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THE YEAR THAT WAS

2017 IN REVIEW



CHAIRMAN & CEO'S REPORTCameron Clyne & Raelene Castle

Chairman's Report

017 was an incredibly difficult year for Australian Rugby, the likes of which I hope we never endure again. The difficult decision to remove a Super Rugby team was made with the game's best interests at heart, but it resulted in a great deal of hardship. The situation was compounded by legal action that stifled our ability to communicate publicly about the decision-making processes, which only served to heighten speculation and fear.

While it was a challenging year for the WA rugby community, I must reiterate that Rugby Australia intends for WA to remain integral to the fabric of rugby in this country, and we will continue to support Western Australian rugby, from the grassroots to the NRC and Super W.

Ultimately, we hope the removal of one Australian Super Rugby team will strengthen our code in the long term. We want to be able to invest more significantly in grassroots rugby - something we have often been unable to do confidently over the past five years because of the \$28m in unbudgeted funding we have provided to Super Rugby clubs to ensure they could continue to operate. Equally as important, we want our Super Rugby clubs to benefit from greater player depth so they can perform better and win over more fans.

To remain relevant we need to have winning teams, and we need to continue to provide opportunities for all Australians to enjoy our game, through the quality delivery of rugby participation programs across each format.

It is crucial that the community game is supported through

meaningful investment and this is a major priority for the organisation for 2018 and beyond.

MAJOR HIGHLIGHTS

While the Super Rugby situation distracted the public and consumed the media coverage of the game in 2017, it was unfortunate that our success stories from our grassroots largely went unheard.

It was a pivotal year for Indigenous rugby participation, which is now a core part of our business. We have more Indigenous children exposed to the game than ever before, thanks to the success of Deadly7s – our five-week Indigenous rugby program for schools. The first Indigenous Wallabies jersey (worn when the Wallabies beat New Zealand in the final Bledisloe Cup match) was also a huge success and proved extremely popular with fans, as both production runs quickly sold out.

Women's rugby continued its impressive growth in 2017. Women's Club XVs increased by 53% in the World Cup year, which also saw media coverage of the Wallaroos grow by 600%. Meanwhile, female Club Sevens increased by 47% in the inaugural year of the Aon Uni 7s, which was a great success.

In 2017, Rugby Australia also strengthened its commitment to the safety and inclusion of all participants in rugby with a nationwide roll-out of new and updated policies and procedures to encourage more children and adults to play, and stay, in rugby. These included an updated Age Dispensation Policy and a Blue Card Trial to improve concussion management and awareness on and off the field.

THANKS

I must extend our thanks to the wider rugby community - the players, coaches, referees, administrators and volunteers - who continued to invest their time and energy in the game. Without them, the game wouldn't exist, so I commend them for their continuing efforts to make rugby such a fun, inclusive and respectful game.

Tribute must be paid to members of our community who passed away in 2017. They include: Dan Vickerman (1979-2017), Terence Reid (1934-2017), Denis O'Callaghan (1939-2017), Barry Roberts (1933-2017), Peter Phipps (1933-2017), Stan Pilecki (1947-2017), Tom Sweeney (1929-2017), Neil Betts (1926-2017) and Ken Catchpole (1939-2017).

We also thank Qantas, Fox Sports, Asics and all other commercial, broadcast and government partners who are vital to the fabric of rugby in this country.

Finally, the staff at Rugby Australia and all Member Unions, and Board Directors must be acknowledged for the professionalism and passion for the game they displayed during 2017. A special thanks also goes to Bill Pulver, who provided five years of outstanding service to the game as CEO of Rugby Australia.

2017 SCORECARD PERFORMANCE Making rugby a game for all (23% / 25%)

The year began with a roll-out of policies to encourage more children and adults to play, and stay, in rugby. Pleasingly, total participation continued to rise thanks to the momentum gained in prior years, however club XVs continued to decline, highlighting the need for further support.

It was a pivotal year for Indigenous rugby participation, which is now a core part of our business

Igniting Australia's passion for the game (17% / 25%)

In 2017, Wallabies ticket sales - a barometer for fan engagement - were significantly poorer than forecasted. However, the afternoon kick-offs for the June Test matches were widely applauded by fans, and rugby.com.au's traffic showed the appetite for online Australian rugby content is growing.

Building sustainable success in professional Rugby (18% / 25%)

Across our national teams, it was a year of mixed results in which teams failed to meet the high standards they set for themselves. Importantly, progress was made with the creation of the High Performance Panel, which will increase collaboration between all professional teams to maximise the effectiveness of high performance strategies and reduce duplication of effort.

Creating excellence in how the game is run (17% / 25%)

The decision to remove an Australian Super Rugby team and the ensuing legal action, senate inquiry and IPRC discussions, resulted in a great amount of time and resources being reallocated throughout the year. From an administrative perspective, the highlight of the year was the opening of the Rugby Australia Building which coincided with a rebrand to "Rugby Australia", signalling a new era for the code.

FINANCIAL POSITION

Rugby Australia had an underlying operating deficit of \$3.8m for the 12-month period ended 31 December 2017

The Company has reported an operating surplus of \$17.8m for the year, owing largely to \$21.6m

in Government grants relating to the construction of its new high performance and administration head office at Moore Park. The funding was consumed entirely in the construction of the new facility however the full sum of this Government funding is reported as income during the 2017 year.

After adjusting for this and one-off costs relating to running the Western Force and legal costs, we have also provided an adjusted operating surplus of \$3.8m, which is indicative of the financial position of the Company had these one-off items not occurred in the year.

CEO's Report

In my short time in the Chief Executive role I've taken the opportunity to meet and hear the stories of many people across the professional and community levels of the game, across Australia.

From these conversations I have found there is a collective desire in the rugby community to put the challenges of 2017 behind us. Rugby people want to see the game succeed and everyone is ready and willing to play their role to make it happen.

Our game can unite to meet the increasing challenges of operating within the most congested sports and entertainment market place in the world.

There are fantastic building blocks across the whole of the country that have been built over more than a hundred years and we need to ensure that those are all aligned and working together to maximise the opportunities for the game both domestically and internationally.

The key measures of success

in 2018 will be winning teams including our Wallabies, Sevens and Super Rugby teams - all underlined by the support and passion of Community Rugby.

To achieve this success, we will need to work differently to drive these outcomes. This has already begun with the creation of the collaborative, cross-team high performance plan - a vital step for the game, which bodes well for our future.

There will also be a step-change in the approach to women's rugby to ensure all departments work together to capitalise on the momentum in both our Super W and Women's Sevens programs.

Our 2018 Scorecard will focus on: Participation - supporting clubs through coach development, expanding Get Into Rugby (rebranded from Game On), improving player safety and building on our strong progress with Indigenous participation.

Fan Engagement - securing the Women's Rugby World Cup 2021, driving digital fan engagement, and improving match attendance and broadcast audiences.

Professional Teams - continue high performance collaboration, national teams winning pinnacle events, and establishing a women's high performance leadership program.

Administration - driving the rugby economy with a focus on ticket sales and sponsorship revenue, improving media coverage of the game and repositioning the commercial value of women's rugby.

I am excited about the positive opportunities for rugby in Australia throughout 2018.

TIMELINE

HIGHLIGHTS OF 2017



February: **Vodafone returns to Super Rugby** as naming rights partner, after a long history with Australian Rugby dating back to 1998.

January



April: **The Qantas Australian Men's Sevens** record
their best result of
the season at the
renowned Hong
Kong Sevens,
finishing third.



ary March May February April June

February: **Aon backs Australian Women's Sevens** pathways signing a major partnership, that includes sponsorship of the Qantas Australian Women's Sevens team, the inaugural Aon Uni 7s, and the National Sevens Championships.



February:
Sydney 7s
hosts the HSBC
Women's
Sevens World
Series for
the first time,
featuring
Australia's gold
medal-winning
women's team.
Saturday and
Sunday tickets

sell out.

May:
Rugby Australia
formally partners
with the GingerCloud
Foundation to foster
and promote the
development of the
Modified Rugby
Program.

March: World-leading inclusivity policies and procedures are rolled out nationally to encourage more people to play, and stay, in rugby. They include Concussion Guidelines, a Blue Card Trial for concussion management and an updated Age Dispensation Policy.

July: **Rugby Australia appoints**

July

former Qantas
Wallabies playmaker
Rod Kafer to a
project role within its
High Performance
department, to
lead the facilitation
of Australia's elite
coach development
program.





August: **The Buildcorp Wallaroos commence their Women's Rugby World Cup**

campaign in front of a sold out crowd at UCD Bowl, Dublin against tournament hosts, Ireland. In a nail-biting match, they go down 17-19, but go on to beat Ireland later in the tournament. October: The Qantas
Wallabies defeat
New Zealand 23-18 in
a Bledisloe Cup clash
for the ages at a rainsoaked Suncorp Stadium.
The team run out in
a specially-designed
Indigenous jersey for the
match, in recognition of
the contribution of the 14
Indigenous men who have
worn the Wallabies jersey
throughout history.

November: **Brad Thorn's Queensland Country** win their first NRC title after defeating Canberra Vikings 42-28 in front of more than three thousand people. It completes their journey from wooden spooners to Champions in just 12 months.



September November August October December

August: After receiving numerous high quality applications from across Australia, the final eight teams selected for the inaugural Aon National University Sevens Series kick off the Aon Uni 7s in Launceston.



Australia Building is officially opened in Moore Park, Sydney - the first facility of its kind in Australia to house iconic national sporting teams alongside one of the country's leading tertiary education institutions, UTS. With its move to a brand-new headquarters, the national body for rugby union in Australia is rebranded to Rugby Australia.

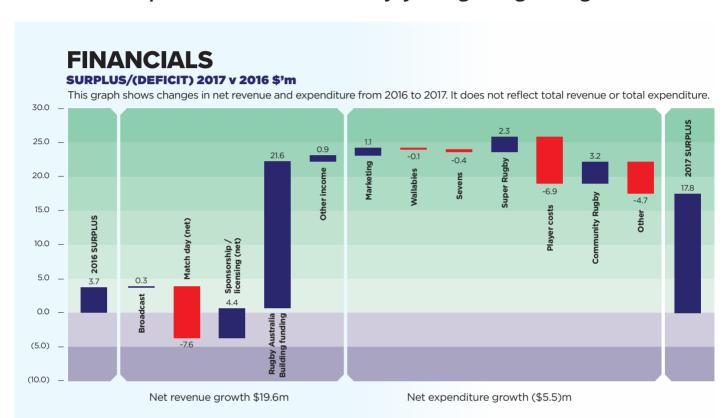
October: The Rugby

December: **The Qantas Australian Women's Sevens team** wins the first leg of the 2017/18 HSBC Sevens World Series in Dubai, defeating the USA in the Cup Final 34-0.



2017 IN BRIEF

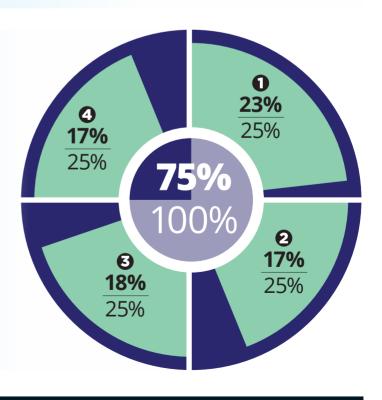
VISION "To inspire all Australians to enjoy our great global game"

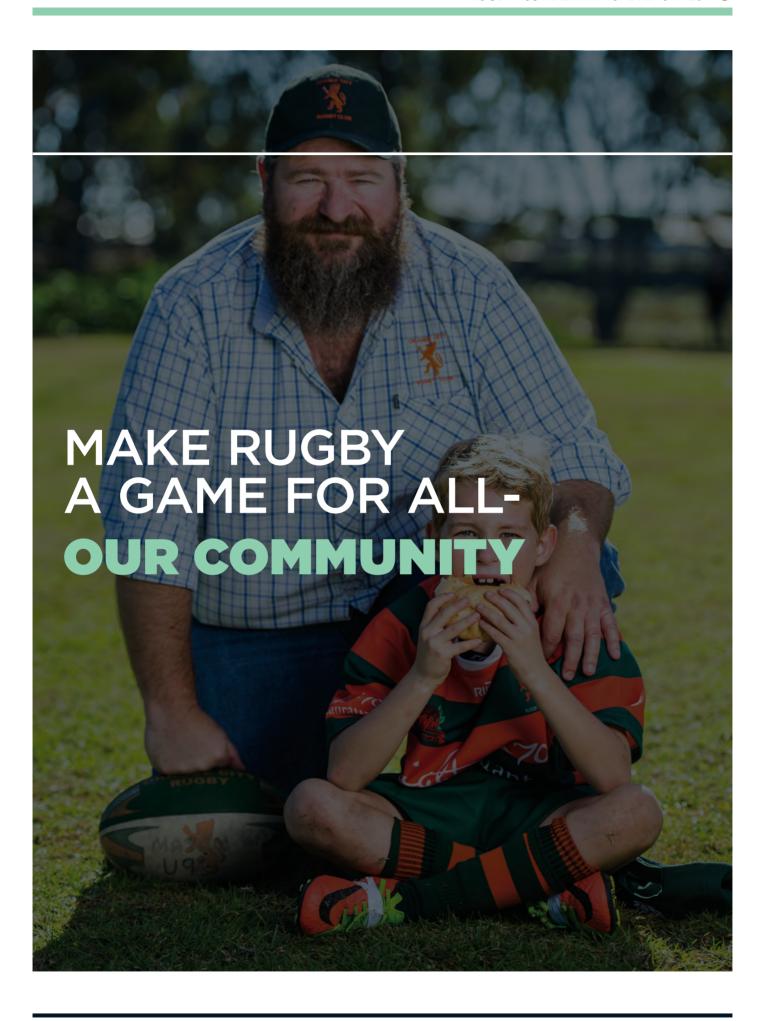




- Making Rugby a game for all (23% / 25%)
- 2 Igniting Australia's passion for the game (17% / 25%)
- 3 Building sustainable success in professional rugby (18% / 25%)
- Creating excellence in how the game is run (17% / 25%)

We achieved: (75% / 100%)





MAKE RUGBY A GAME FOR ALL: OUR COMMUNITY

OBJECTIVES

OBJECTIVE 1

Consolidate participation numbers

PRIORITIES INCLUDED	RESULT/ PROGRESS
CONSOLIDATE OVERALL PARTICIPATION AT 274,000, INCREASING FEMALE SHARE AND TRANSITIONS TO CLUBS ACHIEVE THIS THROUGH:	NOT ACHIEVED
INCREASING CLUB XVs NUMBERS	NOT ACHIEVED (97% of target achieved)
INCREASING CLUB AND COMMUNITY SEVENS BY 15%	ACHIEVED
MAINTAINING SCHOOL XVs NUMBERS	ACHIEVED
MORE THAN 7,000 PLAYING VIVA7S	ACHIEVED
• MORE THAN 41,000 PLAYING GAME ON	ACHIEVED
Weighting: 18% of Corporate Scorecard	17% / 18% Completed

ork continued in 2017 to 'make rugby a game for all', which is central to Rugby Australia's vision and strategic plan.

It was a year for consolidation, with systems and processes being developed to ensure a sustainable future for the game. It became essential to work smarter and more efficiently with the available resources. The strategic priority of 2017 was to retain players and increase the transition of schools rugby participants (including Game On participants) to Club rugby. Ultimately, this goal was not achieved as Club rugby numbers declined by 2%, however important foundations were laid to encourage future growth in Club participation.

In total, 271,922 people played rugby regularly in 2017 (five or more games or structured sessions), reflecting a 0.4% decline



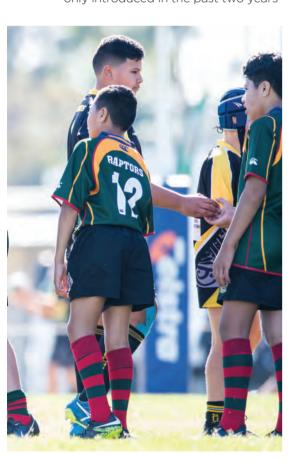
The greatest growth in rugby came from new formats of the game: Sevens, VIVA7s and Game On

on 2016 figures. A further 205,109 experienced rugby through a school, club, camp or event environment.

The greatest success in participation for 2017 was with women's Club XVs numbers. The total number of female Club XVs participants increased by 53% as clubs capitalised on the momentum of the Women's Rugby World Cup.

Following women's Club XVs, the greatest growth in rugby came from new formats of the game: Sevens, VIVA7s (non-contact Sevens) and Game On (the VIVA7s program for primary schools).

After several years of rapid growth, Sevens numbers continue to rise for boys, girls, men and women, contributing to an overall 9.8% increase in Sevens participation, across both clubs and schools. Junior Club programs - most of which were only introduced in the past two years



- experienced the highest growth, leading to a 47% increase in female Club Sevens, and a 21% increase in male Club Sevens. Proportionally, the largest growth was seen in SA and WA showing that in non-traditional rugby states, Sevens is a vital entry path into the code.

Significantly, Game On continued its popularity in primary schools with 56,347 boys and girls from government and non-government schools participating in the five-week program. This reflects participation growth in every age group from U6s - U11s. The figures show that the traction gained in previous years has paid off, with word of mouth (rather than solely Development Officer numbers) contributing to its ongoing popularity. Importantly, 68% of the schools that delivered Game On in 2017 were government schools, allowing Rugby Australia to make vital inroads into the public school system.

Through Game On, rugby has a presence in more public schools than ever before. In addition, 10% of Game On's participants were engaged through Deadly7s, which is Rugby Australia's Indigenous primary schools program.

VIVA7s also enjoyed growth in 2017. A total of 8,209 people competitively played the non-contact format of Sevens in 2017, representing a 2.7% increase over 2016 figures. As with Game On, the increasing popularity of VIVA7s can be attributed to the hard work of prior years: Rugby Australia and Member Unions have trained and empowered clubs to run VIVA7s independently which has resulted in the program being delivered in a way that is appropriate to each respective club and/or area, and therefore more attractive to new participants.

School XVs numbers remained level with 2016 levels as work continued on the development of the National Schools Strategy. RA Board Director Paul McLean led the development of a project plan to protect and grow School XVs participation, and the results of this project plan should be seen in coming years.



Rugby Australia also strengthened its commitment to the safety and inclusion of all participants in rugby with a nationwide roll-out of new and updated policies and procedures to encourage more children and adults to play, and stay, in rugby. These included an updated Age Dispensation Procedure and Mixed Gender Dispensation Procedure, both of which aim to maximise participation so long as it is safe to do so.

A significant research project was undertaken with the Australian Catholic University into 'mismatches' in physical development of adolescent rugby players, which was a precursor to the 'Size for Age' Guidelines for the 2018 rugby season.

A Blue Card trial was also undertaken in select competitions, which gave match officials the ability to indicate to all at the ground that a player showing signs and symptoms of concussion was leaving the field, thus triggering the Rugby Australia Concussion Management off field Procedure. The trial created greater awareness and ensured players showing signs and symptoms of concussion were recorded as such in the competition management system and followed the Graduated Return to Play procedure.

Looking ahead, grassroots rugby will receive an extra \$1m in 2018 which will assist state unions development and support of quality coaches, who are vital to growing club rugby and ensure players are provided with a rugby experience that is fun, fulfilling and inclusive.



OBJECTIVE 2

Ensure quality coaching needs are met

PRIORITIES INCLUDED	RESULT/ PROGRESS
EXCEED 7,000 ACTIVE ACCREDITED COACHES	NOT ACHIEVED (97% of target achieved)
Weighting: 2% of Corporate Scorecard	1% / 2% Completed

oaches are critical to the future of rugby, as they nurture and encourage boys, girls, men and women to participate and stay in rugby. Rugby Australia recognises that coaches need to be well-supported to perform their roles to the best of their ability. With improved tracking of coaches via RugbyLink, there are now better systems established to quickly identify areas where more coaches



are needed to encourage the growth of the sport.

In recent years, demand for coaching accreditation has shifted from former (male) players to a greater variety of consumers who are focused on skill education and professional development. While coaching accreditation targets were not met in 2017, attendance at professional development courses exceeded expectations.



supporting clubs, by focusing on supporting and educating coaches

This coincided with a concerted effort to harness the expertise of existing High Performance coaches, by running coaching seminars in the lead up to Test matches. As part of this, Wallabies Skills Coach Mick Byrne led coaching seminars in Perth and Brisbane, where attendance was more than quadruple that of previous years. Wallabies Head Coach, Michael Cheika, also hosted talented clublevel coaches at the Wallabies' pre-Test Captain's Run so they could learn more about high performance training methods in practice.

In 2018, Australian Rugby will step-change its approach to supporting clubs, by focusing on supporting and educating coaches. The priority will be on balancing opportunities for base-level coaching accreditation (so that Australian Rugby has more coaches overall) with opportunities for further professional development, which enable existing coaches to climb the national coaching ladder.

MAKE RUGBY A GAME FOR ALL: OUR COMMUNITY

OBJECTIVES

omen's rugby participation grew significantly in 2017. In a World Cup year, media coverage of the Wallaroos increased by 600% and this increased visibility of women's XVs led to a rise of 53% in women's XVs participation. Women's XVs rugby pathways were further boosted by the announcement of the inaugural Super W competition in 2018, which will further increase the profile of the sport.

Female Sevens participation continued its impressive growth, increasing by more than 30% over 2016 figures. The inaugural Aon Uni 7s which included teams from NSW, Queensland, Tasmania, ACT and South Australia introduced numerous new athletes to the sport, and established a visible pathway for female rugby players with aspirations of representing Australia in Sevens.

Overall, female rugby participation in 2017 accounted for just over 13%

Women's XVs rugby pathways were further boosted by the announcement of the inaugural Super W competition in 2018



of all rugby participants (excluding Game On where 40% of participants are female), which is consistent with 2016 figures.

Women's rugby remains a huge potential growth area for rugby clubs. And, as the Wallaroos' World Cup campaign and the Aon Uni 7s inspired new females to join the game, many clubs and facilities are working increasingly urgently to build capacity to host female players and competitions.

OBJECTIVE 3

Focus on female participation

PRIORITIES INCLUDED RESULT/ PROGRESS MORE THAN 12% OF RUGBY **ACHIEVED** PARTICIPANTS ARE FEMALE (GAME ON NUMBERS ARE EXCLUDED FROM THIS FIGURE) Weighting: 3% of Corporate Scorecard 3% / 3% Completed



MAKE RUGBY A GAME FOR ALL: OUR COMMUNITY

OBJECTIVES



ndigenous rugby was a huge growth area in 2017, and continues to become increasingly integral to Rugby Australia's core

Australian Rugby's history

In its second year, the popularity of the Indigenous primary school rugby program, Deadly7s, continued. 76 schools enjoyed the five-week Deadly7s program, which is only run in schools where over 20% of students identify as Indigenous.

