



RUGBY
AU

20
25

DISCIPLINE | RESPECT | INTEGRITY | PASSION | TEAM WORK

ANNUAL REPORT

RUGBY AUSTRALIA WHO WE ARE

Patron

- Her Excellency the Honourable Samantha Mostyn AC, Governor-General of the Commonwealth of Australia

Chair

- Daniel Herbert

Presidents¹

- Nathan Sharpe
- Kristy Giteau

Managing Director and CEO

- Phil Waugh

Rugby AU Board

- Daniel Herbert, Chair
- Phil Waugh, Rugby AU MD & CEO
- Alexi Baker, Director
- Kathleen Bozanic, Director
- Brett Godfrey, Director
- Matthew Hanning, Director
- Louise Higgins, Director
- Hans Pearson, Director
- Dr Jane Wilson AO, Director

Voting Members²

- Australian Capital Territory and Southern New South Wales Rugby Union Limited
- ACT Professional Rugby Pty Ltd (ACT Brumbies)
- New South Wales Rugby Union Ltd
- NSW Waratahs Limited (NSW Waratahs)
- Northern Territory Rugby Union Incorporated
- Queensland Rugby Union Ltd (including Queensland Reds)
- South Australian Rugby Union Limited
- Tasmanian Rugby Union Inc.
- The Rugby Union Players Association Incorporated
- Victorian Rugby Union Inc.
- Western Australia Rugby Union
- Sea of Blue Pty Limited (Western Force)

Non Voting Members

- Australian Barbarians Rugby Union Club
- Australian Defence Force Rugby Union
- Australian Schools Rugby Union
- Australian Universities Rugby Union
- Classic Wallabies

Life Members³

- Robert A (Alec) Evans
- Phillip L (Phil) Harry AM
- Leslie J (John) Howard OAM

World Rugby Representatives

- Dr Brett Robinson, Chair, World Rugby Council, Executive Board, Professional Game Committee and Professional Leagues Advisory Committee
- Phil Waugh, Member, World Rugby Council and Professional Game Committee
- Pip Marlow, Member, World Rugby Council and Audit & Risk Committee
- John Eales, Member, World Rugby Council and Community Rugby Committee

SANZAAR Representatives

- Phil Waugh, Member of SANZAAR Executive Committee
- Matthew Hanning, Member of SANZAAR Executive Committee

Auditors

- KPMG

1. The Board acknowledges the service of former President Joe Roff who retired in April 2025.

2. NSW Waratahs Limited and ACT Professional Rugby Pty Ltd are not entitled to vote at the Company's general meetings due to their current status as controlled entities of the Company.

3. Our Life Members now deceased are John G Bain OAM, Charles W Blunt MBE, John WP (Wylie) Breckenridge, John D (Dave) Brockhoff OAM, Eugene AN (Norbert) Byrne AM, Charles P (Peter) Crittle AO, Arthur F Henry, Joseph H (Joe) Lord MBE, Richard B (Dick) McGruther AM OBE, Ronald W (Ron) Meagher, Dr John E Moulton OAM, Sir Nicholas M (Nick) Shehadie AC OBE, Robert I (Bob) Templeton MBE and Dr Ian R (Roger) Vanderfield AO OBE.



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CHAIR'S REPORT DANIEL HERBERT



“I would like to express my heartfelt thanks to our vast volunteer network. It is you who make our game's heart beat”



RUGBY AUSTRALIA'S ALIGNMENT

with its Member Unions and key stakeholders has delivered one of the most consequential years in Australian Rugby.

Following a comprehensive organisational reset in 2024, a record operating surplus in 2025 has provided Australian Rugby with a strong platform as we enter the first year of our new, upweighted broadcast deal with Nine Entertainment Co and prepare for the once-in-a-generation opportunities presented by the home Men's and Women's Rugby World Cups in 2027 and 2029 respectively. This result, together with the repayment of Rugby Australia's debt facility ahead of schedule, reflects meaningful progress against the three strategic pillars of our From Green to Gold Strategy — Performance Excellence, Participation Growth and Promotion Effectiveness.

A key driver of the result was the historic visit of the British & Irish Lions which propelled the Wallabies to a new single-season attendance record for a non-home Rugby World Cup year.

Marquee home series like those against the Lions – and the Rugby World Cups to follow – are critical in

invigorating existing audiences and attracting new ones to our game and Rugby Australia is well placed to leverage these opportunities and build a successful and sustainable model for Australian Rugby.

TEAMS IN GOLD

Central to Australian Rugby's From Green to Gold Strategy, launched in December 2024, was creating environments to produce winning Teams in Gold. The past 12 months has demonstrated progress but there is still room to improve in 2026.

The record-breaking Women's Rugby World Cup in the United Kingdom provided an unprecedented global platform for our Wallaroos. Victories against Fijiana, USA and Wales building into the Rugby World Cup set the Wallaroos up for an historic opening round win over Samoa before an eventual quarter-final finish.

The tournament marked the conclusion of Jo Yapp's tenure as Wallaroos Head Coach and we thank her for her considerable contribution to the Australian women's XVs program. The Wallaroos have now embarked on an exciting ten-Test 2026 season

program which includes an historic Anzac Day Test against the Black Ferns on Queensland's Sunshine Coast.

Similarly, Australia's Sevens squads enjoyed strong campaigns in 2025, starting with our women lifting the trophy in Perth for the first time in seven years. Across an entertaining and competitive season, the Australian women's squad finished runners-up to New Zealand while our men made two podium finishes.

The Wallabies' victories in 2025 included a memorable 22-12 triumph against the Lions at a sold-out Accor Stadium followed by an historic 22-38 win over the world champion Springboks in the altitude of Ellis Park. The latter victory was the Wallabies' first against South Africa in Johannesburg in 62 years and demonstrated the growing discipline and belief within the squad.

Injuries and international retirements contributed to a challenging end to the campaign and served as a reminder that growth in international rugby is seldom linear. That period also provided the Wallabies with opportunities to improve depth and cohesion and I have no doubt those



experiences will strengthen the squad's resolve entering an important 2026 season which includes the inaugural Nations Championship.

This year will also see the Wallabies' Head Coach transition from Joe Schmidt to Les Kiss. On behalf of everyone in Australian Rugby, I extend my sincere thanks to Joe for his outstanding work in restoring pride and passion in the Wallabies jersey and wish Les the very best as he builds upon the strong foundations laid by Joe and his staff since late 2023. Congratulations must also go to Rugby Australia's Director of High Performance, Peter Horne, for overseeing a considered and thorough

Head Coach recruitment process as well as a comprehensive player retention program.

PATHWAYS, COMMUNITY & SUPER RUGBY

A strong pathways system is a crucial factor in the success of our Teams in Gold and Australia made significant strides in 2025. The Australian U20s men recorded just their second ever victory over England while the U18s extended their winning streak over the New Zealand Schoolboys to an historic three-games.

Super Rugby Pacific enjoyed its best season since its formation in 2021 with year-on-year average audience increasing substantially across Stan Sport and Nine and attendance up across the competition. The Brumbies and Reds flew the flag for Australia in

the play-offs with the Brumbies once again advancing to the semi-finals. And a fiercely contested Super Rugby Women's season concluded in an entertaining final between old rivals with the Waratahs running out 43-21 over the Reds before a strong crowd at North Sydney Oval.

At the community level, the implementation of Get Into Rugby saw participation for players aged four-to-seven increase by almost one-quarter, an excellent result for this new entry level program. Our Senior XVs surpassed their recent pre-COVID peak of 2019 and numbers surged for match officials and accredited coaches. Our volunteer base also grew 7% to 14,400 people. Participation Growth is the most significant pillar of our From Green to Gold Strategy for the long-term health of our game.

CHAIR'S REPORT DANIEL HERBERT

GOVERNANCE

Elevating our governance is also central to securing a sustainable future for Rugby in Australia. In 2025, we took important steps forward in our continuous improvement journey, guided by the Australian Sports Commission's Sport Governance Standards.

The appointment of two new non-executive directors, Kathleen Bozanic and Louise Higgins, was a significant milestone, ensuring we meet the Australian Sports Commission's gender equity targets while bringing fresh expertise and perspectives to the Board. Former Rugby Australia non-executive director, Ann Sherry AO also joined the Nominations Committee in late 2025, strengthening our capability to identify and appoint directors with the skills and experience needed to guide Australian Rugby in

the years ahead. I acknowledge Marc L'Huillier's eight years of service on the Nominations Committee with sincere thanks - his contribution and wise counsel has been invaluable.

We also commenced a comprehensive constitutional review in 2025 to ensure we meet the Australian Sports Commission's minimum recognition criteria for national sporting organisations. Proposed amendments arising from this review will be put to Members in 2026. This work, alongside the other governance improvements made during 2025, reflects our broader commitment to excellence and the collaborative spirit that has defined our approach to rebuilding trust and confidence in Australian Rugby.

THE ROAD AHEAD

Without doubt, that commitment and collaborative spirit delivered one

of the most important years in our game's history.

The record surplus in 2025 was substantially supported by the success of the British & Irish Lions tour, delivered through the joint venture with British & Irish Lions DAC, and by the member and communal buy-in, cooperation and coordination that made that delivery possible.

Accordingly, I extend my sincere gratitude to our Board, our Presidents Kristy Giteau and Nathan Sharpe and our Executive Team, led by Managing Director and Chief Executive Officer Phil Waugh, for their outstanding efforts in building a solid platform upon which the future of Australian Rugby will stand and thrive.

“Without doubt, that commitment and collaborative spirit delivered one of the most important years in our game's history.”



Thank you also to our Members Unions and Super Rugby Licensees as well as our wonderful commercial and government partners, players, coaches, match officials and staff. I would like to thank the Australian Rugby Foundation, its Chair Ben Scott, General Manager Holly Kelsall and Board for their tireless work in driving funding for key initiatives involving participation, inclusion and excellence which highlight our core values. And I would like to acknowledge the contributions of The Rugby Union Players' Association, its Chair Campbell Fisher and outgoing CEO Justin Harrison. When we place our fans and our players at the centre we will continue to achieve great things.

Last, but certainly not least, I would like to express my heartfelt thanks to our vast volunteer network. It is you who make our game's heart beat.

With a monumental year behind us, we now embark on an extraordinary period highlighted by back-to-back home Rugby World Cups. While great progress has been made, much remains to be done to further strengthen our structures and build on the trust and confidence we have worked to restore in resetting the game in this country.

To that end, the Board is focused on converting this year's result into long-term financial resilience. Maintaining the commercial and organisational discipline demonstrated in 2025 will be critical as we reposition Rugby Australia from a model reliant on debt and event-cycle cashflow to one that is investment-backed and sustainable for the long term.

The commercial, participation and engagement opportunities we have before us are generational, and it's an incredibly exciting time to be part of Australian Rugby.



CEO'S REPORT PHIL WAUGH



“A successful organisation-wide reset has reinvigorated the game from grassroots to the international stage and positioned us strongly for the future.”

I AM PROUD TO PRESENT RUGBY

Australia's Annual Report for 2025 and to reflect on the challenges Australian Rugby has overcome while looking ahead with confidence to the opportunities before us.

A record operating surplus of \$70.6 million, alongside cash reserves of \$31.4 million, represents a very strong outcome for the game, exceeding projections ahead of the British & Irish Lions tour. This result reflects disciplined execution underpinned by clear strategic focus, strong commercial performance and rigorous cost management. Maintaining this discipline will be critical as we convert this year's performance into sustained investment in the game and long-term success.

Following a period of disruption and uncertainty, Australian Rugby now approaches the generational opportunities presented by the Men's and Women's Rugby World Cups in 2027 and 2029 with renewed optimism. A successful organisation-wide reset has reinvigorated the game from grassroots to the international stage and positioned us strongly for the future.

With junior participation increasing,

a renewed broadcast agreement with Nine Entertainment Co. in place, and our Teams in Gold building momentum, Rugby Australia is well positioned to deliver on the strategy outlined in our *From Green to Gold Strategy*, launched in late 2024. This strategy is anchored in three core pillars: Performance Excellence, Participation Growth and Promotion Effectiveness, enabled by Resource and Ecosystem Efficiency.

PERFORMANCE EXCELLENCE

The Wallabies demonstrated their capacity to compete with the world's best in 2025, while gaining valuable experience from a demanding international campaign.

Highlights included a 21-18 victory over Fiji in front of a record crowd in Newcastle, a strong response during the British & Irish Lions series culminating in a 22-12 win in the final Test, and a historic 22-38 victory over South Africa at Ellis Park, Australia's first win at the venue in 62 years.

While injuries and retirements tested squad depth later in the season, the resilience developed under Head Coach Joe Schmidt provides a strong foundation ahead of the 2026

Nations Championship and the 2027 Rugby World Cup. We thank Joe for his significant contribution and look forward to welcoming Les Kiss as Wallabies Head Coach following the completion of his tenure with the Queensland Reds.

The Wallaroos continued their upward trajectory in 2025, highlighted by strong performances at the Women's Rugby World Cup in England, a tournament that set new global benchmarks and underscored the rapid growth of the women's game ahead of Australia hosting in 2029. The Wallaroos recorded a notable victory over Samoa and a draw against USA, progressing to the quarter-finals before being eliminated by eventual runners-up Canada. We thank Head Coach Jo Yapp for her leadership and contribution.

Looking ahead, the Wallaroos will undertake an exciting 10-Test program in 2026, including a historic Anzac Day Test against New Zealand and participation in the WXV Global Series.

Australia's Sevens teams continued their strong Olympic build-up. The women's team claimed gold in Dubai and Perth and finished the HSBC SVNS series as runners-up, with Maddison



Levi's record-breaking rise, becoming the fastest player to 200 career tries, a standout achievement. The men's program also showed continued progress with multiple podium finishes.

Congratulations to all Teams in Gold award winners and nominees including Len Ikitau, Tabua Tuinakauvadra, James Turner and Faith Nathan.

PARTICIPATION GROWTH

The strength of Australian Rugby lies in its community, and it was particularly encouraging to see strong growth across participation, officiating and coaching in 2025.

Our Get into Rugby program, launched nationally as a new entry-level format, delivered a 24% year-on-year increase in players aged four to seven in its first year. Senior XV's participation increased by 4%, while Sevens participation grew by nearly 5% across clubs, schools and events.

Targeted investment from Rugby World Cup legacy programs supported the establishment of seven new competitions, including six for girls across Tri-Tag and Sevens formats, an important step in broadening access and opportunity.

These outcomes are reinforced by strong community sentiment, with our Participation Engagement and Satisfaction Survey recording an overall satisfaction rating of 90%. Notably, 75% of respondents reported an improved experience, and 90% indicated their intention to remain involved in rugby in 2026.

Volunteers and officials remain central to the game's success. Accredited coaches increased by 17%, including growth of more than 40% in female coaches, supported by enhancements to our national coaching curriculum.

Similarly, the number of match officials increased by 24%, alongside improved retention and a 6% reduction in churn. Investment in education and development drove a 68% increase in formal course delivery and a 128% rise in ongoing development participation. Importantly, reported cases of match official abuse declined by 31%, reflecting our continued focus on safety and respect.

Rugby's inclusivity remains one of its greatest strengths. In 2025, we launched our Inclusion Strategy, focused on increasing participation

across five key groups: women and girls, First Nations, Pasifika, LGBTQ+ and all-abilities communities.

I also extend sincere thanks to the 14,400 volunteers, up 7% year-on-year, who underpin our community game every weekend. Their contribution is invaluable.

PROMOTION EFFECTIVENESS

It was a landmark year for Rugby Australia's promotional and commercial performance, driven by the success of the British & Irish Lions tour and sustained momentum across broadcast, digital and attendance platforms.

More than one million people attended rugby events nationally during the year. The Lions tour alone attracted 454,000 spectators, the highest attendance ever recorded for a Lions tour, including the largest official

CEO'S REPORT PHIL WAUGH

Lions Test crowd at the Melbourne Cricket Ground on 26 July, attended by 90,307 people.

Broadcast results were equally strong. The first and second Lions Tests recorded the highest average audiences for a Wallabies match since 2015, each reaching more than 1.9 million viewers on free-to-air television. In total, more than 5.5 million people tuned in across the series on the Nine Network.

The Bledisloe Cup also delivered record results, with Game 2 in Perth becoming the highest-rating free-to-air Test since 2015 and the second most-watched rugby match ever on Stan Sport. Super Rugby Pacific continued its growth trajectory, with free-to-air audiences up 13% and Stan

Sport viewership increasing by 27% year-on-year.

We also confirmed the renewal of our broadcast partnership with Nine Entertainment Co. through 2030. Valued at up to \$240 million, the agreement represents a significant uplift and positions the game strongly for a decade of major events.

Rugby Australia recorded a record 1.38 billion social media views in 2025. Total following grew 18% to more than 4.1 million, while engagement increased 47% to 32.6 million interactions. The Team Rugby first-party database also grew 17% to more than 501,000 subscribers.

Our commercial portfolio continues to expand, with leading brands including Defender, Flight Centre, Guinness, Corpay and Cape Mentelle renewing or commencing partnerships. We also welcomed Swyftx as naming rights partner of Super Rugby in Australia and Castore as Official Technical Kit Partner for Teams in Gold, with ASICS continuing as official footwear partner.

Rugby Australia also plays an important role in sports diplomacy through partnerships with the



Department of Foreign Affairs and Trade, the PacificAus Sports Program and the Veimoana Pact, strengthening ties with Fiji, Samoa and Tonga. The success of the Fijian Drua highlights the broader sporting, cultural and economic impact rugby can deliver when aligned with government and regional partners.

RESOURCE AND ECOSYSTEM EFFICIENCY

Underpinning our on-field and commercial progress in 2025 was a fundamental rebalancing of Rugby Australia's financial position and organisational resources, repositioning the game for long-term sustainability.

The strong commercial return from the Lions series enabled Rugby Australia to exit its \$80 million debt facility with Pacific Equity Partners ahead of schedule, delivering an estimated \$8 million in annual interest savings. The elimination of debt marks the first of three strategic horizons

identified to secure the long-term health of the game.

We have since made strong progress on the second horizon, stabilising and consolidating the Australian Rugby ecosystem to support a more sustainable future.

The renewal of the Nine Entertainment Co. broadcast agreement through 2030 provides critical revenue certainty, enabling confident planning and investment across the next cycle of major events.

Rugby Australia has also committed to establishing an investment fund, to be supported by proceeds from the Lions tour and the upcoming Rugby World Cups. Once established, the fund will create a growing asset base and introduce a new recurring revenue stream. This shift, from debt-funded operations to investment-backed sustainability, represents a meaningful evolution in how Rugby Australia manages its resources.

The Australian Rugby Foundation

continues to play an important role through the Rugby Future Fund, alongside initiatives such as the Tight Five Project and the provision of scrum machines to community clubs. These efforts, combined with Rugby Australia investment, reinforce our commitment to women's rugby, community programs and high-performance pathways.

Together, these financial and structural measures, combined with sustained organisational discipline, are intended to lay the foundations for more deliberate investment across the game over time – from community participation to elite performance – as we work towards the unique opportunity of back-to-back home Rugby World Cups.

Rugby Australia's full financial results, detailed in the Financial Report, reflect meaningful progress in the organisation's financial position and performance across these key measures in 2025. This represents an important step, and one we will need to build on through continued discipline and prioritisation as we work towards the long-term financial sustainability of the game.

“We thank Joe for his significant contribution and look forward to welcoming Les Kiss as Wallabies Head Coach following the completion of his tenure with the Queensland Reds.”



HOW THE YEAR PANNED OUT ...

2025 HIGHLIGHTS

JANUARY

26 Both Australian Sevens teams once again make the Final in Perth, with the Women claiming the title on home soil.

30 The seven cities for the 2027 Rugby World Cup are locked in: Adelaide, Brisbane, Melbourne, Newcastle, Perth, Sydney and Townsville.

FEBRUARY

06 Joe Schmidt extends his Wallabies tenure until The Rugby Championship, before extending further until the end of July 2026.

MARCH

20 Historic First Nations & Pasifika XV fixture added to the British & Irish Lions 2025 tour, to be played at Marvel Stadium, Melbourne on 22 July.

APRIL

09 Landmark broadcast partnership with Nine renewed through 2030 in a deal valued at up to \$240m.

12 The NSW Waratahs win the 2025 Super Rugby Women's title after a 43-21 win over the Queensland Reds at North Sydney Oval.

16 Nathan Sharpe is elected President of Rugby Australia, replacing Joe Roff, with Kathleen Bozanic and Louise Higgins elected as non-executive directors of the Board.

17 The Waratahs Women go down in the inaugural Super Rugby Champions Final, defeated by the Blues 36-5.

30 Queensland Reds coach Les Kiss is appointed the Wallabies Head Coach.

MAY

03 The Wallaroos start their season with a 43-7 win over Fijiana in Suva, claiming the Vuvale Bowl

JUNE

06 The Brumbies overcome the Hurricanes 35-28 in Canberra to confirm a semi-final spot.

21 The Crusaders claim the 2025 Super Rugby Pacific title after defeating the Chiefs.

JULY

06 Wallabies kick off their 2025 season with 21-18 win over Fiji in Newcastle.

12 The AU/NZ Invitational XV returns for the first time since 1989, going down 0-48 to the British & Irish Lions.

19 The British & Irish Lions claim the first Test against the Wallabies at Suncorp Stadium.

22 The First Nations & Pasifika XV make their debut, going down narrowly 19-24 to the Lions

26 The Lions claim the 2025 series with a 26-29 win over the Wallabies after a last-minute Hugo Keenan try, setting the record for the largest crowd for a British & Irish Lions match (90,307)

26 Emily Chancellor becomes the 19th Wallaroos captain in a 21-12 defeat to Wales, with Ash Marsters becoming the first Wallaroo to earn 40 caps.

30 Matt Burke is inducted into the World Rugby Hall of Fame.

AUGUST

02 Wallabies salute a packed Sydney crowd with a 22-12 victory over the Lions in the third Test.

16 The Wallabies stun the Springboks 22-38 at Ellis Park, roaring back from 22-0 down to end a 62-year drought in Johannesburg.

23 Fraser McReight becomes the 91st captain of the Wallabies against South Africa in Cape Town.

23 The Wallaroos open their World Cup campaign with a 73-0 win over Samoa, their largest ever at a World Cup.

SEPTEMBER

06 Grit and leadership on show in Townsville as Harry Wilson backs his Wallabies to chase the win, with Angus Bell crashing over in the 86th minute to down Argentina 28-24.

13 The Wallaroos bow out of the Rugby World Cup at the quarter-final stage, falling 46-5 to Canada in Jo Yapp's farewell Test as head coach.

27 James Slipper reaches 150 Test caps against the All Blacks at Eden Park, the first Australian to achieve that mark before retiring from Test Rugby the following week.

28 England claim the 2025 Rugby World Cup with a 33-13 over Canada in front of a record crowd at Twickenham (81,855)

OCTOBER

04 Australia U18s complete the sweep over the New Zealand Secondary Schools, the first time they have won three straight against their Kiwi counterparts in more than 40 years.

05 The NSW Waratahs claim the inaugural Super Rugby AUS title with a 33-26 win over the Western Force at Wanneroo, also claiming the U19s title with a 31-24 victory against the Brumbies.

11 Sam Needs appointed interim Wallaroos Head Coach through to the 2026 Pacific Four Series.

17 Len Ikitau and Tabua Tuinakauvadra take out the top honours as John Eales Medalist and Wallaroos Player of the Year.

25 Nick Champion de Crespigny becomes the 92nd captain of Australia against Japan in Tokyo.

NOVEMBER

01 The NSW Waratahs claim their fourth straight U16s title with a 57-34 win over the Queensland Reds.

24 Maddison Levi is named World Rugby Sevens Player of the Year, while Harry Wilson and Len Ikitau are named in the Men's XV's Dream Team of the Year.

DECEMBER

03 The Wallabies are drawn in Pool A alongside New Zealand, Chile and Hong Kong for the 2027 Rugby World Cup.

07 The Women's Sevens claim the Cape Town title with a 26-12 win over New Zealand.



HOW THE YEAR PANNED OUT . . . | 2025 HIGHLIGHTS



Our From Green to Gold Strategy

OUR VISION

Winning teams in Gold with the right behaviours on and off the field, with connections from club to country in an inclusive and welcoming environment, restoring pride in Australian Rugby.

OUR PURPOSE

To become the world's No.1 rugby playing nation by developing a thriving and sustainable Australian Rugby ecosystem, nurturing talent, promoting inclusivity and driving success on and off the field.

PILLAR 1 Performance Excellence

To consistently build winning teams in Gold, connecting and inspiring Australians and our rugby community.

PILLAR 2 Participation Growth

To increase support for clubs, schools, coaches and match officials to enable growth in participation and strengthen the rugby community.

PILLAR 3 Promotion Effectiveness

To leverage major events and engage bigger audiences across platforms, increasing visibility, support and interest in rugby and drive commercial value.

AUSTRALIAN RUGBY VALUES

DISCIPLINE

Discipline is an integral part of the game both on and off the field and is reflected through adherence to the laws, regulations and core values.

RESPECT

Respect for team-mates, opponents, match officials and those involved in the game of rugby in Australia is paramount.

INTEGRITY

Integrity is central to the fabric of the game in Australia and is generated through honesty and fair play.

PASSION

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

TEAMWORK

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

20 25

PILLAR 1

PERFORMANCE EXCELLENCE

To consistently build winning teams
in Gold, connecting and inspiring
Australians and our rugby community.

RUGBY AU



PILLAR 1

PERFORMANCE EXCELLENCE

High-Performance Playbook

2025 WAS A YEAR OF STRATEGIC consolidation for Australian Rugby's high-performance system, anchored by the implementation of the High-Performance Playbook – the co-created strategy and delivery plan agreed with the Super Rugby Clubs at the close of 2024. Across the year, the Playbook framed prioritised initiatives spanning the Wallabies, Wallaroos, men's and women's Sevens, the national pathways and the integrated leadership and service delivery models with the Waratahs and Brumbies operating under a new governance model.

The High-Performance Management Advisory Group (HPMAG) met three times during the year (in Brisbane in March, in Sydney in August and in Perth in October) bringing Rugby Australia's high-performance leadership together with the Super Rugby Clubs' General Managers and Directors of Performance to align programs, calendars and Playbook delivery. Joint Management Groups continued to underpin integrated operations at the Waratahs and Brumbies under the new governance arrangements, providing a consistent forum for high-performance decision-making across the national and Super Rugby Club programs.

