in YE22 was £52.

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

Restatement

The Group previously classified all expenditure in respect of the Men's National Team as "Direct costs" on the basis that these costs were linked to the revenues that are derived from the activities of the Men's National Team. "Direct costs" are not included within "Re-investment in the game" and therefore those costs in respect of the Men's National Team were previously not included within the "Re-investment in the game" classification above. The Group now includes all costs in respect of the Men's National Team within "Performance rugby" as the Group believes this allows for a more accurate assessment of the Group's performance and investment in rugby, as well as allowing an easier comparison with other entities in similar sectors. The comparative for "Re-investment in the game" above has been restated to ensure consistency with the revised treatment. The restatement also impacts a number of other tables below as indicated, with £9.9m of expenditure in respect of the Men's National Team having been reclassified from "Direct costs" to "Performance rugby" for YE21.

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:

	2022	2021 (restated)
	£'m	£'m
Group income	94.3	58.1
Less: operational business costs		
• Business and administration	(8.9)	(6.9)
• Hospitality and catering costs	(7.6)	-
• Direct costs	(12.1)	(4.5)
• Stadia costs	(6.3)	(5.9)
• Hotel costs	(4.2)	-
Total	(39.1)	(17.3)
Surplus	55.2	40.8

Group income is analysed as follows:

	2022	2021
	£'m	£'m
Match income	43.0	22.6
Commercial income	14.5	20.2
Hotel income	5.7	-
Hospitality and catering income	15.9	-
Other event income	3.2	0.4
Other income	2.3	6.8
	84.6	50.0
Competition income	9.7	8.1
	94.3	58.1

The Group earned £94.3m (2021: £58.1m) predominantly from international rugby matches staged at Principality Stadium. These matches generated 46% (2021: 39%) of the Group's overall income.

Match income was £43.0m (2021: £22.6m). YE21 did not include any ticket revenue as all home games were held behind closed doors.

Commercial income decreased to £14.5m (2021: £20.2m). Commercial income contributes 15% (2021: 35%) of the Group's overall income. Commercial income in YE21 included a significant one-off commercial settlement payment received by the Group.

Hospitality and catering income was £15.9m (2021: £nil) due to crowds returning to Principality Stadium. Hospitality and catering income contributed 17% (2021: 0%) of overall income.

Income from the Parkgate Hotel was £5.7m (2021: £nil), representing 6% (2021: nil) of the Group's income. The hotel opened in October 2021.

Other event income increased to £3.2m (2021: £0.4m) due to non-Group events returning to 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 URC (see Note 2 for further details).

The remaining income arises from ancillary activities and various grant sources, including in the two years indicated above, Coronavirus Job Retention Scheme (“CJRS”) grants, Economic Resilience Fund grants and recharges relating to the Dragon’s Heart Hospital. During YE22, the Group received £0.8m (2021: £0.8m) 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 (but excluding the costs of the Senior Men team) 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 increased during the year to £39.1m (restated 2021: £17.3m). The costs in YE21 were significantly reduced due to the curtailment of activities during the pandemic and the cost reduction measures taken by the Group in response to the reduced revenues.

Business and administration costs have increased by 29% to £8.9m. The prior year number was reduced due to the cost saving initiatives taken by the Group as a result of the pandemic. This included staff salary cuts and headcount reductions. As the business has returned to normal trading, business and administration costs have returned in line with this. By way of reference, business and administration costs were £9.9m in YE20.

Direct costs are those incurred directly in relation to attracting revenues and include third-party costs incurred in delivering events at Principality Stadium and Rodney Parade. These costs have increased by £7.6m mainly as a result of return to events at Principality Stadium. As explained above, the YE21 comparator for Direct cost has been restated.

Hospitality and catering costs increased to £7.6m (2021: £nil). The increase year on year is in line with the increase in hospitality and catering revenues, again due to crowds at international matches and non-Group events returning to Principality Stadium and Rodney Parade in YE22.

Stadia costs have increased by £0.4m to £6.3m (2021: £5.9m). The increase is primarily due to the loss of full rates relief afforded to the Group’s stadia

during the prior year to alleviate the pandemic challenges. By way of reference, Stadia costs were £7.3m in YE20.

Hotel costs of £4.2m (YE21: nil) reflect the costs incurred in the eight month period that the hotel was open in YE22.

Surplus invested in rugby

The surplus of £55.2m (restated 2021: £40.8m) made by the Group that is invested in “Welsh rugby” can be analysed as follows:

	2022 £'m	2021 (restated) £'m
Operational costs		
• Performance rugby	16.3	14.1
• Community rugby	5.6	4.5
• WRU Gwent – regional rugby	9.1	7.9
	31.0	26.5
Allocations to affiliates		
• Regions (professional) – excluding WRU Gwent	26.9	12.6
• Clubs (semi – professional)	0.8	0.8
• Community rugby	4.2	4.6
	31.9	18.0
Total investment in “Welsh rugby”	62.9	44.5
The balance is analysed as follows:		
Surplus	55.2	40.8
Total investment in “Welsh rugby”	(62.9)	(44.5)
	(7.7)	(3.7)
Depreciation and amortisation (net of grants)	3.2	3.4
Exceptional items (see Note 4)	-	(5.2)
Investment income	(13.6)	(2.8)
Interest costs	1.7	0.5
Non-controlling interests	0.4	(0.5)
Tax credit	(2.6)	(0.4)
Transferred to reserves	3.2	1.3
	(7.7)	(3.7)

Investment in “Welsh rugby”

The Group’s investment in “Welsh rugby” has increased during the year to £62.9m (restated 2021: £44.5m). The increase is largely due to the increased allocations to the Regions, in accordance with the Professional Rugby Agreement (“PRA”).

The costs in respect of performance rugby increased to £16.3m (restated 2021: £14.1m) due to the lifting of restrictions on the rugby season. These costs now include managing all costs associated with the Senior Men’s and Women’s Teams, the age-grade structures, the national 7s sides, player development, referee costs, the National Centre of Excellence and insurance which collectively amount to some 67% (2021: 69%) of the total with the balance of 33% (2021: 27%) comprising staff costs.

The allocations to the three Regions not within the Group are £26.9m (2021: £12.6m). The allocations in YE22 and YE21 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 YE22 were increased from YE21 in line with the Group’s increased financial performance.

The total investment in performance rugby and the professional game is as follows:

	2022 £’m	2021 (restated) £’m
Performance rugby	16.3	14.1
Allocations to Regions from the Company	34.3	16.4
Company investment in performance rugby	50.6	30.5
Company allocations due to WRU Gwent	(7.4)	(3.8)
WRU Gwent expenditure	9.1	7.9
Group investment in performance rugby	52.3	34.6

The costs in respect of community rugby have increased to £5.6m. The increase reflects both a return of community rugby activities and programmes following the lifting of restrictions, along with movement in expenditure between community allocations and community operational costs.

Community rugby costs include coach development, referee costs, school club hub costs, digital strategy investment and insurance which amount to some 56% (2021: 60%) of the total with the balance of 44% (2021: 40%) comprising staff costs.

During the prior year, the Group received payments from the CJRS scheme for furloughed staff amounting to £0.6m. These receipts are included within the Group’s income and therefore the actual net cost to the Group in YE21 was lower than £4.5m.

The allocation to the Group’s semi-professional league has remained at £0.8m (2021: £0.8m).

The allocations to the Group’s community clubs have, as explained above, reduced to £4.2m. The reduction arises due to movement in expenditure between community allocations and community operational costs. The total investment in the community game has increased as follows:

	2022 £’m	2021 £’m
Operational costs	5.6	4.5
Allocations	4.2	4.6
	9.8	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 £24.2m (2021: £14.3m). The Group’s pre-exceptional profit before tax and non-controlling interests was £1.0m (2021: loss of £4.8m); after exceptional items, a profit before tax and non-controlling interests of £1.0m (2021: £0.4m). This can be analysed as follows:

	2022 £’m	2021 £’m
Group EBITDA	24.2	14.3
Allocations to affiliated organisations	(31.9)	(18.0)
Exceptional items	-	5.2
Depreciation and amortisation (net of grant release)	(3.2)	(3.4)
Operating loss	(10.9)	(1.9)
Investment income	13.6	2.8
Net interest	(1.7)	(0.5)
Profit before tax	1.0	0.4
Tax	2.6	0.4
Non-controlling interests	(0.4)	0.5
Profit for the year	3.2	1.3

Net interest expense

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

	2022 £'m	2021 £'m
Bank interest payable	0.7	0.4
Interest on finance leases	1.1	-
Bank charges	0.3	0.1
Total interest payable	2.1	0.5
Interest receivable	(0.4)	-
Net interest expense	1.7	0.5

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

Interest expense has increased, driven by interest on the CLBILS loan and Welsh Government loan, along with the interest on the finance lease associated with the Parkgate Hotel. The interest on the CLBILS loans and Welsh Government loans has been onward charged to the Regions as ultimate beneficiaries of these loans. This onward charge of interest is the majority of the interest receivable amounts shown above.

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.

	2022 £'m	2021 £'m
Restructuring costs	-	(0.2)
Spectator Sports Survival Fund Grant – from Welsh Government	-	5.4
	-	5.2

Community Rugby Board ("CRB")

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

	2022 £'m	2021 £'m
Operational costs – community rugby	5.6	4.5
Allocations to affiliated organisations – community rugby	4.2	4.6
Allocations to affiliated organisations – Premiership	0.8	0.8
Certain other costs included within performance rugby	-	0.1
	10.6	10.0

The increase in Community rugby costs is as a result of the return of community rugby activities and programmes following the lifting of restrictions. As noted above, the Group utilised the CJRS scheme during both the current and prior year, 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 £nil (2021: £0.6m). These contributions are included within the Group's income for 2021 and reduce the net cost to the Group.

Investment in Professional and Performance Rugby

The investment in professional rugby was as follows:

	2022 £'m	2021 (restated) £'m
Operational costs – WRU Gwent	9.1	7.9
Operational costs – Performance Rugby	16.3	14.1
Allocations to affiliated organisations – Regions (external to Group)	26.9	12.6
	52.3	34.6

Cash flows

The Group's net cash outflows from operating activities were as follows:

	2022 £'m	2021 £'m
EBITDA	24.2	14.3
Allocations to affiliated organisations	(31.9)	(18.0)
Exceptional items	-	5.2
Working capital movements	7.6	(7.2)
Net cash outflows from operating activities	(0.1)	(5.7)

Net debt

Net debt, which is defined as bank loans, debenture loans, finance lease obligations less cash balances, as at 30 June 2022 was £110.8m (2021: £114.4m). The net debt position of the Group is as follows:

	2022 £'m	2021 £'m
Debt:		
Bank loans	25.1	26.2
Debenture loans	49.3	49.2
Finance lease	47.6	42.3
	122.0	117.7
Cash	(11.2)	(3.3)
Net debt	110.8	114.4

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

Net bank debt, which is bank loans less cash balances, was £13.9m (2021: £22.9m). The net bank debt position of the Group is as follows:

	30 June 2022 £'m	30 June 2021 £'m
Loans:		
Regions loan	1.0	1.3
Revolving credit facility ("RCF")	5.0	5.0
World Rugby Loan	2.0	2.0
CLBILS Loan	-	18.0
Welsh Government Loan	17.5	-
Unamortised issue costs	(0.4)	(0.1)
	25.1	26.2
Cash	(11.2)	(3.3)
Net bank debt	13.9	22.9

During YE22, the £18.0m CLBILS facility that had been arranged with NatWest was repaid using an £18.0m loan from Welsh Government. This Welsh Government loan is repayable over 18 years, with £0.5m having being repaid in YE22. Further details of this of this loan are set out in Note 14.

Both the £18.0m CLBILS facility arranged with NatWest and the £2.0m facility arranged with World Rugby were onward lent to the Regions to support them through the pandemic. As above, the CLBILS loan has been replaced by the Welsh Government loan. Consequently, the terms of the repayment of loans from the Regions have been amended to match the terms of the Welsh Government loan. Further details of the amounts due from the Regions are set out in Note 12.

During YE22, the Group has raised some £0.1m (YE21: £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 2022 and at 30 June 2021 and had a maximum draw of £8.1m during the year.

The Group's cash balance at YE22 includes £8.9m of cash that has been raised via debenture issues (in YE19, YE20, YE21 and YE22) in order to fund repayment of £8.9m of debenture debt that falls due in 2024. In addition, the cash balance at YE22 includes a proportion of the first tranche of receipts

from the sale of ownership interest in Six Nations that have been retained in order to fund future revenue enhancing projects that the Group has committed to.

As at 30 June 2022, the Group had unutilised facilities of £30.0m (2021: £30.0m). However, access to £10.0m of these facilities is subject to certain criteria that had not been met at the balance sheet date.

As part of its banking agreements with both NatWest and Welsh Government, the Group has to comply with bank covenants which require the Group to, inter alia, meet certain levels of cashflows and surpluses. In addition, the banking agreements require lender consent on a number of matters, including the Group's ability to: lend outside the Group; offer financial guarantees; vary certain commercial contracts; and invest receipts from the Group's sale of ownership interest in Six Nations. 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 YE22, the Group invested in some £8.8m of capital expenditure; the main categories of investment were as follows:

	2022 £'m
Parkgate Hotel	4.1
Stadium improvements	4.2
Other fixed asset additions	0.5
	8.8

The Parkgate Hotel is explained earlier in this report.

Balance sheet and reserves

The Group's reserves attributable to the Company have increased by £3.2m to £22.6m. This increase arises from the retained profit for the year.

The fixed assets of the Group increased by some £3.5m, reflecting the capital expenditure of £8.8m

offset by the depreciation and amortisation charged in the year of £4.8m and disposals with a net book value of £0.5m.

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

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

Impact on the current year

With the easing of restrictions in the year, the Group was able to take advantage of pent-up commercial demand and welcome rugby back across Wales. The Group's own revenues in the year are above those revenues prior to Covid-19, with the 2021 Autumn Nations Series being the best attended since 2008.

The restrictions that were reimposed in December 2021 and January 2022 did, however, have an impact on the Group's financial performance. Spectator sports in Wales were forced behind closed doors for the latter parts of December and in to January. Restrictions were eventually lifted but this was just some two weeks ahead of the start of the 2022 Six Nations. The uncertainty this created impacted the ticket sales for the Six Nations 2022 fixtures. The Parkgate Hotel, which opened in October 2021, also suffered as a result of the restrictions and uncertainty created, with the expected busy Christmas period severely impacted.

Despite some challenges, the Group's performance for YE22 is positive. Following the Six Nations 2022, the Group capitalised on significant demand from concert promoters and Principality Stadium hosted six nights of concerts. The Group's hospitality business also performed very strongly during the year.

Outlook

The Group has a healthy business, with a strong balance sheet and adequate liquidity. At the start of the Covid-19 pandemic, 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. The performance in YE22 and the medium term commercial outlook for the Group are encouraging but the Group may face challenges resulting from any deterioration in the macroeconomic environment. Whilst the Group has fixed its own energy prices until September 2023, it may be impacted by other inflationary cost increases. Both factors may have a significant impact on consumers' disposable incomes that could impact the Group's revenues, particularly with respect to Match Incomes.

The Group has undertaken various sensitivities around certain income assumptions included within the Group's budgets and cash flow forecasts. These sensitivities include attendances levels at Welsh rugby events and the number of third party events held at Principality Stadium. Under these sensitised scenarios the credit facilities the Group has in place remain sufficient to allow the Group to meet its liabilities as they fall due for that period and will remain compliant with banking covenants.

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 72% (2021: 69%) of the Group's income is derived from staging international matches featuring senior Welsh teams and the commercial activities associated with these teams. 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, 72% (2021: 69%) of the Group's income is derived from activities associated with senior Welsh teams. The performance of these teams 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 teams by recruiting a world class coaching and medical teams 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 these teams have 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.

COMPANIES ACT 2006 – SECTION 172

When considering and making decisions, the Directors are mindful of 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 central to the Board's deliberations and decision-making process. 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.

During the year, the Directors continued to take into account the effect of the Covid-19 pandemic on the Group and has continually monitored and reacted to the challenges faced – particularly in relation to commercial matters and community and professional rugby.



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.

b) Considering employees

Engagement with employees is a key element of the Group's thinking. Throughout the year, all employee meetings were held where updates on business matters were provided. There were also regular internal updates regarding the latest developments within the organisation provided to employees. 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.

A number of specific wellbeing and mental health initiatives are in place and employee questionnaires are regularly circulated so that employees can provide specific feedback on relevant matters. The feedback received from employees during the year helped inform the Group's policy on hybrid working and a review of the Group's non-monetary benefits. During the year, an Equality, Diversity and Inclusion working group – consisting of employees from across the organisation – was established to provide input and feedback in respect of relevant Group workstreams and policies.

c) Fostering relationships with stakeholders

The Board remains mindful of the importance of lasting relationships with participants, players, volunteers, supporters, debenture holders and other important stakeholder groups, such as broadcasters, commercial partners and hospitality clients. The Directors discuss the feedback received from supporters and stakeholders and are provided with regular updates 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 deliver on stakeholder requirements. Key areas effecting stakeholders are communicated to the Board for consideration and decision.

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 & Irish Lions
- Six Nations
- World Rugby
- Rugby World Cup
- EPCR
- United Rugby Championship
- GB 7s

Participants and supporters

Growing the game and providing an enjoyable and safe rugby environment 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 raised at 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 its 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” for debenture holders.

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 help 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 understanding any supplier related risks and to implement relevant mitigation plans.

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. Examples of these projects and initiatives are outlined in the Community Report and in the Group Chief Executive’s summary. A number of commercial partners also support specific community and grassroots rugby initiatives.

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. 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 corporate policies (including 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. 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 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 us 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

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.

By Order of the Board



RHODRI LEWIS

Company Secretary
7 September 2022

Community Report

CLUB DEVELOPMENT SUPPORT

During YE22 staff resources within the club development department were restored. We recruited an additional club development manager and four club developers, strategically based in districts across the country. A new 'head of places' was appointed to lead the implementation of the club development plan. This is a key element of the community rugby strategy with a primary focus on making Welsh rugby clubs sustainable and fit for purpose.

The new team continues to support member clubs offering guidance and training on key areas: club development plans, facilities development, funding & sponsorship, governance, people resource & volunteers and funding.

The WRU Facilities Grant returned in YE22 for the first round of applications since the beginning of the pandemic in March 2020. In total, 47 applications were taken to the full panel, with c.£643k subsequently awarded across 35 clubs.



We have also continued to support clubs to access external funding and for 2021/22 the amount of funding accessed through the Sport Wales Be Active Wales Fund (BAWF) since the new team have been in post is c.£319k.

A Volunteer Recognition Survey in YE22 aimed to gain a better understanding of volunteers across the community game in Wales. Overall, the survey received 855 complete responses, providing insightful data to understand the demographic of volunteers, motivations, and how volunteers would like to receive recognition in the future. As a result, we have invested in new courses and launched the DIOLCH awards to show appreciation to member club volunteers.