OBJECTIVE 4

Sustain growth in Indigenous Rugby

PRIORITIES INCLUDED	RESULT/ PROGRESS
MORE THAN 8,000 DEADLY 7s PARTICIPANTS	ACHIEVED
Weighting: 2% of Corporate Scorecard	2% / 2% Completed

For the second year in row, Indigenous participation targets were substantially exceeded. In total, 12,702 primary school students participated in the

Deadly7s program, of which 5,665 identified as Indigenous. This reflects a 134% increase in Indigenous participants on 2016 results.

For the second year in row, Indigenous participation targets were substantially exceeded

There are now more Indigenous children playing rugby than ever before. Rugby Australia has never had such reach in the Indigenous community, and the current success of Deadly7s bodes well for the future of Indigenous rugby participation.

DIVERSITY & INCLUSION

n keeping with its commitment to make rugby a game for all, during 2017 Rugby Australia continued working to improve diversity and inclusion at all levels of the game.

RUGBY AUSTRALIA'S PACIFIC SPORTS PARTNERSHIPS PROGRAM

This program is funded by the Department of Foreign Affairs and Trade (DFAT) and operates in Fiji, Samoa and Solomon Islands in partnership with World Rugby, Oceania Rugby, and each of the national unions. The program aims to both increase rugby participation and encourage healthy lifestyles through sport. A highlight of 2017 was the involvement of current Wallabies and Australian Sevens players in a Fiji 'Get Into Rugby' initiative. The participation target of 60,000 for Get Into Rugby across the Pacific was substantially exceeded with 97,000 participating, 38% of which were female.

OUR WATCH PARTNERSHIP

Rugby Australia continued its partnership with Our Watch, to use sport as a platform from which to improve gender equality nationwide. Working with RUPA, Rugby Australia developed and piloted online and face-to-face training on gender awareness for all contracted players. Also as part of the partnership, Australian Sevens player Chloe Dalton and Wallabies representative Allan Alaalatoa became official ambassadors for TheLine, and Rugby Australia implemented a 16 Days of Activism campaign alongside the NRL, AFL and Netball Australia.



OTHER PROGRAMS

- Rugby Australia launched an official partnership with the GingerCloud Foundation to promote the growth of Modified Rugby, for children with learning and perceptual difficulties.
- The organisation continued its work with Male Champions of Change to promote gender equality in
- Wallaby David Pocock was awarded the 2017 Ally Award by Pride in Sport/Pride in Diversity group.



CONCUSSION & WELFARE

layer safety is paramount to rugby. Players must feel safe playing rugby, and parents must feel that as much as possible is being done to safeguard their children.

In 2017, Rugby Australia rolled out two pilot Blue Card trials in the ACT and Newcastle/Hunter region to improve concussion awareness and management. After positive receptions, the Blue Card will be rolled out nationally in 2018 from the U13 age group and above.

At the professional level, continuous improvement is being made to the Head Injury Assessment (HIA) program. Significant time and resources have been invested in the education and training of medical staff engaged in the professional game.

In addition, as part of Rugby Australia's commitment to ensuring that rugby is safe, inclusive and fair, a Safety and Participation Policy was introduced with two key principles:

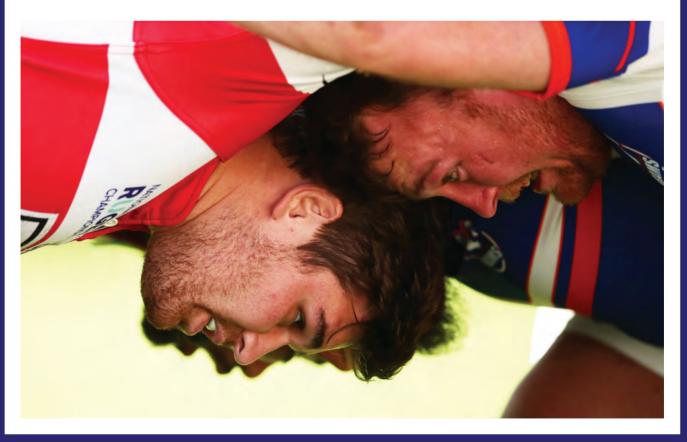
- Safety is the primary consideration in all participation decisions and overrides all others; and
- All endeavours must be made for rugby participants with broadly compatible physical development in conjunction with ability and/or experience to play with and against each other.

Based on those two key principles, an Age Dispensation Policy was developed which allows for 'outliers' in size to be assessed for skill and experience and then subsequently recommended (and in some cases mandated) to move grades.

Supporting the Age Dispensation Policy was research done in conjunction with Australian Catholic University and Brumbies Rugby, which provided objective and empirical data to aid the assessment of 'outliers' in a rugby-appropriate way (i.e. allowing for locks to be tall, etc).

In a further boost for player

welfare, Rugby Australia partnered with Core Integrity to launch the 'Rugby Australia Speak Up Hotline' in November 2017. This program is available for professional players and staff to report integrity and misconduct issues to Rugby Australia, which the person may otherwise feel reluctant to report. The reports are safe, secure, remain confidential and can be anonymous. Players and staff are able to submit a report in a number of ways including via the weblink, QR code, phone, email and mail. The report is then assessed and triaged externally and independently by Core Integrity. who are trained investigation experts, before being given to Rugby Australia for appropriate action. This program provides the player or staff member pure anonymity if they prefer - the cutting-edge technology provides that the reports made are untraceable.







or a multitude of reasons, 2017
Wallabies ticket sales were poorer than forecasted.
The ticket shortfall came despite a renewed effort from Rugby Australia to prioritise the fan experience for the June Tests by hosting afternoon fixtures - the first time this had ever happened in the professional era. To enable the time slot change, Rugby Australia worked with Member Unions to organise byes for local club competitions to avoid scheduling clashes. As a result, the uptake of school and community

ticket offers grew by more than 5%.

Though fans welcomed the change to the family friendly time slot and the opportunity to run onto the field after full-time to meet the players, the three matches against Fiji, Italy and Scotland ultimately failed to capture the interest of public in the way that past three-Test series have. The performance of the Australian Super Rugby teams during the 2017 season coupled with the decision to remove an Australian Super Rugby team further reduced public enthusiasm for the Wallabies'

campaign. The Fiji Test had a crowd of 13,853 at AAMI Park in Melbourne, there were 30,721 at the Scotland Test at Allianz Stadium in Sydney, and a crowd of 21,849 watched the Wallabies defeat Italy at Suncorp Stadium in Brisbane.

The poor results of the Wallabies against Scotland and then against the All Blacks in the first Bledisloe Cup match further damaged the value proposition for ticket buyers, which meant sales continued to struggle for the remaining Rugby Championship Tests. A crowd



75,412 fans watched the Sydney 7s over the three days, with 6,529 attending the Friday games to watch the women's competition

of 54,846 watched the Sydney Bledisloe Cup match at ANZ Stadium, there were 17,528 at nib Stadium in Perth to watch the Wallabies play South Africa, 14,229 in Canberra at the Argentina Test and 45,107 at the final Bledisloe Cup match at Suncorp Stadium, Brisbane.

Sydney Sevens enjoyed sold out crowds on the Saturday and Sunday

OBJECTIVE 1

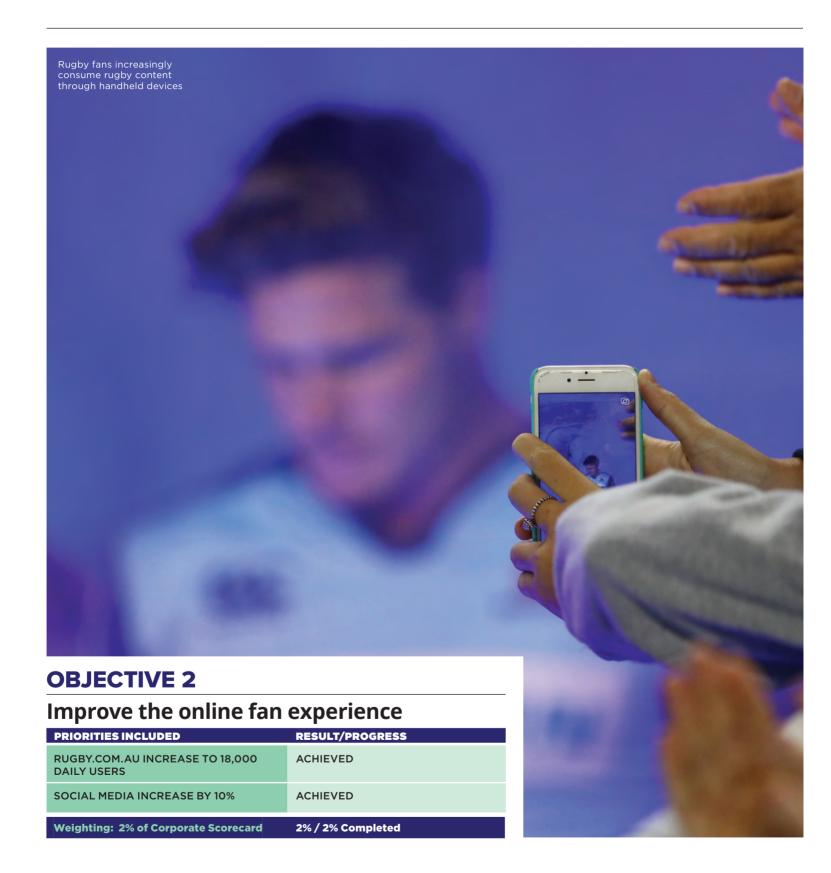
Achieve match attendance targets at key fixtures

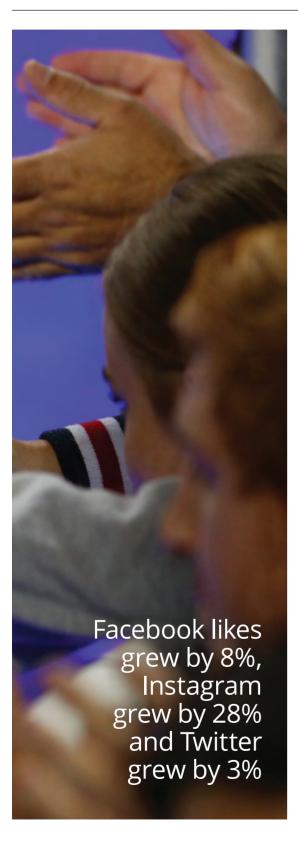
PRIORITIES INCLUDED	RESULT/PROGRESS
TICKET SALES FOR DOMESTIC WALLABIES TESTS AMOUNT TO \$22.9M TOTAL REVENUE	NOT ACHIEVED \$20.6m achieved
TICKET SALES FOR THREE DAYS OF SYDNEY SEVENS AMOUNT TO \$2.5M TOTAL REVENUE	NOT ACHIEVED Shortfall of \$16k
10% INCREASE (GROSS) IN NRC MATCH ATTENDANCE	ACHIEVED
Weighting: 23% of Corporate Scorecard	15% / 23% Completed

of the competition for the second year running. However, Friday ticket sales were significantly lower, with it falling during the working week and in the first week of the 2017 school year. A total of 75,412 fans watched the tournament over the three days of competition, with 6,529 attending the Friday games to watch the women's competition

The National Rugby Championship continued its steady year-on-year growth in popularity, boosted by the inclusion of the Fijian team, the 'Drua'. Attendance at matches

was up 14% overall on 2016 figures, with many matches aligned with other rugby events including Aon Uni 7s tournaments and Australian Schoolboys matches. A record television audience was also achieved for the Pasifika Round with more than 150,000 viewers tuning in. More than 3,000 fans attended the final where Queensland Country won their maiden NRC title after defeating Canberra Vikings 42-28 in an electrifying match. Overall, media coverage of the competition rose by 20%.





s consumer patterns change in all industries, the online experience for rugby fans is now just as important as the match day experience, albeit in different ways. Rugby.com.au continued to expand its offering in 2017 to reach new rugby fans, providing unique and exclusive content.

The website's major growth area was in live-streaming, as it exclusively broadcast all major non-professional competitions including the Women's XVs National Championships, Australian Schoolboys Championships, and Men's and Women's Sevens Championships. In 2017, that amounted to 816,705 minutes of live content through the website and 3,167,971 minutes through social media. Viewing statistics across Rugby Australia's YouTube channels and rugby.com.au

subsequently rose by almost 250%. For static content on rugby.com.au, page views were up 20%

As rugby.com.au's reputation grew as the 'one-stop shop' for all rugby news and content, work was also completed in 2017 to create a digital video archive manager, which securely catalogues historic rugby content for use in future videos.

Rugby Australia's major social media channels continued to grow in 2017 to better connect fans with their favourite teams. The Wallabies' Instagram and Twitter accounts grew by 14% and 10% respectively. Rugby.com.au's social media channels also grew: Facebook likes grew by 8%, Instagram grew by 28% and Twitter grew by 3%. Overall, Rugby Australia's channels now reach more than 1.5 million social media users.

MEDIA COVERAGE

he difficult year for Super Rugby - both on and off the field dramatically impacted media coverage, which had a significant impact on public sentiment. While Super Rugby decisionmaking processes were subject to legal action, limited information could be released publicly by Rugby Australia. This resulted in unprecedented levels of media scrutiny and speculation. By December, 59% of media coverage of rugby in 2017 had been unfavourable. This notwithstanding, coverage of the NRC and Australian U20s rugby grew by 20%, while coverage of the Wallaroos increased by 600% as they played a record number of Tests in 2017.



INTEGRITY

he Integrity Unit at Rugby Australia oversees the entire game with respect to all on-field and off-field policies, programs, regulatory compliance, education, intelligence, investigation and enforcement.

In 2017, the Integrity Unit made significant improvements to the game through the following:

- **Education:** A tiered education model, via the Rugby Learning Centre, was introduced to instil key integrity messages and values at all levels of the game.
- **Discipline:** The first ever set of national disciplinary rules for on-field foul play was introduced to ensure consistency in how the game is administered.
- Case Management: A clearer code of conduct, complaint handling guidelines and a more secure case management system further improved disciplinary processes.
- **Supplements:** Rugby Australia's Supplements Policy is now a best-in-class program which substantially minimises the risk of anti-doping rule violations.
- **Safety:** An updated Age Dispensation Policy and Concussion Guidelines were rolled out nationally, and a Blue Card system was trialed for the first time in Australian Rugby.
- Anti-Corruption: The first national policy on Anti-Corruption and Betting was introduced.
- **Speak Up Hotline:** The 'Rugby Australia Speak Up Hotline' was introduced for professional players and staff to report integrity and misconduct issues.
- **Security:** Following a comprehensive risk assessment regarding match day security and travel security for our international teams, a best practice security regime was implemented.

ANTI-DOPING TESTING PROGRAM

In accordance with the Rugby Australia agreement with the Australian Sports Anti-Doping Authority (ASADA), an anti-doping testing program was developed to cover testing of players from the following teams and competitions:

- Qantas Wallabies, Qantas Australian Sevens, Vodafone Super Rugby, Australian U2Os, and Australian Schoolboys; and
- Sydney Shute Shield and Brisbane Premier Club competitions.

ASADA conducted 220 tests in 2017 and only one positive test result was recorded. 118 of the 220 tests were at the professional level and none returned positive results. The remaining 102 tests were split between certain semi-professional/amateur competitions and teams (Australian Schoolboys, Buildcorp Wallaroos, Super U20s, Sydney Shute Shield, Brisbane Premier).

World Rugby also conducted testing on the Wallabies, Men's and Women's Sevens, Wallaroos and U20s teams. No positive tests emerged from these results.

ILLICIT DRUG POLICY

Rugby Australia's Illicit Drug Policy has been in place since January 2014. Sports Drug Testing International (SDTI) were engaged to coordinate the testing program in 2017. SDTI conducted approximately 300 tests on contracted players and team staff in 2017.

ANTI-CORRUPTION AND BETTING

Rugby Australia is party to Product Fee & Integrity Agreements with a number of Betting Operators. These Agreements allow Betting Operators and Rugby Australia to share important information and work together to maintain the ongoing Integrity of Rugby Australia and Super Rugby matches and competitions. Further, the agreements generate revenue for Rugby Australia to re-invest in Integrity programs.

Sportradar continued to provide bet monitoring services in relation to all Qantas Wallabies matches, all Australian Super Rugby matches and all NRC matches. No suspicious betting activity was identified on matches monitored during 2016.





he Qantas Wallabies had a 50% win rate in 2017, winning seven matches, losing five and drawing two matches - both against South Africa.

The Arvo Test June Series began with a comprehensive 37-14 victory over Fiji in Melbourne before a narrow 19-24 loss to Scotland in Sydney - the sixth consecutive occasion that a Wallabies v Scotland match had been decided by less than seven points. The Arvo Test June Series concluded with a 40-27 victory over Italy in Brisbane.

The Qantas Wallabies' first 2017 Rugby Championship match ended with a 34-54 defeat at the hands of a slick All Blacks outfit who piled on a record number of points, including six tries in the first half. The Wallabies rallied in the second half to reduce the margin and by full time, the Wallabies had scored their secondhighest tally ever against New Zealand, but it did little to dampen the pain of the Trans-Tasman loss. The Wallabies' second Rugby Championship encounter against the All Blacks in New Zealand saw the men in gold lead for more than 60 minutes of the game, however they were denied the victory by a last-gasp try to Beauden Barrett which handed the All Blacks the 29-35 win. A fortnight later the Wallabies drew 23-23 with South Africa at nib Stadium in Perth, before

Canal Canal

their first win of the Championship in Canberra, where they sailed to a 45-20 defeat of Argentina. Another frustrating draw followed for the Wallabies against South Africa, this time in Bloemfontein, and then came a morale-boosting 37-20 victory over the Pumas in Argentina. The highlight of the year was the hard-fought 23-18 victory against the All Blacks at Suncorp Stadium in Brisbane, where the Wallabies donned an Indigenous jersey for the first time. The Wallabies finished the Rugby Championship in second position, sitting third in the world

The Qantas Wallabies had a strong start to the Spring Tour with convincing victories over Japan (63-30) and Wales (29-21) but after disappointing losses to England (6-30) and Scotland (24-53) to finish the Spring campaign, the Wallabies slipped to fourth in the world rankings.



OBJECTIVE 1

Wallabies Success

PRIORITIES INCLUDED

QANTAS WALLABIES ACHIEVE WORLD #2 RANKING (NOTE: achieving World #1 Ranking was not statistically possible in 2017)

RESULT/PROGRESS

NOT ACHIEVED Qantas Wallabies ranked #4 at year end

Weighting: 10% of Corporate Scorecard

6% / 10% Completed

A total of fourteen players debuted in the Qantas Wallabies jersey during 2017, as Head Coach Michael Cheika continued to blood young players and build combinations in advance of the 2019 World Cup. The year also allowed a smooth transition of the captaincy from Stephen Moore to Michael Hooper. Moore retired from professional rugby following the final Spring Tour Test against Scotland, having earned 129 caps for the Wallabies.

Off the field, the Qantas Wallabies made a record number of visits to local clubs and schools before each domestic Test, holding several open training sessions and fan meet-and-greets all over the country. The Wallabies ranks were also boosted by new long-term commitments from players including Lopeti Timani, Dane Haylett-Petty, Tom Robertson, Tevita Kuridrani, Reece Hodge, Sam Carter, Curtis Rona, Adam Coleman, Will Genia, Rob Simmons and Kurtley Beale.





HIGH PERFORMANCE & DEVELOPMENT

n 2017, a great deal of work was done to improve high performance and development outcomes. A High Performance Panel was established consisting of Chair, Brett Robinson, representatives from the Super Rugby clubs, representatives from the Australian Sevens program, the Head of Australian Women's Rugby and a representative from RUPA. Former Wallabies playmaker Rod Kafer was also appointed to a project role to lead Australia's elite coach development program by coordinating the newly-constructed National Coaching Advisory Panel. In late 2017, a High Performance implementation plan was finalised, following a workshop where Super Rugby CEOs, Chairs, board members and high performance staff agreed to collaborate more across all professional rugby teams.





017 was a year of adjustment for the Qantas Australian Women's Sevens team, after a number of senior players retired after their gold medal success at the 2016 Rio Olympics. The team finished the year in second position behind arch rivals New Zealand, having lost to them in the Cup Final of three World Series tournaments during the year: Dubai, Las Vegas and Clermont-Ferrand. At the

Kitakyushu and Langford they finished third at both tournaments. The Aon Uni 7s added an important step in the national

Sydney Sevens, the team finished a disappointing fourth, while at

OBJECTIVE 2

Sevens Success

PRIORITIES INCLUDED	RESULT/PROGRESS
QANTAS AUSTRALIAN WOMEN'S SEVENS TEAM WIN 2016/17 HSBC WOMEN'S SEVENS WORLD SERIES	NOT ACHIEVED Women's Sevens finish second
QANTAS AUSTRALIAN MEN'S SEVENS TEAM PLACE FIFTH IN 2016/17 HSBC MEN'S SEVENS WORLD SERIES	NOT ACHIEVED Men's Sevens finish sixth

Weighting: 10% of Corporate Scorecard

women's Sevens pathway. In its inaugural year, eight universities competed for the title, which was eventually won by the University of Queensland. The competition helped identify many potential National Squad members, and the competition was well-received by rugby fans with over 360,000 views of the live stream through Facebook.

The Qantas Australian Men's

Sevens team went through an even greater period of adjustment after the Rio Olympics, as Head Coach Andy Friend rebuilt the squad with talented young players with aspirations of representing Australia at the Tokyo Olympics. Eight new players were contracted, while stalwarts including James Stannard, Jesse Parahi, John Porch, Sam Myers and Simon Kennewell

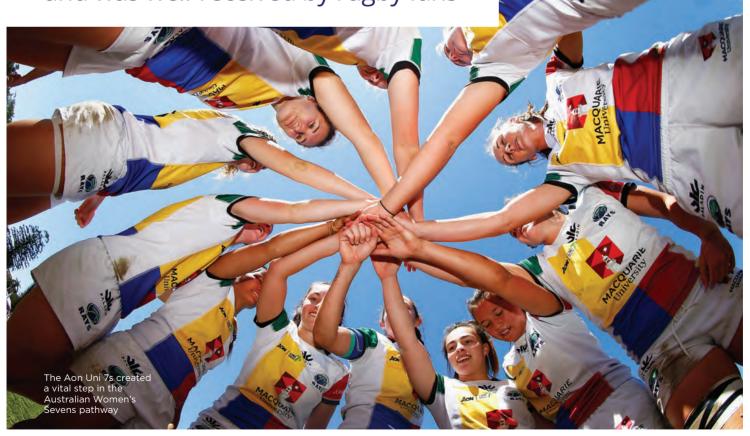
8% / 10% Completed

re-committed to Sevens. The team had mixed results throughout the year, finishing 5th in Dubai, 11th in Cape Town, 10th in Wellington, 4th in Sydney, 6th in Las Vegas, 8th in Vancouver, 3rd in Hong Kong, 4th in Singapore, 10th in Paris and 6th in London.