End-of-season reviews were delivered to each Super Rugby Club through a system-wide process developed in partnership with RUPA and delivered by Gemba, comprising a player-led off-field component and a high-performance-led on-field environment component. Each Super Rugby Club received a tailored report alongside a comparative system-wide analysis. Comprehensive end-of-season reviews were conducted for the Waratahs and Brumbies, and early strategic planning commenced with each Club to guide their 2026 and future horizons. An independent end-of-season Wallabies debrief, led by high-performance consultant Mike McGovern, was undertaken following the Spring Tour, gathering individual player and staff insights on 2025 and priorities for 2026.

Work also commenced during the second half of the year on a High-Performance Infrastructure Strategy for the national Teams in Gold. This strategy is being designed to provide the national teams with the dedicated training environments needed to support sustained performance growth ahead of the Los Angeles Olympics, Rugby World Cup 2029, Brisbane Olympics and the USA 2031 & 2033 Rugby World Cup cycles.

Capability development across the high-performance workforce was supported through tailored onsite programs, regular visits to Super Rugby training environments, and a Rugby Australia High-Performance webinar series featuring leading international practitioners including James Laughlin, Dr Edd Vahid (English Premier League), Christian Luthardt (Bayern Munich FC) and Jon Norfolk MBE (British Cycling). All high-performance coaches across Super Rugby and the national Sevens systems were supported with the co-creation of renewed Individual Development Plans for the year ahead, underpinned by a coaching capability audit through the Teamworks platform.

Wallabies

2025 SAW THE WALLABIES

undertake a bumper 15-Test schedule, headlined by the once-in-12-years Tour to Australia by the British & Irish Lions in July and August. Head Coach Joe Schmidt later extended his tenure with the Wallabies through to mid-2026, at which point he will hand over the reins to Les Kiss, currently Head Coach of the Queensland Reds. The coaching group at the start of the campaign comprised Mike Cron (scrum), Laurie Fisher (defence) and Geoff Parling (forwards), with Eoin Toolan contributing as skills coach.

Opening Test – Vuvale Bowl

The Wallabies opened their season against Fiji in Newcastle on 6 July, vying for the inaugural Vuvale Bowl gifted to both nations by 1995 Rugby World Cup Wallaby Iivasi Tabua. In front of a record 28,132 crowd at McDonald Jones Stadium, former captain David Porecki returned to

High-Performance Playbook

Wallabies

Australia A

Wallaroos

Super Rugby Pacific

Super Rugby Women's

Australian Sevens

National High-Performance Pathways

Performance Health, Science and Data

Australian Match Officials

the starting side after 643 days out with injury, and Joseph-Aukuso Sua'ali'i and Harry Potter played their first home Tests. The Wallabies led 14-5 at the break before Fiji scored 18 unanswered points, with a 79th-minute try to skipper Harry Wilson sealing a 21-18 victory. The match was overshadowed by a season-ending injury to flyhalf Noah Lolesio on the eve of the Lions Series.

QATAR Airways British & Irish Lions Series

A 36-player squad was named for the landmark Series, with James Slipper, Australia's all-time Test appearance record holder, joining the great George Smith as a Wallaby selected for two successive British & Irish Lions series. Slipper was joined by Wallaby number 832 James O'Connor, also selected for his second consecutive Series after starting at flyhalf in all three Tests of the 2013 campaign. Winger Corey Toole and Western Force back rower Nick Champion de Crespigny were the only two uncapped players in the squad. Tom Lynagh was named at flyhalf, becoming the first player to follow his father's footsteps to play against the Lions after Michael Lynagh wore the same number 10 jersey in

1989. The Series was honoured with a special coin from the Royal Australian Mint, alongside the Wallaroos' 2025 Rugby World Cup commemoration.

In front of a sold-out Suncorp Stadium for the first Test, the Lions opened the scoring through Melbourne-born Scottish captain Sione Tuipulotu before Max Jorgensen produced a piece of individual brilliance, leaping over fullback Hugo Keenan to win the ball and sprint 30 metres for a memorable five-pointer. The Lions extended their lead through Tom Curry and Dan Sheehan before Carlo Tizzano and Tate McDermott crossed for the Wallabies, but Finn Russell's goal-kicking proved the difference in a 19-27 result for the visitors.

The second Test at the Melbourne Cricket Ground drew more than 90,000 spectators for the Wallabies' 700th Test match. The home side led 23-17 at half-time after tries to Slipper, Jake Gordon and Tom Wright, set up by a sensational 50-22 from Wright and a Sua'ali'i break, before the Lions hit back through Curry and Huw Jones. The Wallabies defended with immense courage for 30 minutes of the second half before a controversial decision from the match officiating team including referee Andrea Piardi

on what appeared to be a dangerous cleanout from Jac Morgan on Tizzano in the 79th minute enabled Hugo Keenan to slide over and break Australian hearts, the try securing a 26-29 victory for the Lions and ending hopes of a Series decider in Sydney.

The third and final Test at Accor Stadium was contested in front of more than 80,000 supporters in wet and greasy conditions. Wiradjuri winger Dylan Pietsch was named in place of the injured Potter, earning the opportunity to wear the jersey he had helped design. Late changes saw Billy Pollard promoted to the starting hooker role and a late SOS to Brandon Paenga-Amosa for the bench. Sua'ali'i set up Pietsch for an early try, and the Wallabies kept the Lions scoreless in the first half to take an 8-0 lead into the sheds. Play was suspended for close to 40 minutes early in the second half due to lightning. On resumption, Max Jorgensen collected an offload from Len Ikitau and raced 55 metres to extend the lead, before Tate McDermott darted over from close range. With a man-of-the-match performance from Tom Hooper, the Wallabies secured a 22-12 win, and a fitting send-off in Nic White's 73rd and final Test in Wallaby gold.



PILLAR 1 PERFORMANCE EXCELLENCE

Geoff Parling departed at the conclusion of the Lions Series to take up the head coach role at Leicester Tigers, replaced by Tom Donnelly from the Western Force. David Porecki announced his retirement from Test rugby, and Nic White's planned retirement was deferred following an injury to Jake Gordon.

The Flight Centre Rugby Championship

The Wallabies opened The Flight Centre Rugby Championship at Ellis Park, Johannesburg with a result that will go down in folklore. Trailing 22-5 at half-time after the Springboks scored 22 unanswered points in the opening 18 minutes, the Wallabies produced a stunning second-half comeback led by tries to Wilson, Sua'ali'i (his first try in Wallaby gold, intercepted on halfway), Wilson again, Jorgensen and Wright to secure a 22-38 victory, the team's first at altitude in Johannesburg in 62 years. James O'Connor started at flyhalf in his first Test since 2022, becoming one of just four players in the matchday 23 to have previously played at the South African fortress.

The second Test in Cape Town saw debutant winger Corey Toole open his

Test account in the seventh minute, with Fraser McReight named the 91st Wallabies captain in the absence of Wilson, Pietsch and Slipper. The Wallabies closed within one point at 23-22 after a Brandon Paenga-Amosa try, but a 73rd-minute try to Springbok veteran Eben Etzebeth secured a 30-22 win for the home side. The match was marred by a season-ending knee injury to Tom Wright in the second minute.

Returning home, the Wallabies recorded a famous 28-24 victory over Argentina in Townsville at Queensland Country Bank Stadium, with Wilson bravely turning down kickable points in the dying minutes before Angus Bell crashed over on the third tap-and-go attempt to seal an after-the-siren win in front of 20,163 supporters. A sold-out Allianz Stadium crowd of 41,912 turned out for the second Test against Los Pumas, but a slow, ill-disciplined start proved costly. Despite a spirited second-half effort with tries to Andrew Kellaway and a Filippo Daugunu double, Argentina held on for a 26-28 win.

The Wallabies travelled to Auckland looking to break a 39-year drought against New Zealand at Eden Park. James Slipper became the first

Wallaby to feature in 150 Tests, and Tate McDermott reached his 50th Test before unfortunately leaving the field early with a serious hamstring injury, opening the door for Ryan Lonergan to debut as Wallaby number 993. The Wallabies fought back from 20-3 down through tries to Pollard and Potter to trail 20-17 at the break, and Tizzano added a third in the second half before defending heroically on their own line. A yellow card to Potter ultimately allowed Cam Roigard to score in the 76th minute, sealing a 33-24 win for the All Blacks and extending their unbeaten Eden Park streak to 52 matches. The two teams crossed the Tasman the following week to Perth's Optus Stadium, where Slipper announced he would play his 151st and final Test in Wallaby gold, bringing the curtain down on a remarkable international career, in a 18-24 result for New Zealand. The Wallabies finished The Rugby Championship in third place.





“The two teams crossed the Tasman to play at Perth’s Optus Stadium the following week where James Slipper announced he would play his 151st and final Test in Wallaby gold – bringing the curtain down on a remarkable international career.”

Spring Tour

Mike Cron concluded his tenure as full-time assistant coach at the close of The Rugby Championship, replaced by Brumbies scrum coach John Ulugia for the five-Test Spring Tour. A 34-player squad was named, including Carter Gordon’s return from a year in the NRL and uncapped pair Aidan Ross and Kalani Thomas.

In Tokyo, Nick Champion de Crespigny was named the 92nd Wallabies captain in just his third Test, with Zane Nongorr starting for the first time. Champion de Crespigny scored his first try in Wallaby colours, Josh Flook crossed before half-time, and Carlo Tizzano added a second-half try as the Wallabies held on for a 15-19 victory in the Australians’ first ever Test

in the Japanese capital. Aidan Ross became just the fifth player to represent both New Zealand and Australia, debuting as Wallaby number 994.

At Twickenham, England’s strength and depth from the bench proved telling. Harry Potter produced a sensational 90-metre intercept try to bring the Wallabies within 7-10 at the break, but second-half tries to Henry Pollock, Alex Mitchell and Luke Cowan-Dickie sealed a 25-7 result for the home side, who reclaimed the Ella-Mobbs Cup.

In Udine, Australia’s first Test against Italy since 2022, Carter Gordon and Pete Samu returned to the gold jersey for the first time in over two years. Tries to Matt Faessler and Angus Bell built a 9-12 lead at the break, but two Italian wingers with Australian heritage flipped the script in the second half. Louis Lynagh and Monty Ioane both crossed, the first compounded by a yellow card to Sua’ali’i, and Italy held on for a 26-19 victory.

In Dublin, Australian-born Ireland fullback Mack Hansen scored a first-half hat-trick within the opening 30 minutes. The Wallabies fought back through tries to Ikitau, McReight and Pollard to trail 32-19 with five minutes to play, but two late Irish tries secured a 46-19 win and the Lansdowne Cup.

The Wallabies’ final Test of 2025 was played at the Stade de France

in Paris, with snow falling. Angus Bell and Len Ikitau played their 50th Tests for Australia. Jeremy Williams, named in the starting second row, became the only player to feature in every Test of 2025. Bell celebrated his milestone match by brushing off French defenders to spring 30 metres for a try, and Faessler crossed twice from rolling mauls to lock the scores at 19-all at the break. In the second half, Max Jorgensen produced one of the great individual Wallaby tries, sprinting 60 metres and kicking ahead for himself to outpace the chasing French defenders. Scrumhalf Kalani Thomas became the fifth and final Wallabies debutant of 2025 in the 73rd minute. France’s clinical finishing through Bielle-Biarrey, Marchand and a last-minute try to Maxime Lamothe secured a 48-33 victory and the Trophée des Bicentennaires.

The Wallabies finished their 2025 season with 5 wins from 15 Tests, highlighted by historic victories over the British & Irish Lions in Sydney, Los Pumas in Townsville and the Springboks in Johannesburg.

National Contracting

Player retention and recruitment through 2025 saw the Wallabies secure significant depth in the Australian system through to Rugby 2027 and beyond. Key re-signings across the year included Harry Wilson

PILLAR 1

PERFORMANCE EXCELLENCE



(to 2029), Lukhan Salakaia-Loto, Fraser McReight and Tom Wright (to 2028), alongside extensions for Jeremy Williams, Nick Frost, Matt Faessler, Isaac Kailea, Lachlan Lonergan, Jake Gordon, Filipino Daugunu, Carlo Tizzano, Ben Donaldson, Billy Pollard and Charlie Cale (all to 2027). Pete Samu returned from Bordeaux to the Waratahs through to 2027, Harry Potter signed a two-year contract relocating from the Western Force, and Matt Philip returned from Canon in Japan to the Waratahs. Len Ikitau and Angus Bell each agreed short-term overseas sabbaticals before returning to the Australian system in time for Rugby World Cup 2027. Carter Gordon was recruited back to the Queensland Reds through to 2028, and Folau Fainga'a committed to the Waratahs for 2026-2028 following David Porecki's retirement. By year-end, 36 players were contracted for the 2026 season.

Australia A

THE AUSTRALIA A PROGRAM

(previously Australia XV) returned in 2025, with the squad playing one fixture against Japan XV at Yodoko Sakura Stadium in Osaka on 18 October. The group was led by Western Force Head Coach Simon Cron, with the experienced Brad Harris and U20s mentor Chris Whitaker completing the coaching team. A squad of 26 players (16 forwards and 10 backs) was selected, including 10 Wallabies and a number of players gaining their first national XV's experience: Australian Sevens representative Sid Harvey, Brumbies pair Tevita Alatani and Liam Bowron, and scrumhalf Henry Robertson. Wallabies hooker Matt Faessler captained the side, with back rower Pete Samu (in his first time in Wallaby gold since returning from Bordeaux)

and flyhalf Ben Donaldson named vice-captains.

Australia A started strongly, with lock Darcy Swain scoring inside five minutes before tries to Mac Grealy, a second to Swain and winger Tim Ryan saw the visitors race to a 0-26 lead inside 20 minutes. A Yoshitaka Yazaki try briefly stemmed the flow before Teddy Wilson crossed to make it 7-33 at the break. Tries to Luke Reimer, Faessler and Rhys van Nek extended the lead in the second half, with replacement hooker Ethan Dobbins and prop Lington Ieli also crossing as the score blew out. Ryan secured his second and the side's tenth in the 76th minute, sealing a 7-71 victory.

Australia A 71: Tries: Ryan 2, Swain 2, Ieli, Robertson, Van Nek, Faessler, Reimer, Wilson, Grealy. Cons: Donaldson 8/11. Japan XV 7: Tries: Yazaki. Cons: Nakakusu 1/1.

Wallaroos

THE WALLAROOS WENT INTO 2025

with high hopes and expectations, with all roads leading to the Women's Rugby World Cup in England in August and September. The contracted squad was announced with plenty of fresh faces and returning stars, while nine players from the Sevens program put their hand up to play in the Super Rugby Women's competition. Head Coach Jo Yapp made an early leadership change, naming Siokapesi Palu captain with Emily Chancellor as vice-captain, and a leadership group including former captain Michaela Leonard, Lori Cramer and Kaitlan Leaney.

The Wallaroos opened their international campaign with a historic 7-43 victory over Fijiana in Suva to claim the inaugural Vuvale Bowl – the team's first ever match in Fiji. The squad included 11 debutants and was boosted by the inclusion of Sevens stars Charlotte Caslick, Tia Hinds and Bienne Terita. The Pacific Four Series followed a familiar pattern of progress and setback: a 12-38 loss to the Black Ferns in Newcastle (a marked improvement on the previous year's points differential), an emotional win over the United States in Canberra against Ilona Maher's much-anticipated visiting side, and a heavy 7-45 loss to Canada at Suncorp Stadium. Following the Canada match, Jo Yapp announced she would step down as Wallaroos Head Coach at the end of the year to return to the United Kingdom.

The domestic Test block leading into the Rugby World Cup comprised a 37-12 return loss to the Black Ferns in Wellington, narrowing the cross-Test points differential against New Zealand from 110 in 2024 to 51 in 2025. This was followed by a shock home loss to Wales at Ballymore in storm-affected conditions, and a redemptive 36-5 victory over Wales at North Sydney Oval in which forward Tabua Tuinakauvadra delivered a player-of-the-match performance with two tries. Yapp had named her 32-player squad in Auckland, confirming to the players that the same group would go on to represent the Wallaroos at the Rugby World Cup. Maya Stewart,

Caitlyn Halse, Charlotte Caslick and Siokapesi Palu all worked through injury concerns in the lead-up, with Caslick ultimately ruled out a week before the tournament and replaced by 18-year-old Manu'a Moleka, sister of Faitala Moleka.

Rugby World Cup 2025

With Siokapesi Palu still recovering, Emily Chancellor and Kaitlan Leaney were named co-captains for the tournament, Leaney becoming the 20th Wallaroos captain. Australia opened with a record 73-0 victory over Manusina Samoa, with Desiree Miller scoring a hat-trick, becoming the third Wallaroo to do so at a Rugby World Cup, alongside doubles to Adiana Talakai and Caitlyn Halse, and Cecilia Smith named player of the match. The

Wallaroos then produced arguably the game of the pool stage, drawing 31-31 with the United States in York with doubles to Halse and Miller and a try to Eva Karpani. Despite an opening try to Talakai against eventual champions England in front of a sold-out 30,443 crowd in Brighton, the Wallaroos were defeated but progressed to the quarter-finals, where they fell 5-46 to second-ranked Canada following an early Miller try.

The tournament delivered a number of historic milestones for the program. Caitlyn Halse became the youngest Wallaroo to play at a Rugby World Cup, debuting against Samoa at 18 years and 339 days old, eclipsing the previous record set by Millie Boyle in 2017. Faitala Moleka reached 25 Test caps. Ash Marsters (45), Trilleen



Wallaroos coach Jo Yapp made a leadership change early with Siokapesi Palu named captain of the squad moving forward with Emily Chancellor given the vice-captaincy.

PILLAR 1

PERFORMANCE EXCELLENCE

Pomare (43), Michaela Leonard (42) and Eva Karpani (41) became the first four players in the 31-year history of the Wallaroos to reach 40 Test caps. Annabelle Codey helped complete the first father-daughter duo to play at a Rugby World Cup, following her father David's 1987 appearance. Desiree Miller scored six tries across four matches, and Piper Duck finished in the top three for tackles across the tournament. HRH The Princess of Wales visited the Australian changing rooms following the England match in Brighton, generating significant local and international coverage.

Media coverage during the tournament was substantial. Between the squad announcement on 4 August and the quarter-final on 15 September, the Wallaroos generated 8,187 media mentions across online, television, radio and print – exceeding the 6,851 mentions recorded across the entire 27 April to 3 August domestic Test season. Wallaroos players featured on ABC Breakfast every morning following match days, and engagement activities included an open training session at Bowdon RUFC, a community volunteering initiative with the York BID Community Rejuvenation Project, and fan appearances at Brighton's fan zone.

Rugby Australia's end-of-tournament assessment underlined a structural

challenge facing the program. The Wallaroos squad ranked eighth by average age but 12th by both average and total caps among the 16 participating nations, and 10th for previous Rugby World Cup experience. Of the 95 Tests in the team's 31-year history, 21 had been played in the previous two years alone, reflecting that the Wallaroos' learning is occurring almost entirely through international fixtures, rather than through a sustained professional domestic competition. The leading nations at the tournament drew their players predominantly from professional leagues such as England's Premiership Women's Rugby, an 18-round competition that attracts elite talent from Canada, the United States and beyond. With a relatively young squad (many aged 18 to 25) and continued investment in the high-performance environment, the Wallaroos are positioned to build toward Rugby World Cup 2029 on home soil.

To finish the year, Tabua Tuinakauvadra was crowned Wallaroos Player of the Year at the Rugby Australia Awards, while centre Georgina Friedrichs was named Super Rugby Women's Player of the Year. Wallaroos trio Trilleen Pomare, Lydia Kavoa and Alapeta Ngauamo announced their retirements from

the Wallaroos, ending tremendous contributions to Australian rugby. The Wallaroos also bid farewell to 37-Test cap Layne Morgan, who joined the NRLW in 2026, while Jo Yapp moved to England Rugby following her departure from Rugby Australia at season's end.

Looking Ahead to 2026

Following the conclusion of Rugby World Cup 2025, Rugby Australia commenced the development of a longer-term women's high-performance model. Jilly Collins assumed the role of GM Women's High Performance on an interim basis in addition to her existing role as GM Women's Rugby, with the future structure of these roles to be determined as part of the broader high-performance business design. An interim Wallaroos coaching group was appointed for the period through to the conclusion of the 2026 Pacific Four Series, comprising Head Coach Sam Needs, Assistant Coaches Gill Bourke and Mike Ruthven (on secondment from the Waratahs), and Technical Advisor Andy Friend.

The 2026 Wallaroos Test schedule was confirmed at 10 Tests, including continued participation in the Pacific Four Series and in the redeveloped WXV Global Series. A total of 44 players were offered Wallaroos



Australian Teams:
Performance and
Key Moments



NSW Waratahs. The Waratahs opened their campaign with a thrilling 37-36 win over the Highlanders, signalling resurgence under a new coaching team and the high-profile inclusion of Joseph-Aukuso Sua'ali'i. Their season was marked by attacking flair and competitive grit against both domestic and international opposition; a 6-8 record and 317 points for and 451 against resulted in an eighth-place finish on the ladder.



Queensland Reds. The Reds showed encouraging moments early in their campaign, at times leading the ladder during the regular season. A series of injuries hindered consistency, and they finished the regular season in fifth position. Tom Lynagh finished third on the top point-scorer list with 104 points. Their finals hopes ended with a 12-32 loss to eventual champions the Crusaders away in the first week of the finals.

Managed Agreements for 2026, comprising twenty-three Tier 1, two Tier 2, ten Tier 3 and nine Tier 4 managed-group players. Contract structures and remuneration for 2026 are unchanged from 2025, and all agreements remain on a 12-month term as mandated by RUPA. The upcoming Collective Bargaining Agreement renegotiation, together with the evolving women’s high-performance model, is expected to enable the implementation of an integrated contracting model across the women’s XV’s and Sevens programs from 2027 onwards. As part of the 2026 planning process, current contracted Australian national Sevens players were invited to express interest in playing XV’s, with participation across both programs and the Super Rugby Women’s competition to be managed individually based on each player’s experience, physical status and load. The Wallaroos assembled for a short camp in Sydney in early December to commence the new Rugby World Cup cycle.

Super Rugby Pacific

THE 2025 SUPER RUGBY PACIFIC

season was the 30th season of the southern hemisphere’s elite professional club competition, featuring 11 teams from Australia, New Zealand and the Pacific. Australia

was represented by four clubs in 2025 (Brumbies, Reds, Waratahs and Western Force), alongside five New Zealand clubs, the Fijian Drua and Moana Pasifika. The season ran from 14 February to 21 June, with a 16-round regular season and a six-team finals series (83 matches in total) culminating in the Grand Final on 21 June. A notable structural change this year was the reduction from twelve to eleven teams following the departure of the Melbourne Rebels at the end of the 2024 season, with the finals format also reset from an eight-team to a six-team knockout structure providing a refined pathway to the Grand Final.

Season Highlights and Trends

The 2025 edition was characterised by tighter margins and frequent lead changes, reflecting heightened competitiveness across the competition. On-field metrics revealed a faster, more engaging product: reduced stoppage time and quicker set-piece execution led to more dynamic play, and the season ranked among the highest-scoring in Super Rugby history with an average of 8.1 tries per match compared to 7.3 in 2024. These improvements were partly driven by law innovations and officiating adjustments aimed at reducing dead time and enhancing the flow of play.

Grand Final and Championship

The 2025 Super Rugby Pacific Final was contested between the Crusaders and Chiefs in Christchurch on 21 June, with the Crusaders winning 16-12 to claim their 13th title in a tight defensive encounter shaped by strategic kicking and resilience in difficult conditions. A landmark development in 2025 was the introduction of the Super Rugby Pacific Player of the Year Award, with the inaugural honour won by Ardie Savea of Moana Pasifika.

Australian Teams

For Australian Rugby, the 2025 Super Rugby Pacific season delivered a mix of on-field promise and strategic challenges. While no Australian club contested the Grand Final, the performances of the four Australian Super Rugby Clubs reflected increased competitiveness and growth opportunities. Key structural reforms in the competition, coupled with innovations to enhance the pace of play and viewer engagement, have positioned the 2025 season as a milestone year in the evolution of Super Rugby Pacific – one that sets a strong platform for the seasons to come.



ACT Brumbies. The Brumbies were the best-performing Australian team, finishing the regular season in third place on the ladder and earning a home quarter-final, which they won 35-28 against a strong-finishing Hurricanes side. Corey Toole and Billy Pollard scored 11 tries each to finish equal second on the top try-scorer list. Their finals campaign ended with a 37-17 loss to the Chiefs in Hamilton.



Western Force. The Force remained competitive throughout the season, with impressive results including a 42-45 win away against the Brumbies in round 2 that added intrigue to the mid-table battle through to the final rounds. Ben Donaldson scored 96 points to place fourth on the points scorers list. A 4-9 record was not reflective of the side’s competitiveness or quality of player development through the season, with Carlo Tizzano finishing as the competition’s top try scorer with 13 tries.



PILLAR 1 PERFORMANCE EXCELLENCE

Super Rugby Women's

NORTH SYDNEY OVAL PROVIDED

a fittingly competitive setting for the Super Rugby Women's Grand Final on 12 April 2025. In a hard-fought encounter, the Waratahs demonstrated their experience and composure to secure a 43-21 victory over a resilient Reds side, claiming their second consecutive title and their sixth overall. While the scoreline reflected the Waratahs' clinical execution, the match itself was a testament to the steady improvement in competitive performances across the tournament. This eighth season of the competition focused on improving high-performance standards established in previous years while continuing to provide a vital domestic competition platform.

A notable addition to the 2025 calendar was the inaugural Women's

Super Rugby Champions Final in Auckland. This cross-border fixture between the winners of Super Rugby Women's (Waratahs) and Super Rugby Aupiki (Blues) represented a practical step toward measuring domestic progress against international benchmarks. The competition continued its valuable partnership with the PacificAus Sports program, which ensured the Fijiana Drua's continued participation and facilitated developmental matches for Penina Pasifika against Australian clubs during bye weeks, providing essential high-performance experience for players from Samoa and Tonga.

The 2025 Super Rugby Women's competition featured five teams across a five-round regular season following the departure of the Melbourne Rebels women's program. The season remained a crucial environment for player development,

particularly in a year culminating in the Women's Rugby World Cup. By prioritising consistent performance and sustainable growth, the 2025 season fulfilled its role as a key pathway for the next generation of international representatives.