The new team continues to support member clubs offering guidance and training on key areas

We have awarded 35 DIOLCH awards to volunteers, to say thank you in recognition of their contribution to Welsh rugby.

Guidance content has been further developed to support member clubs. We will provide this content, together with tailored support on topics such as business development, funding and managing sustainable facilities.



We will also launch the new club development plan, which is designed around the three key pillars of: People, Places and Partnerships.

The club development team asked an external consultancy to provide key data insights for member clubs on various government and sport statistics. The rich insight data will support both member clubs and the club development team to achieve future objectives linked to the community strategy.

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.

The 2021-22 Return To Rugby Grant Process was completed on 31 May 2022 the next phase will be external communication and consultation for a future new WRU Club Investment Model to safeguard, support and grow the game in Wales.

INCLUSION

In the last 12 months we have transitioned successfully out of the pandemic with all our inclusive formats intact and once again moved into an area of growth. The way the transition back to normality has been handled, with real energy, appetite and adaptability speaks volumes of our volunteers, teams, staff, and clubs.

After a successful four years leading the implementation of the WRU Disability Rugby Strategy, the disability rugby coordinator progressed into a new role as national inclusion manager, to work on the wider

span of inclusion. The focus now is to accelerate the successful and sustainable development of a sector leading inclusive rugby culture.

A further focus is to support and develop the delivery of national programmes, enabling more people regardless of age, gender, sexual orientation, race/religion, socioeconomic status or disability to participate in rugby more often.

This is a vast, multi-faceted area of work, so the first rugby inclusion officer was appointed, providing more boots on the ground, with scope for an additional rugby inclusion officer to be appointed. Showing a true commitment that there is a 'Jersey for All' in Welsh rugby.

We have seen an increase in Hub Officers in Special Schools and two further regions (Cardiff Rugby and Ospreys) have appointed inclusion officers in the last 12 months.

Over the last four years we have placed considerable focus specifically in the area of disability, ensuring that we are sector leading.

On the 8 March 2022 we finally went to the Insport Gold panel and subsequently achieved the Gold award, becoming the first National Governing Body to do so.

Whilst we must recognise this achievement for our organisation as a whole and the outstanding volunteers and teams we support, this does not mean the hard work is over. This award is a significant milestone, but we must continue to progress and improve.

It has been hugely positive to see the return of the Disability Six Nations in every region with children with a wide range of disabilities taking part at each event. We have held a series of Easter and summer camps for children with disabilities, a new and exciting initiative supported by our commercial partners, WE Soda.

The Inclusion team continues to provide community engagement at ongoing Disability Sport Wales Insport events, Pride events and Wales Deaf Community events. The team is also active in schools, running independent sessions, supporting Hub Officer delivery and providing wheelchair rugby sessions.



With the return to events and a considerable pull on resources it has been invaluable to get back to training WRU Staff and Hub Officers so they have the tools to provide the best experiences in rugby, with the plan to get most Hub Officers qualified to deliver wheelchair rugby before the end of 2022.

With the return of mainstream coaching courses we have seen a number of players with disabilities qualify as coaches, particularly from our mixed ability teams. Not only is this providing reflective role models for the next generation of coaches with disabilities, but it also enables us to stress test our courses and allow our coach development staff to become comfortable with the reasonable adjustments needed to our mainstream courses.

After a number of years working alongside Great Britain Wheelchair Rugby (GBWR) to help develop more teams in Wales, we collaborated on a successful bid to host the World Wheelchair Rugby European Championships in May 2023 at Principality Stadium.

We are the only non-wheelchair rugby National Governing Body to own our own chairs (ten in South Wales and ten in Mid/North Wales, with additional chairs being built) and to train our own staff.

The chairs are consistently utilised in sessions and events, with 1,560 people engaged since March 2022 alone, surpassing our target of 1,500 by the end of 2022. Once our newly qualified Hub Officers get access to the chairs on a consistent and larger scale these numbers will increase dramatically.

WOMEN AND GIRLS

The female game in Wales has continued its growth as reported in the YE21 report. The pathway to participation saw a large volume of females across Wales looking to join rugby outlets. Overall we saw over 50% growth in the game compared to the pre-pandemic registration figures. The WRU has further invested in the female game to support this growth and ensure our sides are well stocked.

In September 2021, the clubs returned to formalised competition with the creation of the North Wales Cup, South Wales Cup and South Wales plate. Following completion of the first, in line with Welsh Government guidelines the competition was able to expand out of localised competition. Phase two saw a more balanced competition with sides now filtering to their appropriate level. Phase two was disrupted by the emergence of the Omicron variant and further restrictions; however, clubs worked extremely hard to complete as many fixtures as possible within the period and to ensure we had finalists for Road to Principality (see page 55).

WRU female hubs saw an explosion of interest in YE22. The autumn period saw a large increase in competitive sides between U15s and U18s age groups. Pre-pandemic we had 27 sides competing in WRU run competition.

Whilst continuing to be a sector leader in delivering disability rugby, our primary focus for the next 5 years will be geared around authentic and long term engagement of ethnic minority groups.

Developing a currency of trust with communities in each region, running sessions, events and camps on their terms, to suit their needs. Learning and adapting the way we connect and deliver to truly bring rugby to them. This will take time and will need to be led by the communities we engage.





This rose to 42 teams in the period between September and December. Similarly to the senior game this period ran as a cup competition with the winners of cup U15s and 18s and Plate U15s and 18s competing at Principality Stadium.

The Admiral leagues followed on from the second phase of the Pathway to Participation cups. All five leagues played on a home or away basis for the condensed period between 20 February and 31 May. The leagues were formed off the results in the first phase of the cup to ensure teams returned to an appropriate level of competition. The leagues finished with a 77% completion rate which is slightly down from the 2018/19 season (79%) but we saw an increase in fixtures and more games were played in this league period than scheduled in the 18/19 season.

This sets up the new season extremely well with the return to season long competition.

A clear aim of the department will be to continue the development of the senior women's game with a focus on the Admiral Women's premiership and its importance in developing young talent. We trialled three officials in all matches and will continue with this provision in the season ahead, whilst looking at other ways to raise standards and resources in the top flight of the women's game in Wales.

The March season saw a change to the age groups in Wales. The new age groups changed from a three year banding to a two year banding. This is a reflection of the growth of the game and an attempt to recruit more players, without the three year plus gap in player ages which is seen as inhibiting by younger players – as highlighted by extensive surveys and canvassing. We will continue to monitor the impact as we work toward the ambition of single age bandings in the female game as a whole.

An event celebrating the return of rugby was hosted at Principality Stadium before the Wales Women match against Scotland.

The TikTok 6 Nations had already seen record breaking attendances and this gave us the opportunity to break our previous attendance record next door at the Arms Park.

A large proportion of the record 4,875 attendees had experienced rugby activity on Principality Stadium before going over to the fixture. The stadium event saw 1,400 females from across the WRU Female hubs in Wales.

This season saw the return of the Regional U18s women's programme. The requirement was to develop an U18s national squad to compete in a Six Nations competition in Edinburgh.

We were fortunate that the skill development centres had started for U12s-U18s in every region.



The first run of skill centres had over 500 attendees nationally and the U18 element supported in getting a better look at who could progress to regional players. The training led to two events where all teams played each other at Ystrad Mynach and Merthyr RFC.

Playing numbers increased and the spotlight put on the game by the increasing successes of the national squad and the introduction of professionalism has prompted the review of the community game in Wales.

COACHES AND REFEREES

We have seen a return to face to face coaching and referee courses, the numbers have been very encouraging and back to where we were some two years ago. The tag course has again proved very popular with the team running 52 events with 795 participants attending across the regions, the new early contact course for U9s to U11s numbers are also very good with 51 courses set up with 685 coaches attending.

The level one courses have increased with 31 events taking place with 505 coaches attending. Level two courses have been running throughout the year with 11 courses and 136 coaches attending. A targeted approach to increasing these numbers in line with the new pipeline for coaches in our junior game will follow. We ran an extended level three course with 38 coaches accommodated. Continued Professional Development sessions saw 191 events completed, mainly through our hub officers, with 1,640 coaches attending.

Referee course numbers are also encouraging with 37 courses running throughout the year and 528 participants attending.

A female only course was piloted for the first time this year in addition to the formation of a Women's Academy which has proved very successful with a number of referees targeted to officiate in the National Leagues this year.

We have introduced practice sessions, with 12 events run with 76 coaches in attendance.

We will continue to push these out to coaches to share best practice in the coming year as we see these as a vital part of the development of coaches and referees. The female engagement for coaching courses is increasing. We have seen over 450 female coaches attend our formal courses and continue to support and develop our female coaches. We are running a ready to ref programme again this year with ten female participants. We have introduced a new coaching and referee framework, which will be the backbone of support to coaches and referees through four key areas. These are the craft of coaching/refereeing, leadership, people and self-concept. We held two training programmes for potential mentors this year and we currently have ten coach mentors and eight referee mentors trained.

This programme will be expanded to include club coach mentors to support coaches within clubs. Training and development will be delivered as part of our ongoing support for coaches and referees



WRU HUB PROGRAMME

Throughout YE22 we have deployed a total of 98 active officers, the biggest number of officers since the hub programme began in 2014.

The majority in the programme are specific secondary schools (accounting for 64 officers) that are linked to WRU clubs, female hubs and inclusive teams. Through the targeted work of the officer, they can connect to the local needs of the area to enable Welsh rugby to thrive.

Nine officers operate in colleges and further five officers work in the University sector. They provide the opportunity for targeted deployment of volunteers into the community but also an opportunity to engage participants as they transition into adult rugby.

We have four officers specifically in Special Educational Needs (SEN) schools, but all officers support SEN establishments as part of their wider engagement. We have targeted agreements with three SEN establishments and one regional foundation officer. The ultimate is for 100% of SEN schools to be engaged through the WRU Hub programme and the Digital Classroom.

The WRU Hub Programme is aligned with the four purposes of the Curriculum for Wales in its aim of creating healthy, ambitious, enterprising and ethical young people.

Below are some graphics that summarise the impact across term 1 and term 2 of the programme.

Summary 2021/22

Places

179 WRU Clubs & 26 Female Hubs are linked to hub officers which equates to **82% of registered boys and 86% of registered girls aged U7s to U18s**

Over 300 CPDs have been delivered in the community to over **2500** coaches that work with these participants.

People

1,598 Rugby Leaders & 263 L1 Referees have now been trained from hub establishments

273 Coaches qualified across hub establishments from TAG to level 2

Places

9,500 Boys have participated in extra curricular or inter school/college/university programmes.

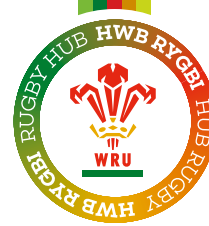
7,000 Girls have participated in curriculum with **4,000** participating externally

Promote

5 Disability Six Nations Events & 75 Fit Fed Fun Easter Camps were supported by officers

Partner

3,200 sessions were delivered by officers to **14,714 primary** school children.





Throughout the year we continued to shape the future of the hub programme by creating WRU Hub Programme 3.0.

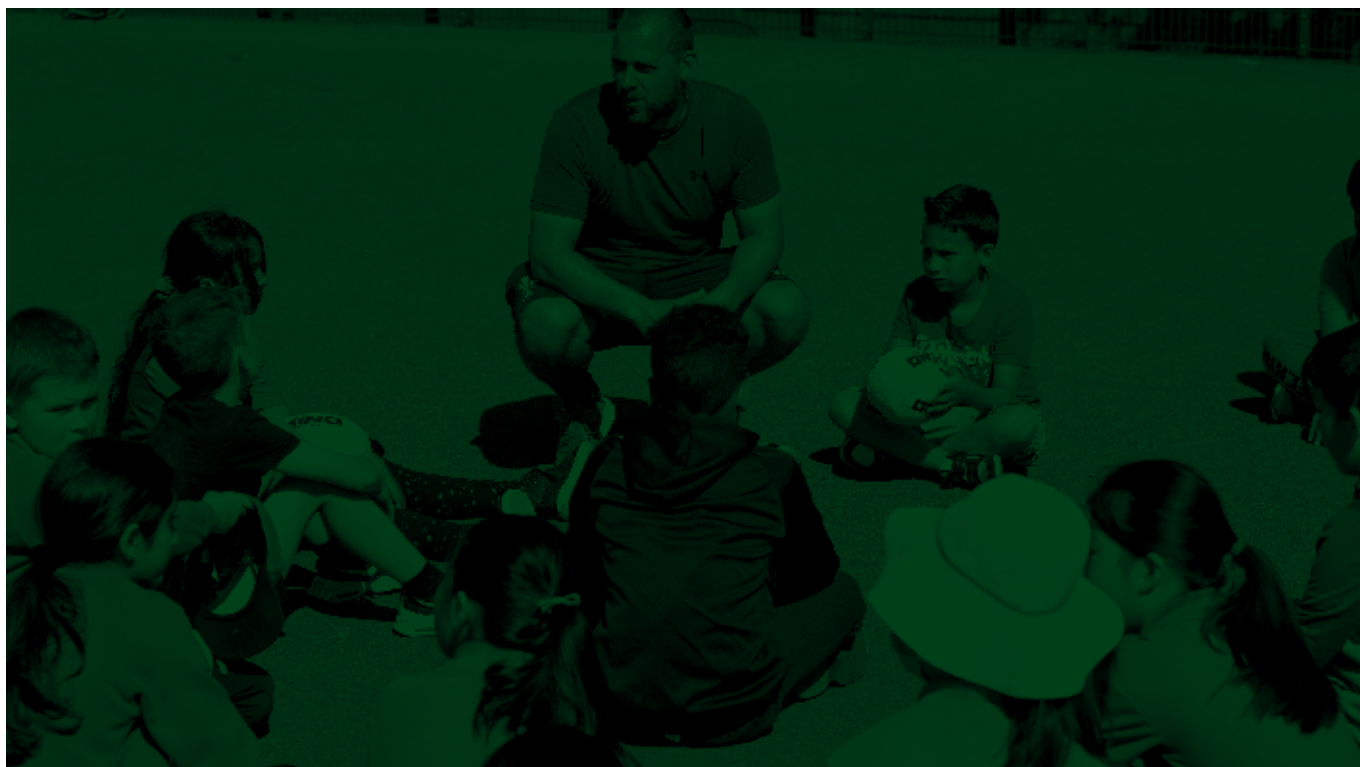
Principles of the Hub 3.0 model

- Link all objectives to the WRU rugby strategy & vision
- Collaborate with partners to help create clear aims for the programme across education and community
- Allow flexible objectives for all the different types of hub models / establishments / people / partners
- Objectives to be agreed / delivered / monitored with key stakeholders
- Ensure all aims & objectives of the programme are measured effectively (before / throughout / after)

Individual Hub Objectives

- Core – Those that are key to the business
- Variant Core – Those that change depending on the type of establishment and model
- Specific – An area of impact based on the officer, area and model
- Task: Create content that supports the officer to choose from a menu of options that can be adapted based on the needs of the area
- Measurement – Record of engagement from officer based on the objectives of the programme

The graphic below highlights the targets for the WRU hub programme throughout Wales



Headline targets to achieve its aims and objectives are as follows (Based on provision of 100 establishments by August 2022);

- At least 10 ALN/SEN lead establishments / officers nationally
- At least 10 Low socio-economic communities targeted for The Open University research
- At least 10 in areas where rugby is targeted at supporting broad community development (more than rugby)
- 100% of female hubs supported by the Hub Officers
- Every Local Authority supported by at least 2 Hub Establishments
- Every Dewar Shield District underpinned by at least 2 Hub Establishments
- Targeted establishments link to areas of growth (latent demand) and maintenance of WRU clubs

MALE GAME

Following on from the comprehensive National review of the Community Game in Wales, a number of recommendations were put to the WRU's Community Rugby Board for approval which will look to safeguard and future proof the game.

This resulted in the following measures:-

- Revised format of national knockout competitions from 22-23 to enhance meaningful involvement – this will see a National Cup Competition per Division starting with pool phases.
- Rolling substitutions to continue following the trail period during our Return to Rugby phases
- A promotion of flexibility of fixture scheduling driven by club circumstances
- Clear League and season structure to ensure regular, meaningful, competitive rugby with a maximum of 12 teams per League

National Leagues to be renamed (by number)

WRU Championship to become two divisions of 12 from 23–24 season

- WRU Premiership to be increased to 14 Teams from season 23–24
- Representative community rugby to be promoted with district teams to support more meaningful competition
- A working group to be established to trial law variations to future proof the community game in Wales
- Sevens rugby to be promoted within designated blocks of the season to aid transition and encourage further participation

A digital survey was issued to 17,000 active adult male registered players which captured the players' 'voice & experience' and enabled the WRU to understand their rugby experiences and attitudes towards competitions and pathways.

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

It was tremendous to conclude the season's return to rugby concluded with modified competitions with the Premiership Cup, Championship Cup, Championship Plate, Plate, Bowl and Shield at the Road To Principality Finals Days 2022 with Newport, Neath, Trebanos, Penallta, Llanharan and Tonna all victorious during some outstanding and entertaining games.

The WRU Competitions Committee took a flexible and agile approach to our modified league programmes during the season which can be justified for teams who may have struggled during such a long lay-off. YE23 will see a return to a full home and away programme for our National Leagues, a concept welcomed by the Competition Review.

PROJECT 'PIPELINE'

Work is ongoing involving WRU Community and WRU Performance Departments under title headings of Premiership, Player Framework, Representative Rugby, Competition Structuring with the ambition to implement the best quality standards, experience and opportunities for young players in Wales.

In May 2022 the progressive decision was made by the WRU Community Rugby Board to shorten the age range for youth rugby side in Wales from three years to two – bringing the traditional upper age limit down a year from U19 to U18 for a minimum term of the next four years.

This decision was taken after an 18-month comprehensive national review and consultation linked to the future player pipeline in Wales. The move is part of a much wider strategy objective to link up all the strands of the pipeline and increase the percentage of male players that transition from U16s into Youth Rugby and, in turn, increase the percentage of youth players who are retained in adult male rugby.

A review conducted with players, clubs, coaches, administrators and interested parties throughout the game concluded that participation figures and comparisons each year show starkly that the choking point for the pipeline is the year after U16 level, the first year of Youth Rugby.



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 & adult. This process is ongoing and will continue through the YE23 season.

POLICY AND INTEGRITY

Safeguarding

The WRU has maintained Level 3 Safeguarding Standards as part of the post standards review conducted by the Child Protection in Sport Unit (NSPCC) and Sport Wales. The review is based on criteria set by the NSPCC.

