

SOUTH AFRICAN RUGBY UNION ANNUAL REPORT 2024







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SOUTH AFRICAN RUGBY UNION ANNUAL REPORT 2024

SA RUGBY PARTNERS IN 2024

PRINCIPAL TEAM PARTNERS



ASSOCIATE TEAM PARTNERS



ASSOCIATE TEAM SPONSORS



OFFICIAL SUPPLIERS



TOURNAMENTS AND REFEREE PARTNERS





Cheslin Kolbe, the SA Men's Rugby Player of the Year for 2024.

- | | |
|------|------------------|
| 1992 | Tiaan Booysse |
| 1993 | Clayton Johnson |
| 1994 | Clayton Williams |
| 1995 | Robert Kooze |
| 1996 | Robert Kooze |
| 1997 | Clayton Johnson |
| 1998 | Clayton Johnson |
| 1999 | Clayton Johnson |
| 2000 | Clayton Johnson |
| 2001 | Clayton Johnson |
| 2002 | Clayton Johnson |
| 2003 | Clayton Johnson |
| 2004 | Clayton Johnson |
| 2005 | Clayton Johnson |
| 2006 | Clayton Johnson |
| 2007 | Clayton Johnson |
| 2008 | Clayton Johnson |
| 2009 | Clayton Johnson |
| 2010 | Clayton Johnson |
| 2011 | Clayton Johnson |
| 2012 | Bryan Habana |
| 2013 | Wynand Olivier |
| 2014 | Duanne Venter |
| 2015 | Duanne Venter |
| 2016 | Duanne Venter |
| 2017 | Duanne Venter |
| 2018 | Duanne Venter |
| 2019 | Duanne Venter |
| 2020 | Duanne Venter |
| 2021 | Duanne Venter |
| 2022 | Duanne Venter |
| 2023 | Duanne Venter |
| 2024 | Cheslin Kolbe |



PRESIDENT'S REPORT

PERIOD JUNE 2024 TO MAY 2025

BACKGROUND

The past several years have presented South African Rugby with numerous challenges, testing our resilience and adaptability as an organisation. Despite these hurdles, we have emerged stronger and more united, driven by our unwavering commitment to our mandate and long-term vision.

A notable instance was the unsuccessful equity transaction process. While this outcome was not as anticipated, it became a pivotal moment for South African Rugby, elevating our profile and compelling us to explore alternative commercial initiatives. This experience taught us the value of innovation and strategic agility, spurring the development of new revenue-generating ventures. Among these will be an exciting partnership to create a commercial app and digital platform – an ambitious step forward in diversifying our revenue streams.

Our journey has not been without setbacks or criticism. However, each obstacle has served as a catalyst for growth and fortitude. We remain steadfast in our focus on sustainable development and success, prioritising the greater good of the organisation and South African Rugby as a whole.

As we continue to chart our course, we acknowledge the invaluable contributions of our collective stakeholders. Together, we will ensure that South African Rugby thrives – not just in the present but for generations to come.

OUR PRIVATE EQUITY JOURNEY

Our exploration of private equity investment for SA Rugby, beginning in 2019, aimed to secure additional funding for the growth and sustainability of South African rugby and fast tracking our strategic objectives. While the proposal was ultimately not approved by our members in December, the process brought immense brand exposure and reinforced the value of public interest in SA Rugby.

Despite the outcome, the journey delivered several key benefits:

- **Enhanced Visibility:** Increased engagement from stakeholders, fans and potential investors, strengthening SARU's brand recognition.
- **Stakeholder Engagement:** Deepened discussions with members, corporate partners and fans, showcasing SARU's commitment to strategic financial planning.
- **Public Support:** Demonstrated the unwavering loyalty and passion of South African rugby supporters, reaffirming the sport's significance.

Mr Mark Alexander with members of the Springbok Women's team at the glittering SA Rugby Awards earlier this year in Cape Town.





While private equity was not the chosen path, this process provided valuable insights that will continue to shape SARU's future financial strategies.

FINANCE

SA Rugby acknowledges that the annual financial statements for the period under review reflect a loss. However, it is important to consider key contributing factors that have influenced these results.

Since our transition to competitions in the northern hemisphere, we have committed to an investment of R2.2 billion to secure future participation and full membership in both the Vodacom United Rugby Championship (URC) and European Professional Club Rugby (EPCR) by June 2025.

While these investments, alongside other operational expenditures, have placed considerable pressure on our financial outcomes, they have been instrumental in safeguarding the future of professional rugby participation in South Africa.

Our long-term strategic positioning within these premier competitions remains a key priority and we remain confident in the sustainability of this investment and the substantial benefits it will deliver for South African rugby in the years ahead.

While these investments, alongside other operational expenditures, have placed considerable pressure on our financial outcomes, they have been instrumental in safeguarding the future of professional rugby participation in South Africa.

The good news is that SA Rugby has successfully secured its budgets for the period 2025–2027, ensuring financial stability and the ability to execute our plans effectively. Additionally, we are proud to announce that one of our key strategic objectives for this period has already been met, reaffirming our commitment to long-term success and growth.

We continue to navigate this financial phase with a clear focus on securing SA Rugby's future competitiveness while maintaining transparency in our financial commitments.

FUTURE-PROOFING SA RUGBY

In line with our discussions during the roadshows regarding private equity, SA Rugby initially explored opportunities to develop its digital and commercial platforms through equity partnerships. However, this process has led to closer collaboration with our commercial partners, significantly enhancing our shared value proposition.

To ensure the long-term sustainability and growth of SA Rugby, we will activate these partnerships to drive digital transformation, create a comprehensive database and launch a commercial app. This initiative will generate the next wave of funding required to elevate our operations beyond 2028, reinforcing financial resilience and strategic innovation.

Originally envisioned as part of our private equity proposal, this refined approach—underpinned by strengthened corporate collaboration—allows us to effectively address key objectives without necessitating the immediate need of an equity partner. By enhancing fan engagement, ticketing solutions and commercial platforms, SA Rugby is positioning itself to leverage digital and commercial opportunities with greater agility and independence.

Through this proactive strategy, we remain committed to future-proofing SA Rugby, ensuring sustainability and fostering stronger partnerships that drive the sport forward.



ENHANCEMENT OF OUR COMMERCIAL PROGRAMME

South African Rugby continues to strengthen its commercial strategy with a bold and forward-thinking approach. As part of our commitment to expanding our commercial value proposition, we have appointed Wasserman – a globally renowned marketing agency – to bolster our outreach and engagement with corporate partners. Wasserman’s extensive international footprint and expertise will play a key role in advancing our commercial initiatives and positioning South African Rugby as a leader in the global sports market.

Our commercial strategic objectives for 2027 have been met and are on track to be exceeded, thanks in no small part to the exceptional performances of our national team. Their continued success has reinforced the value of our brand, driving increased commercial interest and sponsorship appeal. This momentum is

The SA Under-18s in action against their Irish counterparts in 2024, during the annual U18 International Series.

a testament to the strength of our rugby program and the unwavering support of our partners and fans.

Looking ahead, the upcoming implementation of our commercial and digital platform will further revolutionise our engagement strategy, creating new avenues for sponsorship integration and enriching the experience for our supporters. This evolution marks a significant step forward in ensuring sustainable growth, increased revenue streams and deeper connectivity between the sport, its partners and the global rugby community.

South African Rugby remains committed to innovation and excellence, ensuring that our commercial strategies continue to deliver value for all stakeholders while elevating the status of rugby in South Africa and beyond.



NATIONAL TEAMS' PERFORMANCE AGAINST STRATEGIC OBJECTIVES

As we progress through our four-year strategic cycle, we reflect on the achievements, challenges and areas for continued growth across our national rugby programs. Our high-performance objectives aim to position South African rugby teams as global contenders while fostering inclusivity and long-term sustainability.