Australia's next generation of female Sevens talent competed at the 2017 Commonwealth Youth Games in the Bahamas in July, winning the gold medal in stunning fashion with a 31-5 victory over Canada. (An Australian boys' team did not compete, having missed the cut-off for the six-team competition.)



The Aon Uni 7s helped identify many potential National Squad members, and was well-received by rugby fans





he Buildcorp Wallaroos had a record year, playing their most international Tests ever in a calendar year. Their international Test season began with a tour of New Zealand where they played the hosts, Canada and England - the top three ranked women's rugby teams in the world. Though they finished the tour with three defeats, the matches provided valuable international experience for the eleven debutants and an important opportunity to test combinations in the lead up to the

PRIORITIES INCLUDED

BUILDCORP WALLAROOS MOVE FROM #8 TO #5 IN WORLD RANKINGS

RESULT/PROGRESS

NOT ACHIEVED
Wallaroos ranked #6 at year end

Weighting: 5% of Corporate Scorecard

4% / 5% Completed

Women's Rugby World Cup.

A squad of 40 travelled to Ireland for the World Cup, including contracted Sevens players Shannon Parry, Sharni Williams and Mahalia Murphy. The Wallaroos' first match against hosts, Ireland, was played in front of a sold out stadium at UCD Bowl in Dublin and despite a valiant

effort, the Wallaroos went down 19-17. Following the narrow loss, the Wallaroos faced a dominant France and were defeated 0-48. Undeterred, the team regrouped for a 29-15 win against Japan, and a stunning 36-24 victory over Ireland who they met again in the play-offs. Their tournament finished with a 12-43





AUSTRALIA U20s

ith new coach Simon Cron at the helm, the Australia U20s started their 2017 season placing second in the Oceania Championships after wins over Samoa (43-20) and Fiji (32-24), and a loss to New Zealand (6-43).

For the World U20s Championships in Georgia in June, the Australia U20s benefitted from a swathe of professional experience with Australian Men's Sevens players Liam McNamara, Henry Hutchison, Simon Kennewell and Lachlan Anderson and contracted Super Rugby players Sham Vui, Jordan Uelese, Esei Haagana, Izaia Perese and Sione Tuipulotu joining the squad.

In a difficult pool, the Australians defeated Wales 24-17 and Samoa 33-26 before a heartbreaking 19-20 loss to England which saw them denied a semi-finals berth. The Australians finished the tournament in sixth position after Scotland scored after the siren to win 24-17 in the fifth place play-off.

The New Zealand tour provided [']valuable experience for the eleven debutants

loss to Canada - their sixth place finish guaranteeing them a place in the 2021 World Cup. Following the tournament, Head Coach Paul Verrell retired from the role, having overseen significant growth in the women's XVs game during his tenure.

Women's XVs pathways were given a further boost in December with the announcement of the Super W competition, a five-team competition kicking off in March 2018 between Queensland, NSW. ACT, Victoria and Western Australia.



SUPER RUGBY IN 2017

O17 was an incredibly difficult year for Super Rugby. After 2016, during which the 18-team competition structure had proved problematic with fan engagement across the Australian, New Zealand and South African markets, the 2017 season began with promise. Vodafone returned as namingrights partner and broadcasters Fox Sports introduced a suite of broadcast innovations designed to bring fans closer to the action.

However, in early March, it was announced that the four member nations of SANZAAR would undertake a period of stakeholder consultation to work towards an agreed outcome on the competition format for the 2018 season.

In April, Rugby Australia Chairman Cameron Clyne announced one Australian team would be removed from Super Rugby as the competition reverted to a 15-team, three-conference format in 2018. The decision to remove a Super Rugby team from Australia was a decision made by Rugby Australia, not by SANZAAR, and the decision was based on multiple, complex factors.

The most influential reasons behind the decision were:

- Super Rugby contributing to increasingly heavy financial strain on the governing body, placing the solvency of Rugby Australia under extreme pressure;
- Unbudgeted funding of \$28m to Super Rugby clubs over the past five years severely limiting the governing body's ability to invest in grassroots rugby and high performance player and coach development;
- The changing international rugby landscape affecting Australia's capacity to maintain five quality Super Rugby teams, when considering the amount of players leaving to Europe; and
- Reducing one team was expected to provide a greater choice of talent for Super Rugby teams, create more competition for positions within each team and improve roster depth at each team. With fewer but better-performing Australian teams, Super Rugby would be better positioned to re-engage with fans.

At the request of the Board, RA management completed an exhaustive analysis of the Brumbies, Western Force and Melbourne Rebels in terms of financial performance, commercial considerations, high performance outcomes and several other factors. It was announced in April 2017 that either the Western Force or Melbourne Rebels would be removed from the competition in 2018.

Though a decision was expected to be made imminently, court action lengthened the process significantly. The ensuing legal proceedings also forced Rugby Australia to withhold certain information, which heightened the media scrutiny and speculation.

In August 2017, following arbitration brought by Rugby WA, it was announced that Rugby Australia would discontinue the Western Force Super Rugby licence. On making the announcement, RA Chairman Cameron Clyne explained the decision to discontinue the Western Force Super Rugby licence had been guided primarily by financial outcomes and made it clear that Western Australian rugby would continue to be supported by the governing body.

After appeals were made by Rugby WA, the NSW Supreme Court upheld the arbitrator's decision in favour of Rugby Australia, confirming the legality of RA's decision to discontinue the Western Force licence. A subsequent Parliamentary Senate inquiry into the future of rugby union in Australia concluded:

- "There is little doubt that the structural decline in the game's finances will continue to challenge [RA] and Super Rugby going forward. The committee accepts that external factors have played a significant role in shaping the challenging environment in which Super Rugby now finds itself, but considers that a number of the decisions taken by [RA] have made those factors more acute.
- "Those factors include the decision to support SANZAAR's expansion of the Super Rugby competition to 18 teams, against the will of major Australian rugby stakeholders and the decision to provide significant additional financial support to the Melbourne Rebels. The committee acknowledges that the [RA] Board is trying to improve the financial and on field performance of Australian rugby and is aware that there might be difficult times ahead."

On the field, the Brumbies won the Australian conference but overall it was statistically the poorest season by the Australian Super Rugby teams in terms of on-field performance since the competition's inception. Not one Australian team recorded a win over a New Zealand team, and it was widely acknowledged that the underperformance of the Australian teams exacerbated the off-field issues. In Australia, viewership fell by 21% and crowd attendance fell by 19%.

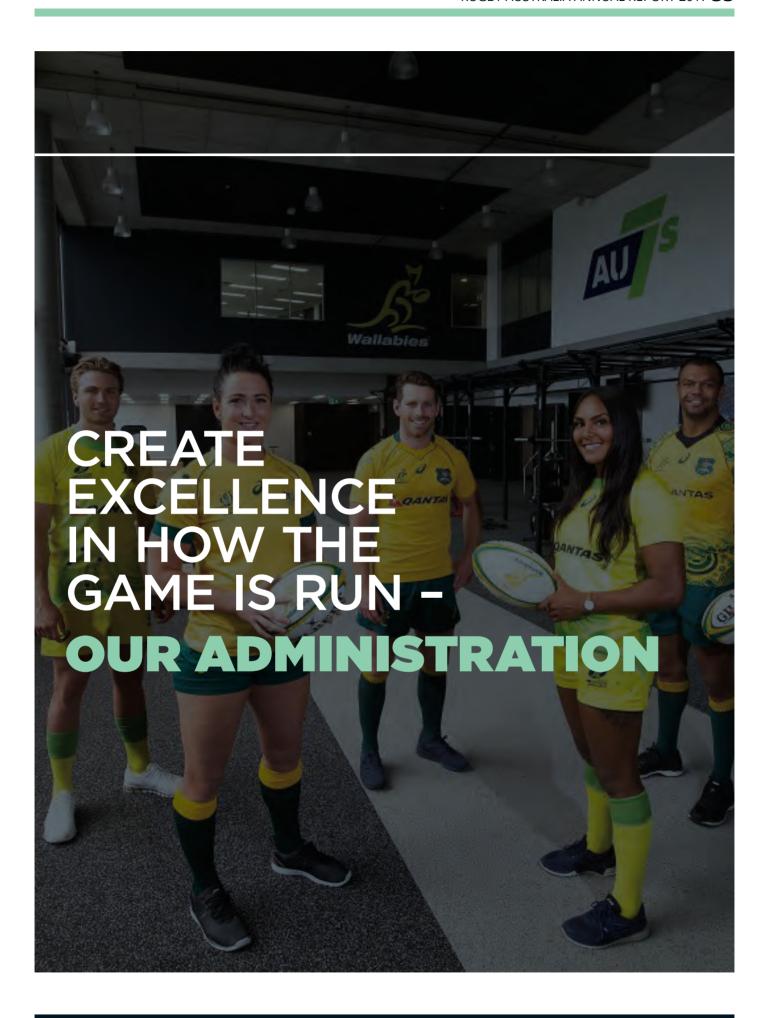
In light of these challenges, Rugby Australia continued to work with SANZAAR to improve the competition format for 2018, confirming several positive changes for 2018 including: eight home matches guaranteed for each Australian team, guaranteed 'home and away' derbies for Australian teams (for the first time in three years); and only four matches featuring Australian teams commencing with a kick-off between midnight and 3.30am.

Furthermore, at the conclusion of the season, the majority of Western Force players had been contracted for the 2018 Super Rugby season to other Australian Super Rugby teams.

IPRC

ollowing the NSW Supreme Court ruling in September, Rugby Australia announced it would establish a working group, under the leadership of RA Vice Chairman, Brett Robinson to assess the viability and assist in the development of WA businessman Andrew Forrest's proposed Indo-Pacific Rugby Championship (IPRC).

Mr Forrest had earlier announced his intentions to form the new competition, which would feature a team from Perth and others from across the Asia-Pacific region.





ugby Australia recorded a surplus of \$17.8m in 2017, however this figure included the \$21.6m of special purpose funding from the Federal Government and NSW State Government, which was specifically for the Rugby Australia Building. Without this one-off, special purpose funding, operationally Rugby Australia recorded a deficit of \$3.8m, with poor ticket sales at certain fixtures (\$2.3m below budget) and unbudgeted legal costs (\$2.7m) contributing most significantly to the shortfall.

The 2017 budget reigned in spending across all areas of rugby after 2016 saw Rugby Australia implement the Western Force alliance agreement at a cost of \$4.8m to shore up the short term

OBJECTIVE 1

Drive the Rugby Economy

PRIORITIES INCLUDED	RESULT/PROGRESS
REVENUE: TARGET \$143.3M	ACHIEVED
NET SURPLUS (EXCLUDING RA BUILDING FUNDING OF \$21.6M): TARGET \$2.3M	NOT ACHIEVED Final result deficit \$(3.8m) - excluding RA Building funding of \$21.6m
NET CASH: TARGET \$3.6M	ACHIEVED
Weighting: 15% of Corporate Scorecard	10% / 15% Completed

operation of the club to ensure commitments to SANZAAR and broadcasters continued to be fulfilled. However, despite the objective of spending conservatively during 2017, the decision to remove a Super Rugby team led to a series of anomalous costs that exceeded forecasts and contingencies.

The legal costs of \$2.7m coupled with honouring Western Force contracted player costs of \$1.8m beyond 2017 were the most

significant financial impacts of the decision to remove an Australian Super Rugby team in 2017.

It is difficult to accurately enumerate whether the decision to remove a Super Rugby team impacted 2017 gate earnings across all levels of rugby, however it is likely. The best performing domestic fixtures were the Sydney 7s, which sold out on the Saturday and Sunday for the second consecutive year. and the final Bledisloe Cup match

Revenue boosts from new partnerships allowed strategic investment to increase in certain areas, most notably women's Sevens

at Suncorp Stadium where the Wallabies defeated the All Blacks.

The net cash target was achieved by capitalising on favourable foreign exchange rates and restructured forward foreign exchange contracts aligned to the broadcasting deal, to bring forward \$7.7m to the organisation's bank account in 2017. In addition, Rugby Australia received \$6m funding in advance from various state governments for delivery of matches to be held in future years across Australia

Revenue boosts from new partnerships allowed strategic investment to increase in certain areas, most notably with the creation of the Aon Uni 7s thanks to commitments from Aon and Australian University Sport. Super Rugby teams also received a slice of the Vodafone partnership revenue.

Moving into the Rugby Australia Building, which was jointly funded with grants totalling \$21.6m from the Federal Government and the NSW Government, allowed the organisation to consolidate its base, removing the need for premises at both St Leonards and Narrabeen. The streamlined technological solutions at the Rugby Australia Building will also contribute to significant cost savings over time. The \$21.6m was allocated to Rugby Australia specifically for the construction of the Rugby Australia Building, and is not funding that could otherwise have been directed elsewhere.



AUSTRALIAN RUGBY FOUNDATION

■he appointment of new Australian Rugby Foundation (ARF) Executive Director, Peter Murphy, led to considerable growth for the Foundation in 2017, which meant more funding was available for the Foundation's focus areas: grassroots rugby, high performance, women's rugby, Indigenous rugby and player welfare. Funds were generated through encouraging philanthropic giving, hosting domestic and international events and targeted cause promotions. The ARF now has a clear vision as the National Fundraising Body for rugby and are working towards building greater awareness of their fundraising efforts throughout the rugby community. During the year, The ARF invested more than \$800,000 in these areas (an increase of almost 50% over 2016), and donation income rose by more than \$180,000. Most notably in 2017, the ARF granted the Wallaroos \$234,000 to aid their World Cup campaign in Ireland and distributed \$142,000 in welfare grants to injured players.

CREATE EXCELLENCE IN HOW THE GAME IS RUN: OUR ADMINISTRATION

OBJECTIVES

Aon partnered with Rugby Australia in February to drive the growth of women's Sevens



OBJECTIVE 2

Achieve key revenue targets

	_
PRIORITIES INCLUDED	RESULT/PROGRESS
DELIVER \$25.4M OF MATCH DAY REVENUE (across Sevens, domestic Wallabies Tests and Spring Tour fees)	NOT ACHIEVED Final result \$23.1m
DELIVER \$20.6M OF SPONSORSHIP REVENUE	ACHIEVED

Weighting: 10% of Corporate Scorecard

7% / 10% Completed

atch day revenue targets were not achieved in 2017. The Sydney 7s sold out of tickets for the Saturday and Sunday for the second consecutive year, with many buyers opting for premium shaded tickets - a new category for 2017. Friday ticket sales fell short of forecasts, largely owing to the date falling in the first week of the 2017 school year thus making it difficult for families to attend. A total of 75,412 fans watched the tournament over the three days of competition, with 6,529 attending the Friday games to watch the women's competition. The lower

attendance on Friday resulted in a slight revenue budget shortfall of \$16k overall for the three-day tournament.

The Wallabies' June Tests against Fiji, Scotland and Italy ranked 10th, 5th and 15th in the world, respectively, lacked the pulling power of a three-Test series. In an attempt to widen the appeal of the fixtures, the matches were moved to family-friendly 3pm kick-offs, however this move from the prime time broadcast slot resulted in a loss of earnings from broadcasters, which was not recouped by the ticket sales.

Poor Super Rugby results and

the Wallabies' loss to Scotland in June dampened public enthusiasm for the Wallabies' 2017 campaign and this sentiment was further exacerbated by the Wallabies' loss to the All Blacks in Sydney. Ticket buyers regained confidence as the Wallabies' performances improved throughout the Rugby Championship, which led to sales for the final Bledisloe Cup match at Suncorp Stadium in Brisbane exceeding forecasts. Overall, the total budget shortfall for Wallabies ticket sales for 2017 was \$2.2m.

Rugby Australia achieved its sponsorship revenue targets for 2017 with 95% of partners renewing and a host of new partners investing in rugby. The Qantas Australian Women's Sevens team was boosted by sponsorship from Aon, who committed to supporting women's Sevens pathways from the grassroots to the international stage. This saw them become back of jersey sponsors of the national women's



team and take on naming rights sponsorship of the new Aon Uni 7s competition and the National Sevens Championships.

After the success of the inaugural Sydney 7s, sponsorship revenue from the tournament increased by 178% in 2017. Vodafone returned as naming rights partner of Australian Super Rugby with a four-year deal, having previously been naming rights sponsor of Super Rugby from 2001-2003. The new agreement with Vodafone also saw them become the first ever back of jersey sponsors of the Buildcorp Wallaroos.

Some major partners ended their partnership with Rugby Australia in 2017, most notably Lion Nathan and BMW. Buildcorp also ended their naming rights sponsorship of the National Rugby Championship, but maintained their naming rights sponsorship of the Wallaroos. The withdrawal of these major partners resulted in \$3m lost revenue from 2018.

A NEW ERA

hile the Australian rugby community endured many hardships in 2017, the end of the year heralded a new beginning for the code in many respects.

In October, the Rugby Australia Building was officially opened in Moore Park, Sydney - the first facility of its kind in Australia to house iconic national sporting teams alongside one of the country's leading tertiary education institutions, the University of Technology Sydney (UTS).

Federal Member for Reid, Craig Laundy and Stuart Ayres, NSW Minister for Sport, officially opened the new home of Rugby Australia, which was backed by significant investments by the Australian Government and NSW State Government.

The Rugby Australia Building is now a home for the Qantas Wallabies, Buildcorp Wallaroos and the Qantas Australian Sevens teams and the national headquarters for Indigenous and grassroots rugby development. It sits alongside the UTS sports science and physiotherapy campus, allowing Rugby Australia to access world-class amenities, including stateof-the-art training and research spaces and high-performance laboratories.

At the same time, the governing body rebranded from the Australian Rugby Union to Rugby Australia. The change to Rugby Australia came as part of a broader strategy to re-define Rugby's image for future growth. with a new identity embodying Rugby's shared vision to 'inspire all Australians to enjoy our great global game'.

In December, it was announced that highly-regarded sports administrator Raelene Castle had been appointed Chief Executive Officer of Rugby Australia, following the resignation of Bill Pulver in August. Castle - an experienced sports administrator who was the former Chief Executive Officer of National Rugby League club Canterbury-Bankstown Bulldogs and Netball New Zealand - began in the role in January 2018.



MAKING IT HAPPEN

OUR PARTNERS

WALLABIES & NATIONAL SEVENS TEAMS NAMING RIGHTS PARTNER









NATIONAL TEAM PLAYING & TRAINING APPAREL PARTNER







BROADCASTING PARTNERS







GOVERNMENT PARTNERS

















OFFICIAL PARTNERS



















OFFICIAL SPONSORS & SUPPLIERS

SPORTSCRAFT























OUR COMMUNITY

ustralian Rugby would not exist without the ongoing support of its Member & Affiliate Unions who represent the various competitions and clubs around the country. The respective Annual Reports of each Member & Affiliate Union can be consulted for detailed information on their operations during 2017.

SOME 2017 HIGHLIGHTS FROM MEMBER & **AFFILIATE UNIONS**

ADF RU and the Australian Police Force Rugby contested the second annual MAJGEN Alwyn Grey Trophy, which was won by the ADF. ADF RU Men's Sevens continued to add to their success in the National Sevens Championships (Bendigo Vic) beating Victoria, 19-7 in the play off for third place. This result is the highest achievement for a Men's ADF Rugby Team in a National Competition. The ADF Women managed to come home as the Plate Winners in the National Women's XVs Championships, after only one week training together.

NZ and Fijian Schools travelled to Australia in 2017 to play the Australian Schoolboys and Schools Barbarians (Australian Schools A), with NZ winning the tournament overall.





















The Australian Schools Rugby Championships were held at Riverview College in Sydney in July with ACT winning the Interstate competition for the first time in 30 years. Queensland 2 were the runners up. The Division 2 Competition was held on the Gold Coast as part of the Barry Honan Carnival and South Australia were the winners.

Rugby Union SA rebranded in 2017 and restructured the competition to two divisions, initiating a promotion relegation process. Newly introduced live streams of a 'Match of the Round' each week. attracted an average of 5000+ viewers per match.

In NT, the Senior A Grade Grand Final saw the University Pirates beat the Casuarina Cougars 24-20. The Reserves Grade Grand Final was another fantastic match with Casuarina Cougars beating the University Pirates 17-5. David Boyle (South Darwin) and Ingrid Aretupe (University) were named Best & Fairest for the season. During September, the NT U20 Junior Mosquitoes lost to the touring Townsville Brolgas 58-0, however the NT Mosquitoes played the Brolgas two days later and secured a convincing 41-28 win.

In Tasmania, TRU is re-developing its headquarters at Rugby

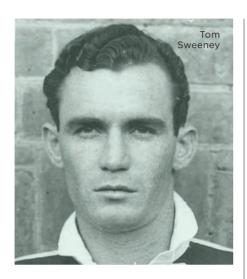


Park Hobart thanks to a grant from the Tasmanian Government. During 2017, the senior men's competition was very competitive while women's rugby was reinvigorated with a strong Sevens statewide competition leading into the University of Tasmania fielding a team in the Aon Uni 7s. In juniors, the Tasmanian Junior Boys team played in the annual series against Victorian Schools on a home and away basis.

RECOGNISING THOSE WITHIN OUR COMMUNITY

ACKNOWLEDGEMENTS

In 2017, we paid tribute to many within the rugby community



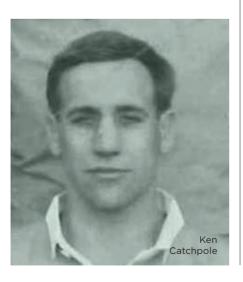
WALLABIES HALL OF FAME

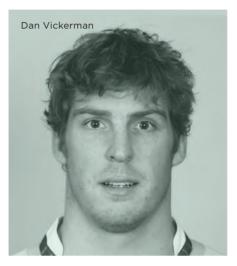
The following former Wallabies were inducted into the Wallaby Hall of Fame in 2017 for demonstrating outstanding ability, sportsmanship, commitment, character and personal contribution to their team and the game in their era:

John David Brockhoff Greg Cornelsen

IN MEMORIAM

During 2017, the Australian Rugby community paid tribute to the former Wallabies who passed away during the year. Their achievements will be remembered forever.