The feedback from the NSPCC stated 'The commitment to maintaining and embedding safeguarding from Welsh Rugby Union was evident in both

the written submission and throughout the assessment meeting. There has been outstanding commitment ...and positive communication with the CPSU throughout the review period.'

The WRU conducted a Safeguarding and Duty of Care Review in YE22 based on a number of independent reviews that had been conducted in other sports to develop our policies and procedures and strive for best practice.

There were 18 recommendations presented to the WRU Board in March 2022 relating to three themes - Club Engagement, Communication and Independence, Leadership and Accountability. These recommendations were agreed and are now being implemented as part of the WRU Safeguarding Policy Review. This includes some governance changes, and an increasing focus on independency and external scrutiny through a Safeguarding Advisory Group.

There is a working group currently focussed on problem solving and transition in relation to the new DBS Integration System. The WRU continues to support our cohort of volunteer Club Safeguarding Officers who work extremely hard to ensure that there is good safeguarding practice in our clubs.

Discipline

The WRU has seen an increase in disciplinary and misconduct matters, particularly in the age grade game. The discipline team has worked closely with our coach and referee development department to consider solutions and initiatives to tackle these issues.

There has been an increase in complex cases and volume, particularly Codes of Conduct matters. The Values and Behaviours Working Group have driven our response to this with a number of initiatives being launched with a strategic approach to Engagement, Education and Enforcement.

This includes engaging with clubs and hubs regarding the development of a Coaches Code of Practice. Increased focus on promoting positive behaviour and safe environments through education and training, and in terms of enforcement.

The group meet on a regular basis with the Welsh Society of Rugby Union Referees to monitor progress against this plan, and share information. One of the initiatives that is to be piloted in the community game next season is the deployment of referee head and body cameras in the age grade community game.

Player Welfare

The new Player Welfare Co-ordinator role is focussed upon supporting the community game, from a medical perspective. This includes support regarding mental health and wellbeing, implementing and coordinating injury surveillance and prevention initiatives, concussion protocols, and supporting players regarding anti-doping whereabouts responsibilities.

To enable delivery at club level the WRU Community Rugby Board have agreed to a merger of two volunteer roles with the Club Integrity Officer role being absorbed into the Club Operations Manager (COM) role.

The WRU has formed a partnership with Calon Hearts and confirmed that defibrillator machines will be available to all clubs free of charge. Calon Hearts providing training to relevant volunteers at clubs on use and maintenance of the equipment.

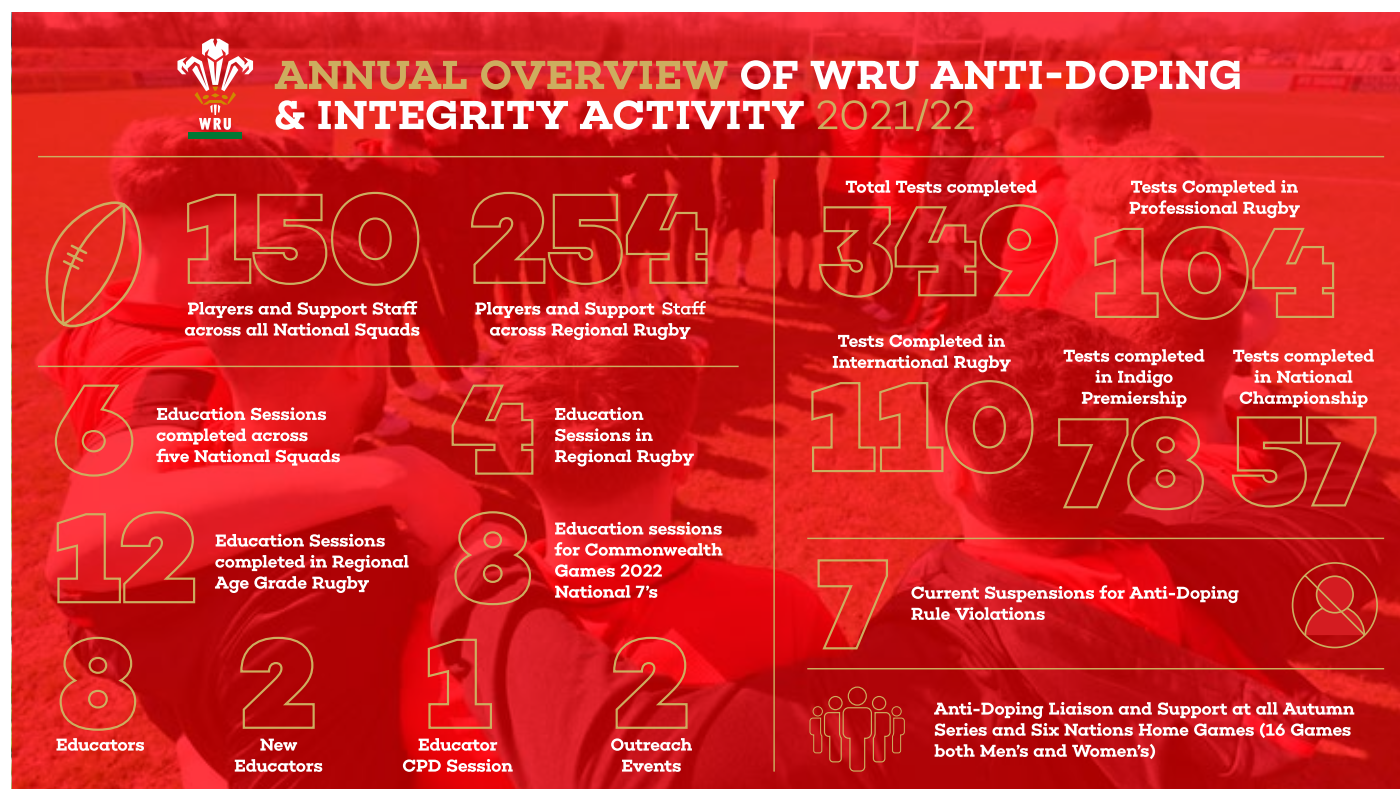
We are also in the process of developing a full Gender Participation Policy for the community game, and this will be launched in YE23.

Anti-Doping

The WRU successfully completed the United Kingdom Anti-Doping (UKAD) Quality Assurance Framework assessment, which is an external assessment for all sport national governing bodies, to promote and protect clean sport.

UKAD review National Governing Body compliance in relation to the following areas – organisation and governance, legal, education, communication, intelligence and investigations, and testing.

We continue to support clubs through the new Club Operations Manager role, and will receive resources and a presentation that can be shared or delivered internally by clubs, so that players and support staff are aware of their anti-doping responsibilities.



The WRU has also submitted their Annual Anti-Doping Education Planner to World Rugby and UKAD.

We will be returning to a more extensive 'Stay Onside' anti-doping education programme within the community game in YE23. Premiership and Championship clubs will receive face to face or remote training. The remainder of community clubs will also receive anti-doping resources.

We have developed a Welsh rugby specific safeguarding course, entitled 'Don't Tackle it Alone'. We have also continued to provide induction training to Club Safeguarding Officers both in person and remotely over the last twelve months and remain the only national governing body in Wales to provide this wrap around support for our volunteers.

Training has also been delivered for Board and Council members regarding the Gender Participation Policy for the Community Game, and further training will be delivered to staff to support the implementation of the policy.

Through our partnership with St John's we have provided First Aid Training free of charge to all clubs, and there has been significant demand from clubs for delivery of these courses.

REVIEW OF THE DOMESTIC SEASON

Indigo Group Premiership

Cardiff had been on course to win the Indigo Group Premiership title in 2019-20 when the season was ended early two seasons on, they made up for lost time in a campaign shortened by Covid-19 in which the 12 teams only met each other once rather than twice. They pipped arch-rivals Newport by a point as they hit their target of winning their final four fixtures with a bonus point.

It was the first time the Blue & Blacks had won the league title since 2009.

Aberavon finished third and there was only one point separating the next five sides. Bridgend put in a great final burst to move off the bottom, beating Llandovery, Ebbw Vale and Aberavon in the last three games having only won once in their previous eight outings.

Indigo Group Premiership Final Standings

	Pl	W	D	L	Pf	Pa	Tf	Ta	Tb	Lb	Pts
Cardiff	11	9	0	2	374	210	56	29	9	1	46
Newport	11	9	0	2	337	214	48	27	8	1	45
Aberavon	11	7	0	4	323	243	44	32	6	3	37
Llandovery	11	6	0	5	303	287	47	38	6	1	31
RGC 1404	11	6	0	5	286	244	37	33	6	1	31
Merthyr	11	5	0	6	329	294	46	39	7	4	31
Pontypridd	11	7	0	4	239	260	26	33	2	0	30
Carm Quins	11	6	0	5	232	254	33	30	4	2	30
Bridgend	11	4	0	7	186	276	20	41	0	2	18
Swansea	11	3	0	8	212	269	25	36	2	4	18
Ebbw Vale	11	3	0	8	157	263	18	38	0	2	14
Llanelli	11	1	0	10	189	353	27	51	4	2	10

Admiral National Championship

Bargoed were crowned champions despite not every game being able to be played to complete the campaign. The 14 clubs met each other once only and Bargoed were one of three clubs to complete their fixture list along with second placed Neath and Cardiff Met.

It was the first time since the 2014-15 season they had won the title. It also ended a run of four years of Pontypool dominance.

Admiral National Championship Final Standings

	P	W	D	L	PF	PA	TF	TA	TB	LB	Pts
Bargoed	13	12	0	1	368	158	51	19	8	0	56
Neath	13	11	0	2	382	246	52	27	7	2	53
Pontypool	11	9	0	2	441	100	61	11	9	1	46
Bedwas	12	9	0	3	290	234	38	29	4	1	41
Narberth	12	7	0	5	307	214	36	27	4	3	35
Cardiff Met	13	7	0	6	355	297	48	42	4	2	34
Cross Keys	11	5	0	6	196	224	25	28	2	4	26
Maesteg Q	12	5	0	7	226	265	26	36	2	3	25
Y. Rhondda	10	4	0	6	136	219	20	29	2	1	19
Glam Wands	12	4	0	8	212	384	29	55	1	1	18
Trebanos	10	3	0	7	150	253	18	35	0	1	13
Tata Steel	12	1	0	11	199	433	25	61	2	2	8
Ystalyfera	8	1	0	7	126	199	14	25	1	2	7
Beddau	9	1	0	8	90	252	12	31	1	0	5



There were 24 Divisions in the 2021–2022 Admiral National League programme from Championship downwards involving 275 clubs. There was also the Indigo Group Premiership sitting above those leagues. Due to Covid, not all leagues were completed. There was no relegation nor promotion and only those clubs who were mathematically certain of winning the title in their respective division were declared winners.

EAST

The decisive game between Newbridge and Penallta remained unplayed and that left both teams unbeaten at the top of Division 1 after eight of the proposed 11 matches. Ynysddu were unbeaten in their eight games in Division 2, while Abertillery BG topped their Division 3A with a 10 out of 10. Newport Saracens also boasted 10 out of 10 in Division 3B, while Crumlin lost their unbeaten record in the last outing of the season at third placed Bettws, yet still topped Division 3C. Trefil emerged triumphant in Division 3D, beating second placed Foregside 39-5 in the decisive game to finish with a maximum 25 points from their five matches

EAST CENTRAL

It went down to the wire in Division 1 with two unbeaten teams, Mountain Ash and Treorchy, clashing in the final game of the season. The Zebras were beaten 23-8 at Mountain Ash. Meaning the home side could not have been caught by any other side. It was 10 out of 10 from Abercwmboi in Division 2 as they finished three points clear of Cowbridge, while St Alban's only lost once in Division 3A, 23–15 at Penygraig, to finish well clear of the field. Wattstown were another side to go 10 games unbeaten to clinch Division 3B, while Tref y Clawdd and Cardiff Saracens were locked on 28 points in Divisions 3C.

WEST CENTRAL

Skewen and Bonymaen remained neck and neck throughout a thrilling Division 1 campaign in which they ended level on 44 points. Bony sportingly proclaimed Skewen as the top side having lost at home to them on the opening day of the season, 37-31. In Division 2, Morriston ended on top with 44 points after only losing two of their 11 games. Aberavon Green Stars were unbeaten in their nine matches in Division 3A, while Neath Athletic

ended 15 points clear of the rest in Division 3B. South Gower won nine of their 11 outings to finish three points ahead of Tonna in Division 3C.

WEST

Llangennech ended two points clear in Division 1 after 10 matches, losing only to Newcastle Emlyn (29-20). Burry Port's only defeat in their 11 games in Division 2 was a 10-7 reverse in Fishguard, while Haverfordwest finished ahead of St Clears in Division 3A with a perfect 10 out of 10. Tumble just managed to stay a point ahead of Trimsaran in a terrific race in Division 3C. Both clubs won nine of their 11 matches, but Tumble's 26-26 draw against Llandybie proved decisive.

NORTH

Llandudno capped their 70th anniversary season with another unbeaten campaign in Division 1 as they finished two points clear of Nant Conwy.

The top dogs in Division 2 were Wrexham, who won all eight games, while Ruthin 2nd XV won all nine matches in Division 3 to finish 10 points clear of Llanidloes.



2021-22

CHAMPIONSHIP

Bargoed

EAST

Division 1: Newbridge

Division 2: Ynysyddu

Division 3A: Abertillery BG

Division 3B: Newport Saracens

Division 3C: Crumlin

Division 3D: Trefil

EAST CENTRAL

Division 1: Mountain Ash

Division 2: Abercwmboi

Division 3A: St Alban's

Division 3B: Wattstown

Division 3C: Tref y Clawdd

WEST

Division 1: Llangennech

Division 2: Burry Port

Division 3A: Haverfordwest

Division 3B: Tumble

NORTH

Division 1: Llandudno

Division 2: Wrexham

Division 3: Ruthin II

WEST CENTRAL

Division 1: Skewen

Division 2: Morriston

Division 3A: Aberavon Green Stars

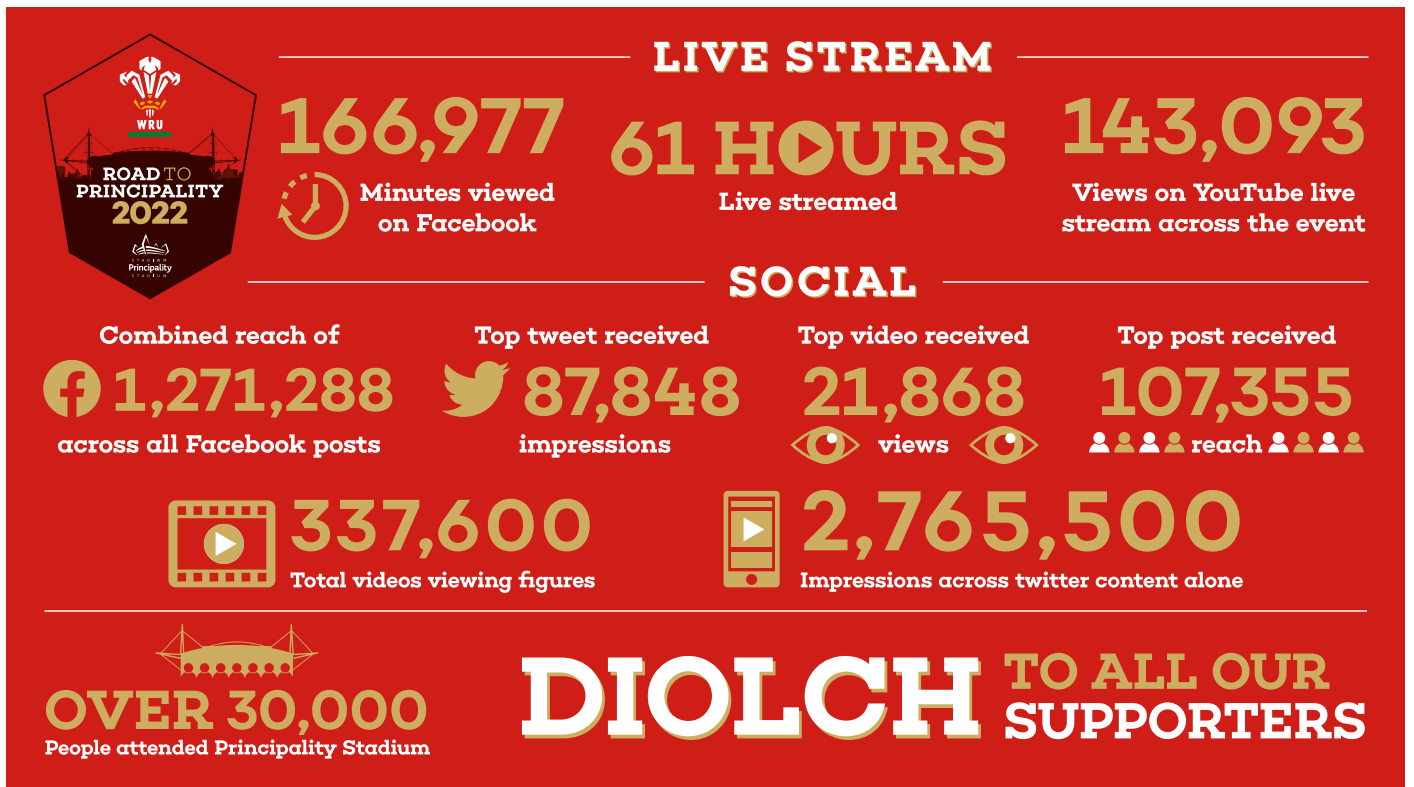
Division 3B: Neath Athletic

Division 3C: South Gower



ROAD TO PRINCIPALITY

'Road to Principality' returned after a two year Covid-19 related absence and saw eight full, inspiring days of 34 events/finals representing all strands of community rugby (info graphic below) The event reached an extensive global audience and planning is already underway for Road To Principality 2023.