SPRINGBOKS

The Springboks continue to deliver world-class performances, finishing both 2023 and 2024 ranked No. 1 in the world. They successfully maintained a top-three world ranking and secured the Rugby Championship title in 2024. With the Greatest Rivalry series in 2026 and the Rugby World Cup in 2027 still ahead, the team remain focused on sustaining their competitive edge and ensuring excellence in future campaigns.

SPRINGBOK WOMEN

The Springbok Women's team made significant strides in 2024, securing the No. 1 ranking in Africa and qualifying for the 2025 Rugby World Cup in England. While the goal of ranking in the world's top eight by 2027 remains a challenge, progress is underway. Under the new coaching structure, the women's team continue to improve, demonstrating encouraging development in key performance areas. Furthermore, we reaffirm our commitment to investing more into the growth of the women's game, which requires increased national support and funding to reach its full potential. A milestone achievement in leadership has also been realised, with 50% of the management team now being female, reinforcing our commitment to gender equity in rugby.

SPRINGBOK SEVENS

Challenges remain in maintaining consistency in HSBC SVNS, leading to a reassessment of medal targets for this event. However, 2024 saw a key victory with the team securing an Olympic bronze medal, reinforcing their standing as a premier global force. The removal of Sevens rugby from the Commonwealth Games programme necessitates a shift in focus toward other competitive avenues.

SPRINGBOK WOMEN'S SEVENS

Despite efforts to maintain their core team status in HSBC SVNS, the team faced difficulties in 2024, resulting in the loss of core status. However, the team demonstrated resilience by qualifying for the Challenger Series hosted in Cape Town and participating in the World Rugby Sevens Playoffs in Los Angeles. Regaining competitive standing remains a priority, with strategic interventions planned to strengthen future performances.

JUNIOR SPRINGBOKS (MEN)

While challenges persisted in 2024, the Junior Springboks secured second place in the SANZAAR U20 Rugby Championship, marking progress toward long-term objectives. To further elevate the team's performance, the coaching structure has been revised, ensuring that coaches with franchise rugby experience bring their expertise to strengthen player development and competitive outcomes. The goal of annually medaling at the World Rugby U20 Championship remains a key focus, with further development required to meet expectations.

SA UNDER-18S

The SA Under-18 teams delivered exceptional results and within the targeted cycle. Their consistent success reflects a strong pipeline of talent feeding into the national structure. The Under-18 squad is primarily selected



The Springbok Women's Sevens team ring the Olympic bell after their victory over Fiji in Paris.

from school rugby players, highlighting the importance of school rugby as a foundational platform for future national talent. To build on this momentum, it is essential that SA Rugby takes a more active role in the selection of South African Schools coaches, ensuring that the same level of expertise provided to the Junior Springboks is extended to school-level players. Strengthening the coaching structure at the grassroots level will enhance the development pathway and further solidify South Africa's future rugby talent

While several strategic objectives have been successfully met, certain areas require recalibration and strengthened development efforts. Our teams continue to exemplify resilience, adaptability and an unwavering pursuit of excellence, ensuring South African

rugby remains a powerhouse on the world stage. The road ahead is one of continued commitment, innovation and determination to achieve our overarching goals.

SCHOOLS RUGBY – THE CORNERSTONE OF OUR FUTURE

Rugby at school level is undeniably the cornerstone of South African rugby's future. The significant investment—nearly a billion rand annually—by schools, former students and private sector supporters' underscores rugby's deep roots in our identity. It is a system that produces elite talent while ensuring accessibility, allowing young players from all backgrounds to engage with the game.

Equally important are the volunteers, teachers and coaches who dedicate their time and energy to fostering this environment. Their hard work and commitment often go unseen, but their impact is immeasurable. They are the



architects of future success, instilling values of discipline, teamwork and resilience in young athletes.

It is inspiring to see this structure thrive and even more so to witness the unwavering commitment of those who sustain it. Their efforts deserve recognition and continued support to ensure that South Africa remains a global leader in rugby development.



TECHNICAL OFFICIALS – THE UNSUNG HEROES

Technical officials are the backbone of our sport, ensuring that every match is conducted with integrity, precision and safety. Match officials uphold the framework of the game, enforcing rules that maintain fairness and flow. Medical teams provide essential care, safeguarding player welfare and responding swiftly to injuries. Statisticians, working behind the scenes, generate the data that helps teams refine strategies, analyse performance and enhance decision-making.

Their dedication is unwavering, shaping the sport's credibility and ensuring rugby remains structured, competitive and enjoyable for all. Recognising their hard work is vital—they are the silent custodians of the game's integrity and progression. Ensuring their continued development and support is key to sustaining rugby's excellence.

The SA Rugby Youth Weeks yet again delivered rugby of the highest standard in 2024.

THE LEGENDS – A LEGACY OF GIVING BACK

The remarkable initiatives led by former players investing in grassroots rugby and humanitarian causes speak to the deep bond they share with the game and the communities it serves. Their unselfish contribution ensures that young players have opportunities while reinforcing rugby's vital role in social upliftment.

Sustainable development in rugby is not just about producing future stars; it is about ensuring the sport remains accessible, inclusive and impactful at every level. Their leadership sets a powerful example – strengthening the culture of giving back and safeguarding the integrity of the game.

GRATITUDE TO OUR CORPORATE PARTNERS

South African Rugby extends its deepest appreciation to our valued corporate partners, whose unwavering support has been instrumental in the continued success of our programs. Your commitment as sponsors and broadcasters has not only strengthened rugby's foundation but has also played a pivotal role in shaping its future.

Collaboration is the cornerstone of our achievements, both on and off the field. The investment you make in rugby – through financial backing, media engagement and strategic partnerships – has enabled us to elevate the sport, enhance player development and bring world-class rugby experiences to millions of passionate supporters. Your contributions ensure that rugby remains a thriving, competitive and globally respected sport.

As we move forward, we remain committed to nurturing these partnerships, innovating within the commercial and digital spaces and delivering value to all stakeholders. Your trust, investment and belief in our vision have set the stage for

continued excellence and we look forward to building on this success together.

Thank you for being an integral part of our journey. Your dedication to rugby is deeply appreciated and we celebrate the impact of our shared efforts in growing and sustaining the sport we all cherish.

APPRECIATION TO OUR MEMBER UNIONS, EXECUTIVE COUNCIL AND STAFF

South African Rugby extends its deepest gratitude to our member unions, Executive Council and dedicated staff for their unwavering resilience, sacrifices and commitment during the challenging period we have navigated as an organisation.

In times of adversity, true leadership and unity emerge and your collective efforts have exemplified the strength and integrity that define our rugby fraternity. Your steadfast collaboration, adaptability and dedication to the sport have ensured that we not only withstand difficulties but also continue to build toward a stronger, more sustainable future.

Through your commitment, South African Rugby has remained resolute in its pursuit of excellence, ensuring that our players, fans and stakeholders experience the very best that the sport has to offer. The sacrifices made, the difficult decisions undertaken and the steadfast vision upheld by each of you have been instrumental in securing stability and driving progress.

As we move forward, we do so with deep appreciation for the role each of you has played in upholding the traditions, values and ambitions of South African Rugby. Your contributions will be remembered as the foundation upon which we continue to grow, evolve and achieve new milestones together.

Thank you for your dedication, your trust and your unwavering commitment to the success of South African Rugby.

Mark Alexander
President – SA Rugby



DESTINATION 2027

“The landscape of sport has undergone substantial evolution. In response it is imperative for us at SA Rugby to reassess and transform our business model. This strategic shift is crucial to enhance our sustainability and to foster growth in alignment with the new dynamics of our industry. This Strategic plan is the dawn of a new, four-year cycle. Let us embrace it with hope and enthusiasm. May this four-year period bring us countless opportunities, joyous moments and the strength to overcome challenges. Together let’s make this a four-year period to remember.”

Mark Alexander

President, The South African Rugby Union

OUR OVERARCHING PURPOSE:

Securing rugby’s financial sustainability through a shared sport-wide strategic vision to establish our place as the leading rugby nation, inspiring all South Africans.