Australian Sevens

THE AUSTRALIAN RUGBY SEVENS

teams launched into their 2024/25 campaigns coming off the Paris Olympic Games, where both sides secured fourth-place finishes. The Australian Men farewelled three-time Olympian and captain Nick Malouf (retirement) and Shawn Mackay medallist Nathan Lawson (rugby league) ahead of the new season. Head Coach John Manenti also departed, with former New Zealand Rugby player and coach Liam Barry taking over in a new era for the program. Henry Hutchison and Henry Paterson were announced as co-captains, with Sid Harvey, Aden Ekanayake and Jayden Blake all handed Australian debuts in the early rounds.

The Australian Women bid farewell to Olympians Sharni Smale and Dominique Du Toit, with Tim Walsh otherwise retaining the majority of players for the new cycle. Isabella Nasser was named captain at the age of 22, replacing Charlotte Caslick, as Walsh turned to the future with the Los Angeles and Brisbane Olympics on the horizon. Demi Hayes was a welcomed addition after recovering from a long-term knee injury, while young talent Piper Simons made her Australian Sevens debut, and Kahli Henwood made her official HSBC SVNS debut in Dubai.

World Series Campaign

Australia's Women got off to a perfect start in Dubai, claiming the title for a fifth straight year by beating New Zealand 28-24 in the final. Maddison Levi crossed for a record 15 tries during the tournament, the best individual effort by a player at an event, with Charlotte Caslick claiming player of the final honours. The Men's side reached the quarter-finals before falling to eventual bronze





medallists Argentina.

Cape Town proved a tougher assignment, with the Women suffering back-to-back losses to settle for fourth and the Men finishing ninth. Emerging talent Mackenzie Davis made her debut in Cape Town, later going on to win Rugby Australia's Junior Player of the Year award after a fine personal season.

Perth delivered one of the season's defining moments. Both teams reached the respective finals in front of bumper home crowds at HBF Park across three days. The Australian Men endured a frantic campaign with several narrow wins, including a golden-point victory over South Africa thanks to an Aden Ekanayake try, but a bruising day on the injury front saw the side fall to Argentina in the final. Australia's women followed minutes later, defeating New Zealand 28-26 in the Perth final on Australia Day before a sold-out crowd, one of the program's finest performances of the season and breaking a seven-year drought on home soil despite the absence of

injured stars Maddison Levi and Faith Nathan. Heidi Dennis was named player of the final after a superb two-try performance.

In Vancouver, a shock loss to Brazil derailed Australia's hopes of going back-to-back, the side settling for bronze after defeat to New Zealand in the semi-final. The Men finished seventh. Hong Kong saw Charlotte Caslick and Bienne Terita formally commit to the Wallaroos and the Women's Rugby World Cup push, creating opportunities for new caps including Amahli Hala who scored a try on debut. Despite two tries from Maddison Levi on her return from a thumb injury, the Women claimed silver after a seven-point loss to New Zealand. The Men claimed bronze with a 22-21 victory over Fiji in the third-place final, late tries to Aden Ekanayake and Sid Harvey snatching the win.

In Singapore, Maddison Levi became the youngest player and fastest to reach 200 career tries on the World Series, while the

Women claimed silver after losing to New Zealand in the final and the Men finished tenth. The series concluded in Los Angeles with the Women, fielding one of their most inexperienced sides after injuries and XVs commitments, reaching the final, only to be defeated by New Zealand who claimed series honours. Demi Hayes was dealt a final injury blow, rupturing her ACL for a second time. The Men finished sixth overall, importantly securing the program's inclusion in the new tier-one competition format for 2026. Wallace Charlie made his debut in Los Angeles, providing a glimpse into his ability moving forward in the program.

Honours and Transitions

In the post-season awards, Maddison Levi was again nominated for World Rugby Player of the Year honours after winning the trophy the previous season. Faith Nathan and James Turner were named Shawn Mackay Medal winners at the Rugby Australia Awards. Mackenzie Davis took out

PILLAR 1

PERFORMANCE EXCELLENCE



the Junior Women's Player of the Year award, while Aden Ekanayake and Sid Harvey were joint winners of the Junior Men's Player of the Year. Injured stars Madison Ashby, Kaitlin Shave, Alysia Lefau-Fakaosilea and Sidney Taylor all made successful returns from long-term knee injuries during the Next Gen Sevens series in a boost ahead of the 2025/26 HSBC SVNS World Series. The Australian Men's program farewelled several players at the conclusion of the campaign, including Olympians Hayden Sargeant and Matt Gonzalez, and young gun Sid Harvey, who joined the Waratahs.

National High-Performance Pathways

2025 WAS A BUSY YEAR ACROSS the high-performance pathway programs, ranging from national Super Rugby age-grade competitions to national teams and major international tournaments – all designed to expose Australia's best rugby talent to high-

level matches and competitions to support their development and graduation to the professional levels of the game. Rugby Australia continued to work closely with the Super Rugby programs to identify, recruit and retain emerging talent, with the Australian Rugby Foundation's investment supporting the contracting of more than 40 players aged 15 to 18 nationally during the year.

Australia U20s

The Australia U20s team had a change in leadership with the appointment of former Waratahs and Wallabies halfback Chris Whitaker as Head Coach, supported by experienced staff including Bill Swain (Team Manager), Damien Hill (Assistant Coach) and former All Black Jeremy Thrush (Assistant Coach). The U20s opened with a warm-up match in Coffs Harbour against the Eddie Jones-coached Japan U23 team, finishing 54-27 victors after an impressive second-half performance led by 19-year-olds

Cooper Watters (Waratahs) and Eli Langi (Brumbies).

The U20s Rugby Championship in Port Elizabeth, South Africa in early May provided an outstanding series of matches in the lead-up to the World Rugby U20 Championship. A significant contribution from the Eastern Cape Government reduced the cost of delivering the tournament from approximately \$600,000 in 2024 to around \$200,000 in 2025. The Australian team finished undefeated and in second place after New Zealand secured an extra bonus point. The Junior Wallabies showed tremendous fight to draw 29-29 with New Zealand in match one with Sevens and Waratahs player Sid Harvey kicking a clutch conversion after the full-time siren, before defeating hosts South Africa 24-29 despite trailing 17-0 at half-time, and completing the run with a hard-fought 40-36 win over Argentina.

At the World Rugby U20 Championship in northern Italy, the

Australian team faced an extremely challenging pool. After a first-up 17-73 loss to South Africa, which provided a serious insight into the levels of rugby played at international U20 age grade, the team bounced back with a 34-24 win over Scotland before falling 33-36 to England in the dying minutes. The team progressed to the 5–8 placings, defeating hosts Italy 21-44 in Verona before completing the campaign with a clinical 68-40 victory over England in Rovigo. South Africa went on to win the Championship, defeating New Zealand in the final. A fifth-place finish was not the result our U20s had set out to achieve, but the experience gained against high-level opposition and in demanding conditions will be an important contribution to the development of Australia's top young players.

Australia U18s

A highlight of the 2025 pathways season was the outstanding performances by the Australian U18 team against rivals New Zealand, backing up their impressive win in 2024. A full year of viewing across Academy, school and club rugby resulted in a 30-player squad selected for the series in Canberra, coached by Reds Academy Head Coach Dale Roberson with assistants James Hilgendorf, Cameron Blades and Nic Henderson. The Australian team overpowered the New Zealand Schoolboys 81-48 in the first Test at Viking Park. The U18s knew the return fixture would be their toughest,

and they prepared superbly, seeking to become the first Australian U18s team to defeat New Zealand in three consecutive matches since 1984. Led by NSW halfback Angus Grover, the U18s tore into a fired-up New Zealand outfit from the opening minute to open up an astonishing 36-0 lead after 30 minutes, before holding on for a 55-33 victory and a 2-0 series sweep.

The Super Rugby Academy and national high-performance pathway staff have followed up the on-field performances with a strategic and successful retention program, resulting in the loss of only one U18 player to France with the remaining 29 players signing on with Australian Rugby or remaining eligible for the 2026 Australian U18 program.

Super Rugby Pathway Competitions

The fourth iteration of the highly successful Super Rugby U16 and U19 competitions was staged in September and October. All four Australian Super Rugby clubs alongside Victoria in the U16s were represented in the respective tournaments, with all matches screened live on Stan Sport. These competitions provided critical week-to-week high-level preparation and competition experience for emerging players, coaches and high-performance staff, and served as the platform for selecting the Australian

U16 team and an initial trial squad for the 2026 U20s program.

The Waratahs and Reds continued their intense rivalry in the U16s competition, with the Waratahs claiming victory 54-45 against a fast-finishing Reds outfit at Knox Grammar in Sydney. The Waratahs remain undefeated after four seasons of the Super Rugby U16 competition. The Australia U16s squad was subsequently selected, with a coaching group comprising former Super Rugby and Wallabies players Nic Henderson, Tim Rapp and Jono Lance leading a 25-player squad through a week-long high-performance camp at the Surfing Australia High-Performance Centre, including a 61-12 victory over a Reds U17 Selection in Brisbane.

The U19 final continued the recent rivalry between the Waratahs and the Brumbies. Despite a 64-38 Waratahs victory in the regular season match between the two teams, the Brumbies came fully prepared for the final at Pittwater Park, falling just short 31-24 to the undefeated Waratahs U19 outfit. Australia U20s Head Coach Chris Whitaker noted the depth of players viewed through the U19 competition will form the core of the 2026 Australia U20s squad.

One of the most important inclusions in the national pathways competition structure in 2025 was the Super Rugby AUS competition – a four-week

“Many of the U16s players are expected to feature strongly through the U18 representative program and Super Rugby Academies over the next two years.”



PILLAR 1

PERFORMANCE EXCELLENCE

tournament supporting the ongoing development of our Super Rugby teams and established and emerging talent across players, coaches and match officials. The competition proved extremely competitive, with the Force claiming a home final and a fast-finishing Waratahs securing the second final spot after a 34-42 win over the Brumbies away in round 3. The final was an epic affair at a festival-inspired Wanneroo Rugby Club, with the Force and Waratahs trading tries before the Waratahs pulled clear in the 79th minute through a try to young flanker Austin Durbidge, lifting the inaugural Super Rugby AUS trophy and setting the scene for years to come.

Performance Health, Science and Data

THE 2025 YEAR SAW SIGNIFICANT advancement across Rugby Australia's performance health, science and data portfolio. A cross-platform Psychology Working Group was established to

guide mental health, performance psychology and skills delivery across all national programs. Dr Jonathan Weakley joined as Head of Research & Innovation, commencing development of a national research strategy and releasing three PhD projects to market in partnership with Australian Catholic University. Patrick Williams was appointed National Head of Resilience & Rehabilitation, leading musculoskeletal screening and injury rehabilitation across all programs, with treatment of players commencing under the newly established Centre of Resilience and Rehabilitation.

A defining initiative of the year was the launch of the Nothing Without Work framework – a collective ambition to raise the performance floor across the top 250 Super Rugby and Academy players and generate a deeper pool of Test-match-ready talent ahead of Rugby World Cup 2027. Early results were striking compared to the same period in 2024, Australian professional players

recorded 30% more total distance, 31% more acceleration load and 20% more high-speed running across the June-August 2025 period, and the system as a whole completed 18% more rugby sessions through the year, with the Waratahs recording the largest individual uplift at 35%. Through a partnership with Australian Catholic University, Rugby Australia secured DEXA body composition scanning for all professional programs at no cost, providing benchmark data on lean mass development through to Rugby World Cup 2027.

Injury prevention outcomes were notable. In the Women's Sevens program, the introduction of biomechanical profiling, individual risk mitigation plans and a world-first ACL screening initiative contributed to a reduction in ACL injuries from six in 2024 to one in 2025, with all athletes who sustained ACL injuries in 2024 returning to play during 2025 except for Alysia Lefau-Fakaosilea (shoulder surgery). Across the broader system, soft-tissue injury time-loss reduced (particularly calf injuries) while collision-based injury rates remained steady.

By the close of the Super Rugby season, only three players from the 50-member National Medically Managed Group were unavailable for Wallaby selection, attributable to improved communication between Wallabies and Super Rugby medical staff and the implementation of an in-season regeneration policy.

A series of performance improvement proposals were developed during the year to address identified system needs, spanning increased food provision and specialist dietetic support, centralised and integrated psychological servicing led by Rugby Australia, and a centralised franchised doctor model reporting directly to the Rugby Australia Chief Medical Officer. Work also commenced on a nationally consistent approach to leave and work periods across the professional game, designed to balance optimal performance preparation with player welfare, alongside a review of best-practice models for the Super Rugby period for Nationally Medically Managed Group players in 2026 and 2027.





Australian Match Officials

2025 WAS ANOTHER EXCEPTIONAL year for Australian Match Officials, highlighted by 119 World Rugby appointments across the men's and women's games – a powerful reflection of the strength, depth and credibility of the national program on the global stage.

Domestically, match officials delivered consistently strong performances across both men's and women's competitions, earning key appointments throughout the knockout stages. In Super Rugby Pacific, Nic Berry reached a remarkable milestone during the regular season, officiating his 100th Super Rugby match before being appointed to both a quarter-final and semi-final, reinforcing his standing among the competition's most trusted referees. Angus Gardner was rewarded for a strong and consistent campaign

with appointment to the Super Rugby Pacific Final between the Chiefs and Crusaders. In the domestic women's game, Ella Goldsmith was appointed to her first Super Rugby Women's Final, following an outstanding start to the season in which she made her Women's Six Nations debut.

Australian Match Officials continued to excel on the international stage. Ella Goldsmith (Referee), Jess Ling (Assistant Referee) and Rachel Horton (Television Match Official) were selected for the 2025 Women's Rugby World Cup, underlining the growing global reputation of Australia's female officiating cohort. Ella Goldsmith capped an outstanding tournament with appointment to the bronze medal match between New Zealand and France, finishing as the youngest referee selected for the tournament. Rachel Horton was appointed as TMO for the semi-final between host nation England and France.

Australian officials also continued to make their mark on the HSBC World Series Sevens circuit, with Ella Goldsmith and Jess Ling delivering consistently strong performances throughout the series with Ella officiating her first World Series Final at the Vancouver leg.

Angus Gardner Appointments

- **Men's Six Nations:** Italy v Ireland (Assistant Referee 1).
- **July Internationals:** Argentina v England (Referee); Argentina v England (Assistant Referee 1); New Zealand v France (Referee).
- **Pacific Nations Cup:** Tonga v Samoa (Referee).
- **The Rugby Championship:** New Zealand v South Africa (Assistant Referee 1); South Africa v Argentina (Referee).
- **November Internationals:** Munster v Argentina XV (Referee); France v South Africa (Referee); Scotland v Argentina (Assistant Referee 1).

Nic Berry Appointments

- **Men's Six Nations:** Scotland v Wales (Assistant Referee 1); Wales v England (Referee).
- **July Internationals:** New Zealand v France (Referee); New Zealand v France (Assistant Referee 1); Samoa v Scotland (Assistant Referee 1).
- **The Rugby Championship:** Argentina v New Zealand (Assistant Referee 1); Argentina v New Zealand (Referee).
- **November Internationals:** Barbarians v All Blacks XV (Referee); Scotland v New Zealand (Referee); Wales v Japan (Assistant Referee 1).

PILLAR 1

PERFORMANCE EXCELLENCE

Damon Murphy Appointments

- **Men's Six Nations:** France v Wales (FPRO).
- **July Internationals:** New Zealand v France (TMO); New Zealand v France (FPRO).
- **The Rugby Championship:** Argentina v New Zealand (FPRO); Argentina v New Zealand (TMO).
- **Pacific Nations Cup:** Japan v Canada (Assistant Referee 2).

Jordan Way Appointments

- **Men's Six Nations:** France v Wales (Assistant Referee 2).
- **July Internationals:** Māori All Blacks v Scotland (Assistant Referee 1); Fiji v Scotland (Assistant Referee 1); Samoa v Scotland (Referee).
- **Pacific Nations Cup:** Tonga v Samoa (Assistant Referee 1); Japan v Canada (Assistant Referee 1).
- **The Rugby Championship:** New Zealand v South Africa (Assistant Referee 2); New Zealand v South Africa (Assistant Referee 2).
- **Rugby World Cup Final Qualification Tournament:** Samoa v Paraguay (Referee); Belgium v Paraguay (Assistant Referee 1); Namibia v Paraguay (Referee).

Brett Cronan Appointments

- **Men's Six Nations:** France v Wales (TMO).
- **July Internationals:** New Zealand v France (FPRO); New Zealand v France (TMO); New Zealand v France (FPRO).
- **Pacific Nations Cup:** Fiji v Tonga (TMO).
- **The Rugby Championship:** New Zealand v South Africa (TMO); New Zealand v South Africa (FPRO); South Africa v Argentina (TMO).
- **Rugby World Cup Final Qualification Tournament:** Samoa v Paraguay (TMO); Belgium v Namibia (TMO); Belgium v Paraguay (TMO); Samoa v Namibia (TMO); Namibia v Paraguay (TMO); Samoa v Belgium (TMO).

Rachel Horton Appointments

- **Women's Six Nations:** Ireland v France (TMO); France v Wales (FPRO); Scotland v Italy (TMO); Italy v France (FPRO).
- **Pacific Four Series:** Australia v USA (FPRO); New Zealand v USA (TMO).

- **WRWC Warm-Ups:** New Zealand v Australia (TMO); Australia v Wales (TMO); Australia v Wales (TMO).
- **Women's Rugby World Cup:** England v USA (FPRO); Scotland v Wales (FPRO); France v Italy (FPRO); South Africa v Brazil (FPRO); Scotland v Fiji (TMO); France v Brazil (TMO); Canada v Scotland (TMO); France v South Africa (TMO).
- **Women's Rugby World Cup Quarter Final:** New Zealand v South Africa (TMO).
- **Women's Rugby World Cup Semi Final:** France v England (TMO).

Ella Goldsmith Appointments

- **Women's Six Nations:** Italy v Ireland (Referee).
- **Pacific Four Series:** New Zealand v Canada (Assistant Referee 1); New Zealand v USA (Assistant Referee 1).
- **WRWC Warm-Ups:** Canada v USA (Referee).
- **Women's Rugby World Cup:** New Zealand v Spain (Referee); Italy v South Africa (Referee); Canada v Scotland (Assistant Referee 1); Italy v Brazil (Assistant Referee 1).

- **Women's Rugby World Cup Quarter Final:** New Zealand v South Africa (Assistant Referee 1).
- **Women's Rugby World Cup Semi Final:** New Zealand v Canada (Assistant Referee 2).
- **Women's Rugby World Cup Bronze Final:** New Zealand v France (Referee).

Jess Ling Appointments

- **Pacific Four Series:** New Zealand v USA (Assistant Referee 2).
- **WRWC Warm-Ups:** New Zealand v Australia (Assistant Referee 2); Australia v Wales (Assistant Referee 2).
- **Women's Rugby World Cup:** Scotland v Wales (Assistant Referee 2); South Africa v Brazil (Assistant Referee 2); Scotland v Fiji (Assistant Referee 2); France v South Africa (Assistant Referee 2).

“Angus Gardner was rewarded for a strong and consistent campaign with appointment to the Super Rugby Pacific Final between the Chiefs and Crusaders.”



2025

PILLAR 2

PARTICIPATION GROWTH

To increase support for clubs, schools, coaches and match officials to enable growth in participation and strengthen the rugby community.

RUGBY AU



PILLAR 2

PARTICIPATION GROWTH

Community Participation

THE FROM GREEN TO GOLD

Strategy outlines our collective focus on growing registered players in XVs and 7s, accredited coaches and match officials, Get into Rugby and Tri Tag Rugby players and overall female participation.

In 2025, FUNLAB, Buildcorp and Gallagher were key partners who supported the positive steps taken towards our strategic targets.

The highlight for the year was undoubtedly the implementation of Get into Rugby across the country as the new entry level format at club level, replacing the existing U6 and U7 formats. The number of players aged 4-7 registered to a club in 2025 was 24% higher than it was in 2024, an extraordinary result in the first year.

The new format was launched on Channel Nine's Today Show and both Faith Nathan and Max Jorgensen came on board as ambassadors. Senior XVs Rugby at club level saw strong growth again at just under 4%, ensuring that overall club participation in XVs rugby surpassed the most recent peak in 2019.

Participation in 7s across clubs, events and schools also grew in 2025, nearing 5%, whilst overall participation in events of all formats rose by 6%.

In the school environment, overall participation was down following a strategic shift away from one-time visits to focus on Get into Rugby as well as establishing new, and expanding existing, competitions and tournaments. With progress made during 2025, several Member Unions are set to launch new competitions in conjunction with their school stakeholders in 2026.

The Participant Engagement and Satisfaction survey had a fantastic response rate again and provided some valuable insights on the experience of players, parents, coaches and match officials in 2025. The results were positive with overall satisfaction sitting at 90%. 75% of respondents indicated they had a better experience in 2025 than they did in 2024 and 90% of respondents indicated they will likely remain involved in the game in 2026. Rugby Xplorer, Coach and Match

Official Education and greater cultural awareness were highlighted as having improved from the year prior whilst communication on competition matters, sideline behaviour and logistical pressures on families were cited as areas needing attention for 2026.

Rugby Australia and the Australian Schools Rugby Union combined to deliver the inaugural Australian Schools and Junior Rugby Union Championships in the July school holidays. The tournament was held in Queensland at the Sunshine Coast Stadium and Kawana Sports Precinct, with Sunshine Coast Council again providing terrific support to another rugby tournament and Buildcorp coming on board as naming rights partner to extend their significant support of the game at Community level.

NSW 1 were victorious in the Australian Schools Open Male XVs Division whilst Queensland took out both the U16 and Open Female 7s Divisions. On the XVs Juniors side of the tournament, Sydney Juniors took out the U18 and U16 Female Divisions, whilst NSW Barbarians took out the U18 Male Division and Queensland Country were victorious in the U16 Male Division.

The Australian Rugby Shield was played in Newcastle during the October long weekend. Hunter Rugby were terrific hosts of the tournament, and great support was received from naming rights partner, Buildcorp, and the City of Newcastle. Congratulations to Sydney Women who took out the female division in a hard fought 19-17 win over ACT and Southern NSW and the QLD Country Heelers beating NSW Country Cockatoos 39-31 in the male division. Both finals were exceptional and provided fantastic entertainment for spectators.

Community rugby promotion and engagement was also a significant focus in 2025. Play Rugby replaced the Rugby Australia channels on Facebook and Instagram, more standardised promotional toolkits were developed to create greater brand awareness, countless player appearances were facilitated and thousands of girls and boys enjoyed experiences at Wallabies and Wallaroos Test Matches

Community Participation

Match Officiating

Community Coaching

Rugby World Cup Legacy

Inclusion

Concussion Management

Integrity

that they will remember for a long time. Throughout the British & Irish Lions Tour alone, Rugby Australia, in conjunction with Member Unions, facilitated opportunities for over 5000 participants, 220 match officials and 120 coaches.

Match Officiating

RUGBY AUSTRALIA CONTINUES to strengthen its match officiating program at the community level, ensuring that match officials are well trained, well supported, and able to contribute to an enjoyable rugby experience for all. Significant progress has been made in developing accessible education and training opportunities, highlighted by a 68% increase in formal course delivery and an exceptionally strong engagement increase of 128% in continuous development programs.

Creating a safe and supportive environment has remained a priority, with a focus on aligning community experiences with the values of rugby.

This effort has contributed to a 31% reduction in reported cases of match official abuse since the beginning of the strategy, demonstrating the positive impact of strengthened governance and improved collaboration between associations.

Diversity within the match official community has also grown, with increases in Pasifika representation, a 38% rise in association membership, and 40% increase in accredited female officials. Support structures for match officials continue to improve, ensuring individuals can develop throughout their officiating journey.

The Match Official to Developer ratio has improved to 1:12 in 2025, enabling more personalised coaching and mentorship. This was coupled with an 81% increase in development opportunities for match officials outside their association at a national level.

Overall match official numbers grew by 24% over the year, while churn reduced by 6%, signalling a stronger sense of belonging and satisfaction among officials. Enhancements made to Rugby Xplorer and the Learning Management System have made

training, appointments, and payments more efficient, while the National Match Official Mentor Program has expanded opportunities for tailored guidance.

Community Coaching

THE OBJECTIVE OF COMMUNITY Coaching remains to ensure every player has access to a quality coaching experience by supporting and developing coaches across all environments. In 2025, the focus shifted from curriculum development to national implementation, coach compliance, and capability building.

Building on the foundations established in 2024, the revised coaching curriculum continued to be embedded across the Junior, Community, and Pathways & Performance coaching environments.

A key change in 2025 was the introduction of clearer accreditation reporting, transitioning from an expiry-based model to a Current or Lapsed status. Accreditation status is now directly linked to coach compliance, requiring completion of Smart Rugby (biennial) and Season Ready Coach education (annual).

The practice-based curriculum was reinforced nationally, supporting coaches to apply learning in their coaching context. Compliance education remained a priority, ensuring coaches were equipped to deliver safe, inclusive, and developmentally appropriate rugby experiences across all levels of the game.

The Learning Management System continued to underpin coach education delivery, supporting compliance requirements and ongoing development. Learning pathways and resources were further enhanced to enable coaches to engage in education aligned to their environment and stage of development. Face-to-face engagement also expanded through Pathways & Performance Coach Alumni events, providing opportunities for connection, professional learning, and alignment with national coaching priorities.

Mentoring was further integrated into coach development initiatives in 2025, particularly through national championships and representative competitions. Mentor coaches supported participant coaches through observation, feedback,



PILLAR 2

PARTICIPATION GROWTH

and reflection, strengthening coaching capability in performance environments. This work informed the development of a national Mentor Coach Program, scheduled for broader rollout in 2026.

Overall, the results were exceptional with 17% growth in the number of accredited coaches, of which female coaches grew by over 40%.

Rugby World Cup Legacy

RUGBY AUSTRALIA ESTABLISHED the Rugby World Cup Community Rugby Legacy Program in 2022, funded by the Australian Federal Government, to harness the unique opportunity presented by Australia hosting the Men's Rugby World Cup 2027 and Women's Rugby World Cup 2029 to drive long-term, sustainable growth of Rugby, while delivering positive health, wellbeing and social outcomes across communities nationwide. The program is built on two core pillars – Building Capability and Capacity, and Increasing

Opportunities, ensuring investment strengthens people, programs, systems, infrastructure and operations across the game, underpinned by a strong focus on inclusion.

Club Development has been the cornerstone and largest area of investment within the Legacy Program. The focus has been on strengthening clubs by improving governance, administration and volunteer capability, ensuring clubs are safe, welcoming and inclusive environments.

Investment in volunteer and administrator support has contributed to a 7% increase in registered Rugby volunteers, with more than 14,400 registered volunteers nationally (excluding coaches and match officials). This work has positioned clubs to better manage growth, improve retention and deliver quality participant experiences.