ROAD TO PRINCIPALITY 2022 RESULTS

Saturday, 23 April – National Youth Finals

Bowl Final: Lampeter Town 24 – 26 Llandaff

Plate Final: Abergavenny 22 – 10 Cwmavon

Cup Final: Bridgend Athletic 17 – 44 Builth Wells

Sunday 24th April - National Club Finals Day

WRU Championship Plate Final:

Trebanos 23 – 21 Bedwas

WRU Championship Cup Final:

Bargoed 13 – 16 Neath

WRU Premiership Cup Final:

Aberavon 21 – 25 Newport

Monday 25th April – Junior & Intermediate Group Schools Finals

U11 John Rees Cup Final (10-a-side):

Rhiw Syr Dafydd PS 45 – 15 Ysgol Brynmanan PS

U13 Year 8 Cup Final:

Bro Morgannwg 31 – 17 Penweddig

U14 Year 9 Cup Final:

Gyfun Gwr 21 – 23 Gartholwg

U14 Girls Cup Final (12 a side):

Bro Teifi 34 – 19 Bryn Hyfred

Tuesday, 26 April – Senior Schools Group Finals

U18 Male Plate Final:

Stanwell Comprehensive 18 – 7 Penweddig

U18 Male Circle IT Vase Final:

Preseli 19 – 47 Coleg Sir Gar II

U18 Female Celtic Camping Trophy Final (12 a side):

Llandovery College 22 – 46 Coleg Gwent

U18 Male Spirit of Youth Cup Final:

Christ College 26 – 36 Ystalyfera

Wednesday, 27 April – Junior & Intermediate Group Schools Finals

U11 DC Thomas Bowl Final:

Neath 15 – 45 Cardiff A

U11 DC Thomas Plate Final:

Bridgend 15 – 15 Islwyn

U11 DC Thomas Cup Final:

Pontypool 20 – 15 Swansea

U15 Lawrence Miller Bowl:

Islwyn 10 – 26 Cardiff A

U15 Morgan Griffiths Plate:

Newport 31 – 17 Rhymney Valley

Girls U16 Final (12 a side):

Ysgol Godre'r Berwyn 17 – 14 Plasmawr

U15 Dewar Shield Final:

Rhondda 8 – 20 Cardiff

Friday, 29 April – Inclusion Day

Inclusion Festival:

Dragons Gateway project 42 school teams – Yr 5/6

Mixed Ability Rugby Showcase:

Swansea Gladiators v MARIs

Saturday, 30 April – WRU National Bowl, Shield, Plate Finals

WRU National Shield Final:

Crumlin 19 – 52 Tonna

WRU National Bowl Final:

Bryncethin 24 – 32 Llanharan

WRU National Plate Final:

Penallta 34 – 10 Treorchy

Sunday, 1 May – Women's National Finals Day

North Wales Cup Final:

Caernarfon 45 – 10 COBRA

South Wales Plate Final:

Lampeter Ladies 38 – 22 Blackwood

South Wales Cup Final:

Bonymaen 7 – 24 Llandaff North

Monday, 2 May - Girls National Finals Day

U18 Plate Final:

Stradey Sospans 25 – 5 Chargers Hub

U18 Cup Final:

Ceirw Nant (Nant Conwy) 25 – 29 Cardiff Quins

U15 Plate Final:

Merched Mynydd Mawr (Tumble) 14 – 20 Chargers Hub

U15 Cup Final: Nelson Belles 17 – 7 Cardiff Quins



Performance Rugby



Full alignment from senior men, to Under 20s, Under 18s and Sevens alongside integration with our professional regional sides, and similarly for Wales Women and the female age group sides, is the key aim for the performance game in Welsh rugby.

A vitally important relationship in achieving this alignment is the one between the head coaches, Wayne Pivac (men's) and Ioan Cunningham (women's) and the performance director Nigel Walker. Welsh rugby is not unique in identifying absolute synergy in this area as integral to current and future successes in our national game both on and off the pitch.



The importance placed in a shared ideology and alignment of goals in these roles, together with agreement on the practical application of the right strategies to achieving them, is what drives success in professional rugby around the globe and is an ambition that can be found throughout professional sport.

Since Walker's appointment at the start of YE22, Welsh rugby has worked hard to become fully aligned in this way and the relationship between these three influential and knowledgeable individuals, our internationally revered rugby experts, is a great strength of our game. In addition, the appointment of John Alder

as the WRU's new head of player development in April has led to even greater integration and work on ensuring a conveyor belt of talented, skilled and professional-standard players has begun in earnest. The fact that Walker, Pivac, Cunningham and Alder were at the heart of the recent selection panel to identify the most talented 18–23 year olds in the country is the perfect example of the newfound synergy achieved at the performance end of our game.

One of many priorities for Walker on arriving at the WRU was a new strategy for the women's game. By the end of YE22, 31 professional contracts had been awarded to senior Wales Women players (including two part-time contracts) and a clear vision for the player pathway in this area of the game had been created.

Wales Women now have consistency in their environment, with head coach Cunningham appointed for a time period which extends beyond the next Rugby World Cup and his backroom team from coaching to sports science and medical staff also secured.

The WRU is seeking to build a world class sports environment for Wales Women. The positive effects of this new focus have already been seen on the pitch during the 2022 TikTok Six Nations (details below).

By the end of YE22, 31 professional contracts had been awarded to senior Wales Women players (including two part-time contracts) and a clear vision for the player pathway in this area of the game had been created.





Further improvements are expected at the Rugby World Cup in New Zealand. But, however impressive those improvements are, we also know that there needs to be, and will be, a further positive step change over the next four year cycle ahead of Rugby World Cup 2025 in England.

The pipeline of players coming through to senior level in all areas of the game continues to be a key focus, we want to be successful today but we also need to lay the foundations for success year on year. This is what performance sports environments do. It's what happens in other successful sports and if we get this right in Welsh rugby there will be no stopping us.

A further appointment during the year saw our record holding referee Nigel Owens appointed as a WRU academy referee coach. This is another example of the right structures being in place to support future progress of our game.

PLAYER DEVELOPMENT

Of course for the national team to continue to be successful, we know we need this success to be emulated in the regional game in Wales. The players in the current squad have been spotted, nurtured by the Regions and we need to ensure that this process continues to be free flowing. There will always be exceptions, with the likes of Tommy Refell who made such a huge impact on the recent tour to South Africa being one and a most welcome exception at that. But the important thing for us is that the system works and continues to produce talent, achieves success and gives players experiences at the performance level. Without the continued development and nurturing of players at our Regions, Welsh rugby will not thrive, but the relationship is symbiotic.

We all need each other and our performance pathway must also benefit our professional sides as success breeds success. This is the vitally important work that the Professional Rugby Board (PRB) is currently engaged in.

Our regional teams need the right blend of Welsh and non-Welsh qualified players. There is a balance to creating the right environment to retaining Welsh talent but the sides also need to win regularly and remain competitive throughout the season.

We need the right amount of overseas talent in key positions, to benefit all, including Wales and we need the right system in place to ensure this ambition can be sustained.

The Indigo Group Premiership is also an important part of this pathway. Conversations are ongoing about the purpose of the Premiership and therefore its future scale and scope. The strategic objective here is to identify future players who may be in the 18 to 22 year age bracket and ensure that they get meaningful gametime for up to 22 games a year. We need to bring players on and, if we get this right, as with the Women's game above we could be onto something special.

After losing to Italy at the end of the 2022 Guinness Six Nations, there was understandable disappointment across the nation, but we stressed at the time that a sense of perspective was needed. We weren't the worst team in the world when we lost and we won't be the best team in the world on the back of a historic win over South Africa, but what we are trying to achieve is consistent success. This doesn't mean standing still.

We need to put the right structures in place to be successful to ensure we are one of the top teams in the world and then we need to continue to evolve and innovate in order to stay there. If you stand still you get left behind. In performance sport what you are doing today won't be good enough in four years' time and it is only by working together across the entire rugby landscape in Wales that we will progress together.

In Sevens, Welsh players now have a real opportunity to reach an Olympic Games after the formation of a GB Sevens team was confirmed. We will maintain male and female sevens programmes in Wales to develop players and coaches and make sure there is a pipeline of talent culminating in the opportunity to push for GB selection and ultimately compete at an Olympics.

WALES WOMEN CONTRACTS

Full-time contracts have been awarded to twenty-nine players, with two further players taking up part-time contracts in YE22. Additional players are also training with the squad on a full-time basis with support from their employers. For example, this includes 63-times capped back row Sioned Harries who was given permission by Ysgol Gymraeg Bro Dur to train full-time from the start of July, three weeks before the end of term, as she aims to make it to her fourth Rugby World Cup. Some three-month contracts are also up for grabs to cover the Rugby World Cup period.

REVIEW

Wales Senior Men

After almost two years of playing without fans, it was a special moment when the 2021 Autumn Nations Series arrived with capacity crowds back at Principality Stadium creating the usual renowned atmosphere.

The national stadium hosted four matches in successive weeks in November and it was an opportunity for head coach



Wayne Pivac to build more depth for Wales. Close to 40 players were used across the campaign and new caps awarded to Kirby Myhill, WillGriff John, Bradley Roberts and Christ Tshiunza.

Things began with a Test against New Zealand with Wales having several injuries to contend with during preparations. Alun Wyn Jones and Ross Moriarity joined the injury list during the match and the hosts went down 16–54 with their try coming from Johnny Williams who collected a clever cross-field kick from replacement fly half Rhys Priestland, making his first Wales appearance in four years.

The second match was an arm-wrestle of a contest against reigning world champions South Africa. Wales led for 73 minutes thanks to six penalties from Dan Biggar, but the visitors scored late via replacement hooker Malcolm Marx to edge out 18–23 winners.

The last two matches of the autumn saw Wales up against Rugby World Cup 2023 pool opponents Fiji and Australia. Wales ran in six tries against Fiji who we reduced to 14 men in the first half following a reckless swinging arm on Johnny Williams. Ryan Elias bagged a brace, with Kieran Hardy, Alex Cuthbert, Louis

Rees-Zammit and Liam Williams also getting on the score sheet which ended 38–23 to the home side.

Australia headed to Cardiff for the final international of the Autumn Nations Series and it was another captivating match between the two sides. It was a last-gasp Rhys Priestland penalty that gave Wales a 29–28 win, their third in a row over the Wallabies, after tries by Ryan Elias and Nick Tompkins.

Wales went into the 2022 Guinness Six Nations as champions but were unable to seal back-to-back titles. Following injury to Alun Wyn Jones, Dan Biggar was appointed Wales captain for the campaign. Dewi Lake and Jac Morgan both made their first international appearances for Wales during the Championship, with Lake going on to feature in all five games. Elsewhere Ross Moriarty and Alex Cuthbert each won their 50th Wales cap.

After a 29–7 loss on the road to Ireland on the first weekend, Wales returned to Principality Stadium where they beat Scotland 20–17 for the Doddie Weir Cup. A Dan Biggar drop goal proving the decisive score for the men in red after a Tomas Francis try and four penalties also from Biggar's boot.

Wales then travelled to Twickenham to face England. After a slow start and an ill-disciplined first half Wales came back strongly in the second scoring three tries through Josh Adams, Nick Tompkins and Kieran Hardy to the host's one, but it wasn't enough and England held out 23–19.

Next up, France at home and Friday night rugby was back in Cardiff for the first time since 2017. This match was a tightly fought affair with Wales unable to break down the French defence despite dominating territory and possession in the second half. The final score ended 9–13 with the French going on to win the Grand Slam.

The final match of the 2022 Guinness Six Nations saw Wales suffer a 21–22 loss at home to Italy. This was the first time the Azzurri had been victorious in Cardiff. Wales outscored the visitors by three tries to one, with Owen Watkin, Dewi Lake and Josh Adam all crossing the whitewash. But Italy kept in the match with five penalties and scored a last-gasp try via Edoardo Padovani with the conversion securing the win.

It was certainly not the way Wales had wanted to end the championship with a possible third place finish on the cards, the loss eventually seeing them placed fifth in the competition. But lessons were learned in defeat.



For the first time since Covid-19 hit, the senior men's side was able to take part in a traditional summer tour, with a three-test series in South Africa covering Loftus Versfeld in Pretoria, Toyota Stadium in Bloemfontein and DHL Stadium in Cape Town. This was also a first tour as Wales head coach for Wayne Pivac who selected a squad of 34 players to travel to the Rainbow Nation. Tommy Reffell and Sam Wainwright both made their senior international debuts for Wales in the first and second Tests respectively. South African fans were allowed back to watch the Springboks play international rugby for the first time since 2019 after several years of Covid-enforced restrictions and they certainly made the most of it, creating an electric atmosphere at all three Test venues.

Wales were aiming to win their first Test match against the Springboks on South African soil. The signs looked promising at Loftus Versfeld as Wales led 18–3 at half time thanks to two well-worked tries by Louis Rees-Zammit. However, the Springboks came back strongly in the second half and discipline proved costly, with Wales suffering a 32–29 loss thanks to a last-minute penalty

by South Africa full-back Damian Willemse.

The men in red followed things up a week later with an historic 12–13 victory over the Boks in Bloemfontein – the first time in 12 attempts that a Wales men's international side had triumphed against them on South African soil. Trailing the match 12–6 in the final minutes, Wales won a scrum penalty via debutant Sam Wainwright. Gareth Anscombe, on for injured captain Dan Biggar, gave a long floating pass out to Josh Adams on the wing, himself a replacement for Alex Cuthbert who suffered a shoulder injury early in the game, and Adams went over for his 20th try for Wales which saw him draw level with Gerald Davies, Gareth Edwards and Tom Shanklin on the all-time men's try-scoring list. Gareth Anscombe stepped up for the touchline conversion and sent the ball sailing between the posts.

With things tied at 1–1, Wales headed into the deciding Test with a series win in mind. Unfortunately, that wasn't to be. Wales suffered some late changes to the match day squad with Rhys Patchell being drafted in for Gareth Anscombe on the bench

before Taulupe Faletau withdrew following the pre-match warm-up so Josh Navidi was called in to start at No. 8 with Taine Basham taking Navidi's previous place among Wales' replacements. Despite some good attacking work and a first Wales try for Tommy Reffell, South Africa proved too strong sealing a 30–14 win on Eben Etzebeth's 100th appearance for the Springboks.

After three solid performances in South Africa there are lots of positives for Wayne Pivac's side to build on as they head into the 2022/23 season and with Rugby World Cup 2023 in France on the horizon.

There were many significant milestones this season with Alun Wyn Jones and Dan Biggar achieving their 150th and 100th caps for Wales against Italy in the final round of the Guinness Six Nations. Both players went on to add to their tallies during the July Test Series in South Africa.

It was in the first Test against the Springboks that Biggar overtook Stephen Jones for the most starts by a Wales men's international at number 10 with 84. While the third Test saw George North overtake Stephen Jones' record as the most-capped Welsh men's international back of all time, with 105 appearances. Only forwards Alun Wyn Jones (153) and defence coach and former prop Gethin Jenkins (129) have more Wales caps.

Jones, Biggar and North are exemplary role models for a generation of Welsh players and supporters and we are proud and lucky to have them all wearing the red jersey.

WALES SENIOR WOMEN

It has been a landmark year for women's rugby in Wales with the first contracts awarded to Wales Women internationals and the best Six Nations finish since 2009.

New Head of Performance Nigel Walker appointed Iwan Cunningham as head coach ahead of the autumn internationals, assisted by Richard Whiffin and Geraint Lewis.

Wales went on to complete a successful autumn series, claiming victories over Japan (23–5) and South Africa (29–19) before succumbing 24–7 to Canada.

The change in Wales' programme paid dividends within a short space of time with Wales coming back from behind to claim impressive wins over Ireland (27–19) in Dublin and Scotland (24–19) at Cardiff Arms Park in the first two rounds.

Not only did those wins help Wales to reach third in the table, their best Six Nations position since 2009, but the style of play and the physical and mental strength they showed to come back to win the games was also widely welcomed. In particular with late



tries from Hannah Jones against Ireland and Ffion Lewis against Scotland, helped to galvanise the support of the nation.

The 2022 TikTok Women's Six Nations was the first full blown women's tournament to be played away from the traditional Six Nations window and its profile gained a significant boost in profile with increased television coverage and a bespoke title sponsor. Wales played in front of record crowds in Dublin (6,113), Cardiff Arms Park for the home game against Scotland (4,875) and Kingsholm (14,689).

It was a tough day at the office at Kingsholm against the World No 1 England side who were on their way to a fourth successive title. After a competitive start, Wales lost 58–5 and also went on to suffer home defeats to France (33–5) and Italy (8–10) – a Round 5 result that was tough to take but once the dust settled, there was an acknowledgment of the progress made so far and an optimism for the future.

WOMEN'S PATHWAY

Former WRU vice chair Liza Burgess was appointed as Female Pathway Lead Coach. Following a successful Regional U18 programme, she ran a Wales U18 training programme leading to the inaugural Women's U18 Six Nations festival in Edinburgh.

The Welsh youngsters gained a huge amount of invaluable experience on and off the field and came away with a clean sheet – short format wins over host nation Scotland (24–0) and Italy (14–0) followed by a hard-earned 17–10 victory over Ireland in a full match.

Plans are in place to introduce a Wales Women U20 programme with Talent Assessment Centres in place for August and September 2022.

MEN - U20S & U18S

An initially disappointing Six Nations campaign was turned on its head when Wales reached the U20 Six Nations Summer Series final against a rampant South African side. Both sides reached the final in Treviso unbeaten, with Wales defeating Scotland, Georgia and Italy in Pool B before losing the final against the Junior Springboks 47–27 in stifling heat.

During the Six Nations, injury to key players and player unavailability denied head coach Byron Hayward a core backbone to his squad. He had to play some players out of position and as a result his young side battled gamely but were outclassed in their opening game away to Ireland. Wales bounced back with an encouraging 26–13 win against Scotland but a red card for captain Alex Mann proved the

turning point in Doncaster where England came away with a 43–14 triumph. France cut loose in North Wales to win 15–47 and in the final game of the campaign, Italy upset Wales 20–27 to ensure Wales finished a disappointing fifth in the points table.

Despite the results, Wales entered the summer competition in Treviso in confident mood as several players returned to significantly boost the side. Exeter Chiefs' second row partnership of Christ Tshiunza and Dafydd Jenkins solidified the locking department which allowed youngsters Ryan Woodman and Benji Williams to move to their preferred positions in the back row after deputising in the Six Nations. Cardiff Rugby centre Mason Grady also made a welcome return from injury and he formed a formidable midfield partnership with captain Joe Hawkins.



Wales opened with an encouraging 45–15 win against Scotland which included seven tries. Georgia were an unknown quantity and proved a real tough obstacle for Hayward's soldiers but they fought their way to a 30–24 victory to ensure a final shoot-out in the pool with hosts Italy. In a titanic struggle, Wales were under intense pressure in the dying moments but a moment

of magic by Jenkins who stole an Italian line-out right next to the Wales try-line ensured the boys in red escaped with a 23–20 victory. The final proved one step too far for Wales but Hayward left Treviso a happy man as a number of the playing entourage will return next season stronger for the experience.

Wales U18 returned in March 2022 for their clash against England at Veritas Park in Taunton. It was Wales' first capped international at U18 level since August 2019 but with the home side including several U19 players, Wales were always going to face a stiff challenge, but Wales fought back gamely in the second half after trailing 19–6 at the break. With tries by Louie Hennessey and Lewis Marsh, Wales pegged the score back to 26–20 before England finished with a flurry to register a 37–20 victory. Wales then competed in the U18 Men's

Six Nations Festival in Marcoussis during Easter but suffered defeats against England, Ireland, and France. Head coach Matt O'Brien took the opportunity to give every member of the squad a start in the tournament and said there were big improvements throughout the campaign which offered plenty of hope and encouragement for the future.