Tom Sweeney, Wallaby #400 11/4/1929 - 17/2/2017

Terence 'Neil' Betts, Wallaby #385 13/4/1926 - 4/2/2017

Dan Vickerman, Wallaby #777 4/6/1979 - 18/2/2017

Terence Reid, Wallaby #463 20/9/1934 - 29/4/2017

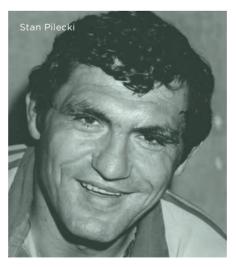
Denis O'Callaghan (uncapped) 29/05/1939 - 22/5/2017

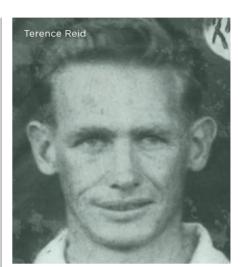
Peter Phipps (uncapped) 23/04/1933 - 26/5/2017

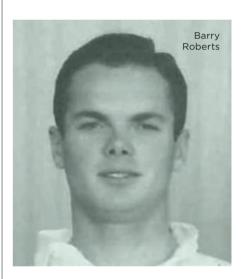
Stan Pilecki, Wallaby #594 4/02/1947 - 20/12/2017

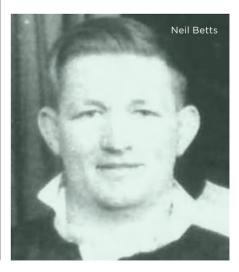
Barry Roberts, Wallaby #417 3/10/1933 - 26/10/2017

Ken Catchpole, Wallaby #455 21/6/1939 - 21/12/2017









& AWARDS

RUGBY AUSTRALIA AWARDS

HSBC Volunteer of the Year:

Peter Kurtz

Roger Vanderfield Award TNT Referee of the Year: Angus Gardner **Nick Farr-Jones Spirit of Rugby:** Warringah Rugby Club/The Ward Family Australia U20s Player of the Year: Liam Wright

Joe French Award: Kevin Crowe OAM **Geoff "Bunter" Shaw Community** Coach of the Year: Alana Thomas Rugby Australia Rookie of the Year: Ned Hanigan

Rugby Australia Try of the Year: Joe Powell (Brumbies) v Hurricanes

Vodafone Super Rugby Player of the Year: Amanaki Mafi, Melbourne Rehels

Australia's Choice - Qantas Wallaby of the Year: Michael Hooper Women's XV Player of the Year: Hilisha Samoa

The Shawn Mackay Award Qantas Men's Sevens Player of the Year:

James Stannard

The Shawn Mackay Award Qantas Women's Sevens Player of the Year: Chloe Dalton OAM

John Eales Medal: Israel Folau

2017 DEBUTANTS Qantas Wallabies

Ned Hanigan Karmichael Hunt Richard Hardwick Joe Powell Eto Nabuli Jack Dempsey Curtis Rona Izack Rodda Jordan Uelese Marika Koroibete Lukhan Tui Matt Philip

Blake Enever Taniela Tupou

Qantas Australian Men's Sevens

Tate McDermott Dylan Pietsch Liam McNamara Brandon Quinn Lachie Anderson Ben O'Donnell Maurice Longbottom



Jeral Skelton

Qantas Australian Women's Sevens

Cassie Staples Page McGregor

Buildcorp Wallaroos

Evelyn Horomia Victoria Latu Fenella Hake Kayla Sauvao Ashleigh Timoko Huia Swannell Violeta Tupuola

Hilisha Samoa Millie Bovle Kiri Lingman Samantha Treherne Mahalia Murphy Trilleen Pomare

PLAYER MILESTONES

50 Qantas Wallabies Caps

Bernard Foley Tevita Kuridrani Ben McCalman

CORPORATE GOVERNANCE

n 2017, Rugby Australia's Board continued to adopt the practice of reporting in compliance with the ASX Best Practice Recommendations in relation to corporate governance. Whilst this is not required by law, the Directors believe this aids transparency and accountability in reporting to its members on the activities and performance of Rugby Australia (RA). The Board is committed to the highest level of governance and endeavours to foster a culture that promotes ethical standards and corporate integrity. This statement sets out the extent to which the Directors believe RA satisfies the ASX Corporate Governance Principles and Recommendations (ASX Recommendations) during the financial year ended 31 December 2017. Unless otherwise stated, the Directors believe that the corporate governance practices comply with the ASX Recommendations.

PRINCIPLE 1: LAY SOLID FOUNDATIONS FOR MANAGEMENT AND OVERSIGHT

The Directors are responsible for the activities and performance of RA in both short and longer term. Their focus is to ensure RA is properly managed.

A summary of matters reserved for the Board are as follows:

- setting objectives, goals and strategic direction for RA;
- monitoring financial performance and integrity of financial reporting including approving business plans, annual budgets and financial statements, and the capital management of the business including its ability to meet debts as and when they fall due;
- establishing, monitoring and evaluating the effectiveness of internal controls and risk management;
- appointing and reviewing the performance of the CEO and senior management;
- monitoring areas of significant business risk and ensuring arrangements are in place to manage those risks:
- ensuring conformance with workplace health and safety requirements; and
- ensuring effective communication

with stakeholders including reporting to members on performance, and regular meetings and forums with RA and its stakeholders.

Beyond those matters, the Board has delegated all authority to achieve the objectives of RA to the CEO and senior management.

The Board, based on recommendations from the Human Resources Committee, sets on an annual basis, financial and non-financial performance hurdles for the CEO and performance is assessed against these performance hurdles.

Board Committees

The Board has established a number of Committees to assist in the execution of its duties and to allow detailed consideration of complex issues.

Current Committees of the Board are:

- Human Resources Committee;
- Audit & Risk Committee; and
- Governance & Policy Committee.
 Each Committee is comprised
 entirely of Non-Executive Directors.
 Each Committee has its own written
 charter setting out its role and
 responsibilities, composition, structure,
 membership requirements and the
 manner in which the Committee is to
 operate. All matters determined by
 Committees are submitted to the full
 Board as recommendations for Board

decisions.
In addition, a Nominations
Committee was established under the
Constitution adopted by the members
in December 2012. The Constitution
provides that the Nominations
Committee shall be comprised of
three independent persons and
chaired by the Chair of the Board.
Its roles and responsibilities are
described below.

PRINCIPLE 2: STRUCTURE THE BOARD TO ADD VALUE

RA has adopted a skills-based Board structure, such that:

- at any point in time, its membership represents an appropriate balance between Directors with experience and knowledge of RA and Directors with an external perspective;
- the size of the Board is conducive to effective discussion and efficient decision-making; and

 the Chair of the Board must not at the same time be the Managing Director.

The Board is also committed to fostering an appointment process that reflects an appropriate level of cultural, geographic, gender and age diversity.

The Constitution provides for up to nine Directors and states that there must be not less than six independent Directors (excluding the Managing Director). The Board is to consist of:

- (i) the Managing Director;
- (ii) six Directors appointed by members by a two thirds majority vote following nomination by the Nominations Committee; and (iii) up to two Directors appointed by ordinary resolution of the Directors following nomination by the Nominations Committee.

The Directors may at any time appoint a person to be a Director to fill a casual vacancy. This Director then holds office until the next general meeting and is then eligible for election at that meeting.

Board Independence

When considering independence, the Board considers the recommendation made by the ASX Corporate Governance Council. An assessment of each Director's independence is carried out at each Board meeting via the reporting of a register of interests.

Board Evaluation

The Nominations Committee is responsible for scheduling regular Board performance reviews. At the end of 2016 an independent consultant was engaged to perform a review of the Board and individual Directors' performance. The consultant produced a report which has been reviewed by the Nominations Committee and used to assist in its own review of the performance of the Board and individual Directors. The next independent Board performance review will take place in 2018/2019.

Nominations Committee

The Nominations Committee has the objective of assisting the Board in fulfilling its corporate governance responsibilities including with respect to:

- (i) Board appointments, re-elections and performance; and
- (ii) cultural and diversity obligations.

During 2017, the Committee met on four occasions.

PRINCIPLE 3: PROMOTE ETHICAL AND RESPONSIBLE DECISION-MAKING

Code of Conduct

RA is committed to promoting and strengthening the positive image of the game of Rugby and its participants in Australia. In light of this commitment, RA has adopted a Code of Conduct which seeks to establish standards of performance and behaviour to ensure that participants act in a professional and proper manner and to ensure that the game is played and conducted with disciplined and sporting behaviour. The Code of Conduct also seeks to deter all on-field and Rugby-related conduct that could damage the game by impairing public confidence in the honest and orderly conduct of matches and competitions or in the integrity and good character of participants. In addition, RA seeks to ensure that every participant is liable to effective sanctions if they are found to have breached the Code of Conduct.

Each Member Union and each Affiliated Union is obliged:

- to comply with, and to require Rugby Unions, Clubs and other bodies and persons in membership with it or affiliated to it to comply with, the Code of Conduct; and
- to adopt procedures for monitoring and disciplining breaches of the Code of Conduct approved by RA and notified to the Member Union and Affiliated Union from time to time. **Inclusion Policy**

RA has an inclusion policy which seeks stamp out all forms of discrimination in Rugby and foster equal opportunity in the workplace, providing a work environment that is inclusive and where all employees are treated with dignity, courtesy and respect. In relation to gender diversity, the table below shows the proportion of women employees in RA as at 28 February 2018:

Position	Number	Percentage
Board	3	33%
Management	3	33%
Other	39	30%
TOTAL	45	31%

Champions of Change

Since July 2015, Rugby Australia has been part of Australia's Male Sport Champions of Change group which involves male CEOs from Australia's most powerful sporting codes.

The group was established under the guidance of then-Australia's Sex Discrimination Commissioner Flizabeth Broderick who became an RA Board Director in December 2015. The Male Sport Champions of Change are committed to ensuring their organisations break down unintended gender biases to ensure women and men are on an equal footing at all levels of the organisation. At RA in 2017, this involved the CEO meeting with males and females in the organisation to better understand the obstacles that can prevent females from reaching senior management positions, implementing a defined action plan to overcome these challenges, and publicly reporting on progress.

Governance & Policy Committee

The Board has established a Governance & Policy Committee which has the objective of assisting the Board in fulfilling its responsibilities in relation to any matters concerning governance and policy issues of RA.

The Committee operates under a Charter adopted by the Board and is comprised of four members, all of whom are Non-Executive independent Directors. The Chair of the Committee is considered independent and is not the Chair of the Board.

The Committee met twice during 2017. Details of these Directors' attendance at Committee meetings are set out in the Directors' Report.

The responsibilities and duties of the Committee as outlined in the Charter are as follows:

- (a) Formulate Corporate Governance Principles, Guidelines and Policies and bring forward to the Board as recommendations for adoption. Periodically review same to ensure that they are being complied with and remain relevant:
- (b) Review and make recommendations to the Board on any new Government regulations in relation to sport;

- (c) Facilitate the orientation and induction of new Directors to the Board:
- (d) Facilitate a continuing education programme for the Board as a whole:
- (e) Conduct an annual review of the Directors' Handbook;
- (f) Monitor and periodically review the Company's Constitution and bring forward to the Board any recommendations for change to put before General Meetings for adoption;
- (g) In consultation with the Chair of the Board, monitor the operations of the Board Committees to ensure the Committees operate efficiently:
- (h) In consultation with the Chair of the Board, conduct an annual review of the composition of Board Committees and each of their Charters; and
- (i) Consider any matters of governance and policy referred to it by the Board for deliberation.

PRINCIPLE 4: SAFEGUARD INTEGRITY IN FINANCIAL **REPORTING**

The Board is committed to integrity in financial reporting. This is monitored by the Board Audit & Risk Committee.

As at the date of signing the Directors' Report, the Committee is comprised of three members, all of whom are Non-Executive independent Directors. The Committee may extend an invitation to any person to attend all or part of any meeting of the Committee which it considers appropriate.

The Committee met three times during 2017. Details of these Directors' attendance at Committee meetings are set out in the Directors' Report.

The Board has adopted a Charter for the Committee that outlines its main functions as:

Financial Statements

- Reviewing the quality and reliability of financial statements and other financial information distributed externally.
- Liaising with external auditors to ensure the annual statutory audit is conducted in an effective manner.
- Monitoring the procedures in place to ensure that the company is in compliance with the Corporations Act and other legislative and reporting

CORPORATE GOVERNANCE

requirements specifically including the annual financial statements.

- Reviewing related party transactions and considering the adequacy of disclosure of those transactions in the financial statements
- Recommend to the Board approval of annual audited financial statements.
- Conduct regular reviews of financial progress against future year initiatives.

External Auditors

- Reviewing the performance of external auditors.
- Assess the independence of the external auditor, having regard to the provision of non-audit services.
- Review the reasonableness of the external audit fees
- Recommending nomination(s) of external auditors for approval of the Board.

Controls

- Monitoring financial and operating internal controls.
- Monitoring the establishment of an appropriate internal control framework.
- Reviewing external audit reports to ensure that major deficiencies or breakdowns in controls as identified by the auditors are remedied promptly and with the appropriate action.

 Risk
- Monitoring financial and material business operating risks.
- Regularly review and update RA's risk matrix.
- Reviewing risk management policies and systems, including RA's use of derivatives and RA's exposure to financial risks.
- Reviewing policies to avoid conflicts of interest and reviewing past or proposed transactions between RA and members of management and the Board.
- Review an annual report from management on RA's Superannuation policy to ensure compliance with relevant laws and regulations.
- Review an annual report from management on the adequacy of insurance coverage.

Workplace Health & Safety

Reviewing and making

recommendations to the Board in respect of RA's management of its workplace health and safety responsibilities.

In addition, the Committee shall examine any other matters referred to it by the Board.

The Committee has the authority to seek any information it requires from any officer or employee of RA. Such officers or employees shall be instructed by the Board to respond to such enquiries. The Committee is authorised to take such independent professional advice as it considers necessary.

Certification of Financial Reports

The Chief Executive Officer and the Chief Financial Officer state in writing to the Board in each reporting period that RA's financial reports present a true and fair view, in all material respects, of RA's financial position and operational results and that they are in accordance with relevant accounting standards

External Auditors

The external auditor (KPMG) has declared its independence to the Board through its representations to the Committee and provision of its Statement of Independence to the Board, stating that they have maintained their independence in accordance with the provisions of APES 110 Code of Ethics for Professional Accountants and the applicable provisions of the Corporations Act 2001.

The performance of the external auditor is reviewed annually. An analysis of fees paid to the external auditors, including a breakdown of fees for non-audit services, is provided in the Directors' Report and in the notes to the financial statements. The external auditor is requested to attend the Annual General Meeting and be available to answer questions about the conduct of the audit and the preparation and content of the audit report.

PRINCIPLES 5 & 6: MAKE TIMELY AND BALANCED DISCLOSURE, AND RESPECT THE RIGHTS OF MEMBERS

This principle is generally applicable

to continuous disclosure obligations of ASX listed companies and their communications policies with shareholders. However, in applying to RA, there are established policies in place for timely and balanced disclosure of material information concerning RA and its activities.

Media Policy

RA's media policy seeks to promote and protect the profile, image and reputation of RA and Rugby in general as a leading mass entertainment and participant sport. All media communications are designed to support and advocate RA's vision. functions, practices, goals, objectives and programs. The policy establishes guidelines for interaction between RA and the media. All media activity must be in the best interests of Australian Rugby and no employee shall make media comment that could denigrate RA, RA Board, other RA employees, RA sponsors, licensees and suppliers, or as a general rule the squads and teams that compete in tournaments controlled by Rugby bodies in Australia.

Social Media Policy

RA's Social Media Policy seeks to ensure that items posted through social media appropriately reflect the interests of Australian Rugby and enhance the image and reputation of RA and Rugby in general. Due to the growing impact of social media, guidelines have been established for posting on these sites to prevent harm to the reputation of RA. Social media can only be used to positively promote the ideas and interests of RA. In relation to communications with members, RA holds an Annual General Meeting, a mid-year member update, and also facilitates regular forums with its members to discuss activities of RA.

PRINCIPLE 7: RECOGNISE AND MANAGE RISK

The Board, through the Audit & Risk Committee, is responsible for ensuring the adequacy of RA's risk management practices, and its system of internal controls and for regularly reviewing its effectiveness.

RA has implemented risk

management practices based on AS/NZS 4360:2004; Risk Management standard and the ASX Recommendations. The framework is based around the following risk activities.

- Risk Identification: identify all significant foreseeable risks associated with business activities in a timely and consistent manner;
- Risk Evaluation: evaluate risks using an agreed risk assessment
- Risk Treatment/Mitigation: develop mitigation plans for risk areas where the residual risk is greater than tolerable risk levels; and
- Risk Monitoring and Reporting: report risk management activities and risk specific information to appropriate levels of management in a timely manner.

The Board, through the Audit and Risk Committee, reviews reporting on risk management on a regular basis and satisfies itself that management has in place appropriate systems for managing risk and maintaining internal controls.

The CEO and senior management team are responsible for identifying, evaluating and monitoring risk. Senior management are responsible for the accuracy and validity of risk information reported to the Board and also for ensuring clear communication of the Board and senior management's position on risk throughout RA.

The Board has received a written assurance from the Chief Executive Officer and the Chief Financial Officer that to the best of their knowledge and belief, the declaration provided by them in accordance with section 295A of the Corporations Act is founded on a sound system of risk management and internal control and the system is operating effectively in relation to financial reporting risks in all material respects.

PRINCIPLE 8: REMUNERATE FAIRLY AND RESPONSIBLY

The Board has an established Human Resources Committee which is responsible for policies in relation to remuneration and human resources. As at the date of signing the

Directors' Report, the Committee comprises three members all of whom are Non-Executive independent Directors. The Chair of the Committee is considered independent and is not the Chair of the Board

The Committee met on two occasions in 2017. Details of these Directors' attendance at Committee meetings are set out in the Directors' Report.

In 2017, the Human Resources Committee undertook an important review of the terms of employment and remuneration arrangements for Rugby Australia's new Chief Executive, Ms. Raelene Castle. Based on the Committee's recommendations, the Board resolved to approve the employment of Ms. Castle.

The Board has adopted a Charter for this Committee which states that the objectives of the Committee are to:

- Make recommendations to the Board in respect of the employment agreement and remuneration arrangements for the Managing Director (MD) and/or Chief Executive Officer (CEO) and key senior executives;
- Make recommendations to the Board on the remuneration frameworks including incentive arrangements and termination entitlements for senior executives;
- Review and make recommendations to the Board in relation to Company strategies and policies for remunerating Wallabies players;
- Monitor and review the Company's succession planning, including in respect of the MD/CEO and senior executives; and
- Review the Company's human resource plans and policies for consistency with the Company's strategic goals.
- To achieve the Committee's objectives the Committee has the following duties and responsibilities:
- Monitor the Company's management of its human resources, including review of its HR & Diversity policies and procedures to ensure consistency with the overall strategy of the Company;
- Make recommendations to the Board in respect of the employment agreement and remuneration

arrangements for the MD/CEO:

- Review and authorise the employment agreements and terms applicable for direct reports to the MD/CEO, including the Head Coach of the Wallabies and the Men's and Women's Sevens;
- Oversee and review strategies and policies in relation to Wallabies player payments, and authorise payments outside of approved policy parameters on behalf of the Board;
- Monitor and review the Company's succession planning, including in respect of the MD/CEO and senior executives:
- Approve the Key Performance Indicators (KPIs) and incentive policies and structure proposed for direct reports to the MD/CEO;
- Annually approve the proposed remuneration increases/variations, KPI performance and incentive awards (if applicable) to the direct reports of the MD/CFO:
- (h) Authorise proposed termination arrangements for direct reports to the MD/CEO in the event that the terms of termination are different to those provided in the executive's employment agreement; and
- Recommend to the Board procedures to ensure appropriate succession planning for the Committee, including the role of Chair.

The Committee has the authority to seek any information it requires from any officer or employee of RA. Such officers or employees shall be instructed by the Board to respond to such enquiries. The Committee is authorised to take such independent professional advice as it considers necessary.

The Chair, on behalf of the Committee, keeps the Board informed about matters arising at meetings of the Committee, including in respect of recommendations of the Committee and other material matters arising from the discharge of the Committee's responsibilities.

Non-Executive Directors receive a fixed fee per annum, which is inclusive of statutory superannuation. There are no performance-based components in Non-Executive Directors' fees.

CORPORATE GOVERNANCE

RA NOMINATIONS COMMITTEE

The objectives of RA Nominations Committee as stated in its Charter are to assist RA Board in fulfilling its corporate governance responsibilities with respect to:

- Board appointments, re-election and performance; and
- Cultural and diversity obligations. The membership of the Nominations Committee consists of the Chair of RA Board, one person appointed by RA Board and two people elected by a two-thirds majority of RA's members.

In 2017, The Hon Peter Heerey resigned from the Nominations Committee after serving as the Board-appointed nominee on the Committee since its inception in 2013. Following Mr. Heerey's resignation, Mr. Marc L'Huillier was appointed by the Board to replace Mr. Heery on the Nominations Committee. A short biographical note on Mr. L'Huillier appears below.

Further, Mr. John Massey resigned from the Nominations Committee in October 2017. Mr. Massey had served on the Nominations Committee as a Member-appointed representative since its inception in 2013. A replacement for Mr. Massey will be nominated and appointed by the Members in due course.

Mr. Marc L'Huillier

As a Rugby player, Mr. L'Huillier represented Victorian Rugby Schoolboys then played senior rugby for Harlequins in Melbourne and the Victorian State side, before moving to Sydney where he represented Sydney University in first grade before representing the USA at the 1999 Rugby World Cup. Mr. L'Huillier built his career at Sweeney Market Research, where he was CEO, before the business was sold to Ernst & Young where Mr. L'Huillier is now a senior partner based in Melbourne.

COMMITTEE ACTIVITIES

The Committee met four times during 2017, carrying out the following tasks in fulfilling the duties and responsibilities mandated by its Charter.

DIRECTOR RE-ELECTIONS

After serving as Directors for three years since being elected in 2014, Mr Cameron Clyne and Mr Paul McLean MBE were required to retire and stand for re-election at RA's Annual General Meeting in April 2017. Following consideration of the balance of skills, experience, expertise and diversity on RA's Board, the Nominations Committee resolved to nominate Mr Cameron Clyne and Mr Paul McLean MBE for re-election and both were unanimously voted in by the members at the AGM.

NOMINATIONS COMMITTEE

The Committee reviewed proposed candidates to replace the Hon Peter Heerey AM QC and Mr. John Massey on the Nominations Committee. As noted above, the Committee recommended the appointment of Mr. Marc L'Huillier to replace Mr. Heerey as the Board-appointed representative on the Committee, which nomination was unanimously supported by the Board.