More than 85% of Rugby clubs have engaged with the Rugby Australia Club Health Check, with all participating clubs receiving a personalised insights and actions report to guide ongoing

development. ClubHub.Rugby has continued to grow as a key support platform, recording an 85% year-on-year increase in usage.

In 2025, Rugby World Cup Legacy funding seed-funded seven new competitions and programs, including six new girls' competitions across Tri Tag Rugby and Sevens Rugby in school and club environments. Legacy funding has also supported the expansion of Tri Tag Rugby, the rollout of a new Learning Management System, development of coaching and match official mentoring programs and new Play Rugby resources for clubs, schools, associations and Member Unions.

Inclusion

THE INCLUSION STRATEGY WAS released in June 2025 to increase and diversify participation, while cultivating environments where all individuals can thrive, promoting leadership diversity and eliminating barriers to entry. The strategy



identifies five key focus groups as a priority for Australian Rugby – Women and Girls, First Nations people, Pasifika, LGBTQ+ community and All Abilities. Several major initiatives were delivered in 2025 to support our objectives in this area. A female leadership program was delivered by Rugby Australia, the third year in its current format, and a further two Grassroots to Global female leadership sessions were held in Melbourne and Perth. A female coach network was also established to support coaches at multiple levels.

A First Nations Leadership Program was also piloted in Queensland in conjunction with talent identification camps. The Program explores leadership, connection to culture and opportunities in Rugby. Rugby Australia again provided support to the Lloyd McDermott Rugby Development Team as well as major Pasifika Tournaments to continue their fantastic initiatives in the Community.

Rugby Australia also extended partnerships with Ginger Cloud, Deaf Rugby Australia and What Ability to support opportunities in rugby for people with a disability. Rugby Australia maintained a close working relationship with Wheelchair Rugby Australia as it did with Pride in Sport to cement our position that rugby is a sport for all.

Concussion Management

THE HEALTH AND SAFETY OF players at all levels of the game is paramount. Rugby Australia continued to dedicate significant effort and resources to its concussion program during 2025, under the guidance of Rugby Australia's Chief Medical Officer, Dr Warren McDonald, and Rugby Australia non-executive director Dr Jane Wilson AO, and alongside the Player Health, Safety and Integrity Committee comprising representatives from Rugby Australia, RUPA and the Super Rugby Clubs.

The Brain Health Service, established in 2024, continued to be delivered by World Rugby and RUPA with support from Rugby Australia. The service provides retired players with a comprehensive online platform to

assess and manage their brain health.

In early 2025, Rugby Australia updated its Concussion Management Procedure to align with Australian Sports Commission and World Rugby guidance, extending the Graduated Return to Play period for children and adolescents (aged 18 and under) from 19 to 21 days. The Graduated Return to Play period for adults remains unchanged at 12 days.

Following a World Rugby recommendation to adopt a lower legal tackle height at the sternum as full law in the community game, and ahead of its anticipated ratification by the World Rugby Council, Rugby Australia extended the current sternum-level tackle height trial to include the 2026 Community season. Instrumented mouthguards continue to be used at the elite level to support ongoing research and player welfare outcomes.

The Inclusion Strategy was released in June 2025 to increase and diversify participation

Integrity

ALONGSIDE RUGBY AUSTRALIA'S work on player health and safety, upholding the safety, fairness and inclusivity of the game across all levels is the core focus of Rugby Australia's Integrity Unit. The Unit is responsible for lifting national integrity maturity and aligning Rugby Australia and its Member Unions to best-practice integrity standards consistent with Sport Integrity Australia's National Integrity Framework. This is achieved through the ongoing development, implementation and oversight of integrity codes, policies and guidelines that support a consistent, values-driven approach across the game.

The Integrity Unit's key priorities for 2025 included the whole-of-game rollout of the Social Protect initiative, the launch of a three-part webinar series Integrity in Community Rugby:



PILLAR 2

PARTICIPATION GROWTH

Creating a Safe Rugby Culture, and the successful implementation of the Three Strike Policy during its first full season.

In 2025, the Integrity Unit managed all integrity matters arising in the elite environment and continued to provide extensive support to Community Rugby. This included reviewing and guiding the management of integrity matters received through Rugby Australia's Speak Up Portal and strengthening safeguarding and member protection processes across the country.

The Speak Up Portal provides a confidential and independent channel for anyone involved in rugby to report integrity concerns, including misconduct, safeguarding matters, Code of Conduct breaches and discrimination or harassment. Reports can be made online, by phone or by email, and may be submitted anonymously.

Social Protect

In June 2025, Rugby Australia's Integrity Unit, in partnership with the Technology and Community Rugby teams, rolled out the Social Protect app to the whole of game. The app removes abusive, offensive or harmful content from a user's social media profile or page in real time and is available on an opt-in basis to all organisations and participants across all levels of rugby in Australia. Rugby Australia is the first National Sporting Organisation to offer the app sport-wide. An education drive is planned ahead of the 2026 Community season to encourage broader uptake across the Community game.

Anti-Doping and Illicit Drugs

The Integrity Unit worked closely with Sport Integrity Australia as the testing authority and results management authority for rugby in Australia, alongside World Rugby and Sports Drug Testing International as Rugby Australia's illicit drugs testing provider.

No Anti-Doping Rule Violations under Rugby Australia's Anti-Doping Code were finalised in 2025. A total of 223 anti-doping tests were conducted across the Wallabies, Wallaroos, Super Rugby Pacific, Super Rugby

Women's, Australian Schoolboys, Junior Wallabies, NSW Shute Shield, Queensland Hospital Challenge Cup and ACT John I Dent Cup. Players in the Australian Men's and Women's Sevens programs were also subject to government-funded testing, with some players additionally tested by World Rugby.

In March 2025, the Australian National Audit Office published its performance audit of Sport Integrity Australia's management of the National Anti-Doping Scheme. The audit noted that Rugby Union was the only user-pays sport to be fully compliant with Sport Integrity Australia's education program requirements, with testing numbers and distribution described as more robust than other major sports, a pleasing external validation of the maturity of Rugby Australia's anti-doping program.

Rugby Australia also conducted random illicit drug tests, including hair testing, across several professional players and high-performance staff during 2025 in accordance with Rugby Australia's Illicit Drugs Policy.

Anti-Corruption and Betting

Rugby Australia continued to engage Sportradar to conduct due diligence on new betting operators, ensuring they are free of integrity concerns. Sportradar also provides Rugby Australia with ongoing betting monitoring services across the Wallabies, Wallaroos, Super Rugby Pacific, Super Rugby Women's, NSW Shute Shield and Queensland Hospital Challenge Cup.

Ahead of Rugby World Cup 2025, a reminder was issued to all staff of their obligations under the Anti-Corruption and Betting Policy, including in relation to participation in fantasy leagues during The Rugby Championship and Rugby World Cup periods, reinforcing the Unit's proactive compliance culture.

Player Education and Wellbeing

Rugby Australia is committed to supporting the physical and mental health and wellbeing of all participants across the game. In 2025, Rugby Australia continued to work with RUPA and the Super Rugby Clubs to deliver wellbeing support to professional players, including access to confidential counselling services, career and education planning, and transition support for retiring players.

Integrity Education

A key priority in Rugby Australia's commitment to building a safe and inclusive sport is the ongoing delivery



of integrity education. In 2025, mandatory and optional integrity training was delivered across all levels of the game, available in both online and face-to-face formats.

Face-to-face integrity education was delivered to all participants in Rugby Australia's National Programs, including the Australian Men's and Women's Sevens teams, the Wallabies, Wallaroos, Super Rugby Pacific, Super Rugby Women's, Australia U20s and pathways players. Sessions covered a range of topics, including anti-corruption and betting, anti-doping, illicit drug use, the Code of Conduct and social media abuse. The Integrity team also worked closely with RUPA across the season, including delivery of a three-day review and education program.

During the year, the Integrity Unit developed a new suite of 10 online education modules for rollout across the whole of game. The modules went live in early December, with professional and semi-professional players required to complete the course before taking the field in 2026. A further series of six short-form integrity videos, addressing a range of topics and funded by the Australian Rugby Foundation, is in development for the Rugby Australia website and Community Rugby social channels.

At the community level, Rugby Australia's three-part webinar series Integrity in Community Rugby: Creating a Safe Rugby Culture covered managing off-field behaviour under the Code of Conduct, eSafety in community rugby and safeguarding children and young people in the game. The sessions were designed to equip club executives, administrators and volunteers with the tools, knowledge and support to build respectful, inclusive and safe environments both on and off the field.

Judicial Committees and Citing Commissioners

Rugby Australia's commitment to fairness and player health and safety was reflected in another year of targeted training for Judicial Committees and Citing Commissioners at the community and elite level, ensuring fair and consistent outcomes across the game.



Led by Rugby Australia's Judicial Chair, Adam Casselden SC, face-to-face Judicial Officer and Citing Commissioner training was delivered to each Member Union, supported by an online recorded webinar. The training focused on World Rugby's Head Contact Process, law changes, sanctioning and disciplinary procedure. Rugby Australia's Disciplinary Rules were also updated during the year to reflect changes to World Rugby Regulation 17, principally relating to the sanctioning of amended Laws 9.20(d) and (e) concerning crocodile rolls and the dropping of weight onto an opponent in a ruck or maul.

Rugby Australia also conducted a recruitment drive across its Judicial and Code of Conduct Panels to attract the best available personnel, with a focus on recruiting former players, referees and coaches with recent rugby experience.

Safeguarding Children and Young People

Rugby Australia is committed to providing a safe environment for children and young people

participating in rugby, and to reducing the risk of abuse.

The Integrity Unit dedicates significant effort to ensuring child-safe practices are adopted and prioritised across the sport, that staff and volunteers are appropriately recruited and equipped to recognise and report signs of abuse, and that children and young people know their rights and feel safe and empowered to speak up.

In 2025, Rugby Australia continued its participation in the Child and Young Person Sport Network and further developed its online Child Safeguarding Resource Library, which is designed to support children and young people, parents, clubs, staff and volunteers. Rugby Australia requires all staff and volunteers in child-related roles to hold current Working with Children Checks (or equivalent) and continues to work with Member Unions to embed consistent screening practices at all levels of the game.

Three Strike Policy

2025 marked the first full season of implementation of the Three Strike

PILLAR 2

PARTICIPATION GROWTH

Policy. Designed to complement Rugby Australia's Code of Conduct (which was also reviewed and updated in 2025) and Disciplinary Rules, the Policy places a greater responsibility on rugby clubs to ensure their environment is free of poor and abusive behaviour, and safe and welcoming for all participants.

A year-on-year review of integrity complaint data showed encouraging trends alongside areas requiring continued focus. Verbal abuse not directed at match officials decreased by 55% across the year. Match official abuse also decreased in frequency over the year but continued to account for more than 50% of all reported incidents and remains an important issue for Rugby Australia, the Member Unions and rugby clubs across the country to continue to address.

Strengthening Integrity Capabilities

Working in collaboration with the Member Unions, Rugby Australia administered the National Integrity Forum for its second year. The Forum includes representatives from each

Member Union, who gathered at Rugby Australia's second annual National Integrity Workshop on 10-11 February 2025. The two-day Workshop focused on strengthening capabilities, supporting the implementation of the new Code of Conduct, and driving a professional, nationally consistent and effective approach to integrity matters across the country. Participants received complaint management and investigations training and heard from internal and external experts, including representatives of Sport Integrity Australia, the eSafety Commissioner and Club Respect, across topics including cultural awareness, child safeguarding developments and approaches for driving positive club cultures and behaviours.

Momentum from the Workshop continued throughout the year through the Integrity Leads Forum's bi-monthly meetings and a dedicated collaboration channel. The Head of Integrity also attended the Sport Integrity Australia Forum in February 2025 on behalf of Rugby Australia, joining representatives from more

than 75 sports to discuss current and emerging threats to the integrity of sport, an important opportunity to share learnings and shape how the integrity community works together.

Looking Ahead

In 2026, the Integrity Unit will continue to strengthen integrity systems across the rugby network. Key priorities include further development of Rugby Australia's child safeguarding framework in line with expanding state and territory reporting obligations, the continued rollout of integrity education across community rugby, a review of integrity policies and directives (including in relation to match official abuse), and the ongoing enhancement of Rugby Australia's data and reporting capabilities to support evidence-based integrity management.

Rugby Australia will also continue to work closely with Sport Integrity Australia, World Rugby, RUPA and the Member Unions to ensure rugby in Australia meets the highest standards of safety, fairness and integrity.



2025

PILLAR 3

PROMOTION EFFECTIVENESS

To leverage major events and engage bigger audiences across platforms, increasing visibility, support and interest in rugby and drive commercial value.

RUGBY AU



PILLAR 3

PROMOTION EFFECTIVENESS

Attendance Performance

MORE THAN 1 MILLION PEOPLE

attended rugby events nationally in 2025, reflecting sustained interest in both major international fixtures and domestic competitions.

Several attendance records were set during the year. Rugby Australia recorded the highest revenue grossing single day attendance in Accor Stadium's history, supported by strong demand for premium Test match content and the continued appeal of major international events.

The British & Irish Lions Tour was a significant contributor to overall results, attracting 454,000 spectators, the highest attendance ever recorded for a Lions Tour.

The Test match at the Melbourne Cricket Ground on 26 July, attended by 90,307 people, set a new record as the largest ever official Lions Test crowd. This event formed one of the key highlights of the national sporting calendar.

The Wallabies recorded their largest attendance since the 2003 Rugby World Cup, reinforcing the strong audience response to major inbound Test fixtures throughout the year.

At the domestic level, Super Rugby attendance increased 7% year on year. On a per match basis, Rugby Australia fixtures recorded 19% growth, compared with 5% growth across the rest of the competition. These results indicate stable engagement and consistent attendance patterns across the season.

Broadcast

Super Rugby

The growth of Super Rugby Pacific continued in 2025 with an increase of 13% for the free-to-air match of the week compared to 2024. Once again, the highest rating game was the Queensland Reds v NSW Waratahs, averaging 168,000 viewers, only slightly lower than last year's derby, and the second highest average audience since the competition began in 2022. Australian derbies made up the top 6 rating free-to-air games all season.

Stan Sport also saw strong increases in Super Rugby viewing, up 27%

year on year across live and on demand assets.

British & Irish Lions Tour of Australia

The success of the British & Irish Lions Tour was further highlighted by impressive broadcast figures. The first and second Test were not only the highest average audiences (free-to-air and Stan Sport) since Nine acquired the rights in 2020, but also the highest average audiences for a Wallabies game since 2015. Both Tests reached over 1.9 million people each on free-to-air (not including Stan Sport) with the third Test reaching 1.761 million people (not including Stan). Cumulatively over 5.5 million people tuned into the Test matches on the Nine Network. To put this in perspective, the average audience for the Test series was a 97% increase on the July Test matches in 2024.

Bledisloe Cup Delivers

Off the back of strong performances against the Lions and an historic win against South Africa at Ellis Park, free-to-air ratings for the two Bledisloe Cup Test matches were impressive, with the first game becoming the highest rating New Zealand hosted game since Nine acquired the rights in 2020, despite coinciding with the AFL Grand Final. Game 2, from Optus Stadium in Perth, became the highest rating Test on free-to-air television since 2015, beating the first two British & Irish Lions Tests earlier in the year, and a 72% increase on the previous year's game.

On Stan Sport, Bledisloe Game 1 attracted the largest number of subscribers watching a non-Rugby World Cup match in Stan Sport's history. One week later, that record was shattered again as fans tuned in for Game 2. Audience numbers for Bledisloe Game 2 were up 46% year-on-year, making it the second most watched rugby match ever on Stan Sport, behind only the 2023 Rugby World Cup Final.

Club Rugby

The 2025 Shute Shield continued to deliver a compelling season with the Warringah Rats victorious in the Grand Final for the first time since 2017, denying Eastern Suburbs the chance

Attendance Performance

Broadcast

Digital Audience

Media Coverage

Rugby Economy
and Organisational
Expenditure

Sponsorship

Pacific Rugby:
Strengthening Bonds,
Growing the Game

to go back-to-back as Premiers. All matches were once again streamed live on Stan Sport, and of the seven matches broadcast on free-to-air, the Grand Final was once again the top performing game of the year.

The Hospital Cup also delivered another fascinating season with Bond University, coming from fourth place in regular season to deny Brothers a third concurrent premiership. For Bond University it was their first title since joining the competition in 2014, and the top performing free-to-air game of the season.

As part of Rugby Australia's new broadcast agreement with Nine and Stan Sport, in 2026 club rugby will expand its free-to-air exposure, with the Shute Shield and Hospital Cup broadcasting their Match of the Round on the Nine Network every week for 21 weeks, a significant increase on the previous 7 weeks, providing greater exposure and access for two of the premier rugby competitions in Australia.

Greater Exposure for Pathways

With a focus on promotion and growth, Rugby Australia expanded the distribution for more of our Pathway competitions, aiming to generate greater exposure of our competitions and the emerging stars of the game. For the first time, Super Rugby U16s, U19s, and Australia U18 Test matches all broadcast live across multiple

platforms including YouTube, rugby.com.au, Rugby Xplorer and Stan Sport. The inaugural Super Rugby AUS competition also broadcast live across all platforms creating greater awareness and interest in the new competition and providing free access to more high-quality rugby across the year. Over the 2025 season, RA Pathways competitions generated over 500,000 views across live and on demand on YouTube alone.

Community Rugby

Rugby Australia continued to support Member Unions and competitions across Australia by hosting live streaming through rugby.com.au, Member Union websites and Rugby Xplorer. Competitions from Western Australia, South Australia, Victoria, Queensland and Northern Territory, as well as the National Junior Rugby Championships, and the Australian Rugby Shield were all streamed live enabling friends and families to watch more than 400 games live.

Digital Audience

RUGBY AUSTRALIA DELIVERED A record 1.38 billion views across social platforms in 2025, a 249% year-on-year increase and the most in the organisation's history.

Total social following across Rugby Australia managed channels grew 18% to more than 4.1 million, while

fan engagement increased 47% to more than 32.6 million interactions, reflecting strong audience connection with Australian rugby.

Growth was driven by the organisation's video-first content strategy and continued focus on expanding the digital distribution of its 'Teams in Gold' brands, as well as the global momentum surrounding the Lions Tour, which helped drive significant uplift in the exposure of Australian rugby to both national and international audiences.

Expanded collaboration with major social platforms, including a creator content partnership with TikTok, delivered significant audience growth among younger audiences and substantial earned and in-kind reach.

Rugby Australia's owned digital ecosystem remains a key fan touchpoint, with 8.45 million website sessions recorded, while web video views increased 10% year-on-year to more than 4.3 million views.

Rugby Australia's first-party data also continues to expand, with the Team Rugby database increasing 17% to more than 501,000 subscribers, supported by targeted fan engagement campaigns and initiatives.

This continued digital growth strengthens Rugby Australia's ability to connect with fans, grow the game and deliver value for partners across its digital platforms.



PILLAR 3

PROMOTION EFFECTIVENESS

Media Coverage

THE REVITALISATION OF AUSTRALIAN rugby was evident across all aspects of the game in 2025 and reflected in the volume and tone of media coverage across the country.

A total of 280,234 mentions were recorded across Australian media in 2025, more than doubling the figure from the previous year and assisted by the historic six-week tour of the British & Irish Lions.

The Lions tour generated 68,000 media mentions during their time in Australia, attracting huge engagement across all multimedia channels, strong ratings for Nine platforms and full wraps of national News Corp papers for all three Test matches.

The momentum continued throughout the men's Test season.

The Wallabies' historic win over the Springboks at Ellis Park – their first at the venue in 62 years – generated 3,373 media mentions within 48 hours of fulltime. And the Perth Bledisloe Test reached a peak audience of 1.7 million and topped national TV ratings across all age categories for the evening, breaking all-time records for Nine and Stan Sport for rugby audience.

With a broad and engaged media audience around the Lions series,

Rugby Australia adopted a proactive approach with key journalists and partners to promote messages around Australian Rugby's improved financial outlook, growth strategy and initiatives aligned to the Australian Rugby Foundation.

Combined, the positive and constructive coverage generated in 2025 has provided an expanded media audience for the game to build upon ahead of the inaugural Nations Championship in 2026 and the home Rugby World Cup in 2027.

The Women's Rugby World Cup also shattered engagement and viewership records globally, including in Australia, where the Wallaroos' campaign drove 6,351 media mentions from the squad's arrival in the UK through to their exit at the quarter-final stage of the tournament.

The Women's Rugby World Cup's 147 million global broadcast viewing hours – which more than tripled the previous edition – and 1.1 billion social media impressions on owned channels highlights the enormity of the opportunity ahead when Australia hosts the next tournament in 2029.

The Australian Sevens teams reached a large, national audience with 11,722 media mentions across the year, peaking when both the women's and men's team reached the final of the HSBC SVNS tournament in Perth,

with the women lifting the trophy.

Pleasingly, the growth of Australian Rugby's media and broadcast footprint was also apparent in the performance of the Super Rugby Pacific tournament, which posted strong numbers across Australia, New Zealand and Fiji.

Super Rugby Pacific audience across Stan Sport increased 27% year-on-year and 13% on Nine as the Brumbies and Reds advanced to the play-offs. Positive broadcast momentum was also evident throughout the Super Rugby Women's season.

Rugby Economy and Organisational Expenditure

IN 2025, RUGBY AUSTRALIA

recorded a record surplus of \$70.6 million, fully repaid its debt facility, originally established during COVID in 2019, improved its net asset position by more than \$70 million and finished the year with cash reserves of \$31.4 million.

The strong performance was the result of several years of planning, and a coordinated execution of RA's major





events, including the Lions, The Flight Centre Rugby Championship and the Bledisloe Cup, as well as a focus on effective cost management.

Sponsorship

RUGBY AUSTRALIA ENTERED 2025

with a significantly more stable and strategically aligned commercial environment following the challenges of 2024. The commercial program benefitted from improved structural certainty, including the continued joint venture with the British & Irish Lions for the Qatar Airways Lions Tour to Australia. Overall sponsorship revenue increased while key performance indicators across partner retention, asset utilisation, and brand engagement all exceeded expectations.

A major milestone for the year was the partnership with Minerals Council of Australia who joined as the Test Naming Rights Partner for Wallaroos fixtures, providing substantial investment to accelerate the growth and visibility of the women's game.

Smartech joined as the Naming Rights Partner for Super Rugby Pacific and Super Rugby Women's in 2025. We also renewed our partnership with FedEx, who continued as the Official

Referees Partner.

Flight Centre reaffirmed its longterm commitment to Rugby Australia, extending its Naming Rights partnership for The Flight Centre Rugby Championship in 2025 and 2027, as well as The Flight Centre Series in 2026.

ISPS Handa continued its strong support of women's rugby, renewing its partnership with the Australian Women's Sevens for the 2024/25 season and also as, major partner of the Wallaroos, and Naming Rights Partner to the Next Gen Sevens competition.

The joint venture with the British & Irish Lions has created a powerful platform that elevated the game commercially, financially, and culturally across all participating markets. By combining the strength of our brands, audiences, and event portfolios, we've been able to unlock broader reach, deeper engagement, and greater value than either party could achieve alone.

This partnership has expanded our commercial footprint, attracted new fans, and delivered stronger outcomes for sponsors, broadcasters, and destination partners. The shared investment model has also enabled us to deliver larger scale events,

enhanced fan experiences, and increased economic activity across host regions.

Ultimately, the joint venture has amplified the visibility of rugby on a global stage while ensuring that every partner benefits from the uplift in audience growth, commercial performance, and longterm brand impact. It stands as a strong example of how collaborative event delivery can drive shared success and sustainable growth for the sport.

Santos extended its partnership for an additional four years, continuing as a major partner of the Wallabies, Wallaroos, and Australian Women's Sevens.

We also welcomed several new partners, including AG1, Nemiroff, and Cape Mentelle, who joined as partners of both the Wallabies and Wallaroos. Funlab joined as a Community Partner, providing Strike Bowling and Holey Moley vouchers to grassroots participants nationwide, supporting our community engagement.

Buildcorp renewed its longstanding support for a further three years, becoming the Naming Rights Partner of the Australian Schools & Junior Rugby Championships and the Australian Rugby Shield.

Our Destination Partners played a

PILLAR 3

PROMOTION EFFECTIVENESS

pivotal role across our major rugby events program, collectively delivering significant investment and generating substantial economic and commercial value for their respective states. Their support strengthened community engagement, elevated event reach, and ensured strong attendance and broadcast outcomes across the calendar.

Each Destination Partner contributed to meaningful economic uplift by driving visitation, supporting local businesses, and enhancing the profile of their regions on a national and international stage. From major metropolitan centres to key regional hubs, these partnerships helped stimulate tourism, create jobs, and reinforce the broader economic impact of hosting world class rugby events.

By aligning with state tourism bodies and city agencies, we were able to deliver events that not only showcased the best of Australian rugby but also delivered measurable value to the economies of New South

Wales, Queensland, Western Australia, Victoria and South Australia. These collaborations remain essential to maximising the reach, impact, and legacy of our national events strategy.

We confirmed the renewal of our landmark broadcast partnership with Nine through 2030, positioning Australian Rugby for a new era of growth. The new deal spanning 2026-2030, valued at up to \$240 million, represents a significant uplift on Rugby Australia's current broadcast agreement and follows a successful organisational reset in 2024. By confirming their status as the "home of Rugby" for an additional five years, the Nine Network, 9Now and Stan Sport will continue to deliver exclusive, innovative and world class coverage of rugby to millions of fans across Australia during a golden decade of major events.

Our corporate hospitality program delivered exceptional results, surpassing revenue targets. Licensing and travel programs also achieved

significant growth, driven by Lions Tour demand.

We extend our sincere appreciation to all partners for their continued support throughout 2025. We particularly acknowledge our major partners — Cadbury, Asics, Santos, Defender, IHG, Flight Centre, Smartech, and ISPS Handa — for their unwavering commitment to rugby in Australia. We also thank Sports & Entertainment Ltd, Velocity Brand Management, and Sports Travel & Hospitality for their critical roles in delivering our hospitality, licensing, and travel programs.

Looking ahead, 2026 is set to be a landmark year. The HSBC Perth SVNS returns under Rugby Australia's management, the Swyftx Super Rugby Pacific and Super Rugby Women's competitions continue to strengthen, and we celebrate the historic ANZAC Day Wallaroos v Black Ferns match on the Sunshine Coast. We also look forward to the inaugural Nations Championship fixtures against our Six

“ In 2025, Rugby Australia delivered 53 sport diplomacy events across Fiji, Samoa, and Tonga, engaging over 2,650 participants and reaching hundreds of thousands of supporters. ”



Nations rivals, and The Flight Centre Series featuring Japan, South Africa, and New Zealand.