MEN – WALES 7S

Wales returned to the HSBC World Rugby Sevens Series on the back of two weeks preparation for the third and fourth legs of the series in Malaga and Seville in January, 2022.

WRU Head of Sevens Richie Pugh named his first Wales squad, blending youth and experience.

The squad was spearheaded by Team GB triumvirate Luke Treharne, Morgan Williams and Tom Williams but Aberavon flanker Lloyd Evans, Pontypool flyer Lloyd Lewis and Dragons winger Owen Jenkins also offered plenty of experience, having played on the World Series previously.

Among the 13-man squad named for the third and fourth legs of the series, Morgan MacRae, Tom Brown, Arthur Lennon, Ewan Rosser, Frankie Souto and Cole Swannack all got their first taste of action on the international stage.

For the two previous seasons, a truncated campaign blighted by Covid-19 meant a combined squad of Scotland, England and Welsh players made up a Great Britain squad on the world series. After the first two legs of the 2021/22 series were held in Dubai, Great Britain then split back to the home nations of England, Scotland and Wales.

Pugh largely stuck to the same group throughout the campaign in Singapore, Vancouver, Toulouse and London following the two legs in Malaga and Seville.

For the legs in Toulouse and London, Wales international Tyler Morgan was brought in, and he impressed enough to earn a spot on the Wales Commonwealth Games squad selected for Birmingham. There was no shortage of experience in the side selected with Sam Cross having won a silver medal with Team GB in the Rio Olympics while Luke Treharne, Morgan Williams, Tom Williams and Owen Jenkins returned from the Welsh 2018 squad which finished seventh in the Gold Coast Games.

A matter of days after the Commonwealth Games squad was selected, the team then qualified for the Rugby World Cup Sevens in September 2022 after qualifying for the Cape Town tournament in Bucharest.

Wales' only loss of the weekend was by a converted try to Germany who went on to beat Italy in the Rugby World Cup qualification match. Wales showed character to bounce back and beat Belgium in their own qualification match to ensure Pugh's side secured qualification for the biggest prize in sevens rugby.

GB 7S

The WRU, RFU and Scottish Rugby have confirmed the three Unions will be joining together to form men's and women's Great Britain Sevens (GB) teams ahead of the 2023 HSBC World Rugby Sevens Series. The move has been ratified and mandated by World Rugby, aligning the governing bodies' future direction of sevens and connection to its Olympic status.

The mandating of Olympic teams from the 2023/24 season means all three Unions acknowledge the importance of transferring to GB from the forthcoming campaign (2022/23) to embrace this new era with GB as the representative team on the World Series moving forward. Since rugby sevens' introduction to the Olympic Games, both GB teams have performed strongly – the men secured silver in Rio and fourth in Tokyo while the women earned two fourth place finishes.

As such, this move is an exciting opportunity to progress the performance capabilities further with GB training and competing together consistently on the World Series, with GB as the representative team.

Each Union will still be able to utilise sevens as an important part of player and coach development in their bespoke ways, retaining their Commonwealth Games and Rugby World Cup status, depending on qualification.

The respective unions and World Rugby are in discussions regarding further playing opportunities for the England, Scotland and Wales teams.

Work is underway and will continue over the coming months to confirm programme details including leads, coaches and playing squads ahead of the World Series kicking off in Hong Kong for the men (4–6 November 2022) and Dubai for the women (2–3 December 2022) which will be the teams' maiden tournaments.

THE REGIONS

The Welsh regions found themselves playing in an expanded United Rugby Championship (formerly the PRO14) in the 2021–22 season. The addition of the four South African 'Super Rugby' teams added a new dimension and it was one of them, the Stormers, who went on to beat another, the Bulls, in the final. Another new addition to the competition was the addition of 'Shields' for the best teams in each territory. The Welsh Shield went to the Ospreys and earned them a ticket to the Heineken Champions Cup next season as Wales' sole representatives.

Welsh Shield

	P	W	D	L	PF	PA	TF	TA	TB	LB	Pts
Ospreys	18	10	0	8	422	474	46	62	4	2	46
Scarlets	18	8	0	10	494	534	65	73	10	3	45
Cardiff	18	7	0	11	369	577	41	72	3	1	32
Dragons	18	2	1	15	305	547	36	71	3	6	19

Two Ospreys picked up titles at the end of the season as the fit-again Gareth Anscombe won the 'Golden Boot' and flanker Jac Morgan was crowned 'Turnover King'.

Dragons secured a first league win in Ireland since February 2015 with their 35–22 victory over Connacht in Galway. They also beat the Scarlets away 38–27 to notch their first win in the tournament at Parc y Scarlets. Meanwhile, the Ospreys kicked-off their season with two derby wins, triumphing 27–23 at Rodney Parade and then beating Cardiff 18–14 at home. They completed the double over both regions

and also beat the Scarlets 54–35 at the Swansea.com Stadium to secure the Welsh Shield. They also beat Ulster and Munster at home.

Cardiff and the Scarlets ran into difficulty on their first venture to South Africa, getting caught up in lockdown and having to spend 10 days in a quarantine hotel. They returned to play their fixtures later in the season, although none of the Welsh regions were able to beat any of the South African sides on their own patch. Cardiff did, however, beat the Sharks in Round 4 at the Arms Park, while Scarlets overcame the Lions in Round 3.

With the top eight teams qualifying for the play-offs, there was no involvement for the regions at the end of the regular league campaign. There were three qualifiers from South Africa and Ireland and two from Scotland. The Ospreys and Scarlets finished 9th and 10th respectively.

2021–22 United Rugby Championship Final Placings

	P	W	D	L	PF	PA	TF	TA	TB	LB	Pts
Leinster	18	13	0	5	546	276	73	31	11	4	67
Stormers	18	12	2	4	464	311	60	36	7	2	61
Ulster	18	12	0	6	412	297	52	34	7	4	59
Bulls	18	11	0	7	518	388	67	42	10	4	58
Sharks	18	11	1	6	510	365	60	43	9	2	57
Munster	18	11	0	7	524	341	66	34	8	4	56
Edinburgh	18	10	1	7	421	318	56	37	8	4	54
Glasgow	18	10	0	8	409	376	53	44	7	3	50
Ospreys	18	10	0	8	422	474	46	62	4	2	46
Scarlets	18	8	0	10	494	534	65	73	10	3	45
Connacht	18	9	0	9	399	502	51	67	4	1	41
Lions	18	8	0	10	408	450	48	55	7	2	41
Benetton	18	6	1	11	425	501	53	67	6	3	35
Cardiff	18	7	0	11	369	577	41	72	3	1	32
Dragons	18	2	1	15	305	547	36	71	3	6	19
Zebre	18	1	0	17	261	630	32	90	2	3	9

The European season was hit by Covid-19 once again and all three Welsh regions in the Champions Cup had games cancelled. Cardiff and Scarlets were isolating after their abortive trip to South Africa when the competition kicked-off. Cardiff chose to play against French champions Toulouse and English champions Harlequins with shadow sides, while the Scarlets missed their trip to Bristol and a home clash with Bordeaux-Begles.

The Ospreys also had a fixture called-off, while Toulouse called-off their return leg with Cardiff.

It meant that with four games not played, there were no wins on the field for the three Welsh sides. The Ospreys finished bottom of Pool A and the Scarlets were bottom of Pool B. Cardiff, courtesy of five match points given to them when their game in Toulouse was cancelled, ended up ninth in Pool B and went on to play in the European Challenge Cup knock-out phase, where they were beaten by Saracens.

Heineken Champions Cup Pool Standings

POOL A	P	W	D	L	PF	PA	TF	TA	TB	LB	Pts
Racing 92	4	4	0	0	126	24	16	3	3	0	19
Ulster	4	4	0	0	114	96	15	9	3	0	19
La Rochelle	4	3	1	0	97	64	11	7	2	0	16
Leinster	4	3	0	1	198	62	30	8	3	0	15
Sale Sharks	4	2	1	1	89	48	13	5	1	1	12
Exeter Chiefs	4	2	0	2	127	82	19	7	3	0	11
Montpellier	4	2	0	2	78	157	9	23	2	0	10
Clermont	4	1	1	2	79	82	8	10	0	2	8
Glasgow	4	1	0	3	82	117	7	15	0	1	5
N'ton Saints	4	0	0	4	56	124	6	17	0	2	2
Bath	4	0	1	3	48	148	6	22	0	0	2
Ospreys	4	0	0	4	33	123	3	17	0	0	0

POOL B	P	W	D	L	PF	PA	TF	TA	TB	LB	Pts
Leicester Tigers	4	4	0	0	102	64	14	7	3	0	19
Harlequins	4	4	0	0	135	101	18	15	3	0	19
Munster	4	4	0	0	115	47	12	5	2	0	18
Bristol Bears	4	3	1	0	108	38	16	4	3	0	17
Connacht	4	1	0	3	118	104	16	14	3	3	10
Bordeaux	4	1	1	2	58	54	8	7	1	1	8
Toulouse	4	1	1	2	61	65	8	8	1	0	7
Stade Français	4	1	1	2	63	95	7	14	1	0	7
Cardiff	4	1	0	3	85	118	13	16	2	1	7
Wasps	4	1	1	2	51	102	6	13	0	0	6
Castres	4	0	0	4	77	91	9	9	1	4	5
Scarlets	4	0	1	3	31	125	4	19	0	0	2

The Dragons were at least able to play all four of their games in Pool B in the European Challenge Cup, but they also failed to win any of their matches and didn't qualify for the knock-out stages. They hosted the eventual champions, Lyon, at Rodney Parade and went down 41–28.

European Challenge Cup Pool Standings

POOL B	P	W	D	L	PF	PA	TF	TA	TB	LB	Pts
Lyon	4	4	0	0	122	57	14	5	2	0	18
Gloucester	4	3	0	1	161	84	23	10	3	1	16
Benetton	4	2	0	2	75	95	9	12	0	0	8
Perpignan	4	1	0	3	54	138	7	18	0	0	4
Dragons	4	0	0	4	74	112	7	15	0	2	2



Directors' Report

FOR THE YEAR ENDED 30 JUNE 2022



The Group has made a profit (2021: profit) 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 2022.

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 Chair's Statement, the Group Chief Executive's Summary and the Strategic Report of this Annual 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 34);
- Business review (see page 28);
- Factors likely to affect the Group's future development, performance and position (see page 33);
- Engagement with suppliers, customers and others (see page 36)

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 2022, the Group has no material foreign exchange risk (2021: £nil).

- **Interest rate risk**

The Group currently borrows in floating rates of interest. The Group continue to monitor the risk, including consideration of the use of derivative financial instruments where appropriate.

- **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 2022, 24% (2021: 46%) 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 £86,000 (2021: £100,000) 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 (2021: £nil).

Corporate social responsibility

The Group is aware of its responsibilities to local communities and its contribution to society. The Group also 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 the Directors consider 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 Directors have prepared detailed budgets and 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 and will be compliant with banking covenants.

The Directors have undertaken various sensitivities around certain income assumptions included within the Group's budgets cash flow forecasts. These sensitivities include attendances levels at Welsh rugby events and the number of third party events held at Principality Stadium. Under these sensitised scenarios the credit facilities the Group has in place remain sufficient to allow the Group to meet its liabilities as they fall due for that period and will remain compliant with banking covenants.

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	FY22 Energy Consumption (kWh)	FY21 Energy Consumption (kWh)	FY22 Emissions (tCO ₂ e)	FY21 Emissions (tCO ₂ e)
Grid Electricity	8,629,930	5,916,404	1,994.55	1,497.97
Natural Gas	5,158,954	5,167,470	1,047.11	1,052.82
LPG	183,522	177,419	45.32	40.86
Business Travel	298,004	252,916	68.63	63.67
Grey Fleet	589,238	25,467	145.52	6.31
Total	14,859,648	11,539,676	3,301.13	2,661.63

Scope	FY22 GHG Emissions (tCO ₂ e)	FY21 GHG Emissions (tCO ₂ e)
Scope 1	1,161.07	1,157.35
Scope 2	1,832.39	1,379.35
Scope 3 (including Electricity T&D)	307.67	124.93
Total	3,301.13	2,661.63

Total GHG Emissions for FY22	3,301.13	t CO₂e
Total GHG Emissions for FY21	2,661.63	t CO₂e

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 – FY22 Turnover	£94.3m	FY22 Intensity Ratio	35.0	tCO₂e/£m
Normalising Metric – FY21 Turnover	£58.1m	FY21 Intensity Ratio	45.8	tCO₂e/£m

Principle Energy Efficiency Actions

The Group continues to strive for energy and carbon reduction arising from their activities. during this reporting period the Group has:

- Installed new gas burners for the three main boilers at Principality Stadium, which are operating with improved efficiency. Work is ongoing to optimise the utilisation of the burners.
- Carried out a detailed survey to assess the impact of replacing existing lighting with LED lighting at Principality Stadium. This is forecast to provide an annual carbon saving of 100 tonnes of CO₂ and energy savings of 440,000kWh per annum. This project will be progressed over the next year.

Methodology

The 2019 HM Government environmental reporting guidelines have been followed to ensure compliance with the SECR requirements. The DEFRA issued "Greenhouse gas reporting: conversion factors 2021" conversion figures for CO₂e were used along with the fuel property figures to determine the kWh content for Fleet.

To determine the typical consumption figure for offices, warehouse and sports grounds (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:

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

As part of good corporate governance, in June 2022 the Group undertook a tender process for the provision of its audit services for the year ending June 2023 onwards. Following this process, the Group's Audit and Risk Committee recommended to the Board that Grant Thornton LLP be appointed as the Group's new external auditors. A resolution to appoint Grant Thornton 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
7 September 2022



Consolidated Financial Statements

FOR THE YEAR ENDED 30 JUNE 2022
COMPANY NUMBER 03419514

CONSOLIDATED INCOME STATEMENT

for the year ended 30 June 2022

	Note	Total 2022 £'m	Total 2021 £'m
Match, commercial, hospitality and other income		84.6	50.0
Competition income		9.7	8.1
Turnover	2 (a)	94.3	58.1
Operating expenses	2 (b)	(105.2)	(60.0)
Operating profit before depreciation, exceptional items and allocations to affiliated organisations ("EBITDA")		24.2	14.3
Allocations to affiliated organisations	2 (d)	(31.9)	(18.0)
Exceptional items	5	-	5.2
Depreciation and amortisation (net of grant release)	5	(3.2)	(3.4)
Operating loss		(10.9)	(1.9)
Investment income	3	13.6	2.8
Profit on ordinary activities before interest and tax		2.7	0.9
Interest payable and similar charges	4	(1.7)	(0.5)
Profit on ordinary activities before tax	5	1.0	0.4
Tax on loss on ordinary activities	7	2.6	0.4
Profit for the financial year		3.6	0.8
Profit/(loss) attributable to:			
Company		3.2	1.3
Non-controlling interest		0.4	(0.5)
		3.6	0.8

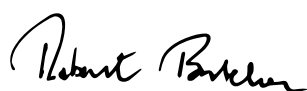
The turnover and operating loss shown above are derived from continuing operations. The Group has no other recognised gains or losses in the year (2021: £nil) and accordingly a statement of comprehensive income has not been presented.

CONSOLIDATED AND COMPANY BALANCE SHEETS

as at 30 June 2022

	Note	2022 Group £'m	2021 Group £'m	2022 Company £'m	2021 Company £'m
Fixed assets					
Intangible asset	8	0.7	1.0	-	-
Tangible fixed assets	9	160.2	156.7	37.7	37.9
Investments	10	-	-	22.9	22.9
		160.9	157.7	60.6	60.8
Current assets					
Stock	11	0.6	0.2	-	-
Deferred tax asset	17	3.8	1.3	5.2	1.9
Debtors – amounts due within one year	12	17.4	18.2	12.0	13.7
Debtors – amounts due after more than one year	12	15.0	12.7	110.2	73.3
Cash at bank and in hand	13	11.2	3.3	5.1	0.7
		48.0	35.7	132.5	89.6
Current liabilities					
Creditors – amounts falling due within one year	14	(41.2)	(34.9)	(27.6)	(22.3)
Net current assets		6.8	0.8	104.9	67.3
Total assets less current liabilities					
		167.7	158.5	165.5	128.1
Creditors – amounts falling due after more than one year	14	(119.4)	(112.1)	(73.1)	(70.3)
Accruals and deferred income	16	(24.2)	(25.9)	-	-
Net assets		24.1	20.5	92.4	57.8
Capital and reserves					
Profit and loss reserve brought forward		19.4	18.1	57.8	51.8
Profit for the year attributable to the Group/Company		3.2	1.3	34.6	6.0
Profit and loss reserve		22.6	19.4	92.4	57.8
Capital and reserves attributable to the Group/Company		22.6	19.4	92.4	57.8
Capital and reserves attributable to non-controlling interests		1.5	1.1	-	-
Total capital and reserves		24.1	20.5	92.4	57.8

These financial statements were approved by the Board of Directors on 7 September 2022 and signed on its behalf by:



Robert Butcher
Chair



Steve Phillips
Group Chief Executive Officer

The notes on pages 79 to 108 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 2022

	Profit and loss reserve £'m	Non- controlling interest £'m	Total capital and reserves £'m
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
Balance as at 30 June 2021	19.4	1.1	20.5
Balance as at 1 July 2021	19.4	1.1	19.7
Profit and total comprehensive income for the year	3.2	0.4	0.8
Balance as at 30 June 2022	22.6	1.5	24.1

COMPANY STATEMENT OF CHANGES IN EQUITY

for the year ended 30 June 2022

	Profit and loss reserve £'m	Total capital and reserves £'m
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
Balance as at 1 July 2021	57.8	57.8
Profit and total comprehensive income for the year	34.6	34.6
Balance as at 30 June 2022	92.4	92.4

CONSOLIDATED STATEMENT OF CASH FLOWS**for the year ended 30 June 2022**

	Note	2022 £'m	2022 £'m	2021 £'m	2021 £'m
Net cash inflow/(outflow) from operating activities	22	0.4		(5.7)	
Taxation received		0.2		0.8	
Net cash generated from/(used in) operating activities			0.6		(4.9)
Cash inflow/(outflow) from investing activities					
Purchase of tangible fixed assets		(8.8)		(20.6)	
Loans issued to the Regions		-		(15.5)	
Investment income	3	13.6		2.8	
Net cash generated from/(used in) investing activities			4.8		(33.3)
Cash inflow from financing activities					
Interest paid		(2.1)		(0.5)	
Interest received		0.4		-	
Grant repaid		(0.1)		(0.1)	
Drawdown of bank loans		18.0		20.0	
Repayment of bank loans		(19.1)		(0.3)	
Drawdown of finance lease		5.3		19.0	
Debenture issue		0.1		2.6	
Net cash generated from financing activities			2.5		40.7
Net increase in cash and cash equivalents	23		7.9		2.5
Cash and cash equivalents at the beginning of the year			3.3		0.8
Cash and cash equivalents at the end of the year			11.2		3.3

The notes on pages 79 to 108 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 the Directors consider 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 Directors have prepared detailed budgets and 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 and will be compliant with banking covenants.