NEW DIRECTORS

The Committee reviewed and considered proposed candidates to replace Mr. Geoffrey Stooke, who resigned from the Board in August 2017, and Ms. Elizabeth Broderick, who resigned from the Board in October 2017, as Directors of Rugby Australia. It is anticipated that replacement Directors for both Mr. Stooke and Ms. Broderick will be nominated and, if approved by the Board, put to the Members for a vote at the Annual General Meeting in 2018.

BOARD SUCCESSION PLANNING

The Nominations Committee noted RA's agreement with RUPA that it must always have two former Wallabies on the Board who had played in the professional era (i.e. since 1996). Mr John Eales and Dr Brett Robinson currently satisfy this requirement but they will have served the maximum 9-year term in 2019 and 2020 respectively. With a view to succession planning, the Nominations Committee continued

to identify several former Wallabies who have the necessary business expertise and experience to make a strong contribution to RA Board, and who would complement the balance of skills, experience, expertise and diversity on RA's Board. The Committee will evolve this list of former Wallabies over time as part of the succession planning process.

EGM

On 20 June 2017, the Board convened an Extraordinary General Meeting at the request of the Victorian Rugby Union (VRU) and the Rugby Union Players Association (RUPA) in accordance with Rule 4.1(c) of the Constitution. The purpose of the EGM was for Rugby Australia to provide an update on the future structure of Super Rugby, and for the Voting Members to vote on three resolutions proposed by VRU and RUPA. After statements from VRU, RUPA, Western Australian Rugby Union and Rugby Australia CEO Mr. Bill Pulver, the Members voted on three resolutions put to the EGM: (1) "This General Meeting of the Company considers that it is in the best interests of Rugby in Australia that Australia maintain its five current teams in the Super Rugby competition until at least the end of the 2020 Super Rugby season"; (2) "That the Company re-consider its decision to reduce the number of Australian teams playing in the Super Rugby competition"; (3) "That the Company facilitate a forum of all Voting Members, to be held as soon as practicable and at the costs and expense of the Company, for the purposes of considering the establishment of an Australian Super Rugby Commission which will act as an advisory body to the Company on the future participation of Australian teams in the Super Rugby Competition." Resolutions 1 and 2 failed, and Resolution 3 was carried.

ABN 36 002 898 544

Concise Financial Report 31 December 2017

Concise Financial Report

The concise financial report is an extract from the financial report. The financial statements and specific disclosures included in the concise financial report have been derived from the financial report.

The concise financial report cannot be expected to provide as full an understanding of the financial performance, financial position and financing activities of the entity as the financial report.

A full financial report is available to the members free of charge, upon request from Rugby Australia Limited.

Directors' report

The Directors of Rugby Australia ('the Company') submit herewith their report together with the reduced disclosure consolidated financial report of the Company and its controlled entities ('the Group') for the year ended 31 December 2017 and the Auditor's report thereon.

In order to comply with the provisions of the Corporations Act 2001 the Directors' report is as follows:

1. Directors

John Eales AM
Non-Executive Director

John joined the Rugby AU Board in April 2010 and is a member of the Human Resources Committee. John played for the Wallabies from 1991 to 2001 and captained them from 1996 to 2001. He is a founding partner of Mettle Group, which was acquired by Chandler Macleod in 2007. John is a director of Flight Centre Limited, Magellan Financial Group, Fuji Xerox-DMS, Palladium Group and Executive Health Solutions. He is also an Ambassador for the Australian Indigenous Education Foundation.

Dr Brett Robinson MBBS, Dr. Phil (Oxon) FAICD Deputy Chairman and Non-Executive Director Brett joined the Rugby AU Board in April 2011 and was appointed Deputy Chairman effective 1 January 2016. He is also the Chair of the Governance & Policy Committee. Brett was the inaugural captain of the ACT Brumbies in the Super 12 competition and played 16 Tests for the Wallabies. From 2002 to 2005 he was the General Manager of Rugby AU's High Performance Unit. Brett recently stepped down as Chief Executive Officer of BOQ Specialist, a private bank that finances medical professionals and the healthcare sector. Prior to his appointment to BOQ Specialist he held executive management roles which have included Managing Director and CEO of ICON Cancer Care, the Australian Chief Executive Officer of Allianz Global Assistance (formerly Mondial Assistance) and executive leadership roles within Insurance Australia Group (IAG) with responsibility for its key brands of NRMA, CGU and Swann in Queensland. In 2014 Brett was appointed as Chairman of Kings College at the University of Queensland. Brett is registered to practice in Queensland and continues to assist orthopaedic colleagues in advanced joint replacement surgery. Brett remains actively involved in clinical research.

Ann Sherry AO BA, Grad Dip IR, FAICD FIPAA, HonDLitt *Macq* HonDBus *UQ* Non-Executive Director Ann joined the Rugby AU Board in June 2012. She is the Chair of the Human Resources Committee and a member of the Governance & Policy Committee. Ann is the Executive Chair of Carnival Australia, the largest cruise ship operator in Australasia. She was Chief Executive Officer at Carnival Australia for 9 years, and for 12 years before that Ann was a senior executive in the banking sector, including as Chief Executive Officer, Westpac New Zealand, Chief Executive Officer Bank of Melbourne and Group Executive of People and Performance at Westpac. Ann was the First Assistant Secretary of the Office of the Status of Women in Canberra. Ann is a non-executive director of National Australia Bank, ING Global, ING Direct (Australia), Sydney Airport Corporation and Palladium. She is a director of Cape York Partnerships, The Museum of Contemporary Art and Infrastructure Victoria.

Geoffrey Stooke OAM Non-Executive Director Geoffrey joined the Board in March of 2012 after a lengthy-stint as Chairman of RugbyWA from 1988 to 2011. He is a member of the Audit and Risk Committee and the Governance & Policy Committee. Geoffrey is the Chairman and Managing Director of Standard Wool Investments Pty Limited and Chairman of Troppus IT & Management Services Pty Limited. Prior to his current roles, he held senior management roles in the resources, fishing and food industries, after his early career saw him as an Officer in the Australian Regular Army - which included service in Australia and abroad. Geoffrey was a director of the Australian Sports Commission from 2005 to 2006. He has had a lifelong involvement in rugby and since 1965 has played over 800 grade games including over 600 for the Associates club in Perth.

Directors' report (continued)

Paul McLean MBE Non-Executive Director Paul joined the Board on 27 August 2013 and is a member of the Human Resources Committee. He concluded his 27-year executive career with the global real estate services provider, Savills, in February 2017, where he was CEO from 2006. He remains a consultant to the company. Paul is a former Wallaby and Queensland captain and was inducted into the Wallaby Hall of Fame in 2011. He was President of Queensland Rugby Union from 1999 – 2005, President of Rugby AU from 2005-2009 and was a member of World Rugby's Executive Committee from 2007-2009. Paul is also a Director of Youngcare.

Cameron Clyne
Chairman and Non-Executive
Director

Cameron joined the Board in October 2013 and was appointed Chairman effective 1 January 2016. He is also the Chair of the Audit & Risk Committee. Cameron was the Managing Director and Group Chief Executive Officer of the National Australia Bank from January 2009 until August 2014. He joined NAB in 2004 following more than 12 years with PricewaterhouseCoopers, leading the Financial Services Industry practice in the Asia Pacific. Cameron was selected as one of 245 people globally as a Young Global Leader by the World Economic Forum to address global challenges including health, education and the environment.

Bill Pulver Managing Director and CEO Bill was appointed CEO of Rugby AU in February 2013. Prior to rugby Bill was CEO of Appen, a linguistic technology company. From 2008 to 2010 he was Chairman of Repucom International, a global leader in sports marketing research. Bill also spent eight years as President and Chief Executive Officer of the New York based, NASDAQ-listed internet media research company NetRatings Inc. Prior to that he spent 17 years at global marketing research company ACNielsen, in roles that included Managing Director in Australia, Group Chief Executive for Japan and Korea based in Tokyo; and President of ACNielsen eRatings.com, an internet audience measurement company based in London.

Liz Broderick Non-Executive Director Liz joined the Board in February 2016 and is a member of the Human Resources Committee. She served as Australian Sex Discrimination Commissioner from 2007 to 2015 which included developing the Male Champions of Change strategy and leading the first independent review into the treatment of women within the Australian Defence Force. She is Global Co-Chair of the Women's Empowerment Principles Leadership Group and a former Member of World Bank's Advisory Council on Gender and Development. She is also a Special Advisor to the Executive Director of UN Women on private sector engagement (New York). Liz was previously a partner and board member at law firm Blake Dawson (now Ashurst).

Pip Marlow Non-Executive Director Pip joined the Board in February 2016 and is a member of the Audit & Risk Committee. She is the CEO of Strategic Innovation at Suncorp. Prior to this she spent 21 years at Microsoft, in roles that included Managing Director of Microsoft Australia, General Manager for US Channel Sales (based at Microsoft's head office in Seattle, US), Director of Small and Medium Business Solutions and Partners, Public Sector Director, and Enterprise and Partner Group Director. She also sits on the Vice-Chancellor's Advisory Board at UTS and is a member of Chief Executive Women (CEW), an organisation committed to supporting and growing women in executive positions. Pip was born and raised in Palmerston North, New Zealand where she developed a lifelong passion for rugby.

Raelene Castle Managing Director and CEO Raelene was appointed Chief Executive of Rugby Australia in January 2018. Before joining Rugby Australia, Raelene was Chief Executive of the Canterbury-Bankstown Bulldogs in the NRL. Raelene joined the Bulldogs from Netball New Zealand where she was the Chief Executive for 6 years. Raelene was also a member of the ANZ Championship Board and played a key role in bringing the competition to market. Raelene has previously worked in the marketing, sales, sponsorship and communications areas for a number of leading New Zealand companies including Telecom, BNZ, Southern Cross Healthcare and Fuji Xerox. Raelene was a Board Member of the International Netball Federation and the Chair of the NRL CEO group. She was recognised with a Sir Peter Blake Emerging Leader Award in 2011 and was made an Officer of the New Zealand Order of Merit (ONZM) in 2015.

Geoffrey Stooke was a Director from the beginning of the financial year until his resignation on 11 August 2017. Liz Broderick was a Director from the beginning of the financial year until her resignation on 30 October 2017. Bill Pulver was a Director from the beginning of the financial year until his resignation on 31 January 2018.

Directors' report (continued)

Directors' meeting

The number of directors' meetings (including meetings of committees of directors) and number of meetings attended by each of the directors of the Company during the financial year are:

Director	Boa Meet		Comr	nd Risk mittee tings	Reso Comr	man urces mittee tings	Po Comi	ance & licy mittee tings	Com	nations mittee tings
	Α	В	Α	В	Α	В	Α	В	Α	В
Mr J Eales	5	6			2	2				
Dr B Robinson	6	6					2	2		
Ms A Sherry	5	6			2	2	2	2		
Mr G Stooke	6	6	1	1			-	-		
Mr P McLean	5	6			2	2				
Mr C Clyne	5	6	3	3					4	4
Ms L Broderick	5	5			0	2				
Ms P Marlow	4	6	2	3						
Mr W Pulver	6	6								

A = Number of Meetings Attended

2. Environmental regulations

The Company's operations are not subject to any significant environmental regulations under either Commonwealth or State Legislation.

3. Principal activities

The Group's principal activities during the course of the financial year were the promotion, development and general governance of the game of rugby union in Australia.

No significant change in the nature of this activity occurred during the year.

4. Review of operations and results of those operations

Overview of the consolidated entity

The consolidated entity comprises the Rugby Australia Ltd ("Rugby AU") and the Australian Rugby Foundation Ltd ("ARF"). The operating surplus of the consolidated entity for the financial year before allocations and other payments to Member Unions was \$20,568,000 (2016: \$9,345,000). This includes Government Grants received of \$21,572,000 in relation to the construction of the Australian Rugby Development Centre ("ARDC").

The net surplus of the consolidated entity for the financial year after allocations and other payments to Member Unions was \$17,632,000 (2016: \$3,749,000). The exclusion of the ARDC Grants of \$21,572,000 has Rugby AU reporting a net operating deficit of \$3,940,000.

The ARF, established in 2014 to attract greater private investment for the promotion and development rugby, reported a loss of \$153,000 (2016 surplus: \$72,000), after allowing for investment activities of \$836,000 (2016: \$409,500). Those investment activities included support for High Performance, Women's Rugby, Indigenous Programs, Player Welfare and Grassroots rugby programs.

B = Reflects the number of meetings held during the time the Director held office during the year

Directors' report (continued)

5. Significant changes in the state of affairs

In March 2017, SANZAAR voted to reduce the number of teams in the Super Rugby Competition from eighteen to fifteen. As part of the Super Rugby restructure Rugby AU made the decision to reduce one Australian team, the Western Force, from this competition following the completion of the 2017 Super Rugby season. The majority of Western Force players have been placed in the remaining four Super Rugby teams however Rugby AU retains a \$1.8m liability on its balance sheet through to the 2019 financial year to pay the balance of uncontracted Western Force player payments. The renegotiated broadcast contracts required for the reduction in teams saw minimal decrease in total broadcast fees for the balance of the current broadcast term.

In October 2017, Rugby AU relocated its administration office and Sevens teams to the Australian Rugby Development Centre ("ARDC)" at Moore Park. The ARDC was constructed on land controlled by the Sydney Cricket & Sports Ground Trust in a joint venture arrangement with the University of Technology Sydney. Rugby AU's investment in the construction has been funded by Federal and State government grants as well as Rugby AU's own contribution.

On 11 November 2017 the Company announced a rebrand which included a change to the legal entity name from Australian Rugby Union Limited to Rugby Australia Limited.

There were no other significant changes in the state of affairs.

6. Events subsequent to reporting date

In the interval between the end of the financial year and the date of this report, no item, transaction or event of a material and unusual nature has arisen, in the opinion of the Directors of the Company, to affect significantly the operations of the Company, the results of those operations, or the state of affairs of the Company in future financial years.

7. Likely developments

Further information about likely developments in the operations of the Group and the expected results of those operations in future financial years has not been included in this report because disclosure of the information would be likely to result in unreasonable prejudice to the Group.

8. Indemnification and insurance of officers

In accordance with the Company's Constitution, during the financial year the Company has paid premiums for insurance contracts in respect of directors' and officers' liability and legal expenses. Such insurance contracts insure persons who are or have been directors or executive officers of the consolidated entity against certain liability (subject to specific exclusions).

9. Lead auditor's independence declaration

The Lead auditor's independence declaration is set out on page 6 and forms part of the Directors' report for the financial year ended 31 December 2017.

10. Rounding off

The Company is of a kind referred to in ASIC Corporations Instrument 2016/191 and in accordance with that instrument, amounts in the consolidated financial report and directors' report have been rounded off to the nearest thousand dollars, unless otherwise stated.

This report is made out in accordance with a resolution of the directors:

C. Clyne Director

R. Castle Director

Dated at Sydney this 26th day of March 2018



Lead Auditor's Independence Declaration under Section 307C of the Corporations Act 2001

To the Directors of Rugby Australia Limited

I declare that, to the best of my knowledge and belief, in relation to the audit of Rugby Australia Limited for the financial year ended 31 December 2017 there have been:

- no contraventions of the auditor independence requirements as set out in the Corporations Act 2001 in relation to the audit; and
- ii. no contraventions of any applicable code of professional conduct in relation to the audit,

KPMG

Trent Duvall Partner

Sydney 26 March 2018

Income Statements

For the year ended 31 December 2017

	2017	2017	2016	2016
	Consolidated	Parent	Consolidated	Parent
	Entity	Entity	Entity	Entity
	\$'000	\$'000	\$'000	\$'000
Revenue	·	·	·	
Broadcasting	61,661	61,661	61,387	61,387
Matchday	26,903	26,056	31,752	31,055
Sponsorships	31,360	31,360	27,741	27,731
Licensing	1,842	1,842	1,724	1,724
Government grants	24,810	24,810	2,656	2,656
World Rugby grants	618	618	676	676
Other income	2,717	2,888	2,639	2,571
Total revenue and other income	149,911	149,235	128,575	127,800
	,	0,200	120,070	121,000
Operating expenditure				
Commission & Servicing costs	3,414	3,358	4,192	4,140
Matchday operations	13,685	13,648	11,224	11,055
Marketing & media	4,395	4,395	5,510	5,506
Wallabies team costs	8,561	8,561	8,456	8,456
National Sevens teams costs	5,148	5,148	4,736	4,736
Super Rugby teams costs	12,169	12,169	8,084	8,084
Super Rugby funding	26,975	26,975	33,332	33,332
Player payments & RUPA costs	25,096	25,096	18,188	18,188
High Performance & National Teams	8,384	7,767	5,849	5,499
SANZAR office	1,325	1,325	1,282	1,282
Community Rugby	3,722	3,700	4,237	4,207
Corporate	17,161	17,064	14,609	14,520
Total operating expenditure	130,035	129,206	119,699	119,005
St. Sp. 11.	,	,	,,,,,,	,
Operating surplus before financing income and				
allocations	19,876	20,029	8,876	8,795
			•	•
Finance income	377	377	156	156
Finance costs	(4)	(4)	(107)	(98)
Net finance income	373	373	49	58
Surplus after net finance income	20,249	20,402	8,925	8,853
Share of (loss)/profit of jointly controlled entity	319	319	420	420
Surplus/(Deficit) before tax	20,568	20,721	9,345	9,273
Income tax expense	-	-	-	-
Surplus/(Deficit) for the period before				
allocations	20,568	20,721	9,345	9,273
Allocations to Member Unions & Affiliates	(2,936)	(2,936)	(5,596)	(5,596)
Operating Surplus/(Deficit) for the period	17,632	17,785	3,749	3,677
Profit attributable to:				
Members of the Company	17,785	17,785	3,677	3,677
Non-controlling interests	(153)	-	72	-

The income statements are to be read in conjunction with the notes to the concise financial report

Statements of comprehensive income For the year ended 31 December 2017

	2017	2017	2016	2016
	Consolidated		Consolidated	Parent
	Entity	Entity	Entity	Entity
	\$'000	\$'000	\$'000	\$'000
Cumbus//Deficit) for the naried	47 622	47 70E	2.740	2 677
Surplus/(Deficit) for the period	17,632	17,785	3,749	3,677
Other comprehensive income/(loss):				
Items that will never be reclassified to profit or loss				
Net change in fair value of fixed assets taken to equity	_	_	_	_
Total items that will never be reclassified to profit or loss	_	_	_	_
F				
Items that may be reclassified subsequently to profit or loss				
Net change in fair value of realised cash flow hedges transferred to profit	(0.040)	(0.040)	(455)	(455)
and loss	(3,612)	(3,612)	(155)	(155)
Net change in fair value of realised cash flow hedges taken to equity	7,671	7,671	12,752	12,752
Net change in fair value of cash flow hedges taken to equity	10,042	10,042	(10,403)	(10,403)
Total items that may be reclassified subsequently to profit or loss	14,101	14,101	2,194	2,194
Other comprehensive income for the period	14,101	14,101	2,194	2,194
Total comprehensive income/(loss) for the period	31,733	31,886	5,943	5,871
O annual transition in a survey (I and) for the survey of a thribate black.				
Comprehensive income/(loss) for the period attributable to:	04.000	04.000	5.074	E 074
Members of the Company	31,886	31,886	5,871	5,871
Non-controlling interests	(153)	-	72	-

The statements of comprehensive income are to be read in conjunction with the notes to the concise financial report.