TO DO THAT WE SPLIT THE BUSINESS INTO FIVE KEY PILLARS



**HIGH
PERFORMANCE**



PARTICIPATION



BRAND



EVENTS



STAKEHOLDERS

- **HIGH PERFORMANCE:** Title-winning national teams
- **PARTICIPATION:** Increase participation by players, coaches and referees
- **BRAND:** Expand engagement activities to earn R800m to R1bn pa in commercial revenue
- **EVENTS:** Deliver world class competitions that are financially and environmentally sustainable
- **STAKEHOLDERS:** Develop and embed shared values in a well governed rugby ecosystem to emphasise the sport’s inclusivity and its contribution to SA

THE TARGETS WE HAVE SET:



HIGH PERFORMANCE

Title-winning national teams

- **Springboks (Men):** Consistently ranked in the top three in the world rankings; winning The Rugby Championship once in a four-year cycle; winning the SA vs NZ Series in 2026 and the Rugby World Cup in 2027
- **Springboks (Women):** Maintaining the No 1 ranking in Africa, perpetually qualifying for the Rugby World Cup and improving the world ranking to the top eight.
 - Ensuring 50% of the Springbok women's management team is female
- **Springbok Sevens (men):** Consistently medalling at every SVNS Series event, Olympics and Commonwealth Games.
- **Springbok Sevens (women):** Retaining SVNS Series core status by securing top eight ranking
- **Junior Boks (men):** Annually medalling at the World Rugby Under-20 Championships and the SANZAAR Under-20 Championship and winning these competitions once every three years
- **Under-18 (men):** Reaching the final of the Under-18 Series and winning it once every three years



PARTICIPATION

Increase participation by players, coaches and referees

- **On-field Men:** Increase participation at community level by 10%
- **On-Field Women:** Increase participation at community level by 30%
- **Coaching Education Women:** Ten women coaches accredited at World Rugby Level 3; 20 women at World Rugby Level 2 and increase World Rugby's Level 1 qualified women by 20% (120 in total)
- **Coaching Education Male:** Increase qualified male coaches at World Rugby's level 1, 2 or 3 by 10%
- **Training:** Increase the master trainer



pool by 200%, (9), trainers by 100% (18) and educators by 30% (82), ensuring a training footprint in all 15 Unions.

- **Referees (Male and Female):** Have two female match officials at World Rugby level for both Fifteens (15's) and Sevens (7's); two male match officials at the 2027 men's Rugby World Cup; increase referees under 30 by 10% annually (to 614); increase accredited SARU referee coaches to 60; train five new World Rugby Match Officiating Master Trainers; ensure each referee society has two World Rugby Match Officiating Educators.



BRAND

Expand engagement activities to earn R800m to R1bn pa in commercial revenue

- **Revenue:** Earn R800m to R1bn pa from sponsorship
- **Licensing:** Open at least one Springbok retail outlet, marketing a luxury second tier apparel range
- **Fans:** Establish Springbok fan clubs in Australia, UK and the US with a combined database of 50 000 known supporters



- **Database:** Have 250 000 known fans registered on the SA Rugby app
- **Community:** Licence branded outdoor remote viewing of Springbok Test matches
- **Brand:** Schedule at least two, public brand extension events per annum
- **Brand:** Refresh SA Rugby's brand architecture and look-and-feel



EVENTS

Deliver world class competitions that are financially and environmentally sustainable

- **Revenue:** Generate at least R200m gross revenue on average per annum from Springbok Test matches through ticketing, catering, hospitality and other event sources.
- **Delivery:** Achieve 90% of identified KPIs for all SA Rugby-owned events and those delivered on behalf of World Rugby or other entities
- **Design:** Achieve the milestones

towards carbon neutrality for competitions required by World Rugby's Environmental Sustainability Plan 2030

- **Community:** Design, plan and schedule SA Rugby-owned competitions to on average achieve 50% capacity for all matches
- **Personnel:** Have six accredited SA Rugby associated personnel on the World Rugby match commissioner programme
- **Competitions:** Design and schedule all SA Rugby-owned competitions to be cost-neutral
- **Women's professionalisation:** Administer a professionalised elite women's league in which all teams meet 100% of the minimum required standards



STAKEHOLDERS

Develop and embed shared values in a well governed rugby ecosystem to emphasise the sport's inclusivity and its contribution to SA

- **Compliance:** Achieve and comply with all statutory requirements of government, World Rugby, and any other regulatory authority to which SA Rugby is subject
- **Diversity:** Ensure all entities are on track to meet the targets of the STDP 2030, EPG and Department of Employment and Labour's Employment Equity requirements
- **Vision:** Develop, sign-off and embed a shared vision among all member unions
- **Delegation:** Agree and enforce rules of engagement and delegations of authority among the ecosystem
- **Representation:** Ensure SARU is represented at World Rugby level
- **Employer:** Create and live a value proposition that demonstrates SA Rugby as an employer of choice
- **Succession:** Identify, train, and prepare individuals to succeed in key management roles
- **Constitution:** Revamp the Constitution to be fit for purpose, aligning with organisational needs





CEO'S REPORT

THE 2024 calendar year has been one of considerable achievement and profound challenges for South African rugby. While our teams continued to distinguish themselves on the field, we pursued ambitious organisational reforms, navigating complex strategic decisions—including the assessment of private equity investment. These developments unfolded against a backdrop of persistent financial pressures, a reality affecting national federations and clubs worldwide.

STRATEGIC DIRECTION: DESTINATION 2027

Recognising the evolving landscape of professional rugby, the Executive Council inaugurated Destination 2027, a comprehensive four-year strategic plan aimed at reinforcing the long-term sustainability and competitiveness of South African rugby. This initiative sought to assess the organisation's structural fitness for modern demands while establishing measurable targets across five key pillars: High Performance, Participation, Brand, Events Stakeholder Engagement.

I am pleased to report that, after the first year of implementation, significant progress has been achieved, particularly in High Performance:

- Winning the Castle Lager Rugby Championship at least once within four

years (achieved in 2024)

- Securing a medal in Sevens at the Olympic Games (bronze medal in Paris, 2024)
- Qualifying for the Women's Rugby World Cup finals (achieved in 2024)

Performance reviews conducted by the Executive Council confirm that we are on course in the remaining four strategic pillars and I look forward to reporting further advancements at the conclusion of 2025.

PRIVATE EQUITY CONSIDERATIONS: LESSONS FROM THE PROCESS

The exploration of private equity investment commenced in 2018 and 2019, initially in informal discussions with UK-based CVC. While the COVID-19 pandemic stalled negotiations, they resumed in 2022, attracting broader investor interest in 2023.

Following a rigorous evaluation process, the Ackerley Sports Group (ASG) was unanimously selected as the preferred bidder in December 2023. A period of extensive legal, tax, commercial and strategic consultation ensued, underscoring the complexity of integrating external investment within a national federation, rather than a single franchise or club.

**Zain and Selwyn Davids celebrate
the Blitzboks' Olympic bronze
medals in Paris.**





The Springbok Women qualified for Rugby World Cup 2025 when they won the Rugby Africa Women's Cup in Madagascar in 2024.

Despite efforts to develop a comprehensive and aligned proposal, fundamental concerns regarding governance, financial structures and statutory obligations delayed submission to the General Council until Q3 2024. While information sessions and roadshows sought to address reservations, concerns persisted and the required 75% majority approval was ultimately not secured.

An extension was granted until January 2025 for ASG to submit a revised proposal, but no further offer materialised. Reflections on the process yield key insights:

1. Achieving the necessary 75% approval threshold is an extremely high bar.
2. The underwriting of national rugby operations is an intricate and formidable challenge for private investors.
3. Future negotiations must prioritise transparency and early alignment with member unions to mitigate commercial and reputational risks.

Despite the decision to not proceed, the original motivations for seeking an equity partner remain critical:

- Immediate financial stabilisation
- Creation of a sustainable reserve fund
- Strategic alignment with a global entity capable of unlocking new revenue streams through digital innovation

The necessity to address short-term financial pressures became an urgent priority in early 2025, prompting decisive action to stabilise the organisation. However, the absence of an equity agreement resulted in SA Rugby reporting its largest financial deficit since professionalisation in 1996 – R95 million.