The Directors have undertaken various sensitivities around certain income assumptions included within the Group's budgets and cash flow forecasts. These sensitivities include attendance levels at Welsh rugby events and the number of third party events held at Principality Stadium. Under these sensitised scenarios the credit facilities the Group has in place remain sufficient to allow the Group to meet its liabilities as they fall due for that period and will remain compliant with banking covenants.

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 2022 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. Hotel income is recognised as services are provided. 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, including Parkgate Hotel 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 "finance lease 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) Control of PHCL (note 10)

Assessing whether the Group controls PHCL requires judgment. The Group holds 75% of the voting rights of PHCL 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 PHCL is a subsidiary of the Company and the results of PHCL are included in the Group consolidated financial statements.

(iii) 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.

(iv) 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 United Rugby Championship, 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 Parkgate Hotel, in particular, has been assessed as having a high residual value, as it is expected to retain significant value over its life. A 10% reduction in the residual value would result in an additional depreciation charge of £0.1m per year. 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

	2022 £'m	2021 £'m
Turnover is analysed as follows:		
Match income	43.0	22.6
Commercial income	14.5	20.2
Hospitality and catering income	15.9	-
Other event income	3.2	0.4
Hotel income	5.7	-
Other income	2.3	6.8
	84.6	50.0
Competition income	9.7	8.1
	94.3	58.1

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

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

	2022 £'m	2021 £'m
Operational costs (see (c) below)	70.1	43.8
Exceptional items (see note 5)	-	(5.2)
Depreciation and amortisation – net of grant release (see note 5)	3.2	3.4
Allocations to affiliated organisations (see (d) below)	31.9	18.0
	105.2	60.0

2. BUSINESS ANALYSIS (CONTINUED)

(c) Operational costs

	2022	2021 (restated)
	£'m	£'m
Business and administration	8.9	6.9
Direct	12.1	4.5
Hospitality and catering costs	7.6	-
Hotel costs	4.2	-
Stadia	6.3	5.9
Performance rugby	16.3	14.1
Community rugby	5.6	4.5
WRU Gwent – regional rugby	9.1	7.9
	70.1	43.8

Restatement

The Group previously classified all expenditure in respect of the Men's National Team as "Direct costs" on the basis that these costs were linked to the revenues that are derived from the activities of the Men's National Team. The Group now includes all costs in respect of the Men's National Team within "Performance rugby" as the Group believes this allows for a more accurate assessment of the Group's performance and investment in rugby, as well as allowing an easier comparison with other entities in similar sectors. £9.9m of expenditure in respect of the Men's National Team has been reclassified from "Direct costs" to "Performance rugby" for 2021.

(d) Allocations to affiliated organisations

These are analysed as follows:	2022	2021
	£'m	£'m
Competition income (see note 2(a))	9.7	8.1
Competition income due to WRU Gwent	(2.4)	(2.0)
Competition income payable external to WRU Group	7.3	6.1
Directly from Company	19.6	6.5
Regions – professional rugby	26.9	12.6
Clubs – semi-professional rugby	0.8	0.8
Clubs – community rugby and affiliates	4.2	4.6
	31.9	18.0

3. INVESTMENT INCOME

	2022 £'m	2021 £'m
Investment income	13.6	2.8
Total	13.6	2.8

Investment income in the current year is dividends received from the Celtic Rugby Designated Activity Company and a capital gain from a sale of WRU's share in Six Nations Rugby Limited. Investment income in the prior year is dividends received from the Celtic Rugby Designated Activity Company.

4. INTEREST PAYABLE AND SIMILAR CHARGES

	2022 £'m	2021 £'m
Interest payable on bank and similar loans	0.7	0.4
Interest on finance leases	1.1	-
Bank charges	0.3	0.1
Interest payable	2.1	0.5
Interest receivable	0.4	-
Interest receivable	0.4	-
Net interest payable	1.7	0.5

5. PROFIT ON ORDINARY ACTIVITIES BEFORE TAX

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

	Note	2022 £'m	2021 £'m
Depreciation on owned assets	9	4.8	4.7
Amortisation of intangible assets	8	0.3	0.4
Gain on fixed asset disposal		(0.3)	-
Release of deferred income (grant release)	16	(1.6)	(1.7)
Net charge to the income statement		3.2	3.4
Rental of land and buildings		0.4	0.4
Exceptional items			
Spectator Sports Survival Fund		-	5.4
Restructuring costs		-	(0.2)
Total exceptional items		-	5.2

5. PROFIT ON ORDINARY ACTIVITIES BEFORE TAX (CONTINUED)

During the prior 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 prior year, the Group received grants from the Spectator Sports Survival Fund and incurred restructuring costs that were considered exceptional.

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

	2022 £'000	2021 £'000
Fees payable to the Company auditors for the audit of the parent Company and consolidated financial statements	29	25
Fees payable to the Company's auditors for other services:		
The audit of the Company's subsidiaries pursuant to legislation	70	45
Taxation compliance services	32	30
Other non-audit services	38	46

6. STAFF NUMBERS AND COSTS

Staff numbers	2022 Group	2021 Group	2022 Company	2021 Company
The monthly average number of employees, including Directors with a service contract, during the year was:				
Management and administration	76	77	59	57
Direct	12	13	10	11
Stadia	51	54	-	-
Performance rugby	70	58	70	58
Community rugby	72	66	69	63
WRU Gwent – regional rugby	95	93	-	-
	376	361	208	189

The above staff numbers include any players on full time contracts, but excludes players engaged on a short term basis for specific matches, players on National Dual Contracts, stewards engaged for events and the non-executive Directors of the Company.

6. STAFF NUMBERS AND COSTS (CONTINUED)

Staff costs	2022 Group £'m	2021 Group £'m	2022 Company £'m	2021 Company £'m
The staff costs during the year were as follows:				
Wages and salaries	17.2	14.3	9.0	7.0
Social security costs	2.0	1.6	1.0	0.8
Pension costs – defined contribution schemes	1.3	1.1	1.0	0.9
	20.5	17.0	11.0	8.7

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

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 £0.9m (2021: £0.8m), for which a contribution of £0.9m (2021: £0.8m) was received from the Regions. Of the £0.9m contribution, £0.9m (2021: £0.8m) was received from outside the Group.

In addition to the above amounts, £3.5m (2021: £4.1m) is paid as remuneration to players whilst representing the senior men's national squad. These costs are included in Performance Rugby costs within Operational costs (see Note 2 (c)).

Directors' emoluments	2022 £'000	2021 £'000
The Directors' emoluments, during the year, were as follows:		
• Aggregate emoluments	414	335
• Benefits	26	26
• Company contributions to defined contribution pension scheme	4	29
	444	390

The emoluments above include fees of £73,000 (2021: £61,000) payable to the Chair (2021: two Chairs) who served during the year. The Group received £23,000 (2021: £12,000) from third parties in respect of these emoluments. There is one director accruing benefits under a defined contribution pension scheme (2021: one). In the prior year, both Directors were subject to a pay reduction in response to the Covid-19 pandemic.

Emoluments of the highest paid Director

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

	2022 £'000	2021 £'000
Aggregate emoluments	329	187
Benefits	26	18
Company contributions to a defined contribution pension scheme	4	29
	359	234

In the prior year, the highest paid director was a Director for 9 months of the year only and was subject to a pay reduction in response to the Covid-19 pandemic.

6. STAFF NUMBERS AND COSTS (CONTINUED)

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:

	2022 £'000	2021 £'000
Salaries and other short-term benefits	1,101	1,086
Company contributions to defined contribution pension scheme	205	140
	1,306	1,226

7. TAX ON PROFIT ON ORDINARY ACTIVITIES

(a) Tax credit included in the income statement

	2022 £'m	2021 £'m
Current tax		
UK corporation tax on profit for the year	-	-
Adjustment in respect of prior periods	0.1	0.2
Total current tax credit	0.1	0.2
Deferred tax		
Origination and reversal of timing differences	1.9	0.1
Changes in tax rates and laws	0.5	0.1
Adjustment in respect of previous periods	0.1	-
Total deferred tax credit	2.5	0.2
Total tax credit on profit on ordinary activities (Note 7(b))	2.6	0.4

7. TAX ON PROFIT ON ORDINARY ACTIVITIES (CONTINUED)

(b) Reconciliation of tax credit

The current tax assessed for the year is different (2021: different) to the standard rate of corporation tax in the UK of 19% (2021: 19%). The differences are explained below:

	2022 £'m	2021 £'m
Profit on ordinary activities before tax	1.0	0.4
Profit multiplied by standard rate of corporation tax in the UK of 19% (2021: 19%)	0.2	0.1
Effects of:		
Expenses not deductible for tax purposes and income not taxable	(2.1)	(0.3)
Tax rate changes	(0.5)	(0.1)
Adjustments to tax charge in respect of previous period - CT	(0.1)	(0.1)
Adjustments to tax charge in respect of previous period - DT	(0.1)	-
Total tax credit for the year (Note 7(a))	(2.6)	(0.4)

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 2021 and 30 June 2022	3.3	3.3
Accumulated amortisation		
At 1 July 2021	2.3	2.3
Charge for the year	0.3	0.3
At 30 June 2022	2.6	2.6
Net book value		
At 30 June 2022	0.7	0.7
At 30 June 2021	1.0	1.0

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 2021	138.8	4.8	47.6	41.8	16.9	249.9	40.5
Additions	4.2	-	4.1	-	0.5	8.8	0.5
Disposals	(2.5)	-	-	-	(0.8)	(3.3)	(0.8)
At 30 June 2022	140.5	4.8	51.7	41.8	16.6	255.4	40.2
Accumulated depreciation							
At 1 July 2021	79.7	2.8	1.6	-	9.1	93.2	2.6
Charge for the year	2.4	0.2	0.7	-	1.5	4.8	0.2
Disposals	(2.5)	-	-	-	(0.3)	(2.8)	(0.3)
At 30 June 2022	79.6	3.0	2.3	-	10.3	95.2	2.5
Net book value							
At 30 June 2022	60.9	1.8	49.4	41.8	6.3	160.2	37.7
At 30 June 2021	59.1	2.0	46.0	41.8	7.8	156.7	37.9

Included in the cost of the stadium are cumulative capitalised interest costs of £4.6m (2021: £4.6m). The depreciation charge includes an amount of £0.1m (2021: £0.1m) representing the depreciation of interest previously capitalised.

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

In a previous year, the Group acquired certain buildings and has refurbished these buildings in order for them to be used as a hotel, which was opened in the current year. The cost of the buildings and all subsequent refurbishment costs were funded through a finance lease agreement. The additions to Other Buildings in the year of £4.1m relate to refurbishment costs incurred in the year to 30 June 2022, contributing to a total cost of £50.3m for the building and refurbishment. The total includes capitalised interest costs of £2.0m (2021: £1.7m) 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 (2021: 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 2022 and 30 June 2021. 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 2022 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 Six Nations Limited	Holding company	United Kingdom	100%
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	11%
New Six Nations Union Limited: First Floor, Simmonscourt House, Simmonscourt Road, Ballsbridge, Dublin 4, Ireland. (See note below)	Competition management	Republic of Ireland	17%
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%

The other investments above were the same as at 30 June 2021, save for Six Nations Rugby Limited, which the Group previously held 14% of, and New Six Nations Union Limited, which is a new associate in the year.

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 (2021: £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 (2021: 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 (2021: 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 2022 £'m	Group 2021 £'m	Company 2022 £'m	Company 2021 £'m
Goods for resale	0.6	0.2	-	-
	0.6	0.2	-	-

12. DEBTORS

	Group 2022 £'m	Group 2021 £'m	Company 2022 £'m	Company 2021 £'m
Amounts due within one year:				
Trade debtors	9.4	7.1	4.6	2.2
Loans due from clubs	0.6	0.6	0.6	0.6
Loans due from Regions	1.1	4.2	1.3	5.3
Less: provision for impairment of receivables	(0.9)	(1.0)	(0.8)	(0.9)
	10.2	10.9	5.7	7.2
Prepayments and other debtors	7.1	7.1	6.3	6.5
Corporation tax	0.1	0.2	-	-
	17.4	18.2	12.0	13.7
Amounts due after more than one year:				
Amounts owed by Group undertakings	-	-	91.0	57.3
Loans due from Regions	15.0	12.7	19.2	16.0
Total debtors	32.4	30.9	122.2	87.0

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 Welsh Government loans payable, per note 14.

13. CASH AT BANK AND IN HAND

	Group 2022 £'m	Group 2021 £'m	Company 2022 £'m	Company 2021 £'m
Cash balance at bank	11.2	3.3	5.1	0.7
	11.2	3.3	5.1	0.7

14. CREDITORS

	Group 2022 £'m	Group 2021 £'m	Company 2022 £'m	Company 2021 £'m
Amounts falling due within one year:				
Bank loans	1.3	5.3	1.3	5.3
Finance lease	1.7	1.0	-	-
Trade creditors	4.3	2.1	0.7	0.4
Amounts owed to Group undertakings	-	-	6.3	2.8
Corporation tax	-	-	0.3	0.1
Other tax and social security	1.1	0.8	0.6	0.4
Other creditors	1.2	2.8	0.2	0.2
Accruals and deferred income	31.6	22.9	18.2	13.1
	41.2	34.9	27.6	22.3

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

	Group 2022 £'m	Group 2021 £'m	Company 2022 £'m	Company 2021 £'m
Amounts falling due after more than one year:				
Bank loans	23.8	20.9	23.8	20.9
Debentures	49.3	49.2	49.3	49.4
Finance lease	45.9	41.3	-	-
Deferred income	0.4	0.7	-	-
	119.4	112.1	73.1	70.3

Maturity analysis

	Group 2022 £'m	Group 2021 £'m	Company 2022 £'m	Company 2021 £'m
Bank loans are due				
Within one year	1.3	5.3	1.3	5.3
Between one and two years	8.7	5.3	8.7	5.3
Between two and five years	3.0	15.7	3.0	15.7
After five years	12.5	-	12.5	-
	25.5	26.3	25.5	26.3
Unamortised arrangement fees	(0.4)	(0.1)	(0.4)	(0.1)
	25.1	26.2	25.1	26.2

14. CREDITORS (CONTINUED)

The principal terms of these loans are set out below:

Bank loans	Interest and capital repayment terms	2022 £'m	2021 £'m
NatWest Facilities			
Revolving credit facility A	SONIA plus 1.40%, loan repayable on maturity date	5.0	5.0
Revolving credit facility B	SONIA plus 1.40%, loan repayable on maturity date	-	-
Facility C – Loans to Regions	SONIA plus 1.40%, loan repayment in instalments by 2024	1.0	1.3
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	2.0
Welsh Government	BoE base rate plus 2.25%, loan repayment in instalments by 2040	17.5	-
		25.5	26.3

Facility A and Facility B above are available until February 2024. Facility C, the World Rugby and Welsh Government Loans (CLBILS in the prior year) 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 SONIA rate applicable to the draw period. At 30 June 2022 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 SONIA.

The future minimum finance lease payments are as follows:

	Group 2022 £'m	Group 2021 £'m	Company 2022 £'m	Company 2021 £'m
Within one year	1.7	1.6	-	-
Between one and five years	7.6	7.3	-	-
Later than five years	60.4	53.9	-	-
Total gross payments	69.7	62.8	-	-
Less finance charges	(22.1)	(20.5)	-	-
Carrying amount of liability	47.6	42.3	-	-

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 £25.5m (2021: £26.3m) are 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 £47.6m (2021: £42.3m) is secured against the leased assets. Lease payments are guaranteed by the Company.

14. CREDITORS (CONTINUED)

Borrowing facilities

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

Debtenture loans are repayable in:	Group 2022 £'m	Group 2021 £'m
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	7.2	7.1
2050	28.4	28.4
	49.4	49.3
Unamortised issue costs	(0.1)	(0.1)
	49.3	49.2

All debtenture loans are unsecured and bear no interest.

The movement in debtentures in the year represents subscriptions for new debtenture series expiring in 2035. The new debtenture series were only available to existing debtenture holders.

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

Bank loans, with a total value of £25.5m (2021: £26.3m), are repayable wholly or partly from the balance sheet date by instalments. Of these amounts, £12.5m (2021: £nil) is repayable after five years.

A finance lease, with a total value of £47.6m (2021: £42.3m), is repayable wholly or partly from the balance sheet date by instalments. Of these amounts, £41.9m (2021: £41.3m) is repayable after five years.

Concessionary debtenture loans, with a total value of £49.3m (2021: £49.2m), are repayable wholly from the balance sheet date. Of this amount, £38.6m (2021: £40.1m) 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 2022 and 30 June 2021 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. The Group continues to monitor the risk, including consideration of the use of derivative financial instruments where appropriate.

15. FINANCIAL INSTRUMENTS (CONTINUED)

- **Liquidity risk** – the Group's policy is to maintain a balance between continuity of funding and flexibility. As at 30 June 2022, 24% (2021: 46%) of borrowings were due to mature within five years, some 30% (2021: 27%) were due to mature between five years and fifteen years and some 46% (2021: 27%) were due to mature after fifteen years.

The Group has the following financial instruments:

	Note	Group 2022 £'m	Group 2021 £'m	Company 2022 £'m	Company 2021 £'m
Financial assets that are debt instruments measured at amortised cost:					
Trade debtors	12	8.5	6.1	3.8	1.3
Loans due from Regions	12	16.1	16.9	20.5	21.3
Loans due from clubs	12	0.6	0.6	0.6	0.6
Other debtors	12	4.0	5.7	3.9	5.7
		29.2	29.3	28.8	28.9
Financial liabilities measured at amortised cost:					
Bank loans	14	25.1	26.2	25.1	26.2
Finance lease	14	47.6	42.3	-	-
Trade creditors	14	4.3	2.1	0.7	0.4
Other creditors and accruals	14	23.7	27.6	15.1	16.7
		100.7	98.2	40.9	43.3

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 (2021: £nil).

Cash flows on foreign exchange contracts are received annually. During YE22 and YE21, 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 2022 and 30 June 2021, the notional principal amounts of derivatives was £nil.

Derivative financial instruments – interest rate

The Group previously held interest rate derivatives. The Group is currently exploring new interest rate derivatives to align with its new debt profile.