Statements of financial position

As at 31 December 2017

Consolidated Entity Parent Entity Consolidated Entity Parent Entity Parent Entity Entity </th <th></th> <th>2017</th> <th>2017</th> <th>2016</th> <th>2016</th>		2017	2017	2016	2016
South Sout		Consolidated			
Current assets 17,786 17,146 13,699 12,916 Cash and cash equivalents - - 13,072 13,072 13,072 13,072 13,072 13,072 13,072 13,072 13,072 13,072 13,072 173,072 13,072 13,072 173,072 13,072 173,072 13,072 173,072 173,072 14,076 4,11 4,11 115		Entity		Entity	Entity
Cash and cash equivalents		\$'000	\$'000	\$'000	\$'000
Restricted cash and cash equivalents					
Trade and other receivables	· · · · · · · · · · · · · · · · · · ·	17,786	17,146	13,699	12,916
Financial assets		-	-	13,072	13,072
Other assets		6,738	6,711	4,247	4,196
Non-current assets 33,735 33,668 34,865 34,031 Non-current assets Trade and other receivables 428 428 285 285 Financial assets 23 23 25 295 Financial assets 13,947 13,947 2,091 2,091 Intangible assets 16,554 16,554 9,996 9,996 Investment in Joint Venture 1,473 1,473 1,154 1,154 Other assets 500 500 - Total non-current assets 32,925 32,925 13,526 13,526 Total assets 66,660 65,993 48,391 47,557 Current liabilities Trade and other payables 11,410 11,350 10,034 9,960 Deferred revenue 7,374 7,374 7,289 17,289 Other liabilities 1,866 1,866 335 335 Employee entitlements 1,614 1,614 1,459 1,459 Financial liabilities 1,024 1,024 2,972 2,972 Total current liabilities 23,288 23,228 32,089 32,015 Non-current liabilities 23,288 23,228 32,089 30,015 Non-current liabilities 2,339 2,339 10,526 10,526 Total non-current liabilities 2,339 2,339 10,526 10,526 Total non-current liabilities 2,339 2,339 10,526 10,526 Total liabilities 2,330 2,330 10,526 10,526 Total liabilities 2,330 2,330 10,526 10,526 Total liab		41	41	115	115
Non-current assets Trade and other receivables 428					
Trade and other receivables 428 428 285 285 Financial assets 23 23 - - Property, plant and equipment 13,947 13,947 2,091 2,091 Intagible assets 16,554 16,554 9,996 9,996 Investment in Joint Venture 1,473 1,473 1,154 1,154 Other assets 500 500 - - Total non-current assets 32,925 32,925 13,526 13,526 Total assets 66,660 65,993 48,391 47,557 Current liabilities 11,410 11,350 10,034 9,960 Deferred revenue 7,374 7,374 17,289 17,289 Other liabilities 1,866 1,866 355 335 Employee entitlements 1,614 1,614 1,459 1,459 Financial liabilities 3,500 - - - Non-current liabilities 3,500 3,500 - -	Total current assets	33,735	33,068	34,865	34,031
Financial assets	Non-current assets				
Property, plant and equipment 13,947 13,947 2,091 2,091 Intangible assets 16,554 16,554 9,996 9,996 1,996 1,473 1,473 1,473 1,154 1,154 1,154 1,154 1,1554 1,1554 1,1554 1,1554 1,1554 1,1554 1,1554 1,1554 1,1554 1,1555 1,526 13,526	Trade and other receivables	428	428	285	285
Intangible assets	Financial assets	23	23	-	-
Investment in Joint Venture	Property, plant and equipment	13,947	13,947	2,091	2,091
Other assets 500 500 -	Intangible assets	16,554	16,554	9,996	9,996
Total non-current assets 32,925 32,925 13,526 13,526 Total assets 66,660 65,993 48,391 47,557 Current liabilities Trade and other payables 11,410 11,350 10,034 9,960 Deferred revenue 7,374 7,374 17,289 </td <td>Investment in Joint Venture</td> <td>1,473</td> <td>1,473</td> <td>1,154</td> <td>1,154</td>	Investment in Joint Venture	1,473	1,473	1,154	1,154
Total assets 66,660 65,993 48,391 47,557 Current liabilities Trade and other payables 11,410 11,350 10,034 9,960 Deferred revenue 7,374 7,374 17,289 17,289 Other liabilities 1,866 1,866 335 335 Employee entitlements 1,614 1,614 1,459 1,459 Financial liabilities 2,3288 23,228 32,089 32,015 Non-current liabilities 2,3288 23,228 32,089 32,015 Non-current liabilities 2,3288 23,239 32,089 32,015 Non-current liabilities 2,339 2,339 10,526 10,526 Total non-current liabilities 2,339 2,339 10,526 10,916 10,916 Total liabilities 29,541 29,481 43,005 42,931 Net assets 37,119 36,512 5,386 4,626 Equity	Other assets	500	500	-	-
Current liabilities Trade and other payables 11,410 11,350 10,034 9,960 Deferred revenue 7,374 7,374 17,289 17,289 Other liabilities 1,866 1,866 335 335 Employee entitlements 1,614 1,614 1,459 1,459 Financial liabilities 1,024 1,024 2,972 2,972 Total current liabilities 23,288 23,228 32,089 32,015 Non-current liabilities 3,500 3,500 - - - Employee entitlements 414 414 390 390 32,015 Non-current liabilities 2,339 2,339 10,526 10,526 Employee entitlements 414 414 390 390 39,015 Net aliabilities 2,339 2,339 10,526 10,526 Total non-current liabilities 2,339 2,339 10,526 10,526 Total liabilities 29,541 29,481 43,005	Total non-current assets	32,925	32,925	13,526	13,526
Trade and other payables 11,410 11,350 10,034 9,960 Deferred revenue 7,374 7,374 17,289 17,289 Other liabilities 1,866 1,866 335 335 Employee entitlements 1,614 1,614 1,459 1,459 Financial liabilities 23,288 23,228 32,089 32,015 Non-current liabilities 23,288 23,228 32,089 32,015 Non-current liabilities 3,500 3,500 - - - Employee entitlements 414 414 390 390 Financial liabilities 2,339 2,339 10,526 10,526 Total non-current liabilities 6,253 6,253 10,916 10,916 Total liabilities 29,541 29,481 43,005 42,931 Net assets 37,119 36,512 5,386 4,626 Equity Retained surplus 21,861 21,861 4,076 4,076 Minority interest <th>Total assets</th> <th>66,660</th> <th>65,993</th> <th>48,391</th> <th>47,557</th>	Total assets	66,660	65,993	48,391	47,557
Deferred revenue 7,374 7,374 17,289 17,289 Other liabilities 1,866 1,866 335 335 Employee entitlements 1,614 1,614 1,459 1,459 Financial liabilities 1,024 1,024 2,972 2,972 Total current liabilities 23,288 23,228 32,089 32,015 Non-current liabilities 5 3,500 3,500	Current liabilities				
Deferred revenue 7,374 7,374 17,289 17,289 Other liabilities 1,866 1,866 335 335 Employee entitlements 1,614 1,614 1,459 1,459 Financial liabilities 1,024 1,024 2,972 2,972 Total current liabilities 23,288 23,228 32,089 32,015 Non-current liabilities 3,500 3,500 - - - Employee entitlements 414 414 390 390 Financial liabilities 2,339 2,339 10,526 10,526 Total non-current liabilities 6,253 6,253 10,916 10,916 Total liabilities 29,541 29,481 43,005 42,931 Net assets 37,119 36,512 5,386 4,626 Equity Retained surplus 21,861 21,861 4,076 4,076 Minority interest 607 - 760 - Realised cash flow hedge reserve	Trade and other payables	11,410	11,350	10,034	9,960
Employee entitlements 1,614 1,614 1,459 1,459 Financial liabilities 1,024 1,024 2,972 2,972 Total current liabilities 23,288 23,228 32,089 32,015 Non-current liabilities Series of the control of	Deferred revenue				
Financial liabilities 1,024 1,024 2,972 2,972 Total current liabilities 23,288 23,228 32,089 32,015 Non-current liabilities 3,500 3,500 - - - Employee entitlements 414 414 390 390 Financial liabilities 2,339 2,339 10,526 10,526 Total non-current liabilities 6,253 6,253 10,916 10,916 Total liabilities 29,541 29,481 43,005 42,931 Net assets 37,119 36,512 5,386 4,626 Equity 21,861 21,861 4,076 4,076 Minority interest 607 - 760 - Realised cash flow hedge reserve 16,656 16,656 12,597 12,597 Total capital position 39,124 38,517 17,433 16,673 Asset revaluation reserve 1,290 1,290 1,290 1,290 Unrealised cash flow hedge reserve (3,295) <td>Other liabilities</td> <td>1,866</td> <td>1,866</td> <td>335</td> <td>335</td>	Other liabilities	1,866	1,866	335	335
Total current liabilities 23,288 23,228 32,089 32,015 Non-current liabilities 5 5 5 5 5 6 5 6 6 7 -	Employee entitlements	1,614	1,614	1,459	1,459
Non-current liabilities Deferred revenue 3,500 3,500 - - Employee entitlements 414 414 390 390 Financial liabilities 2,339 2,339 10,526 10,526 Total non-current liabilities 6,253 6,253 10,916 10,916 Total liabilities 29,541 29,481 43,005 42,931 Net assets 37,119 36,512 5,386 4,626 Equity Retained surplus 21,861 21,861 4,076 4,076 Minority interest 607 - 760 - Realised cash flow hedge reserve 16,656 16,656 12,597 12,597 Total capital position 39,124 38,517 17,433 16,673 Asset revaluation reserve 1,290 1,290 1,290 1,290 Unrealised cash flow hedge reserve (3,295) (3,295) (13,337) (13,337)	Financial liabilities	1,024	1,024	2,972	2,972
Deferred revenue 3,500 3,500 - <td>Total current liabilities</td> <td>23,288</td> <td>23,228</td> <td>32,089</td> <td>32,015</td>	Total current liabilities	23,288	23,228	32,089	32,015
Employee entitlements 414 414 390 390 Financial liabilities 2,339 2,339 10,526 10,526 Total non-current liabilities 6,253 6,253 10,916 10,916 Total liabilities 29,541 29,481 43,005 42,931 Net assets 37,119 36,512 5,386 4,626 Equity Retained surplus 21,861 21,861 4,076 4,076 Minority interest 607 - 760 - Realised cash flow hedge reserve 16,656 16,656 12,597 12,597 Total capital position 39,124 38,517 17,433 16,673 Asset revaluation reserve 1,290 1,290 1,290 1,290 Unrealised cash flow hedge reserve (3,295) (3,295) (13,337) (13,337)	Non-current liabilities				
Employee entitlements 414 414 390 390 Financial liabilities 2,339 2,339 10,526 10,526 Total non-current liabilities 6,253 6,253 10,916 10,916 Total liabilities 29,541 29,481 43,005 42,931 Net assets 37,119 36,512 5,386 4,626 Equity Retained surplus 21,861 21,861 4,076 4,076 Minority interest 607 - 760 - Realised cash flow hedge reserve 16,656 16,656 12,597 12,597 Total capital position 39,124 38,517 17,433 16,673 Asset revaluation reserve 1,290 1,290 1,290 1,290 Unrealised cash flow hedge reserve (3,295) (3,295) (13,337) (13,337)	Deferred revenue	3,500	3,500	-	-
Total non-current liabilities 6,253 6,253 10,916 10,916 Total liabilities 29,541 29,481 43,005 42,931 Net assets 37,119 36,512 5,386 4,626 Equity 21,861 21,861 4,076 4,076 Minority interest 607 - 760 - Realised cash flow hedge reserve 16,656 16,656 12,597 12,597 Total capital position 39,124 38,517 17,433 16,673 Asset revaluation reserve 1,290 1,290 1,290 1,290 Unrealised cash flow hedge reserve (3,295) (3,295) (13,337) (13,337)	Employee entitlements			390	390
Total liabilities 29,541 29,481 43,005 42,931 Net assets 37,119 36,512 5,386 4,626 Equity Retained surplus 21,861 21,861 4,076 4,076 607 - 760 - 760 - 760 7 76	Financial liabilities	2,339	2,339	10,526	10,526
Net assets 37,119 36,512 5,386 4,626 Equity Retained surplus 21,861 21,861 4,076 4,076 Minority interest 607 - 760 - Realised cash flow hedge reserve 16,656 16,656 12,597 12,597 Total capital position 39,124 38,517 17,433 16,673 Asset revaluation reserve 1,290 1,290 1,290 1,290 Unrealised cash flow hedge reserve (3,295) (3,295) (13,337) (13,337)	Total non-current liabilities	6,253	6,253	10,916	10,916
Equity 21,861 21,861 4,076 4,076 Minority interest 607 - 760 - Realised cash flow hedge reserve 16,656 16,656 12,597 12,597 Total capital position 39,124 38,517 17,433 16,673 Asset revaluation reserve 1,290 1,290 1,290 1,290 Unrealised cash flow hedge reserve (3,295) (3,295) (13,337) (13,337)	Total liabilities	29,541	29,481	43,005	42,931
Retained surplus 21,861 21,861 4,076 4,076 Minority interest 607 - 760 - Realised cash flow hedge reserve 16,656 16,656 12,597 12,597 Total capital position 39,124 38,517 17,433 16,673 Asset revaluation reserve 1,290 1,290 1,290 1,290 Unrealised cash flow hedge reserve (3,295) (3,295) (13,337) (13,337)	Net assets	37,119	36,512	5,386	4,626
Minority interest 607 - 760 - Realised cash flow hedge reserve 16,656 16,656 12,597 12,597 Total capital position 39,124 38,517 17,433 16,673 Asset revaluation reserve 1,290 1,290 1,290 1,290 Unrealised cash flow hedge reserve (3,295) (3,295) (13,337) (13,337)	Equity				
Minority interest 607 - 760 - Realised cash flow hedge reserve 16,656 16,656 12,597 12,597 Total capital position 39,124 38,517 17,433 16,673 Asset revaluation reserve 1,290 1,290 1,290 1,290 Unrealised cash flow hedge reserve (3,295) (3,295) (13,337) (13,337)	Retained surplus	21,861	21,861	4,076	4,076
Realised cash flow hedge reserve 16,656 16,656 12,597 12,597 Total capital position 39,124 38,517 17,433 16,673 Asset revaluation reserve 1,290 1,290 1,290 1,290 Unrealised cash flow hedge reserve (3,295) (3,295) (13,337) (13,337)	Minority interest		-		-
Total capital position 39,124 38,517 17,433 16,673 Asset revaluation reserve 1,290 1,290 1,290 1,290 Unrealised cash flow hedge reserve (3,295) (3,295) (13,337) (13,337)	Realised cash flow hedge reserve		16,656		12,597
Asset revaluation reserve 1,290 1,290 1,290 1,290 Unrealised cash flow hedge reserve (3,295) (3,295) (13,337) (13,337)	Total capital position	•			
Unrealised cash flow hedge reserve (3,295) (3,295) (13,337)	Asset revaluation reserve	1,290			
Total equity 37,119 36,512 5,386 4,626	-	(3,295)	(3,295)	(13,337)	(13,337)
	Total equity	37,119	36,512	5,386	4,626

The statements of financial position are to be read in conjunction with the notes to the concise financial report.

Rugby Australia Limited

Statement of changes in equity (Parent company)
For the year ended 31 December 2017

	Retained earnings	arnings	Asset revaluation reserve	aluation rve	Cash flow hedge reserve realised		Cash flow hedge reserve unrealised	dge reserve ised	Total equity	luity
	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016
-	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000
Balance at beginning of period	4,076	399	1,290	1,290	12,597	•	(13,337)	(2,934)	4,626	(1,245)
Total comprehensive (loss)/income for the period Net (deficit)/surplus for the	17 785	3 677	,	,	,	,		,	17 785	2 677
year		, ,					ı			ó
Other comprehensive (loss)/income										
Net change in fair value of fixed assets transferred to equity	1	1	ı	,	1	'	ı	,	ı	1
Net change in fair value of cash flow hedge transferred to profit and loss	•	1	•	'	(3,612)	(155)	ı	'	(3,612)	12,597
Net change in fair value of cash flow hedge transferred to equity	ı	ı	1	•	7,671	12,752	10,042	(10,403)	17,713	(10,403)
Total comprehensive (loss)/income for the period	17,785	3,677	•	•	4,059	12,597	10,042	(10,403)	31,886	5,871
Balance at end of period	21,861	4,076	1,290	1,290	16,656	12,597	(3,295)	(13,337)	36,512	4,626

The statement of changes in equity is to be read in conjunction with the notes to the concise financial report.

Rugby Australia Limited

Statement of changes in equity (Consolidated entity)
For the year ended 31 December 2017

	Retained	Retained earnings	Asset revaluation reserve	aluation rve	Cashflow hedge reserve realised	w hedge realised	Cashflow hedge reserve unrealised	v hedge nrealised	Non-controlling Interest	ntrolling rest	Total equity	quity
	2017	\$,000	2017	2016	2017	\$,000	2017	\$,000	2017	2016	2017	2016 \$'000
Balance at beginning of period	4,076	336	1,290	1,290	12,597	ı	(13,337)	(2,934)	760	889	5,386	(557)
Balance released on subsidiary loss of control	ı	•	ı	'	1	1	1	•	•	ı	1	•
Total comprehensive (loss)/income for the period												
Net (deficit)/surplus for the year	17,785	3,677	ı	ı	ı	1	ı	ı	(153)	72	17,632	3,749
Other comprehensive (loss)/income												
Net change in fair value of fixed assets transferred to equity		1	'		1	ı	ı	,	1	'	ı	1
Net change in fair value of cash flow hedge transferred to profit and loss	ı	ı	ı	ı	(3,612)	(155)	1	ı	1	ı	(3,612)	12,597
Net change in fair value of cash flow hedge transferred to equity	,	•	,	•	7,671	12,752	10,042	(10,403)	•	•	17,713	(10,403)
Total comprehensive (loss)/income for the period	17,785	3,677	•	•	4,059	12,597	10,042	(10,403)	(153)	72	31,733	5,943
Balance at end of period	21,861	4,076	1,290	1,290	16,656	12,597	(3,295)	(13,337)	209	290	37,119	5,386

The statement of changes in equity is to be read in conjunction with the notes to the concise financial report.

Statement of cashflows For the year ended 31 December 2017

	2017 Consolidated Entity	2017 Parent Entity	2016 Consolidated Entity	2016 Parent Entity
	\$'000	\$'000	\$'000	\$'000
Cash flows from operating activities	Ψ 000	ΨΟΟΟ	Ψ σσσ	ΨΟΟΟ
Cash receipts in the course of operations	143,784	143,536	127,455	126,502
Cash payments in the course of operations	(143,117)	(142,726)	(125,297)	(124,517)
Net cash provided by operating activities	667	810	2,158	1,985
not such provided by operating determine	337	0.0	2,100	1,000
Cash flows from investing activities				
Net interest received	272	272	150	150
Proceeds from sale of property, plant and equipment	-	-	-	-
Payments for property, plant and equipment	(13,164)	(13,164)	(277)	(277)
Payments for intangibles	(308)	(308)	(500)	(500)
Grant proceeds received for ARDC construction	5,516	5,516	15,056	15,056
Payments for ARDC construction	(6,559)	(6,559)	(6,984)	(6,984)
Net cash (used in)/provided by investing activities	(14,243)	(14,243)	7,445	7,445
Cash flows from financing activities				
Net Proceeds from / (repayment) of borrowings	_	_	27	27
Loans issued to related parties	(144)	(144)	(207)	(207)
Allocations to Member Unions & Affiliates	(2,936)	(2,936)	(5,596)	(5,596)
Proceeds from sale of foreign exchange contracts	7,671	7,671	12,597	12,597
Net cash provided by financing activities	4,591	4,591	6,821	6,821
Net (decrease)/increase in cash held	(8,985)	(8,842)	16,424	16,251
Cash at beginning of year	26,771	25,988	10,347	9,737
Cash at end of year	17,786	17,146	26,771	25,988

The statements of cash flows are to be read in conjunction with the notes to the concise financial report.

Notes to the concise financial report

For the year ended 31 December 2017

Note 1 Reporting entity

Rugby Australia Limited (the 'Company'), previously known as Australian Rugby Union Limited, is a not-for-profit company, limited by guarantee, domiciled in Australia. The address of the Company's registered office is Cnr Moore Park Rd & Driver Ave, Moore Park, NSW, 2021.

Note 2 Basis of Preparation

The requirements of AASB 1039 *Concise Financial Reports* do not have mandatory applicability to Rugby Australia Ltd. However, the Directors of the Company have prepared the concise financial report, in accordance with the presentation and disclosure requirements of AASB 1039 *Concise Financial Reports* for the distribution to the members. This financial report does not substitute nor is it intended to replace the mandatory requirements applicable to Rugby Australia Ltd under the Corporations Act 2001.

The financial statements and specific disclosures required by AASB 1039 have been derived from the consolidated entity's full financial report for the financial year. Other information included in the concise financial report is consistent with the consolidated entity's full financial report.

The concise financial report cannot be expected to provide as full an understanding of the financial performance, financial position and financing and investing activities of the consolidated entity as the full financial report. A full financial report is available to the members free of charge, upon request to the Company.

The concise financial report is presented in Australian dollars.

The concise financial report is prepared on the historical cost basis except that financial instruments are valued at fair value through the profit and loss as well as derivative financial instruments and memorabilia which are measured at fair value.

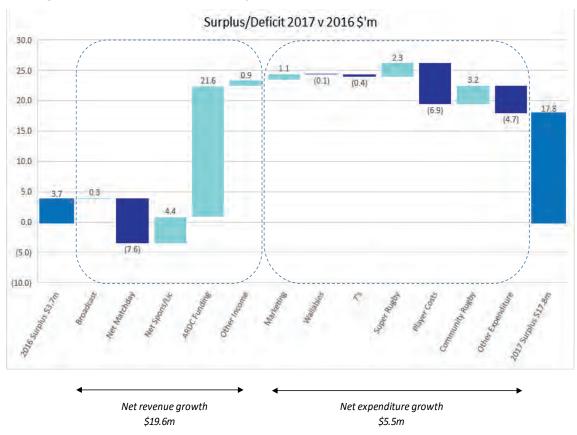
The concise financial report has been prepared on a going concern basis based on an analysis of the forecast cash flows from operations of the consolidated entity.

A full description of accounting policies adopted by the consolidated entity may be found in the consolidated entity's full financial report.

Notes to the concise financial report

For the year ended 31 December 2017

Note 3 Management Discussion and Analysis



The financial statements for 2017 are presented as a consolidated financial report, with the results of the Australian Rugby Foundation Ltd (ARF) consolidated with the results of Rugby Australia Ltd (Rugby AU). Consolidation of ARF is required under accounting regulations due to the control that the Rugby AU has over board appointments for this entity.

The financial analysis provided below relates only to the results of Rugby AU ("Parent Entity").

Statutory operating surplus for Rugby AU for the 12-month period ended 31 December 2017 was \$17.8m. After adjusting for one-off items, the adjusted operating surplus was \$3.8m. \$21.6m of government grants booked as revenue in 2017 relating to the construction of the Australian Rugby Development Centre were adjusted. One-off costs primarily relating to running the Western Force have also been adjusted. This deterioration in adjusted operating surplus had many contributing factors which are noted in more detail under relevant headings below.

Statutory operating surplus vs. Adj	usted operat	ing surplus
In thousands of AUD	2017	2016
Total income	149,930	128,376
Total expenses	(132,145)	(124,699)
Statutory operating surplus	17,785	3,677
Add / (Subtract):		
Australian Rugby Development Centre funding income	(21,571)	-
	(3,786)	3,677
Impairment of trademarks	800	-
One-off legal costs	2,696	-
Western Force running costs	4,117	4,819
Adjusted operating surplus	3,828	8,496

Notes to the concise financial report

For the year ended 31 December 2017

Note 3 Management Discussion and Analysis (continued)

Revenue

Broadcast

Broadcast revenue recorded for the year was \$61.7m, an increase of \$0.3m from 2016. Rugby AU are into the 2nd year of a new broadcast arrangement for the 2016-20 period where revenue recognition is aligned to the delivery of matches played this period.

Matchday

Net matchday revenues were \$12.4m for the year, a decrease of \$7.6m from 2016. The decrease is primarily due to a weaker June test match series in FY17 against a strong commercial result from the 2016 England June test series. In addition, 2016 match fees from the Spring Tour provided significantly more favourable financial results due to an additional match being played.

Sponsorship

Net sponsorship revenue was \$28.0m for the year, an increase of \$4.4m from 2016. The increase was due to new government event sponsorship deals brokered during the year and revenue received from Western Force sponsors not previously reported as part of Rugby AU operations.

Australian Rugby Development Centre ("ARDC") Funding

Upon completion of the ARDC in October 2017 \$21.6m of grants recognised in relation to the project were transferred to the profit and loss. The expenditure relating to the funds is accounted for via capitalisation to the balance sheet and amortised over the lease period of 25 years.

Other revenue

- Licensing revenue of \$1.8m was in line with the previous year.
- Government grants funding (excluding the ARDC grants) of \$3.2m included \$0.5m of revenue associated with direct flow through grant funding to Melbourne Rebels Rugby Union Ltd. Other Government grant funding was generally in line with the previous year and was associated with support for Sevens high performance programs and other Community-based programs.
- World Rugby grants of \$0.6m were in line with the previous year.
- Other revenue of \$2.9m, an increase of \$0.3m on 2016, includes royalties from betting operators and management fees for IT services provided to member unions.

Expenditure

Net expenditure increased \$5.5m in 2017. Major factors contributing to this increase were:

Marketing & Media

Marketing spend for 2017 is \$1.1m less than 2016. A reduction in the use of external agencies and increased use of in-house digital media resources contributed to these savings.