This outcome underscores the considerable investment required to sustain participation in elite international competitions, including the Vodacom United Rugby Championship and the Investec Champions and Challenge Cups.

FINANCIAL CONTEXT & RUGBY'S GLOBAL LANDSCAPE

The financial pressures confronting South African rugby are mirrored globally, as leading unions continue to report substantial losses:

Federation and Reported Loss (2024)

- England £37.9m (R918m)
- Ireland €18.4m (R372m)
- Scotland £11.3m (R273m)
- Wales £7.5m (R181m)
- New Zealand \$11.6m (R123m)
- France €29m (R588m)

While financial pressures remain a universal challenge, SA Rugby's performance remains noteworthy, particularly given the substantial investment undertaken to maintain international competitiveness. Financial oversight mechanisms have ensured informed decision-making, safeguarding rugby operations and long-term sustainability efforts.

ON-FIELD EXCELLENCE & CONTINUED GROWTH

Despite the challenges off the field, South African rugby achieved outstanding success in 2024:

- The Springboks secured the Castle Lager Rugby Championship, dominating Argentina 48-7 in the decisive fixture. Eben Etzebeth reached 128 caps, becoming the most capped Springbok in history.
- All six home test matches were sold out, a significant milestone in recent seasons.
- Pieter-Steph du Toit was crowned World Rugby Men's Player of the Year for the second time.
- Under Siya Kolisi's leadership, the Springboks clinched an unprecedented collection of trophies in a single season, reaffirming their status as the world's top-ranked team.

Women's rugby continued its upward trajectory, with the Springbok Women crowned African champions and earning qualification for the Rugby World Cup. Meanwhile, the Springbok Sevens bounced back from a challenging season to secure bronze at the Paris Olympic Games.

Domestically, the Hollywoodbets Sharks became the first South African team to win a European trophy, triumphing in the EPCR Challenge Cup final, while the Bulls Daisies defended their Women's Premier Division title, affirming the advancement of women's rugby in South Africa.

Pieter-Steph du Toit was named World Rugby's Men's Player of the Year for 2024.





LOOKING AHEAD

The events of 2024 have demanded resilience, agility and strategic foresight, particularly in light of the unexpected pivot away from private equity investment. While challenges remain, SA Rugby is steadfast in its commitment to sustainability, innovation and competitive excellence.

I extend my sincere appreciation to our national teams, coaching staff, sponsors and the South African rugby community for their unwavering dedication and invaluable contributions. Together, we will continue building a robust and prosperous future for our sport in 2025.

MESSAGE OF GRATITUDE

As we reflect on the challenges and triumphs of 2024, I extend my deepest gratitude to each of you – our dedicated staff, the CEOs and presidents of our unions and the esteemed members of the executive council.

This year has demanded extraordinary resilience, adaptability and an unwavering commitment to the values that unite us. Through periods of uncertainty, you have demonstrated remarkable leadership, collaboration and steadfast dedication to the growth and integrity of our sport.

Your contributions, support and collective efforts have been invaluable in navigating complexities, strengthening our foundations and ensuring a sustainable path forward. It is through our shared vision and mutual trust that we continue to make meaningful progress, even in the face of adversity.

As we move ahead, I remain confident that our unity, innovation and perseverance will propel us toward greater achievements. Thank you for your unwavering commitment to excellence and for playing an instrumental role in shaping the future of our organisation.

With appreciation and respect,

Rian Oberholzer

CEO – SA Rugby

Lusanda Dumke led the Bulls Daisies to their second consecutive title in the Women's Premier Division in 2024.







INTEGRATED REPORT

PREAMBLE:

SARU is an incorporated association of persons with perpetual succession and juristic personality and the national controlling body and custodian of rugby in South Africa.

SARU's governance structure is set out in its Constitution.

GOVERNANCE

The relevant extracts from Section 8 of the SARU Constitution provide as follows:

- 8.1** Subject to this constitution, SARU's business and activities will be overseen by the general meeting, which shall have the ultimate authority in respect of, and responsibility for, its affairs.
- 8.4** Subject to the Constitution, all of SARU's affairs shall be governed by the Executive Council, which may exercise all such powers and perform all such functions which are not required by this constitution to be exercised or performed by the general meeting. Provided that the general meeting retains the authority to exercise such powers and perform such functions if the Executive Council is, for whatever reason, unwilling or unable to do so.
- 8.5** Without derogating from the generality of the foregoing, the Executive Council shall determine a policy framework for and oversee SARU's governance and exercise the powers and perform the functions necessary to achieve and promote the main and ancillary objects.

- 8.7** The provisions in the Act and the rules of the common law which define the nature and extent of the powers and functions of members of the board of directors of a public company, govern the exercise of powers and performance of their functions; govern the relationship between such directors and such company, whether fiduciary or otherwise, as well as the personal liability, criminal or delictual, of such members flowing from fraudulent or negligent acts or omissions in relation to such members' aforesaid powers and functions, apply mutatis mutandis, and to the extent that it is consistent with SARU's status, to the members of the executive council as if SARU were a public company.
- 8.8** The principles and the best practice recommendations set out in the Code of Governance Principles for South Africa - 2016 King IV, as augmented and amended from time to time, shall apply as a guideline to the governance of SARU.



Renzo du Plessis from the Fidelity ADT Lions was named Carling Currie Cup Premier Division Player of the Year for 2024.



1. GOVERNANCE STRUCTURES

The Committee structure is correct as at 31 December 2024.

MEMBERS OF THE EXECUTIVE COUNCIL (“EXCO”)

NAME	POSITION	START	FINISH	APPOINTMENT
Mark Alexander	President	29/04/2022	29/04/2026	Voted
Francois Davids	Deputy President	05/06/2020	04/06/2024 (AGM 20/06/24)	Re-elected to 19/06/2028
Rian Oberholzer	Chief Executive Officer			SARU Management
Abubakar Saban	Chief Financial Officer			SARU Management
Patrick Kuhn	Elected - AGM	05/06/2020	20/06/2024	End of Tenure
Jannie Louw	Elected - AGM	05/06/2020	04/04/2024 (AGM 20/06/24)	Re-elected to 19/06/2028
Mimi Tau	Independent Exco Member	01/09/2023	03/07/2025	Approved by Exco
Willie Small	Elected - AGM	20/06/2024	19/06/2028	Voted
John Smit	Independent Exco Member	17/10/2023		MyPlayers representative
Hennie Baartman	Elected - AGM	29/04/2022	29/04/2026	Voted
Randall September	Elected - AGM	29/04/2022	29/04/2026	Voted
Mary-Anne Musekiwa	Independent Exco Member	06/09/2022	06/09/2024	Approved by Exco to 19/06/2026
Tryphosa Ramano	Independent Exco Member	06/09/2022	06/09/2024	Approved by Exco to 19/06/2026
Melody Lekota	Independent Exco Member	13/10/2022	13/10/2024	Approved by Exco to 19/06/2026
Belia Karsten	Independent Exco Member	29/01/2024	29/01/2026	Approved by Exco
Operationally required				
Chantal du Pisani	Company Secretary			
Invited Members				
Andy Colquhoun	GM: Communications			

2. SARU SUB-COMMITTEES

AUDIT AND RISK COMMITTEE

NAME	POSITION
Mary-Anne Musekiwa	Independent Exco Member (Chairperson)
Tryphosa Ramano	Independent Exco Member
Prof Edna van Harte	Independent Member
Sinoxolo Jodwana	Independent Member
Raymond Fenner	Independent member
Brendan Deegan	Independent Member
Jabulani Ndlovu	Independent Member
Tshego Sefolo	Independent Member
Operationally required	
Rian Oberholzer	CEO, SARU
Abubakar Saban	CFO, SARU
Invited representatives	External Auditor – Nexia SAB & T
Invited representatives	Internal Auditor – KPMG
Invited Members	
Chantal du Pisani	Company Secretary