16. ACCRUALS AND DEFERRED INCOME

Grants	Group 2022 £'m	Group 2021 £'m	Company 2022 £'m	Company 2021 £'m
At start of year	25.9	27.7	-	-
Amounts repaid	(0.1)	(0.1)	-	-
Released to the income statement	(1.6)	(1.7)	-	-
At end of year	24.2	25.9	-	-

During the year, some £1.6m (2021: £1.7m) 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 £18.8m (2021: £20.0m). This grant will be released to the income statement as follows:

	Group 2022 £'m	Group 2021 £'m	Company 2022 £'m	Company 2021 £'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	12.8	14.0	-	-
	18.8	20.0	-	-

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

Deferred tax

The movement on deferred tax is as follows:

	Group 2022 £'m	Group 2021 £'m	Company 2022 £'m	Company 2021 £'m
Asset at start of the year	1.3	1.1	1.9	1.7
Credited to the profit and loss account	2.4	0.2	3.3	0.2
Adjustments in respect of previous years	0.1	-	-	-
At end of the year	3.8	1.3	5.2	1.9

Deferred tax provided is made up as follows:

Accelerated capital allowances	(2.7)	(1.3)	-	-
Tax losses carried forward	6.5	2.6	5.2	1.9
	3.8	1.3	5.2	1.9

17. DEFERRED TAX ASSET (CONTINUED)

The deferred tax asset expected to reverse in the next 12 months is £1.5m for the Group and £1.2m for the 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 (2021: 329).

19. CONTINGENT LIABILITIES

Group

The Group had the following contingent liabilities as at 30 June 2022:

- 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 £0.4m (2021: £0.6m) and £0.3m (2021: £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 (2021: €0.1m).

Company

The Company had the following contingent liabilities as at 30 June 2022:

- The Company has guaranteed the performance of one of its subsidiaries under the terms of grant arrangements amounting to £24.0m (2021: £25.9m).
- 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 £0.4m (2021: £0.6m) and £0.3m (2021: £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 (2021: €0.1m).
- The Company has guaranteed lease payments due by one of its subsidiaries. At 30 June 2022, the minimum lease payments due amount to £47.6m (2021: £42.3m)

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 at the balance sheet date. Consequently, no provision for these claims has been included in these financial statements.

20. COMMITMENTS

Capital commitments of the Group:

	2022 £'m	2021 £'m
Authorised and contracted:	0.3	4.0

The capital commitment in 2022 relates to the redevelopment of a hospitality lounge at Principality Stadium.

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

The Company had no capital commitments at 30 June 2022 or 30 June 2021.

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:

	2022 £'m	2021 £'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	2.7	3.0

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 £1.3m (2021: £1.1m). There are no material amounts included in creditors in respect of these pension costs in 2022 or 2021.

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

	2022 £'m	2021 £'m
EBITDA	24.2	14.3
Allocations to affiliated organisations	(31.9)	(18.0)
Exceptional items	-	5.2
Depreciation and amortisation	(5.1)	(5.1)
Gain on fixed asset disposal	0.3	-
Release of deferred grant income	(1.6)	1.7
Operating loss	(10.9)	(1.9)
Non-cash items:		
Depreciation and amortisation	5.1	5.1
Gain on fixed asset disposal	(0.3)	-
Disposal of tangible fixed assets	0.5	-
Release of deferred grant income	(1.6)	(1.7)
	3.7	3.4
Working capital adjustments:		
(Increase) in stock	(0.4)	-
(Increase) in debtors	(1.6)	(5.5)
Increase/(decrease) in creditors	9.6	(1.7)
	7.6	(7.2)
Net cash inflow/(outflow) from operating activities	0.4	(5.7)

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

	2022 £'m	2021 £'m
Increase in cash in the year	7.9	2.5
Cash inflow from movement in debt	(4.3)	(41.3)
Decrease/(increase) in net debt during the year	3.6	(38.8)
Net debt at the beginning of the year	(114.4)	(75.6)
Net debt at the end of the year	(110.8)	(114.4)

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 2021	3.3	(5.3)	(20.9)	(42.3)	(49.2)	(114.4)
Cash flow	7.9	4.3	(3.2)	(5.3)	(0.1)	3.6
Non-cash changes	-	(0.3)	0.3	-	-	-
At 30 June 2022	11.2	(1.3)	(23.8)	(47.6)	(49.3)	(110.8)
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)

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)

2022 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	6.0	-	-	-	-	0.9	-	54.5
MSEL	1.4	1.6	-	-	0.1	-	3.2	-
WRUGRE	-	-	-	-	-	0.2	-	-
WRUGR	7.6	0.9	-	-	-	-	-	-
PHCL	-	-	-	-	-	-	-	1.5

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	-	6.0	-	-	0.9	-	54.5	-
MSEL	-	0.8	-	-	-	-	1.8	-

25. RELATED PARTY TRANSACTIONS (CONTINUED)

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	1.6	1.4	-	-	-	0.1	-	3.2
MS	-	-	-	-	-	-	-	1.8
Compass	2.9	-	-	-	-	-	-	-

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	0.9	7.6	-	-	-	-	-	-

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	-	-	-	-	-	-	1.5	-
RAP	2.1	-	-	-	-	-	-	-

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	-

WRU GROUP FINANCIAL DATA (EXCLUDING DRAGONS)

FIVE YEAR SUMMARY

	2022		2021		2020		2019		2018		Average	
	£'m	% of turnover	£'m	% of turnover	£'m	% of turnover	£'m	% of turnover	£'m	% of turnover	£'m	% of turnover
Turnover (including competition income)	91.3		55.5		76.5		87.2		94.1		80.9	
Costs consumed in delivering turnover												
Direct cost of sales	(11.4)	12%	(3.9)	7%	(7.0)	9%	(8.9)	10%	(11.5)	12%	(8.5)	11%
Hospitality & catering	(7.6)	8%	–	0%	(4.5)	6%	(6.5)	7%	(9.8)	10%	(5.7)	7%
Hotel	(4.2)	5%	–	0%	–	0%	–	0%	–	0%	(0.8)	1%
Net margin from turnover	68.1		51.6		65.0		71.8		72.8		65.9	
Investment income	13.6		2.8		4.9		–		–		4.3	
Overheads:												
Business & administration	(8.1)	9%	(6.1)	11%	(9.1)	12%	(6.5)	7%	(7.9)	8%	(7.5)	9%
Stadium costs	(5.2)	6%	(5.1)	9%	(6.4)	8%	(6.3)	7%	(5.4)	6%	(5.7)	7%
Available for re-investment in rugby	68.4		43.2		54.4		59.0		59.5		56.9	
Re-investment in Rugby:												
Community game (including Premiership)	(10.4)	11%	(9.8)	18%	(10.1)	13%	(10.9)	13%	(10.6)	11%	(10.4)	13%
Professional game (including competition income)	(50.3)	55%	(30.5)	55%	(48.1)	63%	(47.6)	55%	(40.1)	43%	(43.3)	54%
WRU Group (excl WRU Gwent surplus/(deficit))	7.7		2.9		(3.8)		0.5		8.8		3.2	





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 2022 and of the group's profit 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 2022; 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 2022 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 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 UK tax regulations and 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 pressure to meet budgets or from stakeholders to achieve a certain level of profit. Audit



procedures performed by the engagement team included:

- Discussions with management and internal legal representatives, including consideration of known or suspected non-compliance with laws, regulations and fraud, and confirming such matters with external legal counsel where applicable;
- Reviewing Board minutes and reports that set out the Group's compliance and monitoring of legal and internal control matters;
- Identifying and testing journal entries that are considered to exhibit fraud risks, in particular those that have unusual account combinations involving credits to revenue or cash; and
- Challenging assumptions made by management in its significant accounting estimates, in particular in relation to the residual value of tangible assets.

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

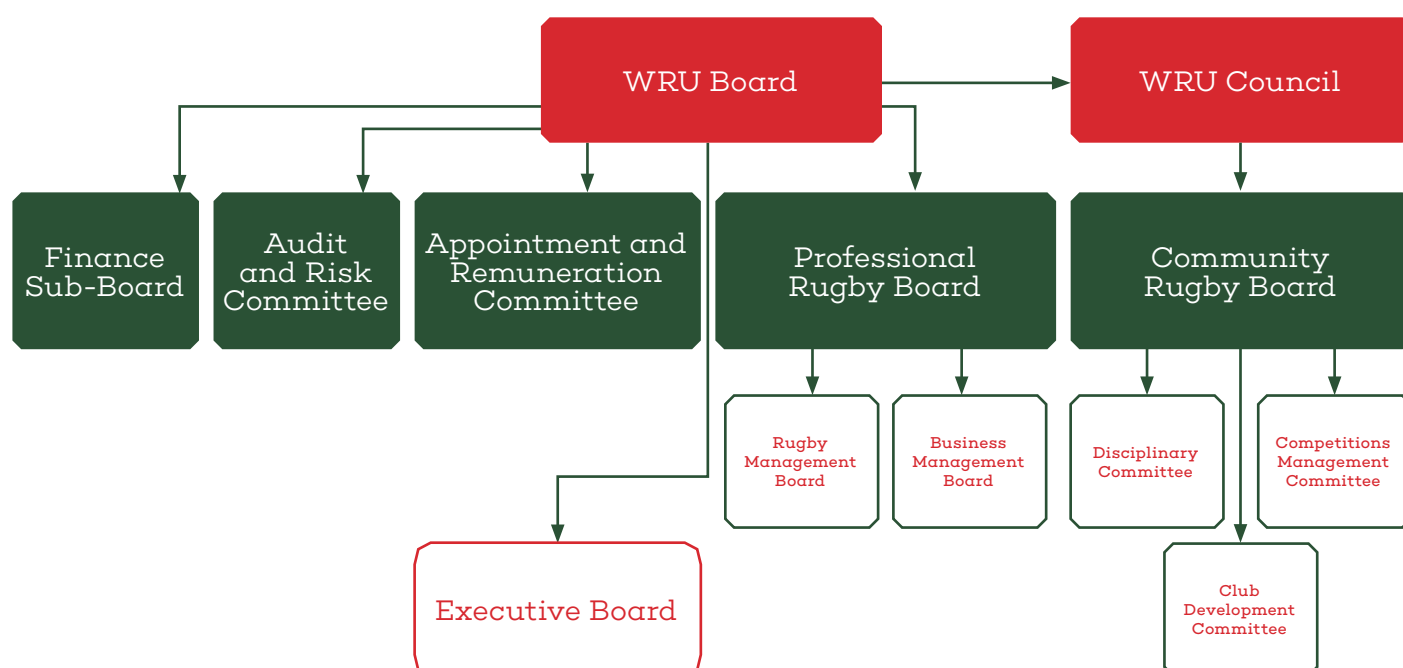
Cardiff, 7 September 2022

Welsh Rugby Union Governance

Year ended 30 June 2022



WELSH RUGBY UNION GOVERNANCE STRUCTURE



Patron

His Royal Highness The Duke of Cambridge.

President

Gerald Davies CBE DL MA LL.D.

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: Robert Butcher

Executive: Steve Phillips
(Group Chief Executive)

Non-executive:

Amanda Blanc (resigned on 18 February 2022)

Anthony Buchanan (appointed on 21 March 2022)

Liza Burgess (resigned on 21 March 2022)

Ieuan Evans MBE

Gordon Eynon (resigned on 4 November 2021)

Henry Engelhardt

Chris Jones (appointed on 4 November 2021)

Chris Morgan

Catherine Read

Phil Thomas

Colin Wilks (appointed on 4 November 2021)

Malcolm Wall (appointed on 15 March 2022)

David Young

The terms of office of each of Anthony Buchanan, Robert Butcher and Colin Wilks end at the conclusion of this year's Annual General Meeting, given that their respective terms as a National Council Member (in the case of Anthony Buchanan) and District Council Members (in the case of each of Robert Butcher and Colin Wilks) end at that time. As of the date of this Annual Report, Anthony Buchanan had been re-elected as a National District Member and each of Robert Butcher and Colin Wilks had been re-elected as a District Council Member.

Each of Anthony Buchanan, Robert Butcher and Colin Wilks will be eligible for re-election to the Board. The Welsh Rugby Union Council election to determine which Council Members will be appointed to the Board 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 (who resigned during the year); Anthony Buchanan (elected to replace Liza Burgess); Claire Donovan (elected on 18 October 2021); John Manders; Colin Charvis; 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	Kevin Lewis (elected on 18 October 2021)
District G	Chris Jones
District H	Gordon Eynon
District J	Alun Roberts (elected on 18 October 2021)



WELSH RUGBY UNION GROUP – EXECUTIVE BOARD

Chair:	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
Mark Williams	Stadium Manager
Lydia Stirling	People Director
Nigel Walker	Performance Director

DEVELOPMENT OF CORPORATE GOVERNANCE

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

Both the Board 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. 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 Malcolm Wall since 15 March 2022 (chaired by Amanda Blanc before then), comprised Steve Phillips, Tim Moss, David Buttress, Nick Garcia (who replaced Robert Davies in the year), Alun Jones, Simon Muderack and Marianne Okland (who is the appointed second independent member, as permitted pursuant to the PRB’s Terms of Reference). Nigel Walker also attended meetings, given his Executive responsibilities. Jon Daniels also attended meetings in his position as Rugby Management Board Chair. 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 Henry Engelhardt, comprised Robert Butcher, Phil Thomas, Chris Morgan, Robert Rogers (independent member appointed on 1 February 2022), Steve Phillips, Tim Moss and Rhodri Lewis. 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 Dave Young (previously chaired by Henry Engelhardt until 20 June 2022), comprised Robert Butcher, Henry Engelhardt, Phil Thomas, Ieuan Evans and Alan Jones. Whilst not a member, Steve Phillips 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 Catherine Read, comprised Claire Donovan, David Young and Alan Jones and included Tim Boag 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 and the Chair of PRB who receives a fee of £40,000.

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 and re-elected in October 2021.

Joined the Board in 2015. Was re-elected to the Board in November 2019, having been 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 retirement.



STEVE PHILLIPS Group Chief Executive

Joined the Group in 2007 having previously served as Group Finance Director.

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 September 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.



ANTHONY BUCHANAN

Joined the Board on 21 March 2022, having been elected as a National Council Member to replace Liza Burgess, who stood down from her position as a National Council Member mid-term to pursue a full-time employment role with the Company.

A veteran of the business world, he is a retired company director and the current chair of Llanelli Rugby Club.

The former Wales and Llanelli prop spent almost three decades as a player and team manager for Llanelli and the Scarlets and has served a number of distinguished roles for his home town club Ystradgynlais.

Buchanan first served as a Director from 2014 and thereafter as a Director and Council Member, before standing down in 2019.



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 Principal 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 an 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
Non-executive Vice-Chair

Joined the Board on 28 October 2020, having been elected as a National Council Member. He is Vice-Chair of the Board.

He is one of the WRU's nominated representatives on World Rugby and is also the chair of 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 led 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 played 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.



CHRIS JONES

Joined the Board in November 2021. He is also 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.



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 Marsh UK & Ireland, the world's leading insurance broker and risk advisor, combining 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.



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 Morryston before joining Vardre where he became club secretary, vice chair and then chair 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.



MALCOLM WALL

Was appointed to the Board in March 2022, having been appointed to chair the Professional Rugby Board.

A former chair of Premiership Rugby side Harlequin F.C., Wall has extensive high level business experience including a range of high profile non-executive directorships and several chief executive (CEO), chief operating officer (COO) or managing director (MD) roles, across the media industry.

He is also chair of three separate media companies – including dock10 Ltd, the Media City production facility and largest independent television studios in the UK.

He was formally CEO and then advisor to the board at Abu Dhabi Media and most recently MD at Song Lin Ltd, before forming his own consultancy Malcolm Wall Media in 2013.

He has been Meridian Broadcasting Deputy CEO, lead the multinational media company United Business Media as COO and was CEO, Content for Virgin Media LLC.



COLIN WILKS

Joined the Board in November 2021. He is also a District Council Member for District A.

He is Secretary, a Director and a former chair of Risca rugby club, who led the club through its incorporation process and is also a Level 3 coach.

He has spent almost 50 years in rugby, firstly as a player, then as a referee and coach and is now an administrator. His business background was as an experienced manager, working in the mining and steel 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.



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, having served in an interim basis since February. 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 chair 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 and was re-elected in September 2021.

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 for 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 chair 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 chair 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.



CLAIRE DONOVAN

Was elected as a National Council Member in September 2021.

An experienced Board Director and Technical Director working in the high profile food sector who has held Director positions on several international fresh produce companies, including G's Fresh, one of the largest salad producers in the UK & Europe, and is the owner/director of 3i Technical Consulting.

A former Wales Women international, with 75 caps, and Saracens Women's player, she has also worked as a lobbyist translating the needs of the horticultural industry into government policy and as a government advisor.

She was a member of the all party government working group on licencing of labour provision which lead to the Gangmasters (Licencing) Act 2004 (2003-2004). This involved leading a diverse group of industry unions (T&GWU and the NFU) Charities (Ethical Trading Initiative) retailers and both sides of the Houses of Commons and Lords, influencing and advising in order to fundamentally change how seasonal workers are treated and protected.



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 now 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.



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, chair for 10 years and has been club Secretary for the past 28 years. He was awarded Life-Membership of the club in 2009. He is a Director of Bryncoch and has been a member of the District D committee for 20 years.

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.



KEVIN LEWIS

Was elected as a District Council Member for District F in September 2021.

During his playing career he represented Waunarlwydd, Felinfoel, Loughor, Llanelli, West Wales XV and Welsh Districts.

He captained, coached and was team manager of Loughor RFC and also managed the West Wales Representative XV.

He joined the West Wales Management Committee in 2005 and held posts as District F Vice chair and chair before he was elected as a District Council Member.

Part of the team that developed the new playing and a 4G training facilities at Loughor RFC, he has been a director and honorary secretary of Loughor RFC since 2001 and is now a life member of the club.

He worked in Engineering for 44 years.



JOHN MANDERS

Was elected as a National Council Member in July 2020 and was re-elected in September 2021.

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 Iltydians rugby club. For the last 30 years he has gone from playing for the Welsh capital club to being their current chair.

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 Tickleddom Theatrical Productions and a director of learning at Credwch Ltd.



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 is a Level 2 Coach.

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 and is a former School Governor.



ALUN ROBERTS

Was elected as a District Council Member for District J in September 2021.

He is a director and founder member of Clwb Rygbi Caernarfon having begun his involvement as a player, he became a coach, secretary and committee member and is a former chair. He is also chair of the North Wales Rugby Union Council.

He played a key role in setting up the Women's team in Caernarfon that participates at the highest level within the National League structure and has produced a number of players who have represented Wales.

Alun retired from full time employment with BT/Openreach in 2018 after 37 years of service, including as project manager for the rollout of Superfast Broadband across Wales. He now volunteers at Hosbis Dewi Saint and is also a board member of the Social Enterprise Group which supports "O Law i Law" and "Porthi Dre".



RAY WILTON

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 chair 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 Anthony Buchanan are National Council Members and Rob Butcher, Dave Young, Chris Jones, Chris Morgan, Phil Thomas and Colin Wilks are District Council Members.