Pacific Rugby: Strengthening Bonds, Growing the Game

RUGBY UNION CONTINUES TO unite Australia and the nations of the South Pacific, forging deep and lasting connections through our shared passion for the game. In 2025, Rugby Australia strengthened this bond through the Australia Pacific Rugby Union Partnership (APRUP), supported by the Australian Government's PacificAus Sports funding. The partnership leverages Rugby Australia's long-standing regional relationships to grow rugby, create opportunities for Pacific players, and advance Australia's strategic engagement in the Pacific.

APRUP delivered a wide range of high-impact activities across Fiji, Samoa, Tonga, and Australia, providing competitive opportunities, development pathways, and cultural engagement for players, coaches, and communities.

The second year of Penina Pasifika saw a combined Samoan and Tongan women's team tour Australia to play Super Rugby Women teams during bye weeks. These matches provided critical experience for Pacific and Australian players and strengthened women's rugby across the region.

In June, Samoa's Manusina toured Australia, including a showcase match against Australia A in Canberra. The tour included diplomatic events hosted by the Samoan High Commission and Australian Foreign Affairs officials, highlighting rugby's role in strengthening bilateral relations.

First Nations rugby continued to create cultural and talent pathways in the Pacific. A women's Lloyd McDermott Foundation team claimed victory at the Samoan International 7s in Apia, while First Nations men joined an Australian select team at Fiji's Coral Coast 7s. These initiatives provided new pathways for emerging talent, with Jarrah McLeod debuting for the Australian Men's Sevens at the 2026 HSBC Perth SVNS following his Coral Coast 7s participation.



Historic fixtures marked the year. The Wallabies hosted the Flying Fijians in Newcastle, attended by Prime Ministers Anthony Albanese and Sitiveni Rabuka. The Wallabies secured a narrow victory and were presented with the Vuvale Bowl, while the Wallaroos had earlier claimed the women's Vuvale Bowl in Fiji.

The Queensland Reds toured Tonga under PacificAus Sports support. Tonga's victory against the Reds helped propel the nation toward qualification for the 2027 Rugby World Cup when they defeated Samoa the following week in Nuku'alofa.

The ongoing evolution of the Fijian Drua remains the centrepiece of the Australian Government's rugby diplomacy strategy. The Drua program has established a new era of Fijian rugby, focusing on domestic player development, high-performance

pathways, and a sustainable Fijian rugby ecosystem. Supported by Rugby Australia, the Australian Government, and Fiji Rugby Union, the Drua continue to inspire communities and elevate Fijian rugby on the international stage.

In 2025, Rugby Australia delivered 53 sport diplomacy events across Fiji, Samoa, and Tonga, engaging over 2,650 participants and reaching hundreds of thousands of supporters. Activities included coaching clinics, community festivals, high-performance programs, and cultural exchanges. These initiatives demonstrate rugby's unique role in connecting people, strengthening relationships, and advancing Australia's diplomatic objectives. Through these activities, Rugby Australia has reinforced its position as a trusted and committed partner in the Pacific.

2025 MAKING IT HAPPEN OUR PARTNERS

Principal Partners



Cadbury

Wallabies & Wallaroos



ISPS HANDA

Sevens

Naming Rights Partners

FLIGHT CENTRE

Wallabies Test



Super Rugby Pacific & Super Rugby Womens



Wallaroos Test

QATAR AIRWAYS

The British & Irish Lions Tour

Major Partners

asics

IHG

HOTELS & RESORTS

Santos



Broadcasting Partners



QATAR AIRWAYS
LIONS
MEN'S SERIES
AUSTRALIA 2025



Principal Partners

Cadbury

asics

QATAR AIRWAYS

HOWDEN



Official Partners

Santos



IHG

HOTELS & RESORTS

SOKIN



Government Partners



Official Partners



Official Sponsors & Suppliers



Official Sponsors



Official Suppliers



Strategic Investors



2025 OUR COMMUNITY

RUGBY AUSTRALIA WOULD LIKE TO thank all Member Unions, Associations, Clubs and other Affiliates for their contribution to the game in 2025. The quality of the game at community level is largely due to the tireless efforts of dedicated individuals all over the country and we look forward to their ongoing support in 2026.

For more detailed information about a Member Union, Club, Association, or other Affiliate of Rugby Australia and their contribution to the game in 2025 seek the relevant Annual Report.

The **Australian Schools Rugby Union** joined forces with Rugby Australia to launch the inaugural Buildcorp Australian Schools and Junior Rugby Union Championships.

The event was again held on the Sunshine Coast and received terrific feedback from all stakeholders.

An Australian Schoolboys team was picked from the Championships to play against Fiji Schoolboys as well as Rugby Australia U/18 teams, whilst the top performing girls took part in a development camp where a team was selected to participate in the Global Youth 7s.

The **Australian Defence Force Rugby Union** continued their strong involvement in rugby in 2025 with the ADF Rugby Union Championships again taking place, a male team participated in the Australian Rugby Shield and a female team represented Australia at the International Defence Rugby competition.

Australian Capital Territory and Southern NSW Rugby Union continued their focus on Get into Rugby in schools and clubs and took significant steps to align operations with the ACT Junior Rugby Union.

Overall participation in 7s was the highlight with a substantial increase across clubs, schools and events, however overall participation remained flat in 2025.

Northern Territory Rugby Union also went through a period of change in 2025, most notably in their Senior Competition structures.

Overall club participation was flat, event participation and school participation declined, however growth was recorded in Get into Rugby and Tri Tag Rugby programs as well as the number of accredited Match Officials.

Tasmania Rugby Union recorded significant growth in their workforce in 2025, with Coaches surpassing 30% and Match Officials nearing 20%. Female participation at club level was also a clear highlight in a year where results largely mirrored the year prior in most key areas.

New South Wales Rugby Union saw an increase of over 5% on the club environment with Get into Rugby and 7s proving to be a pivotal factor in that result. Participation in tournaments also increased substantially with a 9% increase, however regular school participation remained flat. Coach and Match Official growth was another highlight with the two combining to exceed 20% growth, with females being a major driver.

Rugby Victoria also recorded one of their highest growth rates in recent years, also exceeding 5% in the club

environment. School participation and the accredited workforce grew by over 10% capping off a great year in 2025.

Rugby Western Australia also had a highly successful year with growth of 6% in the club environment, driven by Get into Rugby and XV's players, participants in events also grew by 10% and whilst overall school participation was down this was due to a strategic shift to focus on establishing competitions and moving away from one-off clinics.

This yielded very positive results in year one with a 24% increase in XV's players and 227% increase in 7s players.

Rugby Union South Australia results largely mirrored the year prior in the club environment, however a 6% uplift was seen in event participation and overall school participation nearly doubled which was a terrific result and highlighted the growing interest in the game across the state.

Queensland Rugby Union also returned an increase in both school and event participation.

Schools came in at 6% and events at 12% whilst club participation remained very similar to 2024. The accredited workforce was a highlight with growth of 20%, however female accredited Coaches and Match Officials grew by 56%.





A MESSAGE FROM THE CHAIR OF THE AUSTRALIAN SPORTS COMMISSION



STRENGTHENING SPORT at every level remains a key focus for the Australian Sports Commission.

From grassroots participation and community sport through to high performance, we work closely with the sector to create great environments and bring out the best in everyone involved in sport.

We set out to ensure sport is safe, fair, inclusive and accessible to all, with every athlete supported to realise their full potential.

This includes investing in athletes, coaches, officials and organisations through our many grant programs, and helping young Australians experience sport for the first time through initiatives like our Sporting Schools program.

Our national sporting system has never been stronger as the sector works collaboratively across all of sport to deliver the Play Well and Win Well Strategies.

Play Well and Win Well create a connected vision for Australian

sport, where more people are involved in community sport and athlete wellbeing underpins sustainable success.

Our performances at the Milano Cortina Winter Olympic and Paralympic Games reflect the dedication of athletes, coaches, support staff and the broader sector, and our shared commitment to Win Well.

As we look ahead to the Glasgow Commonwealth Games and Los Angeles 2028, those values will continue to guide Australian sport on the world stage.

The once-in-a-generation redevelopment of the AIS campus in Canberra continues to gain momentum, with work on new multi-storey, para-accessible accommodation, a Testing and Training Centre and an indoor Sport Dome set to begin later this year.

This record investment in high performance sport through modern facilities, world-class coaching,

athlete rehabilitation, sports science and engineering will help our athletes thrive.

New Para Sport Units established across the country as part of the national Para Uplift are also improving classification opportunities, access to fit-for-purpose training environments, and specialised coaching and performance support to strengthen Australia's Para high performance system.

As we enter the final sprint to Brisbane 2032, we are well placed not only to sustain success on the world stage, but to inspire Australians for generations to come.

Kate Jenkins AO
Chair of the Australian Sports Commission

AWARDS AND ACKNOWLEDGEMENTS

In 2025, we paid tribute to many in the Rugby community.

During 2025, the Australian Rugby community paid tribute to those who passed away during the year. Their achievements will be remembered forever.

In Memoriam

Arthur McGill (Wallaby No. 514)

John Freedman (Wallaby No. 478)

Graham Reed

Paul Perrin (Wallaby No. 472)

David John Bedgood

Ian Robertson (Wallaby No. 580)

David Barton Lewis OAM

Saxon White (Wallaby No. 416)

Bruce Brown (Wallaby No. 552)

Peter Meagher

Rugby Australia Awards

John Eales Medal

Len Ikitau

Wallaroos Player of the Year

Tabua Tuinakauvadra

Shawn Mackay Award for Men's

Sevens Player of the Year

James Turner

Shawn Mackay Award for Women's

Sevens Player of the Year

Faith Nathan

SMARTeCH Super Rugby Pacific

Player of the Year

Carlo Tizzano, Western Force

SMARTeCH Super Rugby Women's

Player of the Year

Georgina Friedrichs,

NSW Waratahs

Santos Rookie of the Year Award

Joseph-Aukuso Sua'ali'i,

NSW Waratahs

Junior Men's Player of the Year

Aden Ekanayake & Sid Harvey,

Men's 7s & AUS U20s

Junior Women's Player of the Year

Mackenzie Davis, Women's 7s

Cadbury Try of the Year

Max Jorgensen,

Wallabies v England

Fedex Referee of the Year

Ella Goldsmith

Nick Farr-Jones Spirit of Rugby Award

Jo Staples, Queensland Rugby Union

Joe French Award for Outstanding

Contribution to Rugby

John Edwards, RugbyWA

Geoff 'Bunter' Shaw Community

Coach of the Year Award

John Carters, NSW Rugby

Andrew Cole Community

Match Official of the Year

Craig Gardner,

Tasmanian Rugby Referees



Rugby Australia Hall of Fame

George Smith (Wallaby No. 764)
Tui Ormsby (Wallaroo No. 47)

Wallabies Milestones

Fraser McReight became the 91st captain of Australia v South Africa in Cape Town

Nick Champion de Crespigny became the 92nd captain of Australia v Japan in Tokyo

James Slipper 150th cap Australia v New Zealand in Auckland

Tate McDermott 50th cap Australia v New Zealand in Auckland

Angus Bell 50th cap Australia v France in Paris

Len Ikitau 50th cap Australia v France in Paris

Matt Burke inducted into the World Rugby Hall of Fame as the 172nd member

Wallabies Debutants

- 991 **Nick Champion de Crespigny** (flanker)
19 July 2025
v British and Irish Lions at Brisbane
- 992 **Corey Toole** (winger)
23 August 2025
v South Africa at Cape Town
- 993 **Ryan Lonergan** (scrumhalf)
27 September 2025
v New Zealand at Auckland
- 994 **Aidan Ross** (prop)
25 October 2025
v Japan at Tokyo
- 995 **Kalani Thomas** (scrumhalf)
22 November 2025
v France at Saint-Denis

Wallaroos Milestones

Caitlyn Halse became the youngest ever Australian World Cup player vs Samoa in Manchester

Emily Chancellor became the 19th captain of Australia vs Wales in Brisbane

Kaitlan Leaney became the 20th captain of Australia vs Samoa in Manchester

Ash Marsters became the first Wallaroo in history to reach 40 caps vs Wales in Brisbane

Wallaroos Debutants

- 218 **Katalina Aмосa**
- 219 **Faliki Pohiva**
- 220 **Charlotte Caslick**
- 221 **Ashley Fernandez**
- 222 **Tia Hinds**
- 223 **Martha Fua**
- 224 **Ruby Anderson**
- 225 **Waiaria Ellis**

Men's Sevens Debutants

Hadley Tonga
Perth 2025

Wallace Charlie
Los Angeles 2025

Will Cartwright
Dubai 2025

Ethan McFarland
Dubai 2025

Harry Wilson
Dubai 2025

Beau Morrison
Cape Town 2025

Women's Sevens Debutants

Amahli Hala
Hong Kong 7s

Sevens Milestones

Maddison Levi won the World Rugby Sevens Women's Player of the Year

Maddison Levi becomes the fastest to 200 tries in Singapore

Bella Nasser and Maddison Levi are both named in the SVNS Dream Team for 2024-25

Kahli Henwood is nominated for Women's Rookie of the Year

Aden Ekanayake is nominated for Men's Rookie of the Year



STANDARDS OF OUR GAME

CORPORATE GOVERNANCE

RUGBY AUSTRALIA IS COMMITTED

to continuous governance improvement, fostering integrity, trust, transparency and accountability across all levels of our game.

Rugby Australia benchmarks its governance framework against the Australian Sports Commission's Sport Governance Principles and Sport Governance Standards.

Rugby Australia assesses itself against the Sport Governance Standards each year and discloses the outcome in this Statement on an 'if not, why not' basis.

2025: Governance in Review

2025 was a year of significant governance progress at Rugby Australia. Two new directors joined the Rugby Australia Board of Directors following the Annual General Meeting in April, broadening the Board's skills, experience and geographic diversity while also meeting the gender equity targets under the Australian Government's National Gender Equity in Sports Governance Policy administered by the Australian Sports Commission.

Rugby Australia implemented its revised Code of Conduct and Child & Young Person Safeguarding Policy following a comprehensive review undertaken in conjunction with Sport Integrity Australia, completed a review of its risk management framework including in relation to information security and cyber security and implemented a new Rugby Australia Group Delegation of Authority Policy.

Work also commenced on ensuring Rugby Australia is able to meet minimum recognition criteria stipulated by the Australian Sports Commission for Tier 1 funded national sporting organisations by 1 July 2026, the outcomes of which include amendments to our Constitution to be considered by Rugby Australia Voting Members at the Annual General Meeting in 2026.

The proposed amendments to Rugby Australia's Constitution reflect our ongoing commitment to alignment with the Sport Governance Standards and to ensuring our governance framework supports the long-term sustainability of the game.

Board & Board Committee Composition

The Board is responsible for Rugby Australia's strategy, financial performance, risk oversight, appointment and performance of the Managing Director and Chief Executive Officer, and stakeholder engagement, supported by a skills-based composition that the Board reviews annually against a formal Board Skills Matrix.

Currently the Rugby Australia Constitution provides for up to nine directors, comprising the Managing Director and Chief Executive Officer, six member-elected non-executive directors and up to two Board-appointed non-executive directors.

Directors serve maximum nine-year terms, subject to re-election or re-appointment approximately every three years. The Chair may serve a maximum 12-year term, subject to re-election each year by Voting Members after serving nine years as a director.

In April 2025, Ms Kathleen Bozanic and Ms Louise Higgins joined the Board as member-elected non-executive directors, filling the vacancies left by the retirements of Ms Karen Penrose and Ms Pip Marlow in 2024.

Following their appointment, the Board undertook a review of the various Board Committees operated by the Board. As a result of that review, Ms Bozanic was appointed Chair of the Audit & Risk Committee, succeeding Mr Brett Godfrey. In December 2025, the Audit & Risk Committee was renamed the Finance, Audit & Risk Committee and Ms Higgins also joined the Committee at this time.

The Human Resources Committee was also renamed the People, Culture & Safety Committee with Mr Brett Godfrey appointed as Chair and Ms Alexi Baker and Dr Jane Wilson AO joining as members. A review of the Charters for each of these Committees was commenced in late 2025 with expected implementation in early 2026.

Rugby Australia continued its shared Presidency model in 2025, with Mr Nathan Sharpe (Wallaby #774) appointed as President in April 2025 and Ms Kristy Giteau (Wallaroo #104)

2025: Governance
in Review

Board & Board
Committee Composition

Nominations Committee

Audit, Reporting and
Remuneration

Member Communication
and Engagement

Sport Governance
Standards 2025
— Alignment Statement

commencing the second year of her term.

Nominations Committee

The Nominations Committee oversees Director identification and appointment in accordance with its Charter, which is a Schedule to Rugby Australia's Constitution. It currently consists of the Rugby Australia Chair, one Board-appointed member and two Member-elected representatives. Except for the Rugby Australia, Chair Members serve two four-year terms, for a maximum of eight years.

Current members of the Nominations Committee are Mr Daniel Herbert (Rugby Australia Chair), Ms Ann Sherry AO (Board Appointed with effect from 1 December 2025), the Hon. Mr John Sharp AM (Member-elected, final term expires March 2027) and Mr Tony Howarth AO (Member-elected, first term expires April 2028). The Rugby Australia Board extends their thanks to Mr Marc L'Huillier for his dedicated service during his eight years of service as a Board appointed member of the Nominations Committee.

Audit, Reporting and Remuneration

The Board, supported by the Finance, Audit & Risk Committee, oversees financial reporting, internal controls, external audit and risk management. Rugby Australia's external auditor,

KPMG, has declared its independence and attends each Annual General Meeting. In 2025, a new Group Delegation of Authority Policy was implemented following a review of the policy in late 2024.

The People, Culture & Safety Committee oversees remuneration policy and conducts an annual review of the Managing Director and Chief Executive Officer's performance against KPIs set by the Board. Non-executive directors receive a fixed annual fee inclusive of statutory superannuation, with no performance-based components and these fees are predominantly donated to the Australian Rugby Foundation and other rugby charities.

Member Communication and Engagement

The Board and executive team maintain open communication with Members through the Annual General Meeting and hold meetings with Voting Members at least monthly to ensure ongoing engagement with Member Unions, Super Rugby Licensees and The Rugby Union Players' Association. Rugby Australia also hosted Voting Members at two in-person business update briefing sessions in April and October 2025, reinforcing a collaborative approach to securing the future of the game and building on the work undertaken to develop

and launch the 'From Green to Gold' Strategy in 2024.

Sport Governance Standards 2025 – Alignment Statement

In accordance with Sport Governance Standard 6.5, Rugby Australia self-assessed its alignment against the Australian Sports Commission's Sport Governance Standards (2025 edition) in May 2025 and considers itself largely compliant in all material respects. A further review focussed on the Rugby Australia Constitution was commenced in November 2025 to ensure compliance with the minimum recognition criteria for Tier 1 national sporting organisations funded by the Australian Sports Commission.

The table below sets out those areas, as at the end of 2025, in which Rugby Australia is working towards full compliance with the Sport Governance Standards or the Tier 1 minimum recognition criteria, Rugby Australia's current position, and the path to closing each gap. Work was undertaken during 2025 to address a number of the gaps identified in the May 2025 self-assessment, including the review of Board Committee structures and Charters and a transition to the Diligent governance platform, supporting improved Board operations and director access to governance materials.

Standard	RA's current position	Path to full compliance
4.5.1 Nominations Committee Composition	The Nominations Committee composition does not meet the gender equity targets in the National Gender Equity in Sports Governance Policy.	The composition of the Nominations Committee, has been considered as part of the constitutional review commenced in late 2025. A special resolution to amend the Constitution to provide greater flexibility around the composition of the Nominations Committee will be put to Voting Members at the Annual General Meeting in 2026.
4.6 Elected vs Appointed Directors	The Board composition rules under Rugby Australia's Constitution and therefore Rugby Australia's current Board composition does not meet the requirement for at least 40% appointed directors.	The composition of the Board of Directors, including the ratio of appointed versus elected directors, has been considered as part of the constitutional review commenced in late 2025. A special resolution to amend the Constitution to increase the proportion of appointed non-executive directors will be put to Voting Members at the Annual General Meeting in 2026.
6.1 Finance, Audit & Risk Committee	The Finance, Audit & Risk Committee operates under a Charter reviewed annually by the Board, but the Committee is not formally enshrined in the Constitution nor is the requirement for an independent member.	The composition of the Finance, Audit & Risk Committee including the requirement for an independent member, has been considered as part of the constitutional review commenced in late 2025. A special resolution to formalise the operation of the Finance, Audit & Risk Committee under the Rugby Australia Constitution will be put to Voting Members at the Annual General Meeting in 2026.

2025 STATISTICS WALLAROOS

WALLAROOS CAP NO.	WALLAROOS POINTS PRE-2025	MATCH	FIJIANA					NEW ZEALAND					USA					CANADA					NEW ZEALAND					WALES				
		DATE	3 May 2025					10 May 2025					17 May 2025					23 May 2025					12 July 2025					26 July 2025				
		CITY	Suva					Newcastle					Canberra					Brisbane					Wellington					Brisbane				
		VENUE	HFC Bank Stadium					McDonald Jones Stadium					GIO Stadium					Suncorp Stadium					Sky Stadium					Ballymore Stadium				
		FULL TIME SCORE	43-7					38-12					27-19					45-7					37-12					21-12				
		WIN/LOSS	WIN					LOSS					WIN					LOSS					LOSS					LOSS				
		MATCH NUMBER	85					86					87					88					89					90				
		RWC MATCH NUMBER	n/a					n/a					n/a					n/a					n/a					n/a				
		CAPTAIN	Siokapesi Palu					Siokapesi Palu					Siokapesi Palu					Siokapesi Palu					Siokapesi Palu					Emily Chancellor				
		TOURNAMENT/TROPHY	Vuvale Bowl					Pacific Four series and O'Reilly Cup					Pacific Four series					Pacific Four series					O'Reilly Cup									
PLAYER	POS	CAP	T	C	P	POS	CAP	T	C	P	POS	CAP	T	C	P	POS	CAP	T	C	P	POS	CAP	T	C	P	POS	CAP	T	C	P		
218	Amosa, Katalina	2	1				2	1				16	1				2	1									2	1				
224	Anderson, Ruby											20	1				21	1														
193	Browne, Bree-Anna	1	1								1	1				17	1									17	1					
220	Caslick, Charlotte	23	1				14	1			14	1	1			12	1				13	1	1									
158	Chancellor, Emily	20	1				7	1			19	1				20	1				14	1				6	1					
189	Codey, Annabelle																				19	1					5	1	1			
172	Cramer, Lori						23	1			23	1															23	1				
211	Dawa, Biola															14	1															
185	Duck, Piper																				20	1										
225	Ellis, Waiaaria																			14	1											
221	Fernandez, Ashley	19	1								12	1				19	1															
178	Friedrichs, Georgina						13	1			13	1				13	1															
223	Fua, Martha	17	1				1	1			9	1				1	1															
210	Halse, Caitlyn	15	1	1							15	1				15	1															
222	Hinds, Tia	21	1				10	1								22	1				10	1										
171	Karpani, Eva	18	1				3	1	1		3	1	1			18	1				18	1										
214	Kavoa, Lydia						17	1													17	1	1									
203	Hoy, Brianna																															
179	Leaney, Kaitlan						4	1			4	1				4	1				4	1										
168	Leonard, Michaela	5	1				5	1			5	1				5	1				5	1										
117	Marsters, Ashley	7	1				20	1	1		7	1	2			7	1				7	1										
204	Miller, Desiree	11	1	1			11	1			11	1				11	1	1			11	1										
217	Minns, Tiarah	4	1				19	1																								
199	Moleka, Faitala	10	1		4		15	1		1	10	1		2	1	10	1		1		15	1										
	Moleka, Manu'a																															
188	Morgan, Layne	9	1	1			9	1			9	1				9	1				9	1		1								
197	Naden, Tania	16	1	1			16	1			2	1				2	1				2	1										
215	Ngauamo, Alapeta																															
180	O'Gorman, Bridie						18	1			18	1				3	1				3	1										
194	Palu, Siokapesi	6	1	1			6	1			6	1				6	1				6	1										
219	Pohiva, Faliki	3	1								17	1									1	1										
155	Pomare, Trilleen						22	1			22	1				23	1				12	1										
190	Smith, Cecilia	12	1				12	1			12	1									23	1										
196	Stewart, Maya	14	1																													
182	Talakai, Adiana															16	1				16	1										
195	Terita, Bienne	13	1	2																												
200	Tuinakauvadra, Tabua	8	1				8	1			8	1				8	1				8	1										
	Urwin, Caitlin																															
207	Wood, Samantha																				22	1										
213	Wright, Natalie						21	1			21	1																				



2025 STATISTICS | WALLAROOS

WALES					SAMOA					USA					ENGLAND					CANADA					MATCH		2025 WALLAROO CAPS	2025 POINTS	2025 WALLAROOS TRIES	2025 CONVERSIONS	2025 PENALTIES
1 August 2025 Sydney					23 August 2025 Manchester					31 August 2025 York					6 September 2025 Brighton					13 September 2025 Bristol					DATE						
North Sydney Oval					Salford Community Stadium					York Community Stadium					Brighton & Hove Stadium					Ashton Gate					CITY						
36-5					73-0					31-31					47-7					46-5					VENUE						
WIN					WIN					DRAW					LOSS					LOSS					FULL TIME SCORE						
91					92					93					94					95					WIN/LOSS						
n/a					34					35					36					37					MATCH NUMBER						
Emily Chancellor					Emily Chancellor & Kaitlan Leaney					Emily Chancellor & Kaitlan Leaney					Siokapesi Palu					Siokapesi Palu					RWC MATCH NUMBER						
World Cup					World Cup					World Cup					World Cup					World Cup					CAPTAIN						
World Cup					World Cup					World Cup					World Cup					World Cup					TOURNAMENT/TROPHY						
POS	CAP	T	C	P	POS	CAP	T	C	P	POS	CAP	T	C	P	POS	CAP	T	C	P	POS	CAP	T	C	P	PLAYER						
2	1	1			2	1	1			16	1										16	1				Amosa, Katalina	10				
																										Anderson, Ruby					
																										Browne, Bree-Anna	9				
																										Caslick, Charlotte	3				
																										Chancellor, Emily					
																										Codey, Annabelle					
																										Cramer, Lori					
																										Dawa, Biola					
																										Duck, Piper					
																										Ellis, Waiaria					
																										Fernandez, Ashley	7	10	2		
																										Friedrichs, Georgina	8	5	1		
																										Fua, Martha	5				
																										Halse, Caitlyn	10	15	3		
																										Hinds, Tia	5				
																										Karpani, Eva	6				
																										Kavoa, Lydia					
																										Hoy, Brianna					
																										Leaney, Kaitlan	10				
																										Leonard, Michaela	10	10	2		
																										Marsters, Ashley					
																										Miller, Desiree	10				
																										Minns, Tiarah					
																										Moleka, Faitala	9				
																										Moleka, Manu'a					
																										Morgan, Layne	10	35	7		
																										Naden, Tania	7				
																										Ngauamo, Alapeta					
																										O'Gorman, Bridie					
																										Palu, Siokapesi	8				
																										Pohiva, Faliki	10				
																										Pomare, Trilleen	4				
																										Smith, Cecilia	8	40	8		
																										Stewart, Maya					
																										Talakai, Adiana					
																										Terita, Bienne					
																										Tuinakauvadra, Tabua					
																										Urwin, Caitlin					
																										Wood, Samantha					
																										Wright, Natalie					