FINANCE COMMITTEE

NAME	POSITION
Tryphosa Ramano	Independent Exco member (Chairperson)
Belia Karsten	Independent Exco member (Deputy Chairperson)
Francois Davids	Deputy President
Jannie Louw	Exco member
Mark Alexander	President (Oversight)
Operationally required	
Rian Oberholzer	CEO
Abubakar Saban	CFO
Chantal du Pisani	Company Secretary
Andy Colquhoun	GM: Commercial



HR REMUNERATION COMMITTEE; AND SOCIAL AND ETHICS COMMITTEE

NAME	POSITION
Melody Lekota	Independent Exco member (Chairperson)
Belia Karsten	Independent Exco Member (Deputy Chairperson HRRSE)
Evelyn Motsatsing	Independent Exco Member
Lloyd Fortuin	Independent member
Lwanda Jongilanga	Independent member
Operationally required	
Rian Oberholzer	CEO
Abubakar Saban	CFO
Ingrid Mangcu	GM:HR
Chantal du Pisani	Company Secretary

JUDICIAL COMMITTEE

NAME	POSITION
Judge Lex Mpati	Independent member (Chairperson)
Vanessa Doble	Independent member
Peter Ingwersen	Independent member
Adv Andre May	Independent member
Deker Govender	Independent member
Nozipho Mngomezulu	Independent member
Operationally required	
Chantal du Pisani	Company Secretary, Head of Legal
Willemien v d Merwe	Legal: Rules and Regulations

FRANCHISE COMMITTEE

NAME	POSITION
Mark Alexander	President (Chairperson)
Francois Davids	Deputy President
Hennie Baartman	Exco Member
Jannie Louw	Exco Member
Franchise committee comprising of not fewer than six (6) unions and not more than eight (8) unions.	CEOs
Operationally required	
Rian Oberholzer	CEO, SARU
Rassie Erasmus	Director of Rugby
Dave Wessels	GM: High Performance
Charles Wessels	GM: Rugby and Secretary

NON-FRANCHISE COMMITTEE

NAME	POSITION
Francois Davids	Deputy President (Chairperson)
Mark Alexander	President
Randall September	Exco Member
Hennie Baartman	Exco Member
Non-franchise committee comprising of not fewer than six (6) unions and not more than eight (8) unions	CEO's
Operationally required	
Rian Oberholzer	CEO, SARU
Ian Schwartz	GM: SPM, Committee Secretary

TRANSFORMATION COMMITTEE

NAME	POSITION
Mimi Tau	Independent Exco member (Chairperson)
Mark Alexander	President
Francois Davids	Deputy President
Pat Kuhn	Exco Member
Zilungile Ntombela	Independent member
Tshegofatso Sefolo	Independent member
All 15 Provincial Union Presidents and CEO's	In accordance with SARU Constitution
Zulpha Ackerdien	Independent member
Gloria Sullivan	Independent member
Operationally required	
Rian Oberholzer	CEO
Ian Schwartz	GM: SPM
Samantha McDonald	Strategic Performance Management Administration, Committee Secretary
Morne Nortier	Project Manager: SPM



3. SARU AD HOC COMMITTEES

CONSTITUTIONAL COMMITTEE

NAME	POSITION
Mark Alexander	President (Chairperson)
Francois Davids	Deputy President
Mervyn Taylor	LRU (Non-Franchise representative)
Jan Wiegand	VRU (Non Franchise representative)
Willem Strauss	BBRU (Franchise representative)
Neville Jardine	GLRU (Franchise representative)
Operationally required	
Rian Oberholzer	CEO
C du Pisani	Company Secretary

WOMEN'S RUGBY COMMITTEE

NAME	POSITION
Mimi Tau	Exco Member (Independent)
Mark Alexander	President
Francois Davids	Deputy President
Randall September	Exco member
All 15 Union Women's Rugby Representatives	President's; CEO's and GM of the Unions.
Operationally required	
Rian Oberholzer	CEO
Ingrid Mangcu	GM: HR
Dave Wessels	GM: High Performance
Vacancy	SARU Women's Rugby Department
Yusuf Jackson	GM: Operations
Willemien v d Merwe	Legal: Rules and Regulations, Secretary

NATIONAL TEAMS STEERING COMMITTEE

NAME	POSITION
Mark Alexander	President (Chairperson)
Francois Davids	Deputy President
Jannie Louw	Exco Member
Pat Kuhn	Exco Member
Hennie Baartman	EXCO Member
Operationally required	
Rian Oberholzer	CEO
J Erasmus	Director of Rugby
D Wessels	GM: High Performance
C Wessels	GM: Springboks
C du Pisani	Company Secretary, Legal

AGENTS COMMITTEE

NAME	POSITION
Willie Small	EXCO Member
Neville Jardine	SARU Representative
Barend van Graan	SAREO Representative
Mandisi Tshonti	SARPA Representative To be replaced by MyPlayers
Bryce Foss	Player Agent Representative
Operationally required	
David De Villiers	MyPlayers
Willemien v d Merwe	SARU, Rules and Regulations
Yandiswa Ntlanganiso	Committee Secretary

COMMUNITY RUGBY COMMITTEE

NAME	POSITION
Francois Davids	Deputy President (Chairperson)
Mark Alexander	President
Hennie Baartman	Exco member (Schools and Universities)
Randall September	Exco member
All 15 Union Representatives	CEOs
Operationally required	
Rian Oberholzer	CEO
Yusuf Jackson	GM: Operations
Sumantha Gounden	Manager: Funding and Projects (SPM) and Secretary
Ian Schwartz	GM: SPM

TRANSFORMATION ADVISORY PANEL

NAME	POSITION
Mary-Anne Musekiwa	Independent Exco member (Chairperson)
Mimi Tau	Independent Exco member
Evelyn Motsatsing	Independent member
Judge J van der Westhuizen	Independent member
Operationally required	
Ian Schwartz	GM: SPM
Chantal du Pisani	GM Legal
Samantha Mc Donald	Snr Manager: Transformation, Secretary





COMPANY SECRETARY & CFO

Chantal du Pisani was appointed as the Head of Legal and Compliance on 1 January 2023 and Company Secretary from 1 January 2023. Chantal du Pisani continues to fulfil both Positions within the SA Rugby Union structure. A company secretary officer was appointed on 1 September 2024 within the Legal Department of SARU.

CFO

Abubakar Saban is the CFO of SA Rugby Union.

CERTIFICATE

In my capacity as the Company Secretary I can confirm that the information provided herein for the year ended 31 December 2024, is indicative of all governance structures in operation in line with the requirements of the Union’s Constitution. In addition, all minutes of the General Council Meetings, Executive Council and Sub-Committee meetings have been kept electronically, for record purposes.

SARU VISION



PURPOSE

We are things to all rugby



VISION

To be the leading rugby nation, inspiring all South Africans



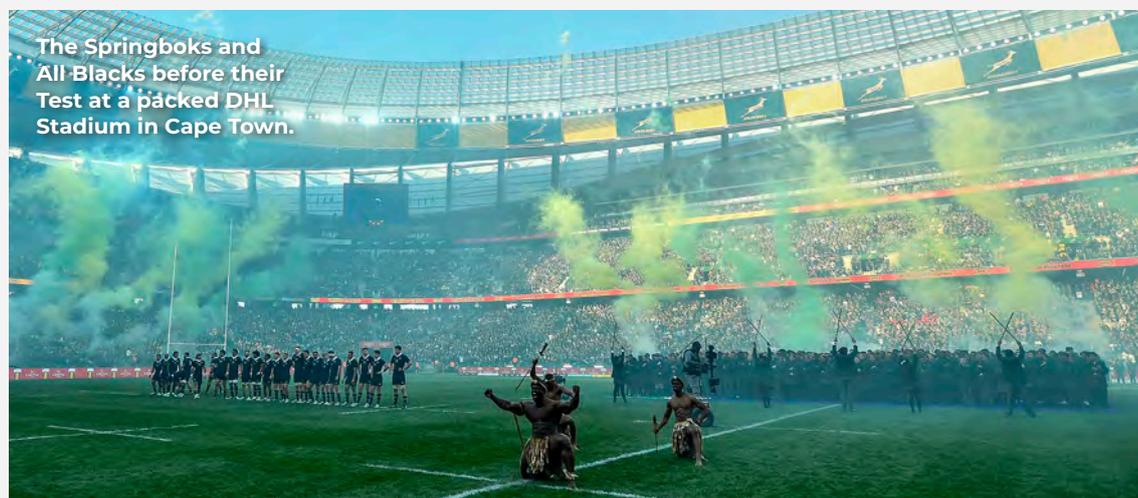
VALUES

Excellence, Inclusivity, Innovation, Ethical, Collaboration, Service, Trust



MISSION

High performing people, process and systems providing sustainable, well-governed world class innovative sporting entertainment to make South Africa to be the leading Rugby Nation.