Jon Morgan OBE did not stand for re-election as a National Council Member at the end of his term of office at the 2021 Annual General Meeting. Brian Fowler and Hywel Roberts did not stand for re-election as District Council Members at the end of their respective terms of office at the 2021 Annual General Meeting. The Board and Council thank each of Jon, Brian and Hywel for their commitment and dedication as Council Members.



Executive Board





STEVE PHILLIPS
Group Chief Executive

Please refer to the biography on page 121.



GERAINT JOHN
Community Director

Welsh educated and Welsh speaking Geraint taught PE for 6 years before he first worked for the Welsh Rugby Union between 1989 and 1995 as a Development Officer to support the Community game for District B. He then re-joined 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, then Sevens Head Coach (winning a Pan American Gold Medal) and Assistant Coach to the National men's team, before joining the Australian Rugby Union as Program Director of Sevens and Men's Sevens Head Coach in June 2014 (winning a Bronze medal at the 2014 Commonwealth Games).

He is a former Wales age group coach, Under 21 Grand Slam Coach, Wales A plus Senior National assistant coach, who has also coached at Llanelli, Cardiff Metropolitan University and Cardiff Blues. He played for Cardiff, Bridgend and Llanelli, featured at every representative schoolboy level and was capped by Wales A and was selected and played for the Barbarians and a World XV.



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 125.**



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

Joined the Group in 2021.

Nigel is a former Olympic athlete, Welsh rugby international and Cardiff RFC wing. He 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 90s.

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 the 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 nine former internationals in the past year.

PHIL BENNETT (1948 - 2022)

Cap No 730 - 29 caps

Phil Bennett, who died at the age of 73 after a long battle with illness, was a key figure in Welsh rugby's second 'Golden Era'.

In the halcyon days of the 1970s he played a significant role in his country winning two Grand Slams in 1976 and 1978 and four successive Triple Crowns.

The Llanelli outside half cemented his name into rugby folklore with his performances on the unbeaten British & Irish Lions tour to South Africa in 1974 and by starting what is widely regarded as the greatest try ever scored - by Gareth Edwards for the Barbarians against New Zealand in 1973.

Born in the Carmarthenshire village of Felinfoel, Bennett's father Les worked in the local steelworks until he suffered an industrial accident.

His mother Mary worked at a car-pressing plant to make ends meet as the young Bennett, and step-brother Oliver, heard Les recite tales of his beloved Llanelli RFC.

Bennett was often sickly as a child and his father was told on one hospital visit that his diminutive son would "never have the physique to play rugby."

So, football seemed a better option and Bennett's performances for Llanelli Schoolboys drew admiring glances from several clubs and a contract offer from Swansea Town.

However, Bennett chose to play rugby with his friends at Felinfoel Youth and soon developed under the coaching genius of the legendary Carwyn James at Llanelli, where he spent 16 successful years making 413 appearances and scoring 2,532 points before becoming club President.

Perhaps his proudest moment came on Halloween 1972 when he was the architect of Llanelli's famous 9-3 victory over the All Blacks at his beloved Stradey Park. As long as rugby is played, whenever anyone utters the word side-step it will be synonymous with Bennett playing his part in launching that audacious try against the All Blacks for the Baa-Baas.

His form earned him selection for the Lions' tour of South Africa in 1974, and he was at the heart of what was regarded as the greatest rugby tour in history. The tourists won 21 of their 22 matches and the Test series 3-0, with one game drawn. He played in 11 games and scored 103 points on tour.

He played a key role in Wales' 1976 Grand Slam success and became captain after Mervyn Davies suffered a brain haemorrhage while playing for his club side Swansea.

He was then given the ultimate rugby honour when he was named captain for the Lions' 1977 tour of New Zealand.

The Lions lost a tight series 3-1, but won 21 of their 26 games, Bennett scoring 125 points in 15 games to take over from Bob Hiller as the leading points scorer in Lions history at that time with 228.

He saved arguably his best performance until last with a two-try masterclass as Wales secured the Grand Slam with a 16-7 victory over France in 1978.

Bennett retired with 210 points in 37 Tests – 29 for Wales and eight in a row for the Lions. He was awarded an OBE in 1979 for services to rugby and inducted into the World Rugby Hall of Fame and included on the Welsh Sports Hall of Fame's 'Roll of Honour'.

More recently, he unveiled a statue of himself in his home-town of Felinfoel.

After hanging up his boots he also carved out a hugely successful career in the media, becoming a newspaper columnist, a well-respected broadcaster.

DENIS EVANS (1936 – 2022)**Cap No 653 - 1 cap**

The former Wales centre and Secretary of the Welsh Rugby Union, Denis Evans, died at the age of 86.

He played once for Wales, against the 1960 South Africans in Cardiff, and enjoyed a successful playing career at Oxford University, Ebbw Vale and Llanelli.

He scored 40 tries in 100 appearances for Llanelli and also lined-up for them against Avril Malan's Springboks.

Born in Scunthorpe, he was raised in Trefil and went from Tredegar Grammar School to St Edmund Hall college at Oxford University.

He won a Blue as a Freshman in the 1959 Varsity Match at Twickenham, when Oxford beat Cambridge, playing in between two England caps in skipper Malcolm Phillips and Richard Sharp.

After a career in business in England, he was appointed Secretary of the WRU in succession to the former chief constable of South Wales Police, David East.

He took up his post in January 1990 and eventually left his office in October 1993.

He became the eighth Secretary of the WRU and was the third former international player, after Billy Gwynn and Bill Clement, to fill the position.

DES GREENSLADE (1933 – 2021)**Cap No 671 - 1 cap**

Newport prop Des Greenslade, a towering presence for the Black & Ambers between 1955-63, made one appearance for Wales.

His solitary Welsh cap came against Scotland in 1962, notable as it was Scotland's only win in Cardiff (8-3) in an 18-match spell that was to stretch from 1939-80.

Born in Cwmcarn, Greenslade joined Newport from Newbridge in 1955.

In his eight seasons with the Rodney Parade outfit, he rarely missed a game and amassed 285 appearances for the Gwent side, scoring eight tries. He was in the Newport side that beat Australia 11-0 in 1957.

A miner, he was among a number of new faces in the Newport side in 1956 which went on to claim the unofficial Welsh Championship.

Among those new recruits were two other future Welsh internationals scrum-half Colin Evans, from Blaenavon, and full-back Norman Morgan, who had just left the Army.

Mobile and durable, Greenslade also represented the Barbarians and Crawshays.

GRAHAM JONES (1933 – 2022)

Cap No 684 - 3 caps

Graham Jones will always be remembered as the first player from Ebbw Vale to score a try for Wales, a touchdown that was recognised as one of the fastest of all-time scored by a Welsh forward.

The former Ebbw Vale back row stalwart died on 1 July 2022, at the age of 88 after battling a short illness. He won three caps, scoring in his second game against Ireland in 1963, and also played against the 1963 All Blacks for the Combined Abertillery & Ebbw Vale side.

Born in Garndiffaith on 24 November 1933, he learned his rugby at Abersychan Grammar School and played for Pontypool as a centre before joining the RAF to complete his National Service. That was when he converted into a rampaging back row forward.

Having played in the Ebbw Vale trials at the start of the 1960-61 season he made his debut in the opening game of the season against Blaina. He went on to become a real fans favourite with the Steelmen, making more than 150 consecutive appearances.

He followed Graham Powell (debut v Ireland 1957), David Nash (debut v SA 1960) and Denzil Williams (debut v England 1963) in being picked for Wales.

'Bunner' Jones made rapid progress after joining the club and earned a Welsh Trial in January 1963, packing down in the Possibles back row with Roger Michaleson and Dai Hayward.

The other two were picked for the opening game of the Five Nations against England, but Jones had to wait until the second round of the championship for his chance.

Both Michaelson and Hayward were jettisoned after defeat in Cardiff to the English side and Jones joined Alun Pask and Haydn Morgan in a new look, all-Gwent back row for the trip to Murrayfield. He was one of three debutants, along with centre Ron Evans and wing Billy Morris, at Murrayfield on 2 February 1963, when Wales beat Scotland 6-0.

He then played in the 14-6 home defeat to Ireland in March and won his third and final cap in the 5-3 defeat to the French in Paris. It was at the Arms Park on 9 March 1963, against the Irish he scored his only international try, touching down his own kick ahead and beating several players in the process.

After leaving Ebbw Vale, he captained Cwmbran and went on to have two spells as chairman at that club. He also coached their youth team and was a Monmouthshire selector, a team he helped to win the Welsh Counties Cup Final in 1961 and 1963.

DERRICK MAIN (1931 – 2022)

Cap No 637 - 4 caps

Derrick Main, who won four caps for Wales in the 1959 Five Nations tournament, died at the age of 90.

Described in the London Welsh history as “an indestructible prop”, he packed down alongside Bryn Meredith and Ray Prosser in his first game against England at Cardiff Arms Park on 17 January.

He was one of seven new caps, joining Cliff Ashton, Dewi Bebb, Haydn Davies, Ian Ford, John Leleu and Malcolm Price, in a side that won 5-0.

Main held his place for the rest of the championship. Wales were beaten by a point in Scotland, beat the Irish at home 8-6 before losing 11-3 in Paris to finish joint second in the table.

Born in Cairo, where his Scottish father was working in the military, Main was living in Dover Castle when WW2 struck.

Along with his Cornish mother and two brothers he was evacuated to Abergavenny, where he attended King Henry VIII Grammar School.

After leaving school he did his National Service in the Royal Navy and played in the Inter-Services Championship at Twickenham in 1953 and 1954. His next move was to Exeter, where he trained to become a teacher at St Luke’s College.

The rugby team at the College was among the best in the country at that time and he also played for two seasons for Devon in the county championship, helping them to reach back-to-back finals. They were beaten by an all-star Middlesex side in the 1956 final and then beat Yorkshire 12-3 in Plymouth a year later.

He was one of five St Luke’s players in the cup final winning side, all of them Welsh. Fellow Welsh international Brian Sparks was in the back row and the great Pontypool playmaker Benny Jones was at outside half.

In 1955 he had been in the St Luke’s team that had been beaten by Richmond in the final of the Middlesex Sevens at Twickenham and he returned two years later to win the title. He reached a third Middlesex final with London Welsh, the club from which he was capped, in 1960.

He became a Barbarian on their Easter Tour in 1958 and played in his first Welsh trial in 1959. He was selected for the second of three trials, but didn’t make the cut for the final trial, yet still got picked by the Big Five selectors. He also had a trial in 1960 before hanging up his boots a year later.

WINDSOR MAJOR (1929 – 2022)

Cap No 562 - 2 caps

The former Wales and Maesteg wing Windsor Major, who played in one game in the 1950 Grand Slam campaign and helped the Old Parish go unbeaten in the 1949-50 season, died at the age of 92.

Hailing from Llangynwyd farming stock, Major went to school at Cwmfelin and then Maesteg Comprehensive School. He finished his education at Bridgend Technical College before going on to serve as a Private in the Welch Regiment.

A quick and immensely strong wing, his rugby career was centred around Maesteg, for whom he scored 54 tries in 228 appearances. His Maesteg debut came at the age of 16 against Briton Ferry in 1946, when he played alongside his father, Gwilym.

He also played for Maesteg Quins, Maesteg Celtic, Neath, Aberavon, Bridgend, London Welsh, the Eastern Counties of England, the Army, the Combined Services and Glamorgan County.

He went on to become President of both Maesteg and Glamorgan County.

He made his Wales debut on the same day as Malcolm Thomas, Peter Stone and Clem Thomas at Stade Colombes, with the quartet winning their first caps in a game won 5-3 at France on 26 March 1949.

His second cap came on 4 February 1950, when he played in the 12-0 home win over Scotland in the second game of Wales' first Grand Slam campaign for 38 years.

He took over from Trevor Brewer, who had made his Wales debut in the win over England at Twickenham.

At the time of his death he was Wales' second oldest living international after Courtenay Meredith.

ALUN REES (1938 – 2022)

Cap No 670 – 3 caps

Alan Rees was one of the most talented all-round sportsmen of his era, playing rugby for Wales, cricket for Glamorgan and rugby league for Leeds.

A diminutive outside half in the classic Welsh mold, he learned his rugby at Glanafan Grammar, in Port Talbot.

He won three Wales Schools caps at U15 level against England (twice) and the Scottish Borders in 1953 and went on to play six times for Wales Secondary Schools. He played against the touring Eastern Transvaal High Schools, France and England in 1955 and Yorkshire, France and England in 1956.

He was also a member of the young Welsh Dragons team that went to South Africa in 1956. The team played eight matches and won six and drew another, with Rees one of the stars of the side in tandem with Clive Rowlands at scrum half.

He made the first of several appearances as a teenager for Aberavon against Pontypridd in February 1957 before joining Llanelli in the 1959-60 season. He eventually settled in at Maesteg, a club he captained in the 1961-62 season, before joining Leeds RLFC in September, 1962.

In the autumn of 1961 he was in the Probables team in a Welsh trial opposite Cliff Ashton. He scored two tries in a 20-3 victory and was picked for the opening game of the 1962 Five Nations campaign against England at Twickenham. He found himself playing opposite Richard Sharp in a game that ended as a 0-0 draw.

Rees went on to drop a goal in the 8-3 home defeat to the Scots in the next round before losing his place in the wake of a 3-0 triumph over France at the Arms Park.

At the beginning of the next season he turned professional, heading to rugby league.

At Leeds, Rees was settling into the team when he suffered a serious injury in an unsavoury match against Oldham.

Two players were sent off and Rees, twice felled after parting with the ball, was taken to hospital with his nose broken in two places; injuries blighted his time in rugby league and he eventually retired from all rugby in 1965 to concentrate on cricket and playing for Glamorgan.

He had made his first-class debut for Glamorgan at the age of 17 against Somerset at Weston-Super-Mare while still at school in 1955.

A brilliant cover fielder, he eventually played 216 games for Glamorgan between 1955 and 1968, being awarded his county cap in 1963.

He scored 7,681 runs, took 113 catches, scored two centuries and 36 half-centuries.

He played against all the major touring teams for Glamorgan and was the highest scorer in both innings (48 and 47) when the Welsh county beat Australia by 36 runs at St Helen's in 1964.

GLYN SHAW (1951 – 2022)

Cap No 745 - 12 Wales caps

(plus 8 Wales Rugby League caps)

Glyn Shaw, the powerhouse prop from Neath who played both rugby union and rugby league for Wales died at the age of 71 after a long battle with cancer.

A former Wales Youth cap in 1969 and 1970, he graduated into the Neath senior side in his first season out of youth rugby at Seven Sisters and became an instant hit in the Welsh All Blacks pack.

He was capped as a second row at youth level, but became a loose head prop at The Gnoll playing on the opposite side of the scrum to another future Welsh international, Walter Williams, with Norman Rees in the middle. He packed down with Rees and Williams in an all-Neath front row for Wales B against France B in a 30-9 defeat in Paris in October, 1971.

Shaw helped Neath win the inaugural WRU Challenge Cup final in 1972, when they beat Llanelli 15-9 at the National Ground, Cardiff Arms Park, and the first of his 12 senior caps came against the touring New Zealanders in 1972. Wales lost 19-16.

He had a second crack at the All Blacks when Neath & Aberavon combined to meet them, but went down 43-3, and he toured Canada with Wales in the summer of 1973, playing in four of the five matches.

He played in ten games in a row for Wales between 1972-74, featuring on both sides of the scrum. Wales shared the title in a five-way split in the Five Nations in 1973 and won one and drew two games in 1974.

He also played in the 24-0 victory over Australia in 1973 and the victories by West Glamorgan and the Wales XV against the touring Japanese.

In 1974, he packed down for the Carwyn James XV in the Year of the Valleys game against a Welsh Valleys side and in the West Wales team that beat the Tongans 14-6 at St Helen's. He lost his place in the Welsh front row to Tony Faulkner in 1975, but returned for two more caps in the early rounds of the 1977 Five Nations.

He was made captain at Neath for the 1977-78 season, but in November 1977 he opted to join rugby league club Widnes. He made one appearance for the Great Britain side against New Zealand in 1980. He later joined Wigan after playing 140 times for Widnes, scoring 17 tries. He played 63 games for Wigan and a further 21 for Warrington and finally eight for Rochdale Hornets before hanging up his boots at the end of the 1985-86 season.

GRAHAM TREGIDON (1935 – 2022)

Welsh Rugby Union President 1992–1993

No president of the Welsh Rugby Union had more political upheaval to deal with in their year in office than Graham Tregidon, the renowned Cardiff schoolteacher who died at the age of 87.

The Swansea-born, Pembrokeshire-educated Tregidon was in charge of proceedings as chairman on Sunday, 4 April 1993, when the clubs forced out the General Committee at an SGM.

At the end of the dramatic gathering in Port Talbot, the President and one of his predecessors, Hermas Evans, were charged with running the Union's affairs as Trustees.

Born in 1935, Tregidon became the first Welsh Secondary Schools cap from Pembroke Grammar School. He played at outside half in three games in 1953, guiding Wales to a 9-6 away win in France and an 8-0 win against England in Cardiff after the Yorkshire Schools had notched their first win over the Welsh since in 21 years in the opening fixture.

His fourth and final cap came against England in 1954, when he was in the team that won 6-3 in Leicester. At the end of the 1953-54 season, at the age of 19, he made his first appearance in a first-class match when he filled the No 10 shirt for Swansea at St Helen's against the Harlequins.

He did his National Service in the RAF before heading to Loughborough Colleges to study to become a teacher. He played alongside some great players at Loughborough, including No 8 Alun Pask, who went on to captain Wales and tour twice with the British & Irish Lions.

Brian Wightman, a future England cap, was in the back row alongside Pask and the side captained by Tim Carris, and featuring Tregidon at full back, won the UAU title for the fourth time in 1958 with a 14-0 win over University College of Wales, Aberystwyth, at Boughton Hall, Chester.

Tregidon was captain of the university side the following season, when they beat Manchester in the final.

He played for a number of clubs across south Wales and was in the Penarth team that went down 26-22 to the Barbarians in 1961 after spending a full season with the Seaside.

Tregidon married in Pembroke in 1960 and started working as a craft teacher at Canton High School, where he taught until retirement.

He was heavily involved in rugby coaching at the school and became the secretary of the Welsh Schools Rugby Union in 1984, a post he held until the 1990s.

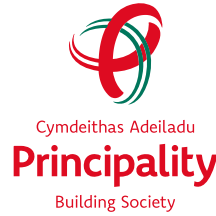
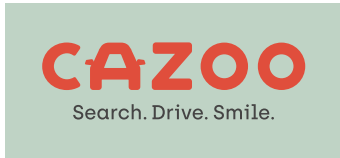
He became a life member of the Welsh Schools Senior Group and was assistant manager on the 1983 tour to Canada.

In 1978 he took over from T Rowley Jones as one of the Schools Union's two representatives on the WRU General Committee, a position he held right through to his presidency.



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