National sevens teams costs

An increase in investment in the National sevens program \$0.4m.

Super Rugby teams costs

Total expenditure on Super Rugby teams in 2017 of \$12.2m is an increase of \$4.1m from 2016. This variance includes the costs related to running the Western Force Super Rugby season for 2017.

Notes to the concise financial report

For the year ended 31 December 2017

Note 3 Management Discussion and Analysis (continued)

Super Rugby funding

In 2017, the funding directly to Super Rugby teams reduced from \$33.3m in 2016 to \$27.0m following the 2016 Alliance agreement with Western Australian Rugby Union Inc ("WARU") transferring responsibility to manage the operations of the Western Force team to Rugby AU. The associated costs of running the Western Force are reported for 2017 under the relevant operational headings. The 2016 Super Rugby funding total also includes an additional \$4.8m paid to repair WARU balance sheet and support the 2016 operations of the Western Force team.

Funding for the NSW Waratahs, ACT Brumbies and QLD Reds was down on 2016 values due to a reduction in tournament sponsorship revenue. Funding for Melbourne Rebels Rugby Union Ltd in 2017 includes special funding being a legacy of the sale to Imperium along with funding received from the Victorian State Government paid through by Rugby AU.

Player costs

Player costs increased \$6.9m on 2016. With Rugby AU assuming the management of the Western Force professional business, \$5.7m of this variance relates directly to the investment in players in the Western Force professional team. Securing the return of International Wallabies to Australia contributed \$1.0m to this variance.

Community Rugby

Community Rugby and Allocations to Affiliates saw an overall reduction in expenditure and funding of \$3.2m on 2016. \$2.7m of this being reduced funds allocated to affiliate unions and made up as follows:

- National Strategic Growth Funding ("NSGF") was reduced by \$1.8m on 2016 allocation. The 2016 allocation included a one-off uplift of \$1.8m with continuation of this elevated funding reliant on financial sustainability for the Company which could not be met in 2017.
- \$0.5m funding of the Australian Schoolboys program in 2017 reported in High Performance National Teams 2016 this was a direct allocation to Australian Schools Rugby Union.
- One-off special funding totalling \$0.3m in 2016 in relation to NRC team support not continued in 2017.

Additional savings of \$0.6m in Community Rugby relate to a reduction in external consultants costs \$0.2m, equipment \$0.2m and minor variances in marketing, apparel and reference materials.

A new model of NSGF has been developed in collaboration with member unions for implementation in 2018 with a \$1.0m uplift on 2017 distributions.

High Performance National Teams

An increase of \$2.3m on 2016 was invested in High Performance National Teams. The main contributing factors to this variance include the following:

- Management of the Australian Schoolboys moved from the Australian Schools Rugby Union to Rugby AU in 2017. An increase of \$0.5m reported in 2017 offset by a reduction of equal value in Community Rugby
- Wallaroos team costs \$0.3m
- National Performance Program investment \$0.4m
- Staffing costs to support programs \$0.5m

Corporate

Corporate expenditure encompasses all costs associated with the administration, legal, compliance, marketing, media, information technology and indirect commercial costs of running the business. The \$2.5m increase on 2016 expenditure includes \$2.8m legal costs associated with the reduction of Super Rugby teams.

Notes to the concise financial report

For the year ended 31 December 2017

Note 3 Management Discussion and Analysis (continued)

Statement of Financial Position

The Statement of Financial Position shows a total capital position of \$38.5m, up from \$16.7m in 2016. The increase is attributable to the current year surplus of \$17.8m, plus an increase in the realised cash flow hedge reserve of \$4.1m. This reserve arose from the restructuring of future foreign currency forward contracts over the balance of the broadcast period at the time of restructure, which had the effect of bringing forward future cash flow. The balance of this reserve, \$16.7m, will be amortised to the P&L over the next three years through to 2020.

At 31 December 2017, the value of foreign currency forward contracts was revalued at current market foreign exchange rates. A negative unrealised cash flow hedge reserve of \$3.3m was recorded as at 31 December 2017 reflecting an unfavourable position on the Company forward contracts.

There was an increase in the cash balance of \$4.1m for the year to \$17.1m. A key contributor to this cash balance was a restructure of future foreign currency contracts during 2017 bringing forward \$7.7m from future years. The intangibles and property, plant & equipment balances have increased predominately due to the completion of the ARDC.

Directors' declaration

In the opinion of the directors of Rugby Australia Limited ('the Company') and its controlled entity ('the Group'):

- a) the Company is not a reporting entity;
- the consolidated financial statements and notes, are in accordance with the Corporations Act 2001, including:
 - giving a true and fair view of the financial position of the Company and the Group as at 31 December 2017 and of its performance, as represented by the results of their operations and its cash flows, for the financial year ended on that date in accordance with the statement of compliance and basis of preparation described in Note 1; and
 - ii. complying with Australian Accounting Standards (including Australian Accounting Interpretations) to the extent described in Note 1 and the Corporations Regulations 2001; and
- there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.

Dated at Sydney this 26th March 2018

Signed in accordance with a resolution of the directors:

C. Clyne Director

R. Castle Director



Independent Auditor's Report

To the Members of Rugby Australia Limited

Report on the audit of the Concise Financial Report

Opinion

We have audited the **Concise Financial Report** of Rugby Australia Limited (the Company) and its controlled entities (the **Group**) as at 31 December 2017 and for the year ended on that date.

In our opinion, the accompanying Concise Financial Report, including the discussion and analysis of the Group and Company, complies with Australian Accounting Standard 1039 Concise Financial Reports.

The Concise Financial Report comprises:

- Statement of financial position as at 31 December 2017
- Income statements, Statements of comprehensive income, Statements of changes in equity, and Statement of cash flows for the year then ended
- Related notes
- Directors Declaration

The financial statements, listed above, and related notes are derived from the financial report of the Company for the year ended 31 December 2017 (the Financial Report).

The **Group** consists of the Company and the entities it controlled at the year end or from time to time during the financial year.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the Concise Financial Report section of our report.

We are independent of the Company in accordance with the *Corporations Act 2001* and the ethical requirements of the *Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the Concise Financial Report in Australia. We have fulfilled our other ethical responsibilities in accordance with the Code.

Concise Financial Report

The Concise Financial Report does not contain all the disclosures required by Australian Accounting Standards in the preparation of the Financial Report. Reading the Concise Financial Report and this Auditor's Report thereon, therefore, is not a substitute for reading the Financial Report and our auditor's report thereon.



The Financial Report and our auditor's report thereon

We expressed an unmodified audit opinion on the Financial Report in our auditor's report dated 26 March 2018.

Responsibility of the Directors for the Concise Financial Report

The Directors are responsible for:

- preparing the Concise Financial Report in accordance with Australian Accounting Standard AASB 1039 Concise Financial Reports and the Corporations Act 2001
- implementing necessary internal control to enable the preparation of the Concise Financial Report that is free from material misstatement, whether due to fraud or error.

Auditor's responsibility for the audit of the Concise Financial Report

Our responsibility is to express an opinion on whether the Concise Financial Report, including the discussion and analysis, in all material respects, complies with Australian Accounting Standard AASB 1039 Concise Financial Reports based on our procedures, which were conducted in accordance with Australian Auditing Standard ASA 810 Engagements to Report on Summary Financial Statements.

KPMG

Trent Duvall Partner KPMG Sydney

26 March 2018

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2017 GAME BY GAME

MATCH RESULTS

QANTASWALLABIES

JUNE ARVO RUGBY SERIES

Australia 37 vs 14 Fiji 10 June, AAMI Park, Melbourne Australia 19 vs 24 Scotland 17 June, Allianz Stadium, Sydney Australia 40 vs 27 Italy 24 June, Suncorp Stadium, Brisbane

THE RUGBY CHAMPIONSHIP

Australia 34 vs 54 New Zealand 19 August, ANZ Stadium, Sydney Australia 29 vs New Zealand 35 26 August. Forsyth Barr Stadium

26 August, Forsyth Barr Stadium, Dunedin, New Zealand

Australia 23 vs 23 South Africa 9 September, nib Stadium, Perth Australia 45 vs 20 Argentina 16 September, GIO Stadium, Canberra

Australia 27 vs 27 South Africa 1 October Toyota Stadium

1 October, Toyota Stadium, Bloemfontein, South Africa

Australia 37 vs 20 Argentina 8 October, Estadio Malvinas Argentinas, Mendoza, Argentina

Australia 23 vs 18 New Zealand* 21 October, Suncorp Stadium, Brisbane

(*Third Bledisloe Cup match, result did not count towards The Rugby Championship)

SPRING TOUR

Australia 63 vs 30 Japan

4 November, Nissan Stadium, Yokohama, Japan

Australia 29 vs 21 Wales

12 November, Principality Stadium, Cardiff, Wales

Australia 6 vs 30 England

19 November, Twickenham, London, England

Australia 24 vs 53 Scotland

26 November, BT Murrayfield, Edinburgh, Scotland

BUILDCORP WALLAROOS

INTERNATIONAL WOMEN'S RUGBY SERIES

Australia 10 vs 53 England Wellington, New Zealand Australia 17 vs 44 New Zealand Christchurch, New Zealand Australia 5 vs 45 Canada Rotorua, New Zealand

WOMEN'S RUGBY WORLD CUP

Australia 17 vs 19 Ireland 10 August, UCD Bowl, Dublin, Ireland Australia 0 vs 48 France

14 August, UCD Bowl, Dublin, Ireland

Australia 29 vs 15 Japan 18 August, Billings Park UCD, Dublin,

Ireland
Australia 36 vs 24 Ireland

22 August, Kingspan Stadium, Belfast, Ireland

Australia 12 vs 43 Canada 27 August, Queens University, Belfast, Ireland

QANTAS AUSTRALIAN MEN'S SEVENS

HSBS MEN'S RUGBY SEVENS WORLD SERIES

Wellington, New Zealand (2016-17 Series) 28-29 January 2017

Australia 12 vs 26 Fiji (Pool B) Australia 0 vs 28 South Africa (Pool B) Australia 33 vs 12 Japan (Pool B) Australia 17 vs 14 Samoa

(Challenge Trophy QF)

Australia 24 vs 10 Wales (Challenge Trophy SF)

Australia 17 vs 19 Kenya (Challenge Trophy Final)

Sydney, Australia (2016-17 Series) 4-5 February 2017

Australia 14 vs 26 New Zealand (Pool C)

Australia 43 vs 14 Scotland (Pool C) Australia 26 vs 7 Papua New Guinea (Pool C)

Australia 26 vs 0 Wales (Cup QF) Australia 12 vs 26 South Africa (Cup SF)

Australia 14 vs 29 New Zealand (Bronze Medal Final)

Las Vegas, United States of America (Series 2016-17) 3-5 March 2017

Australia 28 vs 21 Scotland (Pool D) Australia 19 vs 12 Japan (Pool D) Australia 17 vs 24 Fiji (Pool D) Australia 14 vs 17 South Africa

Australia 14 vs 0 Argentina (5th Place SF)

Australia 7 vs 10 England (5th Place Play-Off)

Vancouver, Canada, (Series 2016-17) 11-12 March 2017

Australia 12 vs 7 France (Pool C) Australia 36 vs 7 Japan (Pool C) Australia 5 vs 29 USA (Pool C) Australia 10 vs 28 Fiji (Cup QF) Australia 0 vs 21 New Zealand (5th Place SF)

Hong Kong, Hong Kong (2016-17 Series) 7-9 April 2017 Australia 22 vs 19 Samoa (Pool A)



Australia 52 vs 0 South Korea (Pool A) Australia 12 vs 10 England (Pool A) Australia 21 vs 12 Argentina (Cup QF) Australia 12 vs 33 Fiji (Cup SF) Australia 26 vs 19 USA

(Bronze Medal Final)

Singapore, Singapore (2016-17 Series) 15-16 April 2017

Australia 19 vs 12 Samoa (Pool C) Australia 29 vs 7 Kenya (Pool C) Australia 19 vs 7 Argentina (Pool C) Australia 19 vs 17 South Africa (Cup QF)

Australia 7 vs 40 USA (Cup SF) Australia 12 vs 14 England (Bronze Medal Final)

Paris, France (2016-17 Series) 13-14 May 2017

Australia 19 vs 12 Russia (Pool D) Australia 14 vs 21 Samoa (Pool D) Australia 14 vs 31 Fiji (Pool D) Australia 28 vs 19 Japan (Challenge Trophy QF)

Australia 14 vs 12 Wales (Challenge Trophy SF)

Australia 12 vs 33 Argentina (Challenge Trophy Final)

London, England (2016-17 Series) 20-21 May 2017

Australia 34 vs 5 Samoa (Pool D) Australia 12 vs 19 England (Pool D) Australia 50 vs 0 Spain (Pool D) Australia 14 vs 31 USA (Cup QF) Australia 40 vs 7 New Zealand (5th Place SF)

Australia 17 vs 28 South Africa (5th Place Play-Off)

Dubai, UAE (2017-18 Series) 1-2 December 2017

Australia 38 vs 7 Wales (Pool C) Australia 47 vs O Russia (Pool C) Australia 19 vs 26 Fiji (Pool C) Australia 19 vs 26 England (QF) Australia 19 vs 12 Kenya (5th Place SF)

Australia 22 vs 17 Samoa (5th Place Play Off)

Cape Town, South Africa (2017-18 Series) 9-10 December 2017

Australia 36 vs 12 Spain (Pool B) Australia 14 vs 31 USA (Pool B) Australia 12 vs 35 New Zealand (Pool B)

Australia 47 vs 12 Uganda (Challenge Trophy QF) Australia 42 vs 5 Wales (Challenge Trophy SF)



Australia 26 vs 7 Spain (Challenge Trophy Final)

QANTAS AUSTRALIAN WOMEN'S SEVENS

HSBS WOMEN'S RUGBY SEVENS WORLD SERIES

Sydney, Australia (2016-17 Series) 3-4 February 2017

Australia 24 vs 7 Brazil (Pool B) Australia 29 vs O Ireland (Pool B) Australia 26 vs 17 Fiji (Pool B) Australia 17 vs 5 Fiji (Cup QF) Australia 7 vs 12 Canada (Cup SF) Australia 0 vs 19 New Zealand (Bronze Medal Final)

Las Vegas, United States of America (2016-17 Series) 3-5 March 2017

Australia 31 vs 14 England (Pool C) Australia 38 vs O Brazil (Pool C) Australia 14 vs 21 New Zealand (Pool C)

Australia 22 vs 7 Fiji (Cup QF) Australia 26 vs 17 Canada (Cup SF) Australia 5 vs 28 New Zealand (Cup Final)

Kitakyushu, Japan (2016-17 Series) 22-23 April 2017

Australia 38 vs O Brazil (Pool B)

Australia 36 vs 0 Ireland (Pool B) Australia 17 vs 12 Fiji (Pool B) Australia 19 vs 12 France (Cup QF) Australia 0 vs 33 Canada (Cup SF) Australia 19 vs 17 Fiji (Bronze Medal Final)

Victoria, Canada (2016-17 Series) 27-28 May 2017

Australia 26 vs O Spain (Pool C) Australia 21 vs 0 Ireland (Pool C) Australia 24 vs 24 Fiji (Pool C) Australia 22 vs 10 USA (Cup QF) Australia 10 vs 17 Canada (Cup SF) Australia 26 vs 12 France (Bronze Medal Final)

Clermont-Ferrand, France (2016-17 Series) 24-25 June 2017

Australia 41 vs O Spain (Pool C) Australia 35 vs 5 Fiji (Pool C) Australia 20 vs 17 France (Pool C) Australia 31 vs 14 USA (Cup QF) Australia 19 vs 14 Canada (Cup SF) Australia 7 vs 22 New Zealand (Cup Final)

Dubai, UAE (2017-18 Series) 30-1 November-December 2017

Australia 27 vs O Japan (Pool B) Australia 22 vs 7 England (Pool B) Australia 31 vs 12 Russia (Pool B) Australia 29 vs 12 England (Cup QF) Australia 25 vs 7 Canada (Cup SF) Australia 34 vs 0 USA (Cup Final)

2017 GAME BY GAME

MATCH RESULTS



VODAFONE SUPER RUGBY

Round 1: 23-25 February Rebels 18 vs 56 Blues

AAMI Park, Melbourne

Reds 28 vs 26 Sharks

Suncorp Stadium, Brisbane

Crusaders 17 vs 13 Brumbies

AMI Stadium, Christchurch,

New Zealand

Waratahs 19 vs 13 Force

Allianz Stadium, Sydney

Round 2: 2-5 March Force 26 vs 19 Reds

nib Stadium, Perth

Hurricanes 71 vs 6 Rebels

Westpac Stadium, Wellington,

New Zealand

Brumbies 22 vs 27 Sharks

GIO Stadium, Canberra Lions 55 vs 36 Waratahs

Emirates Airlines Park,

Johannesburg, South Africa

Round 3: 10-12 March

Brumbies 25 vs 17 Force

GIO Stadium, Canberra Reds 20 vs 22 Crusaders

Suncorp Stadium, Brisbane

Sharks 37 vs 14 Waratahs

Growthpoint Kings Park, Durban,

South Africa

Round 4: 17-19 March

Rebels 14 vs 27 Chiefs

AAMI Park, Melbourne

Waratahs 12 vs 28 Brumbies

Allianz Stadium, Sydney

Lions 44 vs 14 Reds

Emirates Airlines Park, Johannesburg,

South Africa

Round 5: 24-26 March

Crusaders 45 vs 17 Force

AMI Stadium, Christchurch, New

7ealand Rebels 25 vs 32 Waratahs

AAMI Park, Melbourne

Brumbies 13 vs 18 Highlanders

GIO Stadium, Canberra

Jaguares 22 vs 8 Reds

Estadio Jose Amalfitani, Buenos

Aires, Argentina

Round 6: 31 March - 2 April

Highlanders 22 vs 8 Reds Forsyth Barr Stadium, Dunedin,

New Zealand

Blues 24 vs 15 Force

Eden Park, Auckland, New Zealand

Reds 15 vs 34 Hurricanes

Suncorp Stadium, Brisbane

Waratahs 22 vs 41 Crusaders Allianz Stadium, Sydney

Round 7: 7-9 April

Hurricanes 38 vs 28 Waratahs

Westpac Stadium, Wellington, New Zealand

Brumbies 43 vs 10 Reds

Suncorp Stadium, Brisbane

Force 46 vs 41 Kings

nib Stadium, Perth

Round 8: 14-16 April Reds 47 vs 34 Kings

Suncorp Stadium, Brisbane

Rebels 19 vs 17 Brumbies

AAMI Park, Melbourne

Round 9: 21-23 April Hurricanes 56 vs 21 Brumbies

Westpac Stadium, Wellington, New Zealand

Waratahs 24 vs 26 Kings

Allianz Stadium, Svdnev

Force 7 vs 16 Chiefs nib Stadium, Perth

Sharks 9 vs 9 Rebels

Growthpoint Kings Park, Durban,

South Africa

Round 10: 28-30 April

Reds 26 vs 29 Waratahs

Suncorp Stadium, Brisbane

Force 15 vs 24 Lions

nib Stadium, Perth

Kings 44 vs 3 Rebels

Nelson Mandela Bay Stadium,

Port Elizabeth, South Africa

Brumbies 12 vs 18 Blues

GIO Stadium, Canberra

Round 11: 5-7 May

Rebels 10 vs 47 Lions

AAMI Park. Melbourne

Chiefs 46 vs 17 Reds

Yarrow Stadium, New Plymouth.