The Springboks and All Blacks before their Test at a packed DHL Stadium in Cape Town.



DESTINATION 27 STRATEGIC PILLARS



HIGH PERFORMANCE:

Title-winning national teams



PARTICIPATION:

Increase participation by players, coaches and referees



BRAND:

Expand engagement activities to earn R800m to R1bn pa in commercial revenue



EVENTS:

Deliver world class competitions that are financially and environmentally sustainable



STAKEHOLDERS:

Develop and embed shared values in a well governed rugby ecosystem to emphasise the sport's inclusivity and its contribution to SA

2024 PROGRESS REPORT - OUR KEY ACHIEVEMENTS



HIGH PERFORMANCE:

- Springboks won the TRC
- Springbok Women to qualify for RWC25
- Springbok 7s attained bronze medal at the Olympics
- Finished the Under-18 International Series on a high and unbeaten



PARTICIPATION:

- Accredit 20 female coaches at World Rugby Level 2
- Accredit 120 female coaches at World Rugby Level 1
- Increased male qualified coaches at World Rugby Levels 1, 2 & 3 by 10%
- Zoe Naude and Giana Viljoen (SARU female referees) at World Rugby Level for sevens and XV's



BRAND:

- Renew existing sponsorship deals
- Appoint Wasserman as global commercial agents
- Generated R852m in broadcast revenue in 2024 (16% growth from 2023)
- Generated R488m in gross sponsorship revenues in 2024 (16% growth from 2023)



EVENTS:

- No targets achievable in 2024 due to event delivery model (SARU does not have full control)



STAKEHOLDERS:

- SARU representative on World Rugby Exco
- Prepared and submitted the signed off plans to be achieved by 2028 to the Department of Employment and Labour



The Junior Springbok Women won all three their games in the R10 African U20 Women's Series in Stellenbosch.



SARU LEGAL, COMPLIANCE, RULES, AND REGULATIONS:

The SARU Legal Team's vision is to enable the successful delivery of SARU's strategic objectives as set out in SARU's Destination 2027 and legal department is there to support SARU's commercial interests, delivery requirements such as reporting to its stakeholders and to enable SARU to deliver a world-class rugby business on and off the field of play. The SARU legal team, is a resource requirement to provide legal guidance and a wide range of support services to SARU.

SARU CONSTITUTION

SARU comprises nine (9) provincial members made up of 14 constituent unions' members with Limpopo participating as a non-voting member. Limpopo RU was accepted as a development union at the SARU AGM on 29 April 2022.

Members designate three persons from their constituent unions to represent them at general meetings of which one member has to a female. The member having a

Club rugby is alive and well in communities across South Africa.

female representative qualifies for a third vote at General Council.

Western Province Rugby Football Union remains under the administration of SARU.

The Franchise and Non-Franchise committees created in 2016, continued to focus on key issues of collective sustainability and development within the professional and semi-professional unions respectively.

The composition of Executive Council members for the period 2021 – 2025 shall include no less than 3 women. The Executive council oversaw the organisation's management and business strategies. SARU continued to have strengthened oversight through independent members on the Executive Council and in 2024 had five (5) independent members, all of whom were women. They brought an independent, business expertise and objective view distinct from that of members and management and acted as a balancing element in governing body discussions.



SARU acknowledges their value and experience in navigating financial, social and ethics, transformation and risk related matters. Their agility and responsive decision making supported the organisation in navigating through uncharted waters. With significant developments in the both the URC and SANZAAR landscape and the pursuit of opportunities in Europe, they provided rigorous review of SARU's strategic options.

In addition, they have been invaluable in their guidance through navigating equity offers from both identified parties. Their continued tenure ensured that there was creativity and flexibility in adjusting the focus areas to ensure the ongoing sustainability of the business. Although various strategic priorities had to be adapted, key focus areas were retained to support management in focusing on the long-term goals.

SARU VALUES

The Executive Council is fully committed to accountability, fairness and business integrity in all its activities. The core values that underpin SARU's behaviour and everything we do as an organization are summarized as follows:

- Excellence;
- Inclusivity;
- Innovation;
- Ethical;
- Collaboration;
- Service; and
- Trust.

The compliance department is responsible for legal compliance and governance issues. It supports the business in complying with relevant laws and regulations and internal procedures.

The Executive Council members, through the Social and Ethics Committee, had reviewed through a rigorous process with the assistance of external professionals the declarations relating to the Executive Council members. A conflict management framework was developed and the independent members, who participate had reviewed all such matters.

SUSTAINABILITY FOCUS

SARU's responsibilities as a national sporting federation cover all aspects of the playing of the game. World Rugby has introduced targets relating to environmental and sport sustainability by 2030 and the SARU SPM team are currently reviewing the requirements outlined in these targets.

In addition, financial sustainability is paramount in the role that SARU plays within the South African rugby ecosystem. Achievements such as the winning of the Rugby World Cup in 2023, boost the attractiveness of the whole rugby proposition and justify the investment in team campaigns. Viewership and support in South Africa, through teams' participation in the Northern Hemisphere is reaping rewards.

SARU's adopted strategy is underpinned by long-term financial sustainability.

EXECUTIVE COUNCIL SUB-COMMITTEES

To enable the Executive Council to discharge its responsibilities and duties as set out in the Constitution, the Executive Council has established sub-committees, which have been delegated various powers. The committees' activities are set out in their respective terms of reference. All committees are accountable to the Executive Council. These Terms of References can be found on the SARU website through the following link: www.sarugby.co.za/general/governance-and-documents/

EXECUTIVE COUNCIL REPORT

In compliance with Section 12.1 of the Constitution, the General Council of SARU assembled for its Annual General Meeting on 20 June 2024; and one (1) Ordinary General Meeting on 23 August 2024 and a further Ordinary General Meeting on 6 December 2024. Special General Meetings were held, as required.

In addition, because of SARU not presenting a balanced budget and in line with Clause 13.2 of the SARU Constitution, the Executive Committee could not approve

SARU's annual budget for 2025. In addition, due to the financial uncertainties and inability to produce a balanced budget, the General Council could not approve a Funding Model 2025-2027.

EXECUTIVE COUNCIL

As per the requirement of Clause 15.1 of the SARU Constitution, the SARU Executive Council attended 11 (eleven) meetings. All Special EXCO meetings were held via MS Teams facility. The attendance of the Executive Council was as follows for the period 1 January 2024 to 31 December 2024.