KEY:
 Captain
 Wallaroos Debut

NOTES:
 POS = Position
 CAP = Games played
 T = Tries
 C = Conversions
 P = Points

2025 GAME BY GAME MATCH RESULTS

2025 Super Rugby Women's

COMPETITION	ROUND	HOME TEAM	HOME SCORE	AWAY TEAM	AWAY SCORE	GAME DATE	VENUE NAME	REFEREE
Super Rugby Women's 2025	1	Waratahs	17	Fijian Drua	23	2/28/25	Allianz Stadium, Sydney	Jessica Ling
Super Rugby Women's 2025	1	Western Force	29	Brumbies Women	29	3/1/25	HBF Park	Ella Goldsmith
Super Rugby Women's 2025	2	Fijian Drua	19	Reds	22	3/8/25	Churchill Park (Lautoka, Fiji)	Jessica Ling
Super Rugby Women's 2025	2	Waratahs	26	Western Force	21	3/8/25	Allianz Stadium, Sydney	Ella Goldsmith
Super Rugby Women's 2025	3	Fijian Drua	21	Brumbies Women	15	3/15/25	Churchill Park (Lautoka, Fiji)	Harry Fenton
Super Rugby Women's 2025	3	Reds	14	Waratahs	36	3/16/25	Ballymore Field 1	Zanden Jeh
Super Rugby Women's 2025	4	Brumbies Women	22	Reds	26	3/22/25	Viking Park	Harry Fenton
Super Rugby Women's 2025	4	Western Force	47	Fijian Drua	31	3/23/25	HBF Park	Dan Andrews
Super Rugby Women's 2025	5	Brumbies Women	23	Waratahs	36	3/28/25	GIO Stadium	Dan Andrews
Super Rugby Women's 2025	5	Reds	47	Western Force	10	3/30/25	Ballymore Field 1	Zanden Jeh
Super Rugby Women's 2025 - Semi Final	Finals	Reds	54	Fijian Drua	40	4/6/25	Ballymore Stadium	Zanden Jeh
Super Rugby Women's 2025 - Semi Final	Finals	Waratahs	54	Western Force	17	4/6/25	Leichhardt Oval	Dan Andrews
Super Rugby Women's 2025 - Grand Final	Finals	Waratahs	43	Reds	21	4/12/25	North Sydney Oval	Ella Goldsmith

2025 Australian Rugby Shield

COMPETITION	HOME TEAM	HOME SCORE	AWAY TEAM	AWAY SCORE	GAME DATE	VENUE NAME	REFEREE
ARS Colts 2025	NSW Subbies Colts	15	QCRU Colts U20 Colts	14	10/3/25	No.2 Sportsground	Daniel Boulton
ARS Colts 2025	NSW Subbies Colts	10	NSW Country Colts	25	10/4/25	No.5 Sportsground	Dominic Carlsen
ARS Colts 2025	NSW Country Colts	20	QCRU Colts U20 Colts	15	10/5/25	No.5 Sportsground	Jackson Bartley
Buildcorp ARS - Men 2025	QLDC Heelers	53	ADRU Men	0	10/1/25	No.2 Sportsground	Dominic Carlsen
Buildcorp ARS - Men 2025	TAS Jack Jumpers	15	Hunter Wildfires Development	56	10/1/25	No.2 Sportsground	Howard Keyes
Buildcorp ARS - Men 2025	SA Black Falcons Men	24	NSW Subbies Men	36	10/1/25	No.2 Sportsground	Daniel Boulton
Buildcorp ARS - Men 2025	NSWC Cockatoos	29	QSRU Subbies	13	10/1/25	No.2 Sportsground	Jiuwa Sokosayakimoce
Buildcorp ARS - Men 2025	QLDC Heelers	47	SA Black Falcons Men	7	10/2/25	No.5 Sportsground	Lachlan Ireland
Buildcorp ARS - Men 2025	NSWC Cockatoos	75	TAS Jack Jumpers	12	10/2/25	No.5 Sportsground	Dominic Carlsen
Buildcorp ARS - Men 2025	ADRU Men	21	NSW Subbies Men	17	10/2/25	No.5 Sportsground	Jiuwa Sokosayakimoce
Buildcorp ARS - Men 2025	QSRU Subbies	5	Hunter Wildfires Development	17	10/2/25	No.2 Sportsground	Georgia Stewart
Buildcorp ARS - Men 2025	ADRU Men	24	SA Black Falcons Men	12	10/4/25	No.2 Sportsground	Howard Keyes
Buildcorp ARS - Men 2025	QSRU Subbies	33	TAS Jack Jumpers	50	10/4/25	No.2 Sportsground	Sarah Porter
Buildcorp ARS - Men 2025	QLDC Heelers	24	NSW Subbies Men	27	10/4/25	No.2 Sportsground	Daniel Boulton
Buildcorp ARS - Men 2025	NSWC Cockatoos	15	Hunter Wildfires Development	7	10/4/25	No.2 Sportsground	Lachlan Ireland
Buildcorp ARS - Men 2025	QSRU Subbies	5	SA Black Falcons Men	42	10/5/25	No.5 Sportsground	Georgia Stewart
Buildcorp ARS - Men 2025	TAS Jack Jumpers	5	ADRU Men	29	10/5/25	No.5 Sportsground	Lachlan Ireland
Buildcorp ARS - Men 2025	Hunter Wildfires Development	33	NSW Subbies Men	55	10/5/25	No.5 Sportsground	Dominic Carlsen
Buildcorp ARS - Men 2025	NSWC Cockatoos	31	QLDC Heelers	39	10/5/25	No.2 Sportsground	Daniel Boulton
Buildcorp ARS - Women 2025	SA Black Falcons Women	22	QSRU Kelpies	19	10/1/25	No.5 Sportsground	Charlotte Brunyee
Buildcorp ARS - Women 2025	ACT & SNSW Kestrels	24	NSWC Corellas	15	10/1/25	No.5 Sportsground	Neve O'Dempsey
Buildcorp ARS - Women 2025	QLDC Orchids	7	Sydney Women	17	10/1/25	No.5 Sportsground	Sarah Porter
Buildcorp ARS - Women 2025	QSRU Kelpies	5	ACT & SNSW Kestrels	41	10/2/25	No.2 Sportsground	Howard Keyes
Buildcorp ARS - Women 2025	SA Black Falcons Women	7	Sydney Women	36	10/2/25	No.2 Sportsground	Neve O'Dempsey
Buildcorp ARS - Women 2025	NSWC Corellas	8	QLDC Orchids	24	10/2/25	No.2 Sportsground	Charlotte Brunyee
Buildcorp ARS - Women 2025	QSRU Kelpies	17	QLDC Orchids	29	10/4/25	No.5 Sportsground	Jiuwa Sokosayakimoce
Buildcorp ARS - Women 2025	ACT & SNSW Kestrels	43	SA Black Falcons Women	5	10/4/25	No.5 Sportsground	Charlotte Brunyee
Buildcorp ARS - Women 2025	Sydney Women	14	NSWC Corellas	5	10/4/25	No.5 Sportsground	Georgia Stewart
Buildcorp ARS - Women 2025	QSRU Kelpies	3	NSWC Corellas	39	10/5/25	No.2 Sportsground	Neve O'Dempsey
Buildcorp ARS - Women 2025	QLDC Orchids	24	SA Black Falcons Women	12	10/5/25	No.2 Sportsground	Charlotte Brunyee
Buildcorp ARS - Women 2025	ACT & SNSW Kestrels	17	Sydney Women	19	10/5/25	No.2 Sportsground	Sarah Porter

Next Gen 7s

COMPETITION	HOME TEAM	HOME SCORE	AWAY TEAM	AWAY SCORE	GAME DATE	VENUE NAME	REFEREE
2025 Next Gen 7s - Round 1	Reds 7s	31	ACT Brumbies 7s	17	8/3/25	Sunshine Coast Stadium, Stadium Field	Oliver Lane
2025 Next Gen 7s - Round 1	Waratahs 7s	24	Reds 7s	10	8/3/25	Sunshine Coast Stadium, Stadium Field	Brayden Hudson
2025 Next Gen 7s - Round 1	ACT Brumbies 7s	7	Waratahs 7s	27	8/3/25	Sunshine Coast Stadium, Stadium Field	Charles Marshall
2025 Next Gen 7s - Round 1	Reds 7s	19	ACT Brumbies 7s	34	8/3/25	Sunshine Coast Stadium, Stadium Field	Brayden Hudson
2025 Next Gen 7s - Round 1	Waratahs 7s	15	Reds 7s	19	8/3/25	Sunshine Coast Stadium, Stadium Field	Charles Marshall
2025 Next Gen 7s - Round 2	Waratahs 7s	31	ACT Brumbies 7s	22	8/17/25	Forshaw Rugby Park	Marco Levy
2025 Next Gen 7s - Round 2	Reds 7s	17	Waratahs 7s	24	8/17/25	Forshaw Rugby Park	Tom Jordan
2025 Next Gen 7s - Round 2	ACT Brumbies 7s	17	Reds 7s	10	8/17/25	Forshaw Rugby Park	Marco Levy
2025 Next Gen 7s - Round 2	Waratahs 7s	39	ACT Brumbies 7s	5	8/17/25	Forshaw Rugby Park	Jack Jones
2025 Next Gen 7s - Round 2	Reds 7s	17	Waratahs 7s	22	8/17/25	Forshaw Rugby Park	Tom Jordan
2025 Next Gen 7s - Round 3	ACT Brumbies 7s	31	Reds 7s	12	8/31/25	Brumbies HQ	Riley Byrne
2025 Next Gen 7s - Round 3	Waratahs 7s	19	ACT Brumbies 7s	10	8/31/25	Brumbies HQ	Ethan Gumbrell
2025 Next Gen 7s - Round 3	Reds 7s	12	Waratahs 7s	24	8/31/25	Brumbies HQ	Steven Koh
2025 Next Gen 7s - Round 3	ACT Brumbies 7s	28	Reds 7s	17	8/31/25	Brumbies HQ	Riley Byrne
2025 Next Gen 7s - Round 3	Waratahs 7s	19	ACT Brumbies 7s	10	8/31/25	Brumbies HQ	Steven Koh
2025 Next Gen 7s - Round 4 (Finals)	Waratahs 7s	26	ACT Brumbies 7s	19	9/13/25	Ballymore Stadium	Brayden Hudson
2025 Next Gen 7s - Round 4 (Finals)	ACT Brumbies 7s	5	Reds 7s	19	9/13/25	Ballymore Stadium	Charles Marshall
2025 Next Gen 7s - Round 4 (Finals)	Waratahs 7s	24	Reds 7s	28	9/13/25	Ballymore Stadium	Oliver Lane
2025 Next Gen 7s - Round 4 (Finals)	ACT Brumbies 7s	21	Waratahs 7s	14	9/13/25	Ballymore Stadium	Charles Marshall
2025 Next Gen 7s - Round 4 (Finals)	Reds 7s	31	ACT Brumbies 7s	26	9/13/25	Ballymore Stadium	Oliver Lane

Next Gen 7s U16 + U18

COMPETITION	HOME TEAM	HOME SCORE	AWAY TEAM	AWAY SCORE	GAME DATE	VENUE NAME	REFEREE
Next Gen 7s U16 2025	QLD U16 Girls	0	NSW U16 Girls	0	2/9/25	Ballymore Stadium	Hamish Hunt
Next Gen 7s U16 2025	QLD U16 Boys	5	NSW U16 Boys	38	2/9/25	Ballymore Stadium	Myles O'Sullivan
Next Gen 7s U16 2025	NSW U16 Girls	37	QLD U16 Girls	12	2/9/25	Ballymore Stadium	Angus Young
Next Gen 7s U16 2025	NSW U16 Boys	12	QLD U16 Boys	15	2/9/25	Ballymore Stadium	Hayden McKenzie
Next Gen 7s U16 2025	QLD U16 Girls	7	NSW U16 Girls	22	2/9/25	Ballymore Stadium	Tom Heffernan
Next Gen 7s U16 2025	QLD U16 Boys	0	NSW U16 Boys	45	2/9/25	Ballymore Stadium	Angus Young
Next Gen 7s U16 2025	NSW U16 Girls	31	QLD U16 Girls	10	2/9/25	Ballymore Stadium	Myles O'Sullivan
Next Gen 7s U16 2025	NSW U16 Boys	14	QLD U16 Boys	5	2/9/25	Ballymore Stadium	Hamish Hunt
Next Gen 7s U18 2025	QLD U18 Girls	15	NSW U18 Girls	22	2/9/25	Ballymore Stadium	Hayden McKenzie
Next Gen 7s U18 2025	QLD U18 Boys	22	NSW U18 Boys	17	2/9/25	Ballymore Stadium	Tom Heffernan
Next Gen 7s U18 2025	NSW U18 Girls	22	QLD U18 Girls	12	2/9/25	Ballymore Stadium	Myles O'Sullivan
Next Gen 7s U18 2025	NSW U18 Boys	24	QLD U18 Boys	12	2/9/25	Ballymore Stadium	Hamish Hunt
Next Gen 7s U18 2025	QLD U18 Girls	19	NSW U18 Girls	19	2/9/25	Ballymore Stadium	Hayden McKenzie
Next Gen 7s U18 2025	QLD U18 Boys	10	NSW U18 Boys	32	2/9/25	Ballymore Stadium	Hamish Hunt
Next Gen 7s U18 2025	NSW U18 Girls	17	QLD U18 Girls	34	2/9/25	Ballymore Stadium	Tom Heffernan
Next Gen 7s U18 2025	NSW U18 Boys	19	QLD U18 Boys	17	2/9/25	Ballymore Stadium	Angus Young

Super Rugby Australia

COMPETITION	HOME TEAM	HOME SCORE	AWAY TEAM	AWAY SCORE	GAME DATE	VENUE NAME	REFEREE
Super Rugby AUS 2025	Waratahs AUS	3	Force AUS	24	9/12/25	Pittwater Rugby Park	Reuben Keane
Super Rugby AUS 2025	Reds AUS	36	Brumbies AUS	26	9/14/25	Ballymore Stadium	Nicholas Berry
Super Rugby AUS 2025	Force AUS	46	Brumbies AUS	35	9/20/25	Tompkins Park	Jordan Kaminski
Super Rugby AUS 2025	Waratahs AUS	47	Reds AUS	19	9/20/25	Narrabri Rugby Club	George Myers
Super Rugby AUS 2025	Brumbies AUS	34	Waratahs AUS	42	9/27/25	Tuggeranong Vikings Rugby Union Club	Todd Cummings
Super Rugby AUS 2025	Force AUS	22	Reds AUS	47	9/28/25	Tompkins Park	Graham Cooper
Super Rugby AUS 2025 - Final	Force AUS	26	Waratahs AUS	33	10/5/25	Kingsway Regional Sporting Complex	Nicholas Berry

2025 GAME BY GAME MATCH RESULTS

Super Rugby Men's U19s

COMPETITION	HOME TEAM	HOME SCORE	AWAY TEAM	AWAY SCORE	GAME DATE	VENUE NAME	REFEREE
Super Rugby Men's 19s 2025	Waratahs U19	60	Force U19	5	9/13/25	Pittwater Rugby Park	Louis Trisley
Super Rugby Men's 19s 2025	Reds U19	17	ACT Brumbies U19	26	9/14/25	Ballymore Stadium	Todd Cummings
Super Rugby Men's 19s 2025	Force U19	17	ACT Brumbies U19	35	9/20/25	Tompkins Park	Todd Cummings
Super Rugby Men's 19s 2025	Waratahs U19	57	Reds U19	17	9/21/25	Narrabri Rugby Club	Jeremy Markey
Super Rugby Men's 19s 2025	ACT Brumbies U19	38	Waratahs U19	64	9/27/25	Tuggeranong Vikings Rugby Union Club	Louis Trisley
Super Rugby Men's 19s 2025	Force U19	50	Reds U19	59	9/28/25	Tompkins Park	Jeremy Markey
Super Rugby Men's 19s 2025 - Final	Waratahs U19	31	ACT Brumbies U19	24	10/5/25	Warringah Rugby Club	Jeremy Markey

Super Rugby Men's U16s

COMPETITION	HOME TEAM	HOME SCORE	AWAY TEAM	AWAY SCORE	GAME DATE	VENUE NAME	REFEREE
Super Rugby Men's 16s 2025	ACT Brumbies U16	0	Waratahs U16	97	9/27/25	Tuggeranong Vikings Rugby Union Club	Hamish Biddle
Super Rugby Men's 16s 2025	Force U16	24	Victoria U16	5	9/28/25	Tompkins Park	Toby Brandon-Cooper
Super Rugby Men's 16s 2025	Reds U16	69	Victoria U16	6	10/3/25	Ballymore Stadium	Maxwell North
Super Rugby Men's 16s 2025	Waratahs U16	96	Force U16	7	10/5/25	Warringah Rugby Club	Toby Brandon-Cooper
Super Rugby Men's 16s 2025	Waratahs U16	54	Reds U16	45	10/11/25	Forshaw Rugby Park	Hamish Quigley
Super Rugby Men's 16s 2025	ACT Brumbies U16	19	Force U16	29	10/11/25	Brumbies HQ	Toby Brandon-Cooper
Super Rugby Men's 16s 2025	Victoria U16	31	ACT Brumbies U16	20	10/18/25	La Trobe University Sports Park	Hamish Biddle
Super Rugby Men's 16s 2025	Force U16	12	Reds U16	24	10/19/25	Southern Lions Field 1	Maxwell North
Super Rugby Men's 16s 2025	Reds U16	58	ACT Brumbies U16	14	10/25/25	Ballymore Stadium	Hamish Quigley
Super Rugby Men's 16s 2025	Victoria U16	7	Waratahs U16	79	10/26/25	La Trobe University Sports Park	Maxwell North
Super Rugby Men's 16s 2025 - Final	Waratahs U16	57	Reds U16	34	11/2/25	Knox Grammar School	Hamish Quigley

Internationals AU U16 Match + U18

COMPETITION	HOME TEAM	HOME SCORE	AWAY TEAM	AWAY SCORE	GAME DATE	VENUE NAME	REFEREE
U18 Internationals	Australia U18s	81	Australian Schoolboys	5	9/25/25	Tuggeranong Vikings Rugby Union Club	Jack Larkin
U18 Internationals	Australian Schoolboys	61	Fiji Schoolboys	26	9/29/25	Tuggeranong Vikings Rugby Union Club	Dan Andrews
U18 Internationals	Australia U18s	81	New Zealand Secondary Schools	48	9/29/25	Tuggeranong Vikings Rugby Union Club	
U18 Internationals	Australian Schoolboys	35	Fiji Schoolboys	10	10/4/25	Tuggeranong Vikings Rugby Union Club	Jack Larkin
U18 Internationals	Australia U18s	55	New Zealand Secondary Schools	33	10/4/25	Tuggeranong Vikings Rugby Union Club	Dan Andrews
Australian U16s v QLD U17s 2025	Australian U16s	61	QLD Reds U17	12	12/11/25	Sci-Fleet Stadium - Field 1	Charles Marshall

SR Academy U18 + U20

COMPETITION	HOME TEAM	HOME SCORE	AWAY TEAM	AWAY SCORE	GAME DATE	VENUE NAME	REFEREE
Rugby AU U18s 2025	Waratahs U18	24	Reds U18	32	3/22/25	The David Phillips Sports Complex	Hamish Quigley
Rugby AU U18s 2025	Reds U18	33	Waratahs U18	50	3/15/25	Ballymore Stadium	Brayden Hudson
Rugby AU U20s 2025	ACT Brumbies U20	12	NSW Waratahs U20	40	3/1/25	Brumbies HQ	Jack Larkin
Rugby AU U20s 2025	NSW Waratahs U20	38	Force U20	14	3/8/25	The David Phillips Sports Complex	Todd Cummings
Rugby AU U20s 2025	Reds U20	12	NSW Waratahs U20	40	3/15/25	Ballymore Stadium	Jordan Kaminski
Rugby AU U20s 2025	ACT Brumbies U20	33	Force U20	14	3/12/25	Brumbies HQ	Louis Trisley
Rugby AU U20s 2025	ACT Brumbies U20	45	Force U20	28	3/16/25	Brumbies HQ	Jack Larkin

Rugby Australia Limited

ABN 36 002 898 544

Financial Report
31 December 2025

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Rugby Australia Limited

Directors' report

The Directors of Rugby Australia Limited ('the Company' or 'Rugby AU') submit herewith their report together with the consolidated financial report of the Company and its controlled entities ('the Group') for the year ended 31 December 2025 and the independent auditor's report thereon.

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

1. Directors

Daniel Herbert
Chairman & Non-Executive
Director

Daniel was appointed Chair of the Board in November 2023, having served as a non-executive director since March 2020. He is Chair of the Nominations Committee. Daniel served for 8 years as a senior executive at Queensland Rugby Union, including as Executive General Manager of the Queensland Reds and Chief Commercial Officer. A former Wallabies Vice Captain with 67 test caps and 124 caps for the Queensland Reds, he is also a former Board Member and President of RUPA. Outside rugby, Daniel is a director and the Chief Executive of SSKB, a tier one strata management business which operates across eastern Australia.

Phil Waugh
Managing Director & CEO

Phil was appointed Managing Director & CEO with effect from 1 July 2023 having served as a non-executive director since July 2018. Phil represents Rugby AU on the World Rugby Council, the World Rugby Professional Game Committee, the Executive Committee of SANZAAR and the Boards of SANZAR Pty Limited, SANZAR Travel Pty Limited, Super Rugby Pacific Pty Ltd and the Lions Tour to Australia Designated Activity Company. Prior to his appointment as Managing Director & CEO, Phil held senior leadership positions at National Australia Bank, Commonwealth Bank of Australia and Westpac Banking Corporation. He is a member of the Members Advisory Committee for Venues NSW. A former Wallabies Captain, Phil played 79 Tests for Australia and 136 games for the NSW Waratahs.

Brett Godfrey
Non-Executive Director

Brett joined the Board in March 2020. He served as Chair of the Audit & Risk Committee until late 2025 and is a member of the Human Resources Committee. He represents Rugby AU on the Board of Rugby World Cup Australia Pty Ltd, the Local Operating Company for the Rugby World Cup 2027 and Rugby World Cup 2029. Brett is the founding Chief Executive of Virgin Australia and a Chartered Accountant. He currently oversees an investment fund that takes controlling or influencing positions in predominantly tourism related assets. His previous board and leadership roles include Chair of Tourism & Events Queensland, 13 years as a director of TSX-listed Westjet and 9 years on NZX listed Auckland Airport.

Matthew Hanning
Non-Executive Director

Matt joined the Board in June 2021. He is a member of the Executive Committee of SANZAAR and served as Chairman from 1 January 2024 until 31 December 2024. He is a director of SANZAR Pty Limited and SANZAR Travel Pty Limited, and a non-executive director of NSW Waratahs Limited and Waratahs Rugby Pty Ltd. Matt is an experienced financial services industry executive, having held senior roles with UBS AG and Morgan Stanley in Australia, London and Hong Kong before co-founding Barrenjoey Capital Partners. He is currently Chair of Barrenjoey Corporate Finance and Chair of Baring Private Equity Fund IX Investment Advisory Committee. He was previously a partner and non-executive director of Clayton Utz, Chair of SAI Global and a non-executive director of Vocus Limited.

Jane Wilson AO
Non-Executive Director

Dr Jane Wilson AO joined the Board in April 2021. She represents Rugby AU on the Oceania Rugby Board. Jane has had a distinguished career as an independent director with a background in finance, banking and medicine. She holds a medical degree and Honorary Doctorate from The University of Queensland and a Master of Business Administration from Harvard Business School. Jane is currently the Chair of Major Brisbane Festivals Ltd and a director of the Great Barrier Reef Foundation. Her previous board roles include non-executive director of ASX-listed Transurban Group, Costa Group Holdings and Sonic Healthcare, Deputy Chancellor of the University of Queensland, Guardian of The Future Fund and Chairman of Horticulture Australia. Jane is a Fellow of the Australian Institute of Company Directors.

Rugby Australia Limited

Directors' report

Alexi Baker
Non-Executive Director

Alexi joined the Board in April 2024. She has a 20-year career spanning media, sport and finance. Alexi is currently a non-executive director of non-for-profit Healthy Bones Australia and ASX-listed Betr Entertainment Limited. Most recently Alexi was the Chief Customer & Digital Officer at the National Rugby League with responsibility for key revenue lines including all NRL Major Events. Prior to that, Alexi spent nine years at Nine Entertainment Co predominantly as Director of Strategy and M&A and Managing Director Commercial where she was closely involved in the launch of Stan, the switch from Cricket to Tennis and the merger with Fairfax. She began her career as an Equities Analyst at Credit Suisse and Deutsche Bank. She holds a Bachelor of Commerce (Finance) and Bachelor of Laws from UNSW, has completed the Executive Program at Stanford (ELD) and is a Graduate of the Australian Institute of Company Directors (GAICD).

Hans Pearson
Non-Executive Director

Hans joined the Board in April 2024 and is a current member of the Audit & Risk Committee. He is the CEO, Chairman and Founder of StoreLocal, a Brisbane-based self-storage group with over 40 stores nationally. His earlier career was in legal, funds management, investment banking, and property development roles in Melbourne, Sydney and Brisbane, and he established national businesses in the aviation advisory sector. Hans has over 35 years in metropolitan and country rugby as both administrator and player, including as President of Brothers (2014-2017), where he led the merger between junior and senior clubs, creating Australia's largest community rugby club. Prior to his appointment to the Board, Hans was a member of the Queensland Rugby Union Nominations Sub-Committee.