New Zealand

Waratahs 33 vs 40 Blues

Allianz Stadium

Sharks 37 vs 12 Force

Growthpoint Kings Park, Durban,

South Africa

Round 12: 12-14 May Brumbies 6 vs 13 Lions

GIO Stadium, Canberra

Rebels 24 vs 29 Reds

AAMI Park. Melbourne

Jaguares 6 vs 16 Force

Estadio Jose Amalfitani,

Buenos Aires, Argentina

Round 13: 19-21 May Force 6 vs 55 Highlanders

nib Stadium, Perth

Kings 10 vs 19 Brumbies

Nelson Mandela Bay Stadium, Port Elizabeth, South Africa

Waratahs 50 vs 23 Rebels

Allianz Stadium, Sydney

Round 14: 26-28 May Reds 26 vs 40 Force

Suncorp Stadium, Brisbane

Highlanders 44 vs 28 Waratahs

Forsyth Barr Stadium, Dunedin, New Zealand

Rebels 19 vs 41 Crusaders

AAMI Park, Melbourne

Jaguares 15 vs 39 Brumbies

Estadio Jose Amalfitani. Buenos Aires, Argentina

Round 15: 2 June -2 July

Blues 34 vs 29 Reds

Eden Park, Auckland, New Zealand

Chiefs 46 vs 31 Waratahs

FMG Stadium Waikato, Hamilton, New Zealand

Brumbies 32 vs 3 Rebels

GIO Stadium, Canberra

Force 12 vs 34 Hurricanes

nih Stadium

Round 16: 9 June - 9 July

Reds 16 vs 15 Brumbies

Suncorp Stadium, Brisbane

Force 31 vs 22 Rebels

nib Stadium. Perth

Waratahs 27 vs 40 Jaguares

Allianz Stadium, Sydney

Round 17: 14-16 July

Highlanders 40 vs 17 Reds

Forsyth Barr Stadium, Dunedin. New Zealand

Rebels 29 vs 32 Jaguares

AAMI Park, Melbourne

Chiefs 28 vs 10 Brumbies

FMG Stadium Waikato, Hamilton, New Zealand

Force 40 vs 11 Waratahs

nib Stadium, Perth

Quarter Finals: 21-23 July

Brumbies 16 vs 35 Hurricanes

GIO Stadium, Canberra

Crusaders 17 vs 0 Highlanders

AMI Stadium, Christchurch,

New Zealand

Lions 23 vs 21 Sharks

Emirates Airlines Park, Johannesburg, South Africa

Stormers 11 vs 17 Chiefs

DHL Newlands, Cape Town, South Africa

Semi Finals: 29 July

Crusaders 27 vs 13 Chiefs

AMI Stadium, Christchurch,

New Zealand

Lions 44 vs 29 Hurricanes

Emirates Airlines Park, Johannesburg, South Africa

Final: 6 August

Lions 17 vs 25 Crusaders

Emirates Airlines Park. Johannesburg. South Africa

AON UNI 7s SERIES

ROUND 1: FRIDAY 25TH -SATURDAY 26TH AUGUST, UNIVERSITY OF TASMANIA STADIUM, LAUNCESTON

Round 1: 25th August

Macquarie University 24 vs 5 University of Tasmania Griffith University 36 vs 7 University

of Adelaide

University of Queensland 22 vs 7 University of Canberra

University of New England 21 vs 19

Bond University

Round 2: 25th August

Macquarie University 38 vs 0 University of Adelaide

Griffith University 20 vs 7 University of Tasmania

Bond University 24 vs 5 University

of Canberra University of Queensland 20 vs 5

University of New England Round 3: 25th August

Griffith University 21 vs 19 Macquarie University

University of Tasmania 20 vs 12 University of Adelaide



University of Queensland 15 vs 5 **Bond University** University of Canberra 17 vs 7 **University of New England Round 4: 26th August** University of New England 27 v 0 University of Adelaide

University of Canberra 19 vs 12

University of Tasmania

University of Queensland 31 vs 0

Macquarie University

Bond University 12 vs 12 Griffith University

Finals: 26th August

University of Adelaide 12 vs 7 University of Tasmania (7th Place

University of New England 20 vs 12 University of Canberra (5th Place Playoff)

Macquarie University 12 vs 7 Griffith **University** (Bronze Medal Match) University of Queensland 15 vs 5 **Bond University** (Gold Medal Match)

ROUND 2: SATURDAY 9TH -SUNDAY 10TH SEPTEMBER, MACQUARIE UNIVERSITY SPORTING FIELDS, SYDNEY

Round 1: 9th September

University of Queensland 22 vs 15 University of New England Griffith University 39 vs 10 **University of Tasmania** Bond University 25 vs 12 University of Canberra Macquarie University 31 vs 5

University of Adelaide

Round 2: 9th September

Griffith University 19 vs 19 University of New England University of Queensland 28 vs 5 University of Tasmania Macquarie University 10 vs 5 **University of Canberra** Bond University 28 vs 5 University

of Adelaide **Round 3: 9th September**

University of Queensland 21 vs 10 **Griffith University** University of New England 35 vs 10 University of Tasmania Bond University 17 vs 17 Macquarie University University of Adelaide 22 vs 20 **University of Canberra**

2017 GAME BY GAME

MATCH RESULTS

Round 4: 10th September

University of Adelaide 20 vs 10 University of Tasmania University of Canberra 24 vs 12 **University of New England** Bond University 17 vs 10 Griffith University

University of Queensland 10 vs 7 **Macquarie University**

Finals: 10th September

University of New England 10 vs 5 **University of Tasmania** (7th Place Playoff) University of Adelaide 27 vs 5 **University of Canberra** (5th Place Playoff)

Griffith University 20 vs 5 Macquarie **University** (Bronze Medal Match) University of Queensland 22 vs 17 **Bond University** (Gold Medal Match)

ROUND 3: SATURDAY 16TH-SUNDAY 17TH SEPTEMBER, UNIVERSITY OF QUEENSLAND FIELDS, BRISBANE

Round 1: 16th September

University of Queensland 29 vs 5 University of Adelaide Macquarie University 17 vs 5 University of Tasmania Bond University 22 vs 0 University of New England University of Canberra 17 vs 12 **Griffith University**

Round 2: 16th September Macquarie University 34 vs 10 University of Adelaide University of Queensland 17 vs 7 University of Tasmania Griffith University 34 vs O University of New England University of Canberra 25 vs 12

Bond University

Round 3: 16th September University of Queensland 21 vs 5 **Macquarie University** University of Adelaide 25 vs 5 **University of Tasmania** Bond University 19 vs 15 Griffith University of Canberra 29 vs 14 **University of New England Round 4: 17th September** University of Tasmania 12 vs 10 **Griffith University** University of Adelaide 15 vs 12

University of New England

Macquarie University 22 vs 21 **University of Canberra** University of Queensland 17 vs 7 **Bond University**

Finals: 17th September

Griffith University 36 vs 0 University of New England (7th Place Playoff) University of Tasmania 14 vs 5 University of Adelaide (5th Place Playoff)

Bond University 19 vs 12 University of Canberra (Bronze Medal Final) University of Queensland 12 vs 5 **Macquarie University** (Gold Medal Final)

ROUND 4: FRIDAY 29TH -SATURDAY 30TH SEPTEMBER. BOND UNIVERSITY RUGBY FIELD, GOLD COAST

Round 1: 29th September

University of Queensland 21 v 0 University of Tasmania University of Canberra 17 vs 5 University of New England Macquarie University 29 vs 5 University of Adelaide Bond University 12 vs 10 Griffith University

Round 2: 29th September

University of Queensland 12 vs 5 **University of Canberra** University of Tasmania 14 vs 12 **University of New England** Macquarie University 31 vs 12 Bond University University of Adelaide 10 vs 29

Griffith University

Round 3: 30th September

University of New England 0 vs 27 **Griffith University** University of Canberra 22 vs 26 University of Adelaide University of Tasmania 0 vs 40 Macquarie University University of Queensland 24 vs 0 **Bond University**

Round 4: 30th September

University of New England 24 vs 15 University of Canberra (7th Place

Griffith University 36 vs 7 University of Adelaide (5th Place Playoff) University of Tasmania 12 vs 12 Bond **University** (Bronze Medal Match) Macquarie University 10 vs 12

University of Queensland (Gold Medal Match)

AUSTRALIA U20s

U20S OCEANIA CHAMPIONSHIP

Australia U20s 43 v 20 Samoa 28 April, Bond University, Gold Coast Australia U20s 32 v 24 Fiji 2 May, Bond University, Gold Coast Australia U20s 6 v 43 New Zealand 6 May, Bond University, Gold Coast

WORLD RUGBY U20S CHAMPIONSHIPS

Australia U20s 25 vs 17 Wales U20s 1 June, Avchala Stadium, Georgia Australia U20s 33 vs 26 Samoa U20s 4 June, Avchala Stadium, Georgia Australia U20s 19 vs 20 England U20s 9 June, Avchala Stadium, Georgia Australia U20s 42 vs 19 Italy U20s 13 June, Avchala Stadium, Georgia Australia U20s 17 vs 24 Scotland U20s 18 June, Avchala Stadium, Georgia

NATIONAL RUGBY CHAMPIONSHIP

Round 1: 2-3 September Canberra Vikings 48 vs 40

Queensland Country Viking Park, Canberra

Brisbane City 45 vs 36 Fiji Drua Ballymore Stadium, Brisbane Greater Sydney Rams 44 vs 23 NSW **Country Eagles**

TG Millner Oval, Sydney

Perth Spirit 45 vs 33 Melbourne Rising McGillivray Oval, Perth

Round 2: 9-10 September

Queensland Country 31 vs 12 Brisbane City Noosa Dolphins RU Club, Noosa

Fijian Drua 45 vs 24 Melbourne **Rising** Harlequin Oval, Melbourne Canberra Vikings 33 vs 26 Perth Spirit Viking Park, Canberra Greater Sydney Rams 41 vs 26

Sydney Rays McGillivray Oval, Perth Round 3: 16-17 September

Fijian Drua 31 vs 14 NSW Country Eagles Lawaqa Park, Sigatoka Sydney Rays 48 vs 28 Melbourne Rising Pittwater Rugby Park, Sydney Brisbane City 42 vs 40 Canberra Vikings UQRU Club, Brisbane Perth Spirit 61 vs 17 Greater Sydney Rams McGillivray Oval, Perth

Round 4: 23-24 September

NSW Country Eagles 25 vs 24 **Canberra Vikings**

Bellevue Oval, Armidale

Fijian Drua 41 vs 5 Perth Spirit

ANZ Stadium, Suva

Sydney Rams

Queensland Country 50 vs 24 **Sydney Rays**

Pittwater Rugby Park, Sydney Melbourne Rising 41 vs 31 Greater

Harlequin Oval, Melbourne

Round 5: 29-30 September & 1-2 October

Canberra Vikings 66 vs 5 Fiji Drua Viking Park, Canberra

Queensland Country 54 vs 12 Melbourne Rising

Bond University, Gold Coast

Perth Spirit 62 vs 28 Brisbane City McGillivray Oval, Perth

NSW Country Eagles 26 vs 17 Sydney Rays Simon Poidevin Oval, Goulburn

Round 6: 7-8 October (Pasifika Round)

Fiji Drua 57 vs 31 Greater Sydney Rams TG Millner Oval, Sydney Queensland Country 34 vs 31 NSW Country Eagles Bond University, Gold Coast

Canberra Vikings 36 vs 12 Melbourne Rising

Frankston Park, Frankston

Brisbane City 46 vs 29 Sydney Rays

Pittwater Rugby Park, Sydney

Round 7: 14-15 October

Queensland Country 57 vs 31 **Greater Sydney Rams**

TG Milliner Oval, Sydney

NSW Country Eagles 15 vs 10 Perth

Spirit Scully Park, Tamworth Canberra Vikings 71 vs 14 Sydney

Rays Viking Park, Canberra

Brisbane City 51 vs 24 Melbourne Rising West Bulldogs RU Club,

Brishane

Round 8: 21-22 October

Queensland Country 24 vs 17 Fiji Drua Churchill Park, Lautoka

Greater Sydney Rams 31 vs 19 **Brisbane City**

Ballymore Stadium, Brisbane

Sydney Rays 44 vs 31 Perth Spirit McGillivray Oval, Perth

NSW Country Eagles 47 vs Melbourne Rising

Harlequin Oval, Melbourne

Round 9: 28-29 October

NSW Country Eagles 38 vs 38 Brisbane City Wade Park, Orange Sydney Rays 36 vs 29 Fijian Drua

ANZ Stadium Suva

Canberra Vikings 35 vs 22 Greater Sydney Rams TG Millner Oval, Sydney Perth Spirit 29 vs 26 Queensland Country QLD Group Stadium, Ipswich

Semi-Finals: 4-5 November

Canberra Vikings 40 vs 35 Perth Spirit Viking Park, Canberra Queensland Country 57 vs 21 Fijian Drua Clive Berghofer Stadium,

Toowoomba

Final: 11th November

Queensland Country 42 vs 28 Canberra Vikings Viking Park,

Canberra

SUPER U20s

Round 1: 25th February

QLD Reds U20s 30 vs 13 Melbourne Rebels U20s Brothers Rugby Club, Crosby Park

Gen Blue U20s 41 vs 36 Western

Force U20s Allianz Stadium, Sydney

Round 2: 4-5th March

QLD Reds U20s 46 vs 15 Western Force U20s Nedlands Rugby Club, WA Melbourne Rebels U20s 17 vs 14

Brumbies Colts Vikings Park, ACT

Round 3: 11-12th March

Gen Blue U20s 36 vs 25 Brumbies

Colts Vikings Park, ACT

Melbourne Rebels U20s 52 vs 21

Western Force U20s

Gosch's Paddock, Melbourne

Round 4: 18-19th March

QLD Reds U20s 36 vs 10 Gen Blue U20s Wests Bulldogs, QLD

Brumbies Colts 35 vs 7 Western

Force U20s Portsea Oval, RMC, ACT

Round 5: 24-26th March

Gen Blue U20s 41 vs 35 Melbourne Rebels U20s AAMI Park, Melbourne QLD Reds U20s 31 vs 11 Brumbies

Colts Portsea Oval, RMC, ACT

Final: 2nd April

QLD Reds U20s 49 vs 19 Gen Blue

U20s Ballymore, Queensland

JILDCORP NATIONAL **WOMEN'S XV** HAMPIONSHIPS

RUNAWAY BAY SPORTS SUPER CENTRE, QLD, 12-14TH MAY Round 1:

Pool A

Sydney 39 vs O SA Barbarians WA 19 vs 0 ADFRU



2017 GAME BY GAME

MATCH RESULTS



QLD 22 vs 0 NSW Country ACT 17 vs 3 VIC

Round 2:

Pool A

Sydney 68 vs O ADFRU WA 20 vs 0 SA Barbarians

ACT 23 vs 0 NSW Country QLD 29 vs 0 VIC

Round 3:

Pool A

ADFRU 24 vs 0 SA Barbarians Sydney 13 vs 0 WA Pool B

NSW Country 22 vs 7 VIC ACT 5 vs 3 QLD

Final:

SA Barbarians 17 vs 12 VIC

(7th Place Playoff)

ADFRU 10 vs 7 NSW Country

(Plate Final)

QLD 27 vs 13 WA (3rd Place Playoff) Sydney 34 vs O ACT (Cup Final)

NATIONAL 7s **CHAMPIONSHIPS:**

RUNAWAY BAY SPORTS CENTRE 12TH - 14TH MAY

Round 1:

Pool A

Sydney 30 vs 0 SA Barbarians WA 19 vs 0 ADFRU

Pool B

QLD 22 vs 0 NSW Country ACT 17 vs 3 VIC

Round 2:

Pool A

Sydney 68 vs 0 ADFRU WA 20 vs O SA Barbarians

ACT 23 vs 0 NSW Country QLD 29 vs 0 VIC

Round 3:

Pool A

ADFRU 20 vs O SA Barbarians Sydney 13 vs 0 WA Pool B

NSW Country 22 vs 7 VIC ACT 5 vs 3 QLD

Finals:

SA Barbarians 17 vs 12 VIC (7th Place Playoff)

ADFRU 10 vs 7 NSW Country (Plate Final)

QLD 27 vs 13 WA (3rd Place Playoff) Sydney 34 vs O ACT (Cup Final)

NATIONAL 7s CHAMPIONSHIPS:

EPSOM HUNTLY RESERVE VICTORIA

Round 1:

Pool A

QLD Red 38 vs 0 VIC National Universities 39 vs 0 NT Pool B

NSW Blue 55 vs O TAS **ACT 17 vs 5 National Indigenous** Pool C

QLD White 29 vs 12 Defence NSW White 22 vs 12 SA Round 2:

Pool A

QLD Red 57 vs 0 NT VIC 17 vs 10 National Universities

NSW Blue 31 vs 5 ACT National Indigenous 45 vs 0 TAS

QLD White 41 vs 7 SA Defence 17 vs 10 NSW White Round 3:

VIC 17 vs 5 NT QLD Red 47 vs 0 Defence Pool B

ACT 44 vs 0 TAS NSW Blue 19 vs 5 National Indigenous

Pool C

Defence 22 vs 15 SA QLD White 12 vs 7 NSW White **Qualifying Finals:**

QLD Red 22 vs 0 NSW White ACT 17 vs 12 Defence NSW Blue 22 vs 12 National Indigenous

QLD White 43 vs 5 VIC

Semi-Finals:

National Universities 20 vs 12 TAS QLD Red 24 vs 7 ACT National Indigenous 28 vs 5 VIC **SA 37 vs 0 NT** NSW White 12 vs 10 Defence NSW Blue 27 vs 5 QLD White Finals:

TAS 15 vs 12 NT VIC 17 vs 12 Defence SA 27 vs 10 National Universities National Indigenous 19 vs 17 NSW White QLD 29 vs O ACT (3rd Place Playoff) NSW Blue 24 vs 5 QLD Red (Cup Final)





MESSAGE FROM THE ASC

he Australian Sports Commission (ASC) thanks all of our partner national sporting organisations (NSOs) for your continued hard work and commitment to excellence. All of you understand innately the importance of sport in Australian life. It's much more than a source of national identity and pride, it's the fabric that binds us together - a common language for all, with multiplier benefits in health, education, social cohesion and the economy.

There were many great sporting events to celebrate during the course of last year - the launch of both the AFL Women's competition and the National Netball League with prime-time TV coverage, the Richmond Tigers' win in the AFL, dominant performances by the Australian Ashes teams in the men's and the women's series, the Matildas winning the football Tournament of Nations and the Socceroos qualifying for this year's World Cup in Russia - just to pick a few.

Sport has traditionally been our national pasttime. A competitive sporting spirit has been a natural part of our DNA. But like any industry, sport faces competition, from other entertainment options domestically or from other nations internationally. At the ASC, we are serious about taking on that competition.

We appreciate the willingness of NSOs to embrace this challenge. We commend athletes for their dedicated commitment to training for upcoming Gold Coast 2018 Commonwealth Games and, further ahead, the Tokyo 2020 Olympic and Paralympic Games.

One of the most important long-term challenges for

our country is to help our children be physically active. to participate in sport and enjoy its lifelong benefits.

The ASC's Sporting Schools program has reached more than 6,000 primary schools around Australia and a now includes targeted program for secondary schools. It is vital to ensure physical education is re-emphasised in the national school curriculum. To this end, the ASC has been doing groundbreaking work on physical literacy for young people and we look forward to rolling this out nationally in the year ahead.

As the national leadership organisation for sport in Australia, the ASC is excited by the enthusiasm that the Minister for Sport, Senator the Hon. Bridget McKenzie is showing for promoting physical activity for all Australians, and we continue to work with her on a National Sport Plan. This will create, for the first time, a comprehensive blueprint for Australian sport. It is an outstanding initiative and we thank the Minister for her commitment and those that have contributed for to the Plan.

Finally, I say a big thank you to the army of volunteers - parents, coaches, officials and administrators - who contribute their time and services for the good of Australian sport. You bring community strength, passion and great value to the identity, productivity, cohesion and health of

The ASC wishes you every success in the year ahead. We look forward to working closely with you for the common good of Australian sport.

John Wylie AM Chair, Australian Sports Commission

2017 STATISTICS

QANTAS WALLABIES

Alaalatoa, Allan			Saturday 10 June 3:00pm Melbourne AAMI Park W 37-14 18-0 Israel Folau (20 min) N/A Matthew Carley June Arvo Series	Saturday 17 June 3:00pm Sydney Allianz Stadium L 19-24 12-17 Bernard Foley (23 min) Wayne Barnes	Saturday 24 June 3:00pm Brisbane Suncorp Stadium W 40-27 21-13 Toby Smth ((73 min)	Saturday 19 August 8:05pm Sydney ANZ Stadium L 34-54 6-40	Saturday 26 August 7:35pm Dunedin Forsyth Barr Stadium L 35-29	Saturday 9 Sep 6:00pm Perth nib Stadium 23-23 13-10	Saturday 16th Sep 8:00pm Canberra GIO Stadium 45-20 41548
Full Time Score Half Time Score (ellow/Red Cards Citings (suspensions) Referee Asst referees Crowd Han of Gold Fournament/Trophy	pre 2017		Melbourne AAMI Park W 37-14 18-0 Israel Folau (20 min) N/A Matthew Carley	Sydney Allianz Stadium L 19-24 12-17 Bernard Foley (23 min) Wayne Barnes	Brisbane Suncorp Stadium W 40-27 21-13 Toby Smth ((73 min)	Sydney ANZ Stadium L 34-54 6-40	Dunedin Forsyth Barr Stadium L 35-29	Perth nib Stadium	Canberra GIO Stadium 45-20
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Asst referees Crowd Man of Gold Fournament/Trophy Player Alaalatoa, Allan	pre 2017		13,583		Matthew Carley		Nimal Owens	Clana laskean	John Lessy
lan of Gold fournament/Trophy layer	pre 2017			30,721		wayne barries	Nigel Owens	Glenn Jackson	John Lacey
ournament/Trophy layer	pre 2017		June Arvo Series		21,849	54,846		17,528	14,229
Player Alaalatoa, Allan	pre 2017		June Arvo Series						
slaalatoa, Allan	pre 2017			Hopetoun Cup	June Arvo Series	Bledisloe Cup	Bledisloe Cup	Rugby Championship/ Nelson Mandela Plate	Rugby Championship/ Puma Trophy
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lilestones			Debut for Karmichael Hunt, Ned Hanigan, Richard Hardwick and Joe Powell	Debut for Eto Nabuli	Debut for Jack Dempsey	Debut for Curtis Rona	Debut for Izack Rodda (Wallaby 911)	Debut for Jordan Uelese (912)	Debut for Marika Koroibete (913)
			Hooper captains the side for first time since 2014	Scotland's first-ever win in Sydney	17th win in a row against Italy		First time the Wallabies have led the All Blacks at half-time since 2009	50th cap for Tevita Kuridrani	First Test try for Jordan Uelese Koroibete
							Folau scores in 5 straight Tests	First draw against South Africa since 2001 (also in Perth)	Israel Folau becomes first Wallaby ever to score four try-doubles in a Test season.
							Kurtley Beale's first try since 5th of September 2015 against USA		

No 1	South Africa	Argentina	New Zealand	Barbarians	Japan	Wales	England	Scotland	
State	Saturday 30 Sep	Saturday 7 Oct	Saturday 21 Oct	Saturday 28 Oct	Saturday 4 Nov	Saturday 11 Nov	Saturday 18 Nov	Saturday 25 Nov	
Part	5:05pm	7.40pm	7.05pm	3.05pm	2.40pm	4.15pm	3.00pm	2.30pm	
Processing	Bloemfontein	Mendoza	Brisbane	Svdnev	Yokohama	Cardiff	London	Edinburgh	
Appendix									
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Ministration	7-27	37-20	12 to 13	12 to 21	35-3	22-13	6 to 30	24-53	•
	V 13-10	13-13	25-18	31 to 28	63-30	29-21	0 - 6	12 to 17	
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Ben O'Neefe Medine Raymal Wayme Barnes Branchis Fickers Neck Briefs Gen Jackson Ben O'Neefe Pascal Gauzere						(67)	Beale (39)		
Action A	Ben O'Keefe	Mathieu Raynal	Wayne Barnes	Brendon Pickerill	Nick Briant	Glen Jackson	Ben O'Keefe		
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ninth most-capped player in Test rugby history Barbarians in Australia in Japan James Bevon trophy Instrugby history Became the first national side Debut for Matt Philip (915) Stephen Moore's 129th and final game for Australia. Second most-debut for Matt Philip (915) Gall				2				1	2 1 0 0 0 5 5 2
First test try for Marika Bernard Foley Finishes the Rugby Championship as highest Of any code to wear an Championship as highest Of any code to wear an Championship as highest Of any code to wear an Championship as highest Of any code to wear an		ninth most-capped player in					Blake Enever's debut (916)	Taniela Tupou debut (917)	Qantas Wallabies
	rst test try for Marika	Bernard Foley finishes the Rugby Championship as highest	of any code to wear an		Debut for Matt Philip (915)			game for Australia. Second most-	Qantas Wallabies debut
Foliar's IIIth try of the year. Surpasses Lote Tugin for wood, tries in a season Foliar Surphy Championship 10th and last test for the 2017 season Foliar Surphy Championship 10th and last test for the 2017 season	urpasses Lote Tuqiri for		10th and last test for the		50th cap for Ben McCalman				
First time back-to-back draws Retain Pumas Trophy First hattrick for Tevita Kuridrani with South Africa	ret timo hack-to-hack draws	Retain Pumas Trophy			First hattrick for Tevita Kuridrani				
Retain Nelson Mandela Plate									