	20 January 2024	30 January 2024	14 February 2024	13 March 2024	25 April 2024	5 June 2024	21 August 2024	11 September 2024	16 October 2024	29 October 2024	5 December 2024
EXCO MEMBER											
M Alexander	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
F Davids	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
J Smit	Yes	Yes	Yes	Yes	-	Yes	Yes	Yes	Yes	Yes	-
P Kuhn	Yes	Yes	Yes	Yes	Yes	Yes	-	-	-	-	-
H Baartman	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
R Oberholzer	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
M Musekiwa	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
R September	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
J Louw	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
M Tau	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
B Karsten	-	Yes	Yes	Yes	Yes	Yes	Yes	-	Yes	Yes	Yes
T Ramano	-	-	-	Yes	Yes	Yes	-	-	-	-	Yes
M Lekota	Yes	Yes	-	-	Yes	Yes	Yes	Yes	Yes	-	-
A Saban	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	-	Yes
W Small	-	-	-	-	-	-	Yes	Yes	Yes	Yes	Yes
INVITED MEMBERS											
B Adams COSEC Officer	-	-	-	-	-	-	-	Yes	Yes	Yes	Yes
C du Pisani LEGAL, COSEC	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
A Colquhoun GM: Commercial	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	-	Yes



SUB-COMMITTEES and AD HOC COMMITTEES

SARU Constitution provides for the establishment of SARU Sub-committees and ad hoc Committees. These committees are, in principle reflective of the best practice recommendations as set out in the Code of Governance Principles for South Africa – 2009 King IV.

Audit and Risk Committee

Attendance and meeting details

AUDIT AND RISK	23 April 2024	22 August 2024	21 November 2024
M Musekiwa	Yes	Yes	Yes
T Ramano	-	-	-
Prof Edna van Harte	Yes	Yes	Yes
S Jodwana	Yes	Yes	-
R Fenner	Yes	-	-
B Deegan	-	Yes	Yes
J Ndlovu	-	-	-
T Sefolo	-	-	-
INVITED MEMBERS	23 April 2024	22 August 2024	21 November 2024
R Oberholzer, CEO	Yes	Yes	Yes
A Saban, CFO	Yes	Yes	Yes
C du Pisani, COSEC, Legal	Yes	Yes	Yes
B Adams, COSEC Officer	-	-	Yes

Human Resources and Remuneration; Social and Ethics Committee

Attendance and meeting details

HR REMCO	30 April 2024	07 October 2024
M Lekota	Yes	Yes
Llyod Fortuin	Yes	Yes
Lwanda Jongilanga	Yes	Yes
Evelyn Motsatsing	Yes	Yes
Belia Karsten	Yes	Yes
R Oberholzer	Yes	Yes
INVITED MEMBERS	30 April 2024	07 October 2024
A Saban	Yes	Yes
C du Pisani	Yes	Yes
A Colquhoun	Yes	Yes
I Mangcu	Yes	Yes
S McDonald	-	Yes



DHL Western Province beat the Fidelity ADT Lions in the final of the SA Rugby U21 Cup in 2024.

Finance Committee

Attendance and meeting details

	20 February 2024	10 April 2024	5 June 2024	19 August 2024	23 September 2024	20 November 2024	18 December 2024
FINCOM							
T Ramano	Yes	Yes	Yes	Yes	Yes	-	Yes
B Karsten	-	-	Yes	Yes	Yes	Yes	Yes
M Alexander	Yes	Yes	Yes	-	Yes	Yes	Yes
F Davids	Yes	Yes	Yes	Yes	-	Yes	Yes
J Louw	Yes	Yes	Yes	Yes	Yes	Yes	Yes
INVITED MEMBERS							
R Oberholzer	Yes	Yes	Yes	Yes	Yes	Yes	
A Saban	Yes	Yes	Yes	Yes	Yes	Yes	Yes
C du Pisani	Yes	Yes	Yes	Yes	Yes	Yes	Yes
A Colquhoun	-	-	Yes	Yes	-	-	-
S Samsodien	-	-	Yes	Yes	-	-	-
B Adams							



AUDIT AND RISK COMMITTEE

For the year ended 31 December 2024

The Chairperson of the Audit and Risk Committee hereby submits the Audit and Risk Report for the year under review:

TERMS OF REFERENCE

The Audit and Risk Committee's Terms of Reference is available on SARU's website.

The Terms of Reference is reflective of the delegation to it by the Executive Council. The Audit and Risk Committee has discharged the functions in terms of its charter and ascribed as follows:

- Reviewed the annual financial statements of the South African Rugby Union and Group-

- Recommended to the Executive Council to recommend to the Annual General Meeting to adopt the financial statements;
- Reviewed the annual financial statements of Rugby Educational Fund for the year ended 31 December 2024; and
- Reviewed the external audit reports on the annual financial statements;
- Recommended the appointment of the external auditors.

In addition, the Audit and Risk Committee evaluated the effectiveness of risk management, controls and the information technology governance process and in so doing reviewed the insurance portfolio and the IT Action Plan and Business Continuity; and

Eastern Province were runners up in the Carling Currie Cup First Division in 2024.

- Recommended the audit fees, the engagement terms of the external auditor and the audit plan for approval to the executive council.

The Audit and Risk Committee consists of non-executive independent members which have been listed (refer to governance structures) and meets at least three times a year in accordance with the Audit and Risk Committee terms of reference.

The Audit and Risk Committee is a sub-committee of the Executive Council and therefore reports to them, directly.

The Chairperson, Audit and Risk also played a strategic governance role in the implementation and oversight of the Equity Transaction Oversight Committee with the Chairperson, Equity Oversight Committee, Ms B Karsten and Chairperson of Finance Committee, Ms Tryphosa Ramano.

ATTENDANCE

The internal and external auditors, in their capacity as auditors to the entity, attended and reported at meetings of the Audit and Risk Committee. The CEO, CFO and relevant senior managers attended meetings by invitation.

CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS

The Audit and Risk Committee has discharged the functions in terms of its terms of reference as follows:

During its review and recommendation to the Annual General Meeting to adopt the Consolidated and separate financial statements of the South African Rugby Union and Group for the year ending 31 December 2024 the committee:

- took appropriate steps to ensure that the Consolidated and separate financial statements are prepared in accordance with the IFRS Accounting Standards as

issued by the International Accounting Standards Board;

- considered, and, where appropriate, made recommendations on internal financial controls; and
- dealt with items raised by the External Auditors about the accounting policies, the auditing process, the content of the Consolidated and separate financial statements and internal financial controls.
- Reviewed the external audit reports on the Consolidated and separate financial statements.

INTERNAL AUDIT

The Audit and Risk Committee fulfils an oversight role regarding SARU's Consolidated and separate financial statements and the reporting process, including the system of internal financial control. It is responsible for ensuring that the SARU's internal audit function is independent and has the necessary resources, standing and authority within the entity to enable it to discharge its duties.

The Audit and Risk Committee oversees co-operation between the internal and external auditors and serves as a link between the executive council and these functions. The combined assurance model allows for assurance providers to be indicated and categorized between management, committees and external service providers such as external and internal auditors.

The Audit and Risk Committee evaluated the effectiveness of risk management, controls and the information technology governance process and in so doing reviewed the insurance portfolio and the IT Action Plan and Business Continuity.



The services of KPMG as appointed Internal Auditors of SARU, had recommenced during 2022. The committee noted that updated strategic and operational risk registers as prepared by the internal auditors, forming the basis for the audit plan to be executed during 2025. The Chairperson also required that the internal audit function, subject to funding and liquidity, expands the oversight role as defined in their scope of Works.

Considering the significant changes at SARU, the environment in which SARU operates, the Committee requested a focused relook and refresh of both Operational and Strategic risks in 2025.

EXTERNAL AUDITOR APPOINTMENT AND INDEPENDENCE

Nexia SAB&T continued their fourth year of engagement as SARU's designate External Auditors for the 2024 financial year. The Audit and Risk Committee has reviewed the independence guidelines applied of Nexia SAB&T and the Independent Regulatory Board of Auditors in respect of independence and conflict of interest. The External Auditors provided assurance in the external audit plan and the final external report of their independence to the Audit and Risk Committee.

The Audit and Risk Committee recommended the approval of the terms of engagement and the external audit fees to the Executive Council for approval. The Audit and Risk Committee ensured that the nature and extent of non-audit services provided by the External Auditors were in terms of the external auditor independence policy. The Audit and Risk Committee discussed and evaluated the audit plan submitted by the External Auditors and has recommended the audit plan for approval to the Executive Council.