Kathleen Bozanic
Non-Executive Director

Kathleen joined the Board in April 2025 and was appointed as the Chair of the Audit & Risk Committee in late 2025. She has over 30 years' experience as a finance professional in the resources sector. Kathleen is Non-Executive Chair of ASX-listed WA1 Resources Limited and a Non-Executive Director of Lynas Rare Earths Limited. She has previously served as both Non-Executive Director and Chief Financial Officer of IGO Ltd. Prior to that, she was a partner at Deloitte and held senior finance positions with BGC Contracting, Atlas Iron and Mt Gibson Iron. Prior to her appointment to the Board, Kathleen was a director of Rugby Western Australia. She was recently appointed to the Board of the University of Western Australia Business School and is member of the University of Western Australia Senate. She is a Chartered Accountant with a Bachelor of Commerce (Accounting & Finance) from the University of Western Australia and is a Graduate of the Australian Institute of Company Directors (GAICD).

Louise Higgins
Non-Executive Director

Louise joined the Board in April 2025 and was appointed to the Audit & Risk Committee later that year. She has been appointed Executive General Manager Technology Strategy and Execution at Commonwealth Bank, commencing 1 June 2025. Louise previously held senior executive roles at ANZ Banking Group including Chief Financial Officer Australia, Executive General Manager, Strategy, Transformation and Data for Australia Retail, and Managing Director, Suncorp Integration. Earlier in her career she worked in London with Freshfields Bruckhaus Deringer and the BBC, and in Australia, held senior roles at Macquarie Bank, Nova Entertainment and the Australian Broadcasting Corporation. Louise is a Non-Executive Director and Chair of the Risk Committee of ASX-listed Eneco Group Limited and a member of the Federal Government's Takeovers Panel. She holds a Bachelor of Business from the University of Technology Sydney and a Master's in Coaching Psychology from the University of Sydney, completed the Advanced Management Program at Northwestern University's Kellogg School of Management, and is a Graduate of the Australian Institute of Company Directors (GAICD).

Christina Allen
Company Secretary

Christina is Rugby AU's Chief Legal Officer and has served as Company Secretary since June 2022. She has over 30 years working in the sports, media and entertainment sectors as a senior lawyer and executive. Prior to joining Rugby AU, Christina's roles included Principal Legal Counsel (TV & Content) at Optus and General Counsel at Fox Sports Australia.

Rugby Australia Limited

Directors' report

Directors' meetings

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	Board		Audit & Risk Committee		Nominations Committee [^]	
	A	B	A	B	A	B
Mr. D Herbert	9	9	6*	-	2	2
Mr. P Waugh	9	9	6*	-	-	-
Mr. B Godfrey	8	9	4	5	-	-
Mr. M Hanning	7	9-	-	-	-	-
Dr. J Wilson	8	9-	-	-	-	-
Mr. H Pearson	8	9-	6	6	-	-
Ms. A Baker	9	9-	-	-	-	-
Ms. K Bozanic	6	6	4#	3		
Ms. L Higgins	6	6	1	1		

A = Number of meetings attended during the time the Director held office (or as a member of the Committee, where applicable) during the year.

B = Number of meetings held during the time the Director held office (or as a member of the Committee, where applicable) during the year.

[^] Other members of the Nominations Committee are not Directors of Rugby Australia.

* Attended as an observer but not as Committee member. This also includes certain Committee meetings where Mr. Waugh attended in his capacity as Managing Director & CEO at the relevant time.

Ms Bozanic attended 1 meeting as an observer

2. Environmental regulations

The Group'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 year ended 31 December 2025 were the promotion, development and general governance of the game of rugby union in Australia. During the year, the British and Irish Lion series was hosted across Australia with record breaking crowd attendance and broadcasts results, which generated positive outcomes for Rugby in Australia.

4. Review of operations and results of those operations

Overview of the consolidated entity

The consolidated entity comprises the following Group companies: Rugby Australia Ltd ("Rugby AU"), Australian Rugby Foundation Ltd ("ARF"), NSW Waratahs Limited and its wholly owned subsidiary Waratahs Rugby Pty Ltd ("Waratahs"), ACT Professional Rugby Pty Ltd ("ACT Professional Rugby"), Rugby Asset Management Pty Ltd ("RAM") and Rugby Xplorer LLC ("Rugby Xplorer"). The net surplus of the consolidated entity for the financial year after grants and other payments to Member Unions was \$70,625,000 (2024: deficit of \$36,837,000).

5. Significant changes in the state of affairs

The Directors are not aware of any matter or circumstance not otherwise dealt with in this Directors' Report or the Financial Report that has significantly or may significantly affect the operation of the Group, the results of those operations, or the state of the Group's affairs in future financial years.

6. Events subsequent to reporting date

There are no events subsequent to the reporting date that need to be noted.

7. Likely developments

Further information about likely developments in the operations of the Group have been assessed as required.

Rugby Australia Limited

Directors' report

8. Indemnification and insurance of officers


During the financial year the Group 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 2025.


10. Rounding off

The Group is of a kind referred to in ASIC Corporations (Rounding in Financial / Directors' reports) 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.



D. Herbert

Director



P. Waugh

Director

Dated at Sydney this 27th day of March 2026



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 the financial report of Rugby Australia Limited for the financial year ended 31 December 2025 there have been:

- i. 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

Rhys Hopkin

Partner

Sydney

27 March 2026

Consolidated statement of profit or loss and other comprehensive income
For the year ended 31 December 2025

	Note	2025 Consolidated Entity \$'000	2024 Consolidated Entity \$'000
Revenue and other income	2	262,245	126,277
Operating expenditure			
Super Rugby and High Performance	16	13,273	12,091
Player payments, RUPA and team costs		59,697	52,210
Matchday costs		49,614	15,984
Community grants and costs		7,584	9,284
Human resources	4	42,030	35,361
Marketing and digital media		9,931	6,263
Sponsorship		7,797	3,800
Other operating expenses	3	25,587	18,664
Impairment of intangibles	10	381	2,764
Total operating expenditure		215,894	156,421
Operating surplus/(deficit) before net financing expense		46,351	(30,144)
Finance income		(129)	(60)
Finance expense		8,856	6,985
Net financing expense	5	8,727	6,925
Surplus/(deficit) after net finance income		37,624	(37,069)
Share of profit of jointly controlled entities		33,001	232
Surplus/(deficit) before tax		70,625	(36,837)
Income tax expense		-	-
Operating surplus/(deficit) for the period		70,625	(36,837)
Total surplus/(deficit) for the period		70,625	(36,837)
Total comprehensive surplus/(deficit) for the period		70,625	(36,837)
Comprehensive income/(loss) for the period at attributable to:			
Members of the Company		70,625	(36,837)

The statement of profit or loss and other comprehensive income is to be read in conjunction with the notes to the financial statements set out on pages 11 to 30.

Consolidated statement of financial position
As at 31 December 2025

		2025	2024
		Consolidated	Consolidated
	Note	Entity	Entity
		\$'000	\$'000
Current assets			
Cash and cash equivalents	7	31,425	19,398
Trade and other receivables	8	27,010	22,324
Other assets		3,870	5,551
Total current assets		62,305	47,273
Non-current assets			
Trade and other receivables	8	355	382
Property, plant & equipment	9	10,061	10,695
Intangible assets	10	20,908	21,254
Investment in joint ventures	11	2,682	2,601
Other assets		972	1,181
Total non-current assets		34,978	36,113
Total assets		97,283	83,386
Current liabilities			
Trade and other payables	12	20,878	13,431
Deferred revenue	13	41,738	51,780
Employee entitlements	14	5,101	4,136
Financial liabilities	15	360	253
Total current liabilities		68,077	69,600
Non-current liabilities			
Deferred revenue	13	1,000	-
Employee entitlements	14	943	464
Financial liabilities	15	6,389	63,073
Total non-current liabilities		8,332	63,537
Total liabilities		76,409	133,137
Net assets/(liabilities)		20,874	(49,751)
Equity			
Retained surplus		19,319	(51,306)
Asset revaluation reserve		1,555	1,555
Total equity		20,874	(49,751)

The statement of financial position is to be read in conjunction with the notes to the financial statements set out on pages 11 to 30.

Consolidated statement of changes in equity
For the year ended 31 December 2025

	Retained earnings		Asset revaluation reserve		Total equity	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Balance at beginning of period	(51,306)	(14,459)	1,555	1,555	(49,751)	(12,904)
Total comprehensive surplus for the period						
Net surplus/(deficit) for the year	70,625	(36,847)	-	-	70,625	(36,847)
Total comprehensive surplus/(deficit) for the period	70,625	(36,847)	-	-	70,625	(36,847)
Balance at the end of period	19,319	(51,306)	1,555	1,555	20,874	(49,751)

The statement of changes in equity is to be read in conjunction with the notes to the financial statements set out on pages 11 to 30.

Consolidated statement of cash flows
For the year ended 31 December 2025

<i>Note</i>	2025 Consolidated Entity \$'000	2024 Consolidated Entity \$'000
Cash flows from operating activities		
Receipts in the course of operations	281,386	153,867
Payments in the course of operations	(202,851)	(156,230)
Cash generated from operating activities	78,535	(2,363)
Interest paid	(4,034)	(6,367)
Net cash inflow/(outflow) from operating activities	74,501	(8,730)
Cash flows from investing activities		
Interest received	129	60
Payments for property, plant & equipment	(288)	(2,000)
Payments for intangibles	(500)	(500)
Profit from share of controlled entities	81	-
Net cash inflow/(outflow) from investing activities	(578)	(2,440)
Cash flows from financing activities		
Loan proceeds	-	10,000
Loan repayment	(61,399)	-
Payment of lease liabilities	(497)	(908)
Net cash outflow/(inflow) from financing activities	(61,896)	9,092
Net increase/(decrease) in cash and cash equivalents	12,027	(2,078)
Cash and cash equivalents at the beginning of the year	19,398	21,476
Cash and cash equivalents at the end of the year	31,425	19,398

The statements of cashflows are to be read in conjunction with the notes to the financial statements set out on pages 11 to 30.

Note 1. Statement of material accounting policies

(a) Reporting entity

Rugby Australia Limited (the 'Company' or 'Rugby AU'), is a not-for-profit public company limited by guarantee domiciled in Australia. The address of the Company's registered office is Cnr Moore Park Rd and Driver Ave, Moore Park, NSW, 2021.

(b) Basis of Accounting

In the opinion of the directors, the Group is not publicly accountable as defined by AASB 1053 Application of Tiers of Australian Accounting Standards. These consolidated financial statements are Tier 2 general purpose consolidated financial statements that have been prepared in accordance with Australian Accounting Standards – Simplified Disclosure Requirements adopted by the Australian Accounting Standards Board and the Corporations Act 2001. These consolidated financial statements comply with the Australian Accounting Standards – Simplified Disclosure Requirements. These consolidated financial statements were authorised for issue by the Board of Directors on 27 March 2026.

New or amended Accounting Standards and Interpretations adopted

The Group has adopted all of the new or amended Accounting Standards and Interpretations issued by the Australian Accounting Standards Board ('AASB') that are mandatory for the current reporting period. The adoption of these Accounting Standards and Interpretations did not have any significant impact on the financial performance or position of the Group. Any new or amended Accounting Standards or Interpretations that are not yet mandatory have not been early adopted.

(c) Basis of Preparation

The consolidated financial report is presented in Australian dollars.

The Group is of a kind referred to in ASIC Corporations (Rounding in Financial / Directors' reports) 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.

The consolidated financial report is prepared on the historical cost basis except that financial instruments are valued at fair value through other comprehensive income and memorabilia which are measured at fair value.

The accounting policies set out below have been applied consistently by the Group to all periods presented in the consolidated financial report.

The consolidated financial report shows a net current asset deficit of \$5,772,000 at 31 December 2025 (31 December 2024: deficit of \$22,327,000), net asset surplus of \$20,874,000 (31 December 2024: deficit of \$49,751,000), with an operating surplus before financing expense of \$46,351,000 for the year ended 31 December 2025 (31 December 2024: \$30,144,000 deficit) and a net cash inflow of \$12,027,000 (2024: \$2,078,000 outflow).

The Group obtained a long-term finance facility of \$80,000,000 on 24 November 2023, of which the balance drawn down as at 29 August 2025 was repaid in full. This facility was closed following the repayment.

The Directors have prepared the financial statements on a going concern basis which contemplates the continuity of normal business activities, and the realisation of assets and the discharge of liabilities in the ordinary course of business. In making this assessment, the Directors have approved profit and loss and cashflow forecasts for a period of greater than 12 months from the date of these accounts, which indicate the Group can pay its debts as and when they fall due. The cash flow projections used in the analysis are based on the Group's best estimate using information available at the time of preparation, which by its nature, includes forward looking assumptions.

(d) Use of judgements and estimates

The preparation of a consolidated financial report in conformity with Australian Accounting Standards requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

Note 1. Statement of material accounting policies (cont.)

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

(e) Foreign currency transactions

Transactions in foreign currencies are translated at the foreign exchange rate prevailing at the date of the transaction or applicable foreign exchange contract rate. Monetary assets and liabilities denominated in foreign currencies at the statement of financial position date are translated to Australian dollars at the foreign exchange rate ruling at that date. Foreign exchange differences arising on translation are recognised in the statement of profit or loss. Non-monetary assets and liabilities that are measured in terms of historical cost in a foreign currency are translated using the exchange rate at the date of the transaction. Foreign currency differences arising on translation are recognised in the statement of profit or loss except for differences arising on qualifying cash flow hedges, which are recognised in other comprehensive income. Non-monetary assets and liabilities denominated in foreign currencies that are stated at fair value are translated to Australian dollars at foreign exchange rates ruling at the dates the fair value was determined.

(f) Financial instruments and Risk Management

i Currency Risk

The Group's risk management policy is to consider the currency risk exposure arising from contracted broadcasting revenue and hedge the risk if it is viewed as unacceptable. Contracted revenues with overseas broadcasters are predominantly in New Zealand Dollars (NZD), United States Dollars (USD), South African Rands (ZAR) and Euro (EUR).

In respect of other monetary assets and liabilities denominated in foreign currencies, the Group's policy is to ensure that its net exposure is kept to an acceptable level by utilising small value operational foreign currency receipts to settle foreign currency payments. The Group will buy or sell foreign currency at spot rate when necessary to address short-term imbalances.

ii Loans, trade and other receivables

These assets are initially recognised at fair value plus any directly attributable transaction costs. Subsequent to initial recognition, they are measured at amortised cost using the effective interest rate method less impairment losses (see accounting policy (j)).

For trade receivables, the Group applies the simplified approach permitted by *AASB 9 Financial Instruments*, which requires expected lifetime losses to be recognised from initial recognition of the receivables.

iii Trade and other payables

Trade and other payables are stated at their amortised cost.

(g) Property, plant and equipment

i Owned assets

Items of plant and equipment are measured at cost or deemed cost less accumulated depreciation (see below) and impairment losses (see accounting policy (j)).

Items of memorabilia are measured at fair value less accumulated depreciation (see below) and impairment losses (see accounting policy (j)).

Where parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items of property, plant and equipment.

The Group undertook a formal periodic independent valuation of Memorabilia during the 2024 financial year (refer Note 9). Rugby AU's policy is to have Memorabilia revalued at least every 5 years.

Note 1. Statement of material accounting policies (cont.)

ii Subsequent costs

The Group recognises in the carrying amount of an item of property, plant and equipment the cost of replacing part of such an item when that cost is incurred if it is probable that the future economic benefits embodied within the item will flow to the Group and the cost of the item can be measured reliably. All other costs are recognised in the statement of profit or loss as an expense.

iii Depreciation

Depreciation is charged to the statement of profit or loss on a straight-line basis over the estimated useful lives of each part of an item of property, plant and equipment, the depreciable amount being cost less residual value.

The estimated useful lives in the current and comparative periods are as follows:

- Plant and equipment 2 - 20 years
- Memorabilia Indefinite

The residual value, the useful life and the depreciation method applied to an asset are reassessed at least annually.

(h) Intangible assets

Intangible assets include the cost of intellectual property, copyright and software. Amortisation is charged to the profit or loss on a straight-line basis over the estimated useful lives of software assets. Intangible assets are amortised from the date they are available for use.

The estimated useful life in the current and comparative period is as follows:

- Trademarks Indefinite
- Copyright Indefinite
- Contract assets 10 years
- Lease assets 25 years

These are stated at cost less accumulated amortisation. The carrying amount of expenditure on intangibles is reviewed at the end of each financial year and where the balance exceeds the value of the expected future benefits, the difference is charged to the statement of profit or loss.

(i) Cash and cash equivalents

Cash and cash equivalents comprise cash at call balances and term deposits with differing maturity dates less than 90 days.

(j) Impairment

The carrying amount of the Group's assets, are reviewed at each statement of financial position date to determine whether there is any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated (see accounting policy (j)(i)).

An impairment loss is recognised whenever the carrying amount of an asset or its cash-generating unit exceeds its recoverable amount. Impairment losses are recognised in the statement of profit or loss, unless an asset has previously been re-valued, in which case the impairment loss is recognised as a reversal to the extent of that previous revaluation with any excess recognised through profit or loss.

i Calculation of recoverable amount

The Group measures loss allowances for trade receivables and contract assets using lifetime expected credit losses (ECLs), except for the following, which are measured at 12-month ECLs:

- debt securities that are determined to have low credit risk at the reporting date; and
- other debt securities and bank balances for which credit risk (i.e. the risk of default occurring over the expected life of the financial instrument) has not increased significantly since initial recognition.

Note 1. Statement of material accounting policies (cont.)

When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating ECLs, the Group considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both qualitative and quantitative information and analysis, based on the Group's historical experience and informed credit assessment and including forward-looking information.

The maximum period considered when estimating ECLs is the maximum contractual period over which the Group is exposed to credit risk.

Measurement of ECLs

ECLs are probability-weighted estimates of credit losses. Credit losses are measured as the present value of all cash shortfalls (i.e. the difference between the cash flows due to the entity in accordance with the contract and the cash flows that the Group expects to receive).

Credit-impaired financial assets

At each reporting date, the Group assesses whether financial assets are credit impaired. A financial asset is "credit-impaired" when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred.

Presentation of impairment

Loss allowances for financial assets measured at amortised cost are deducted from the gross carrying amount of the assets.

The recoverable amount of other assets is the greater of their fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For an asset that does not generate largely independent cash inflows, the recoverable amount is determined for the cash-generating unit to which the asset belongs.

ii Calculation of goodwill

Goodwill and intangible assets that have an indefinite useful life are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired. Other assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

iii Reversals of impairment

An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. For the purpose of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows that are largely independent of the cash inflows from other assets or groups of assets (cash generating units or CGUs). Non - financial assets other than goodwill that were previously impaired are reviewed for possible reversal of the impairment at each reporting date.

(k) Employee entitlements

i Defined contribution superannuation funds

Obligations for contributions to defined contribution superannuation funds are recognised as an expense in the statement of profit or loss as incurred.

ii Long-term service benefits

The Group's net obligation in respect of long-term service benefits, other than pension plans is the amount of future benefit that employees have earned in return for their service in the current and prior periods plus related on costs.

Note 1. Statement of material accounting policies (cont.)

iii Wages, salaries, annual leave, long service leave and non-monetary benefits

The provisions for employee benefits to wages, salaries, annual leave and long service leave represent the amount that the Group has a present obligation to pay resulting from employees' services provided up to reporting date. The provisions have been calculated at undiscounted amounts based on remuneration wage and salary rates that the Group expects to pay as at reporting date including related on costs, such as workers compensation insurance and payroll tax.

(l) Provisions

A provision is recognised in the statement of financial position when the Group has a present legal or constructive obligation as a result of a past event which can be reliably measured, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and, where appropriate, the risks specific to the liability.

(m) Revenue

i Goods sold and services rendered

Revenue is recognised in the statement of profit or loss when persuasive evidence exists, usually in the form of an executed sales agreement, that the significant control has been transferred to the buyer. The primary sources of the Group's revenue relate to broadcasting rights, sponsorship properties and match ticket sales.

Broadcast revenue is recognised using an output method with the measure of progress being matches played. The same method is consistently applied to each broadcast right (The Rugby Championship, Super Rugby, Inbounds Test Matches).

Sponsorship revenue is recognised over time as the services are provided. If the relevant partner rights relate to a particular match, revenue is recognised at the time the match is played.

Revenue from ticket sales is recognised at the time the match is played.

No revenue is recognised if there are significant uncertainties regarding recovery of the consideration due, the costs incurred or to be incurred cannot be measured reliably, there is a risk of return of goods or there is continuing management involvement with the goods or service.

ii Grants

Grants that compensate the Group for expenses incurred or which contribute to the cost of a capital expenditure are recognised immediately as revenue when there is reasonable assurance that the Group has obtained control of the grant or the right to receive it. Grants expected to be received on a multi-year public policy agreement are recognised as revenue when the Group has met the conditions or provided the services that make it eligible to receive the grant. Grants from World Rugby are recorded when the Group has met the conditions or provided services associated with the grant.

(n) Net financing costs

Net financing costs comprise interest payable on borrowings calculated using the effective interest method, interest receivable on funds invested, foreign exchange gains and losses, interest accrued under *AASB 16 Leases* and gains and losses on hedging instruments that are recognised in the statement of profit or loss (see accounting policy (f)). Interest income is recognised in the statement of profit or loss as it accrues, using the effective interest method.

(o) Equity

i Capital

There is no issued capital in Rugby AU. The Company is a public company limited by guarantee (\$100) and has voting members consisting of state and territory rugby governing bodies, Super Rugby Licensees and RUPA.

Note 1. Statement of material accounting policies (cont.)

ii Asset revaluation reserve

The revaluation reserve relates solely to the adjustment for the revaluation of Memorabilia assessed by an independent valuer.

iii Retained surplus/(deficit)

The retained surplus/(deficit) reserve comprised the cumulative prior year retained earnings plus transfer of net earnings or loss for the current year and characterises surplus funds available for use by the Group in future years.

(p) Income tax

The Group is exempt from income tax in Australia under the terms of Division 50 of the Income Tax Assessment Act 1997. The Group did not have any Tax Expense from revenue earned from overseas activities.

(q) Goods and services tax

Revenue, expenses and assets are recognised net of the amount of goods and services tax (GST), except where the amount of GST incurred is not recoverable from the taxation authority. In these circumstances, the GST is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated with the amount of GST included. The net amount of GST recoverable from, or payable to, the Australian Taxation Office (ATO) is included as a current asset or liability in the statement of financial position.

Cash flows are included in the Statement of Cash Flows on a gross basis. The GST components of cash flows arising from investing and financing activities which are recoverable from, or payable to, the ATO are classified as operating cash flows.

(r) Basis of consolidation

i Subsidiaries

Subsidiaries are entities controlled by the Group. The Group controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The financial statements of subsidiaries are included in the financial statements from the date on which control commences until the date on which control ceases.

ii Interest in equity-accounted investees

Interest in associates and the joint venture are accounted for using the equity method. They are recognised initially at cost, which includes transaction costs. Subsequent to initial recognition, the consolidated financial statements include the Group's share of the profit or loss and of equity accounted investees, until the date on which significant influence or joint control ceases.

iii Business combinations

The Group accounts for business combinations under the acquisition method when the acquired set of activities and assets meets the definition of a business and control is transferred to the Group. In determining whether a particular set of activities and assets is a business, the Group assesses whether the set of assets and activities acquired includes, at a minimum, an input and substantive process and whether the acquired set has the ability to produce outputs.

The Group has an option to apply a 'concentration test' that permits a simplified assessment of whether an acquired set of activities and assets is not a business. The optional concentration test is met if substantially all of the fair value of the gross assets acquired is concentrated in a single identifiable asset or group of similar identifiable assets.

The consideration transferred in the acquisition is generally measured at fair value, as are the identifiable net assets acquired. Any goodwill that arises is tested annually for impairment (see Note 10). Any gain on a bargain purchase is recognised in profit or loss immediately. Transaction costs are expensed as incurred, except if related to the issue of debt or equity securities (see Note 15).

Note 1. Statement of material accounting policies (cont.)

The consideration transferred does not include amounts related to the settlement of pre-existing relationships. Such amounts are generally recognised in profit or loss.

Any contingent consideration is measured at fair value at the date of acquisition. If an obligation to pay contingent consideration that meets the definition of a financial instrument is classified as equity, then it is not re-measured and settlement is accounted for within equity. Otherwise, other contingent consideration is remeasured at fair value at each reporting date and subsequent changes in the fair value of the contingent consideration are recognised in profit or loss.

(s) Lease Accounting

At the inception of a contract, the Group assesses whether a contract is, or contains, a lease based on whether it conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

i As a lessee

As a lessee, the Group recognises a Right to future lease arrangement asset and lease liability at the lease commencement date. The Right to future lease arrangement asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received.

The Right to future lease arrangement asset is subsequently depreciated using the straight-line method from the commencement date to the end of the lease term.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Group's incremental borrowing rate.

Lease payments included in the measurement of the lease liability are fixed payments.

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a change in future lease payments or if the Group changes its assessment of whether it will exercise an extension or termination option.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the Right to future lease arrangement asset, or it is recorded in profit or loss if the carrying amount of the Right to future lease arrangement asset has been reduced to zero.

The lease terms range from 3 to 25 years. Lease payments are subject to a market review every 5 years. Some leases provide for additional rent payments that are based on changes in local price indices. Information about leases for which the Group is a lessee is presented in note 15.

The Group has estimated that the potential future lease payments should it exercise the extension option would result in an increase in lease liability of \$6,254,000.

ii As a lessor

When the Group acts as a lessor, it determines at lease inception whether each lease is a finance lease or an operating lease.

To classify each lease, the Group makes an overall assessment of whether the lease transfers substantially all of the risks and rewards incidental to ownership of the underlying asset. If this is the case, then the lease is a finance lease; if not, then it is an operating lease.

When the Group is an intermediate lessor, it accounts for its interest in the head lease and the sub-lease separately. It assesses the lease classification of a sub-lease with reference to the Right to future lease arrangement arising from the head lease, not with reference to the underlying asset. The Group recognises lease payments received under operating leases as income on a straight-line basis over the lease term.

All leases are classified as operating leases from lessor perspective.

Note 2. Revenue and other income

	Note	2025 Consolidated entity \$'000	2024 Consolidated entity \$'000
Broadcast Revenue		37,825	49,205
Match Revenue		146,758	32,630
Sponsorship		55,380	26,863
Licensing & Royalties		4,257	2,290
World Rugby Grants		2,818	2,901
Total revenue from contracts with customers		247,038	113,889
Government & Other Funding	(a)	11,601	8,704
Other Income	(b)	3,606	3,684
Total other income		15,207	12,388
Total revenue and other income		262,245	126,277

(a) Government & other funding

	2025 Consolidated entity \$'000	2024 Consolidated entity \$'000
High Performance	4,697	3,694
Community Rugby	1,633	727
Super Rugby	405	750
Rugby World Cup 2027 Bid grants	-	398
Other	4,866	3,135
Government & Other Funding	11,601	8,704

(b) Other income

	2025 Consolidated entity \$'000	2024 Consolidated entity \$'000
Membership	277	751
Community	1,211	708
Betting	998	805
Rental	365	356
General	755	1,064
Other Income	3,606	3,684

Note 3. Other operating expenses

	Note	2025 Consolidated entity \$'000	2024 Consolidated entity \$'000
Depreciation and Amortisation		1,889	1,953
Commissions		2,646	1,311

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High Performance Support	2,873	2,918
SANZAR fees	1,126	1,274
Professional and External Services	7,231	3,020
IT Services	3,783	3,006
Travel	2,127	1,418
Other	3,912	3,764
Expenses from operating activities	25,587	18,664

Note 4. Human Resources

	2025	2024
	Consolidated	Consolidated
	entity	entity
	\$'000	\$'000
High Performance	20,597	16,635
Community	3,583	2,786
Commercial	8,077	5,156
Corporate Services	2,217	2,778
Technology	4,963	4,191
Other	2,593	3,815
Total	42,030	35,361

	2025	2024
	Consolidated	Consolidated
	entity	entity
	\$'000	\$'000
Wages and salaries	35,346	29,884
Superannuation	3,378	2,753
Contractors	2,104	1,773
Other	1,202	951
Total	42,030	35,361

Note 5. Net Financing Expense

	2025 Consolidated Entity \$'000	2024 Consolidated Entity \$'000
Interest income	129	60
Finance income	129	60
Foreign exchange (loss)/gain	(1,955)	67
Deferred finance costs	(2,369)	-
Lease interest expense	(498)	(487)
Interest expense	(4,034)	(6,565)
Finance costs	(8,856)	(6,985)
Net Financing Expense	(8,727)	(6,925)

Deferred finance costs of \$2,369,000 were expensed on the early repayment of the PEP facility (see note 15).

Note 6. Auditor's remuneration

	2025 Consolidated Entity \$000	2024 Consolidated Entity \$000
Audit services		
Auditors of the Company - KPMG		
Audit of the financial report - current	213,030	233,010
Other services		
Auditors of the Company - KPMG		
Taxation advice	-	-
Other assurance services	44,250	26,875
Advisory and due diligence services	-	116,406
Total Auditor's remuneration	257,280	376,291

Note 7. Cash and cash equivalents

	2025 Consolidated Entity \$000	2024 Consolidated Entity \$000
Cash and cash equivalents		
Cash at bank and on hand	31,251	19,191
Cash equivalents	174	207
Total Auditor's remuneration	31,425	19,398

Note 8. Trade and other receivables

	2025 Consolidated Entity \$000	2024 Consolidated Entity \$000
Current		
Trade receivables	23,958	20,907
Other receivables	3,052	1,417
	27,010	22,324
Non-current		
Other receivables	355	382
	355	382
Total trade and other receivables	27,365	22,706

Note 9. Property, plant and equipment

	2025 Consolidated Entity \$000	2024 Consolidated Entity \$000
Memorabilia		
At fair value	1,537	1,537
Accumulated depreciation	-	-
Total memorabilia	1,537	1,537
Plant and equipment		
At cost	17,060	16,772
Accumulated depreciation	(8,536)	(7,614)
Total plant and equipment	8,524	9,158
Total property, plant & equipment	10,061	10,695

Note 10. Intangible Assets**Consolidated entity**

	Trademarks		Rights to Future Lease Arrangement		Territory Copyright Prepayment		Goodwill		Contract Assets		Total Intangibles	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cost												
Balance at 1 January	2,600	2,100	22,205	21,748	1,500	1,500	2,383	-	3,067	-	31,755	25,348
Acquisitions	-	-	-	-	-	-	-	2,383	-	3,067	-	5,450
Additions	500	500	497	457	-	-	-	-	-	-	997	957
Balance at 31 December	3,100	2,600	22,702	22,205	1,500	1,500	2,383	2,383	3,067	3,067	32,752	31,755
Accumulated Amortisation												
Balance at 1 January	(800)	(800)	(6,937)	(5,854)	-	-	(2,383)	-	(381)	-	(10,501)	(6,654)
Acquisitions	-	-	-	-	-	-	-	-	-	(381)	-	(381)
Amortisation	-	-	(962)	(1,083)	-	-	-	-	-	-	(962)	(1,083)
Impairment	-	-	-	-	-	-	-	(2,383)	(381)	-	(381)	(2,383)
Balance at 31 December	(800)	(800)	(7,899)	(6,937)	-	-	(2,383)	(2,383)	(762)	(381)	(11,844)	(10,501)
Balance at the end of period	2,300	1,800	14,803	15,268	1,500	1,500	-	-	2,305	2,686	20,908	21,254

Note 11. Carrying value of joint venture

	2025 Consolidated Entity \$000	2024 Consolidated Entity \$000
Investment in SANZAR Europe S.a.r.l.	1,821	1,760
Investment in SANZAR Pty Ltd	474	452
Investment in Hearts in Rugby Union	387	389
Investment in Lions Tour to Australia Designated Activity Company	-	-
Total investment in joint ventures	2,682	2,601
Management fee paid to SANZAR Pty Ltd	(1,342)	(1,274)
Commercial fees received from Lions tour to Australia Designated Activity Company	32,389	-

Note 12. Trade and other payables

	2025 Consolidated Entity \$000	2024 Consolidated Entity \$000
Current		
Trade creditors	5,959	1,781
Member Union creditors – related parties	749	673
Broadcasting commissions	-	15
Other creditors	14,170	10,962
Total current trade and other payables	20,878	13,431

Note 13. Deferred revenue

	2025 Consolidated Entity \$000	2024 Consolidated Entity \$000
Current		
Sponsorships	2,648	20,655
Government grants	9,012	2,252
Broadcasting Rights	3	6,240
World Rugby grants	8,721	6,625
Rugby World Cup 2027 Prepayment	11,750	3,050
Matchday and Memberships	4,668	6,835
Other	4,936	6,123
	41,738	51,780
Non-Current		
Other	1,000	-
Total deferred revenue	42,738	51,780

Note 14. Employee entitlements

	2025 Consolidated Entity \$000	2024 Consolidated Entity \$000
Current		
Annual leave	3,384	2,237
Long service leave	1,717	1,899
	5,101	4,136
Non-current		
Long service leave	943	464
	943	464
Total employee entitlements	6,044	4,600

Note 15. Financial liabilities

	2025 Consolidated Entity \$000	2024 Consolidated Entity \$000
Current		
Lease Liabilities	360	253
	360	253
Non-current		
Lease Liabilities	6,389	6,254
Borrowings	-	56,819
	6,389	63,073
Total financial liabilities	6,749	63,326

Borrowings

As of 31 December 2024, the balance of the loan drawn was \$60 million. The loan was fully repaid on 29 August 2025.

Note 16. Transactions with related parties

The Company entered into various transactions with its related parties during the course of the year.

i Super Rugby and High Performance funding

Super Rugby participation funding and high-performance funding supplied in accordance with agreements:

	2025 Consolidated Entity \$000	2024 Consolidated Entity \$000
Queensland Rugby Union Ltd.	6,731	4,947
Melbourne Rebels Rugby Union Pty Ltd (Subject to Deed of Company Arrangement)	-	97
Victoria Rugby Union Inc.	120	-
Australian Capital Territory and Southern New South Wales Rugby Union Ltd	-	2,410
Sea of Blue Pty Limited	6,422	4,637
Total Super Rugby and High Performance funding	13,273	12,091

For consolidated reporting purposes, the Super Rugby and High Performance funding for NSW Waratahs Limited and ACT Professional Rugby Pty Ltd have not been included in the above table. The amount of \$120,000 was paid to Victoria Rugby Union Inc. in relation to Pathways Funding in 2025.

ii Grants to Member Unions and affiliates

Community Funding supplied in accordance with memorandums of understanding or similar agreement:

	2025 Consolidated Entity \$000	2024 Consolidated Entity \$000
Queensland Rugby Union Ltd.	1,238	1,305
New South Wales Rugby Union Ltd	1,682	1,597
Victoria Rugby Union Inc.	365	377
Australian Capital Territory and Southern New South Wales Rugby Union Ltd	383	386
Western Australia Rugby Union	393	413
Northern Territory Rugby Union Incorporated	167	150
South Australian Rugby Union Limited	226	240
Tasmanian Rugby Union Inc.	146	139
Total grants to member unions and affiliates	4,600	4,607

Note 17. Commitments

a) Broadcasting Agreements

The Company, together with New Zealand Rugby Union Incorporated, South African Rugby Union and Unión Argentina de Rugby has entered into agreements for periods up to 5 years.

Note 17. Commitments (cont.)

b) SANZAAR Joint Venture

The Company has given certain undertakings in respect to its participation in the SANZAAR joint venture. These undertakings are consistent with its undertakings in the broadcasting agreements.

c) Collective Bargaining Agreement

A Collective Bargaining Agreement (CBA VI) between Company, NSW Waratahs Limited, Queensland Rugby Union Ltd, Australian Capital Territory and Southern New South Wales Rugby Union Ltd, Melbourne Rebels Rugby Union Pty Ltd (Subject to Deed of Company Arrangement), Sea of Blue Pty Ltd and Rugby Union Players Association Inc. has been agreed for the period from 1 January 2023 until 31 October 2026. ACT Professional Rugby Pty Ltd became a party to CBA VI by way of a Deed of Accession in August 2024.

Under this agreement the Company, along with the other rugby bodies, is required to make minimum player payments. Due to the varying contract terms amongst players, it is not practical to reliably measure the future commitments under player contracts.

d) Participation Deeds, High Performance Agreements and Community Rugby Grants

The Company was party to Participation Deeds and High-Performance Agreements for 2025 with the entities responsible for the teams which participated in the 2025 Super Rugby Pacific competition. The amounts below do not include NSW Waratahs and ACT Professional Rugby's funding as they are included within the consolidated entity.

The total amounts payable by the Company for 2025 were:

	\$'000
Super Rugby Participation	9,943
Super Rugby High Performance	2,660
Academy Funding	670

Further, the Company has entered into funding arrangements with Member Unions in relation to Community Rugby as follows:

	\$'000
Community Funding	4,600

e) Media and Rights Agreements

The Company entered into agreements with (i) Queensland Rugby Union ("QRU") for the period 2020 to 2025 inclusive, and (ii) New South Wales Rugby Union ("NSWRU") and Sydney Rugby Union ("SRU") for the period 2020 to 2025 inclusive, to acquire the media and broadcast rights for the Hospital Challenge Cup and Shute Shield competitions respectively. These agreements committed the Company to pay rights fees to QRU and NSWRU/SRU over the period/(s) of the respective contracts for the broadcast of the competitions, procure production for all matches and to deliver the broadcast of those competitions across various forms of distribution including but not limited to television, mobile, internet and IPTV or OTT platforms.

Note 18. Contingent liabilities

As at the date of signing this Report, Melbourne Rebels Rugby Union Pty Ltd (Subject to Deed of Company Arrangement) (MRRU) remains subject to the Deed of Company Arrangement which it entered in late May 2024 with its creditors and the Deed Administrators. On 9 October 2024, MRRU commenced Federal Court proceedings against the Company alleging various claims in relation to: (a) an alleged shortfall in funding provided by the Company to MRRU; and (b) PAYG liabilities incurred by MRRU whilst Melbourne Rebels players were representing the Wallabies

Note 18. Contingent liabilities (cont.)

which the MRRU claims should have been paid by the Company. Rugby AU has filed its Defence to these claims and intends to vigorously defend them.

In December 2025, the Company was also joined to separate Federal Court proceedings which were commenced by the directors of MRRU against the Australian Taxation Office and Deed Administrators in September 2025.

Both sets of Proceedings are scheduled for hearing in May 2026, with the proceedings initiated by the MRRU directors to be heard first, prior to the main Proceeding. The Company's preparations for trial are well advanced, with the evidence preparation phase now substantially complete.

Having regard to the claims made and the defences available to the Company, the Directors have formed the view that no present obligation requiring recognition of a provision has arisen as at the date of signing this Report (FY24: no provision). The Company intends to pursue recovery of its legal costs in the event of a successful defence; however, no reimbursement asset has been recognised as the proceedings have not yet been resolved.

Note 19. Investment in jointly controlled entities

i SANZAR Pty Limited

The Company has a 33% interest in SANZAR Pty Limited (ACN 069 272 304). The primary purpose of SANZAR Pty Limited is to manage the Super Rugby Pacific and The Rugby Championship rugby competitions in the Southern Hemisphere as well as the associated broadcasting agreements.

Based on an evaluation of the control of the investee it is not consolidated by the Group. The Company's share of the deficit of its equity accounted investee for the year was \$21,940 (2024: deficit of \$5,800). See Note 11.

All of the obligations of the venturers arising from or attributable to the entity are several only and not joint and several.

ii SANZAR Europe S.a.r.l

The Company has a 33% interest in SANZAR Europe. This investee was established in conjunction with New Zealand Rugby Union and South African Rugby Union, to develop a European operation to facilitate media rights sales in the European broadcasting market. Based on an evaluation of the risks and rewards of the investee it is not consolidated by the Company. The Company's share of the profit of its equity accounted investee for the year was \$61,000 (2024: \$213,000). See Note 11.

iii Hearts in Rugby Union Limited

In 2020, the Company's wholly owned subsidiary, Australian Rugby Foundation Limited, in equal partnership with Hearts in Rugby Limited, established Hearts in Rugby Union Limited (HiRU) through providing a guarantee of \$10 each. HiRU is established to be a not-for-profit charitable organisation with the purposes of assisting in providing relief to the distress, misfortune, pain and suffering of, and/or advancing the life and health of, an Injured Rugby Union Participant. The Company's share of the deficit of its equity accounted investee for the year was \$2,447 (2024: \$12,700). See Note 11.

iv. Lions Tour to Australia Designated Activity Company

In 2023, the Company, in equal partnership with British and Irish Lions DAC, established Lions Tour to Australia Designated Activity Company ("LTAU"). LTAU is a company incorporated in Ireland with the purpose being to manage, control, direct and administer the commercial rights of the 2025 British and Irish Lions Tour of Australia. The Company's share of profit in the equity accounted investee was \$32,389,000.

v. Rugby World Cup (Australia) Pty Ltd

In 2023, the Company, in minority partnership (Rugby AU 20% holding) with World Rugby Events DAC (80% holding) established Rugby World Cup (Australia) Pty Ltd. The purpose of the company is the organising and delivery of the men's Rugby World Cup in 2027 and the women's Rugby World Cup in 2029.

Note 19. Investment in jointly controlled entities (cont.)

vi. Super Rugby Pacific Pty Ltd

In 2024, the Company, in equal partnership with New Zealand Rugby Union, established Super Rugby Pacific Pty Ltd ("SRP"). SRP is a company incorporated in Australia with the purpose being to oversee the operation of the Super Rugby Pacific competition and undertake certain functions relating to the management and operation of the Super Rugby Pacific competition.

Note 20. Key management personnel disclosures

Remuneration paid or payable by the Group to Key management personnel of the Group in connection with the management of the affairs of the Group:

	2025 \$ Salary (incl Super)	2025 \$ Incentives	2024 \$ Salary (incl Super)	2024 \$ Incentives
Remuneration	1,228,156	-	990,903	-

The Directors directly or indirectly donated \$94,111 to the ARF to support rugby in Australia and \$10,000 to other rugby related charities.

Note 21. Business Combinations

In 2025, the Company did not enter into any Business Combination. In 2024, the Company entered into two business combinations as set out below:

(a) NSW Waratahs Limited and Waratahs Rugby Pty Ltd

On 1 January 2024, the Company, acquired a 100% interest in NSW Waratahs Limited and its wholly owned subsidiary Waratahs Rugby Pty Ltd ("Waratahs"). There was no consideration paid for the acquisition, and the fair value of assets and liabilities acquired were measured using the Multi-period Excess Earnings Method ("MEEM") approach. The MEEM approach assesses the value of the intangible assets as being the capitalised amount of additional profits achievable through the use of the asset, as compared to the profits achievable without its use.

Consideration transferred

There was no cash consideration transferred upon acquisition of the subsidiary.

Identifiable assets acquired and liabilities assumed

The fair value of assets and liabilities acquired has been measured on a final basis. The assets and liabilities recognised as a result of the acquisition are as follows:

	\$'000
Cash	1,822
Receivables	216
Other Assets	21
Fixed Assets	105
Payables	(533)
Provisions	(734)
Deferred Revenue	(3,964)
Total	(3,067)
Separately identifiable contract assets	3,067

Note 21. Business Combinations (cont.)

(b) ACT Professional Rugby Pty Ltd

In July 2024, the Company, established a subsidiary entity ACT Professional Rugby Pty Ltd (“ACT Professional Rugby”). On 1 August 2024, ACT Professional Rugby acquired the professional rugby business known as the ACT Brumbies and associated assets (“**Brumbies Acquisition**”) from Australian Capital Territory and Southern New South Wales Rugby Union Limited. There was no consideration paid for the acquisition, and the fair value of assets and liabilities acquired were measured using the Multi-period Excess Earnings Method (“MEEM”) approach. The MEEM approach assesses the value of the intangible assets as being the capitalised amount of additional profits achievable through the use of the asset, as compared to the profits achievable without its use.

Consideration transferred

There was no cash consideration transferred as part of the Brumbies Acquisition.

Identifiable assets acquired and liabilities assumed

The fair value of assets and liabilities acquired has been measured on a provisional basis. The assets and liabilities recognised as a result of the acquisition are as follows:

	\$'000
Inventory	108
Other Assets	216
Fixed Assets	505
Payables	(281)
Provisions	(1,181)
Deferred Revenue	(1,750)
Total	(2,383)
Final goodwill (i)	2,383
Impairment	(2,383)

(i) Final goodwill

The provisional goodwill was fully impaired at the date of acquisition.

Rugby Australia Limited

Note 22. Parent Entity

	2025	2024
	\$'000	\$'000
Current assets	55,012	42,944
Non-current assets	47,968	37,676
Total assets	102,980	80,620
Current liabilities	56,982	59,658
Non-current liabilities	12,780	63,537
Total liabilities	69,762	123,195
Net assets	33,218	(42,575)
Equity		
Retained surplus	31,663	(44,130)
Asset revaluation reserve	1,555	1,555
Total equity	33,218	(42,575)
Profit/(loss) for the period	75,793	(29,360)
Total comprehensive income/(loss) for the period	75,793	(29,360)

Note 23. Controlled Entities

Entity Name	Type	Place Incorporated	Tax Residency	Ownership Interest 2025	Ownership Interest 2024
NSW Waratahs Limited [^]	Not-for-profit	Australia	Australia	100%	100%
ACT Professional Rugby Pty Ltd*	Not-for-profit	Australia	Australia	100%	100%
SANZAR Pty Ltd	Limited Liability	Australia	Australia	33%	33%
SANZAR Europe S.a.r.l	Limited Liability	France	France	33%	33%
Australian Rugby Foundation Ltd	Not-for-profit	Australia	Australia	100%	100%
Rugby Xplorer LLC	Limited Liability	United States	United States	100%	100%
Rugby World Cup (Australia) Pty Ltd	Limited Liability	Australia	Australia	20%	20%
Lions Tour to Australia DAC	Limited Liability	Ireland	Ireland	50%	50%

[^] NSW Waratahs Limited has 2 members: Rugby Australia Ltd, along with its nominee Philip Robert Waugh in his capacity as MD/CEO of Rugby Australia Ltd.

* Rugby Australia Ltd is the holder of one hundred (100) Ordinary Shares. For administrative purposes only, Philip Robert Waugh, in his capacity as MD/CEO of Rugby Australia Ltd, is the holder of one (1) Ordinary Share in ACT Professional Rugby Pty Ltd.

Note 24. Subsequent Events

There are no events subsequent to the reporting date that are to be noted.

Consolidated entity disclosure statement

Basis of preparation:

This consolidated entity disclosure statement (CEDS) has been prepared in accordance with section 295(3A) of the *Corporations Act 2001* and includes information for each entity that was part of the consolidated entity as at the end of the financial year in accordance with AASB10 Consolidated Financial Statements

The Groups entities that are consolidated in these consolidated financial statements as at 31 December 2025 are set out below. Unless otherwise stated, they have issued capital consisting solely of ordinary shares or units that are held directly by the Group and the proportion of ownership interest held equals the voting rights held by the Group. The entities of the Group were incorporated in the following jurisdictions, Australia and United States of America, with principal places of business corresponding with the respective geographic jurisdictions. The parent entity of the group is Rugby Australia Ltd.

Determination of tax residency:

Section 295(3A)(vi) of the *Corporations Act 2001* defines tax residency as having the meaning in the *Income Tax Assessment Act 1997*. In determining tax residency, the consolidated entity has applied the following interpretations:

- Australian tax residency: The Group has applied current legislation and judicial precedent, including having regard to the Tax Commissioner's public guidance in Tax Ruling TR2018/5.
- Foreign tax residency: The Group has applied current legislation and where available judicial precedent in the determination of foreign tax residency.

Entity Name	Type	Place Incorporated	Tax Residency	Ownership Interest
Rugby Australia Ltd	Not-for-profit	Australia	Australia	100%
Australian Rugby Foundation Ltd	Not-for-profit	Australia	Australia	100%
NSW Waratahs Limited [^]	Not-for-profit	Australia	Australia	100%
ACT Professional Rugby Pty Ltd [*]	Not-for-profit	Australia	Australia	100%
Rugby Asset Management Pty Ltd	Not-for-profit	Australia	Australia	100%
Rugby Xplorer LLC	Limited Liability	United States	United States	100%

[^] NSW Waratahs Limited has 2 members: Rugby Australia Ltd, along with its nominee Philip Robert Waugh in his capacity as MD/CEO of Rugby Australia Ltd.

^{*} Rugby Australia Ltd is the holder of one hundred (100) Ordinary Shares. For administrative purposes only, Philip Robert Waugh, in his capacity as MD/CEO of Rugby Australia Ltd, is the holder of one (1) Ordinary Share in ACT Professional Rugby Pty Ltd.

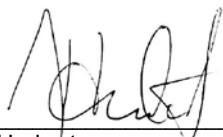
Directors' declaration

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

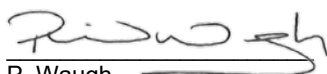
- a) the Group is not a reporting entity;
- b) the consolidated financial statements and notes, set out on pages 7 to 30, are in accordance with the Corporations Act 2001, including:
 - i. giving a true and fair view of the financial position of the Company and the Group as at 31 December 2025 and of their 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
- c) there are reasonable grounds to believe that the Group will be able to pay its debts as and when they become due and payable.
- d) the Consolidated entity disclosure statement as at 31 December 2025 set out on page 31 is true and correct.

Dated at Sydney this 27th day of March 2026

Signed in accordance with a resolution of the directors:



D. Herbert
Director



P. Waugh
Director



Independent Auditor's Report

To the members of Rugby Australia Limited

Opinion

We have audited the **Financial Report** of Rugby Australia Limited (the Company).

In our opinion, the accompanying Financial Report of the Company gives a true and fair view, including of the **Group's** financial position as at 31 December 2025 and of its financial performance for the year then ended, in accordance with the *Corporations Act 2001*, in compliance with *Australian Accounting Standards - Simplified Disclosures* and the *Corporations Regulations 2001*.

The **Financial Report** comprises:

- Consolidated Statement of financial position as at 31 December 2025
- Consolidated Statement of profit or loss and other comprehensive income, Consolidated Statement of changes in equity, and Consolidated Statement of cash flows for the year then ended
- Consolidated entity disclosure statement and accompanying basis of preparation as at 31 December 2025
- Notes, including material accounting policies
- Directors' Declaration.

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 Financial Report* section of our report.

We are independent of the Group in accordance with the auditor independence requirements of the *Corporations Act 2001* and the ethical requirements of the APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* issued by the Accounting Professional & Ethical Standards Board Limited (the Code) that are relevant to audits of the financial report of public interest entities in Australia. We have fulfilled our other ethical responsibilities in accordance with these requirements.

Other Information

Other Information is financial and non-financial information in Rugby Australia Limited's annual report which is provided in addition to the Financial Report and the Auditor's Report. The Directors are responsible for the Other Information.

Our opinion on the Financial Report does not cover the Other Information and, accordingly, we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the Financial Report, our responsibility is to read the Other Information. In doing so, we consider whether the Other Information is materially inconsistent with the Financial Report or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

We are required to report if we conclude that there is a material misstatement of this Other Information, and based on the work we have performed on the Other Information that we obtained prior to the date of this Auditor's Report we have nothing to report.

Responsibilities of the Directors for the Financial Report

The Directors are responsible for:

- preparing the Financial Report in accordance with the *Corporations Act 2001*, including giving a true and fair view of the financial position and performance of the Group, and in compliance with *Australian Accounting Standards - Simplified Disclosures* and the *Corporations Regulations 2001*
- implementing necessary internal control to enable the preparation of a Financial Report in accordance with the *Corporations Act 2001*, including giving a true and fair view of the financial position and performance of the Group, and that is free from material misstatement, whether due to fraud or error
- assessing the Group's ability to continue as a going concern and whether the use of the going concern basis of accounting is appropriate. This includes disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless they either intend to liquidate the Group or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the Financial Report

Our objective is:

- to obtain reasonable assurance about whether the Financial Report as a whole is free from material misstatement, whether due to fraud or error; and
- to issue an Auditor's Report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with *Australian Auditing Standards* will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error. They are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the Financial Report.

A further description of our responsibilities for the audit of the Financial Report is located at the *Auditing and Assurance Standards Board* website at: https://www.auasb.gov.au/media/apzlw0y/ar3_2024.pdf. This description forms part of our Auditor's Report.



KPMG



Rhys Hopkin

Partner

Sydney

27 March 2026



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