INFORMATION TECHNOLOGY

In accordance with the terms of reference, the Audit and Risk Committee reviewed the risks relating to Information Technology (IT). The Audit and Risk Committee is of the view that the Information Technology controls are improving, and that management had secured a robust architecture that allowed for SARU to operate effectively with minimal to no business interruption. The monthly reporting provided by EOH, and the appointment of a full-time staff member within SARU, provides significant level of assurance around the management of vulnerabilities, hardware maintenance, disaster recovery and loadshedding.

RISK MANAGEMENT

The Executive Council is ultimately responsible for risk management and the Executive Council has delegated the specific responsibility to the Audit and Risk Committee. The Audit and Risk Committee assisted the Executive Council to discharge its responsibilities by monitoring and assessing the role and effectiveness of the internal audit function in the context of the risk management function. Risk management has been included on the agenda for all Audit and Risk Committee meetings to consider and discuss new and emerging risks as well as legal and compliance matters that may impact on SARU or its operations.

Action from the match between Griquas and the Pumas in the U16 Grant Khomo Week, which was held in Gqeberha.





FINANCE & OPERATIONS

OPERATING RESULTS

There is a shared optimism around the future of South African Rugby both on and off the field with the focus on financial sustainability at the centre of planning and business strategies.

The appointment of global service providers during 2024 as part of a commercial strategy reset is expected to unlock significant income generating opportunities into the foreseeable future. The resultant financial forecasts, inclusive of further e-commerce growth opportunities, will return SA Rugby to profitability into the foreseeable future.

The year-end post taxation loss in the union of R95 million, although expected, is as a result of funding the operations and investment of rugby whilst seizing the opportunity to grow the business through innovation.

Group revenues increased by 8% from R1.44 billion in 2023 to R1.55 billion in 2024. Union revenues increased by 13% from R1.3 billion during 2023 to R1.52 billion in 2024, with 87% of such revenues generated through broadcasting and sponsorship contracts.

The non-participation in inbounds and outbound Test matches and a truncated Rugby Championships in a Rugby World Cup (RWC) year contributed to the decline in revenues reported such comparative year.

Group grant income recognized from World Rugby amounted to R186 million, inclusive of R68 million received as host subsidies for the women's WXV

2 tournament and World Rugby U20 Championship – both World Rugby events. Grant income is not classified as revenue, but rather as other operating income as required by International Financial Reporting Standard 15.

The significant increase in merchandise sales, as declared by the apparel sponsor, resulted in the reporting of merchandise royalty income of R62 million compared to the R30 million achieved during the previous financial year.

The union's reported loss includes expenditure of R392 million attributable to the northern hemisphere international franchise competition, R347 million funding to member unions, player image rights and insurance of R148 million and R133 million on three international World Rugby events successfully hosted in South Africa.

The overall expenditure in the rugby department decreased as the comparative period RWC win bonuses were partially offset by the increased team costs during a regular season of Springbok test matches.

Although not approved by the General Council of SA Rugby and after incurring R13 million in direct project costs, the proposed equity deal would have eased the

Springbok captain Siya Kolisi poses with fans after the Test against Scotland in Edinburgh.





immediate financial pressure, accelerated certain commercial programs and provided easier access to global markets.

The first phase of the restructuring of the Rugby and Strategic Performance departments was effective 1 November 2024 with minimal financial impact due to certain budgeted vacancies not filled during the year.

FINANCIAL POSITION

The year-end position reflects a position of technical insolvency with the carrying value of liabilities exceeding that of assets in the group by R51 million and R81 million in the union.

Although a R100 million overdraft facility was in place up until year end, a cash balance of R17 million was retained that was sufficient to honour statutory and other financial commitments payable within the first quarter of 2025 with longer term cashflow forecasts and access to banking facilities confirming a position of continued commercial solvency.

A material right-of-use asset is disclosed under non-current asset as a result of recognition in terms of IFRS16. Such basis being that the right of use of the rented space and corresponding lease liability was calculated on the discounted future payments required under such lease arrangement.

As a result of the implementation of IFRS 16 on leases and the procurement of

additional rented space during the year, a R51 million lease asset and a R67 million lease liability was recorded. A fleet of unencumbered vehicles, with a carrying value of R3 million, is reported under Property, Plant and Equipment as the only other significant class of tangible asset.

A significant portion of the deferred taxation asset of R26 million arose as a result of income received in advance that will be processed over time through the statement of profit or loss.

A significant percentage of year end trade receivables were collected after year end with adequate provisions being made for possible asset impairments.

Although the year-end accounts reflect a position of technical insolvency, the strong commercial start to 2025 and detailed cashflow projections confirm that the group can continue to operate as a going concern into the foreseeable future. Furthermore, no form of borrowings or third-party funding exists outside of normal trading activities.

PROSPECTS FOR 2025 AND BEYOND

Significant additional revenues have been secured through an accelerated commercial programme, inclusive of an event delivery partnership and fan engagement strategy, in addition to material existing broadcasting and sponsorship contracts already secured for 2025 and beyond.

The guaranteed participation of South African international franchises in the Vodacom United Rugby Championship and European Professional Club Rugby

The guaranteed participation of South African international franchises in the Vodacom United Rugby Championship and European Professional Club Rugby competitions, as either participant or shareholder, together with the participation of the Springboks in the SANZAAR-owned Castle Lager Rugby Championship creates the commercial opportunities required to generate revenues into the foreseeable future.



Jakkie Cilliers on the attack against Japan in WXV 2 in Cape Town.

competitions, as either participant or shareholder, together with the participation of the Springboks in the SANZAAR-owned Castle Lager Rugby Championship creates the commercial opportunities required to generate revenues into the foreseeable future.

The formation of new competitions for the Springboks and the unlocking of e-commerce opportunities further supports the revenue growth outlook beyond the next 12 months.

World Rugby continue to provide financial support to member unions by way of guaranteed union funding towards the development of rugby at all levels with a guaranteed £9 million receivable during the current cycle compared to the £7.5 million of the previous cycle.

As per the SA Rugby constitution, a member funding model was approved

by the General Council for a three-year period. Such approval supports the financial sustainability imperatives of both SA Rugby and its members as it allows for robust financial planning.

STRUCTURE

The Finance & Operations Department consists of finance and asset care as its core functions, supporting the business at a group level. Areas of procurement, taxation, insurance, inventory warehousing and treasury are embedded within the overall finance function.

A hybrid sourcing model is adopted to manage the information technology function whilst the travel functions are provided by reputable outsourced service providers.



SOUTH AFRICAN RUGBY UNION

VOLUNTARY ASSOCIATION OF PERSONS

CONSOLIDATED FINANCIAL STATEMENTS
for the year ended 31 December 2024

GENERAL INFORMATION

EXECUTIVE COUNCIL MEMBERS

Mark Alexander (President)

Francois Davids (Deputy
President)

Adrian Oberholzer (Chief
Executive Officer)

Abubakar Saban (Chief Financial
Officer)

Hennie Baartman

Jannie Louw

John Smit

Mary-Anne Musekiwa

Melody Lekota

Mimi Tau

Randall September

Tryphosa Ramano

Belia Karsten

Willie Small

GENERAL INFORMATION

Business address	SARU House, Tygerberg Park 163 Uys Krige Drive, Platteklouf, 7500 Cape Town
Postal address	PO Box 15929, Panorama, 7506 Cape Town
Bankers	ABSA Bank Limited
Auditor	Nexia SAB&T Registered Auditors
Level of assurance	These consolidated and separate annual financial statements have been audited in compliance with the applicable requirements of the Constitution of The South African Rugby Union.
Preparer	The consolidated annual financial statements were internally compiled under the supervision of: S Sekhosana Senior Finance Manager

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The reports and statements set out below comprise the consolidated and separate financial statements presented to the Executive Council:

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EXECUTIVE COUNCIL'S RESPONSIBILITIES AND APPROVAL

The Executive Council is required in terms of the Constitution of The South African Rugby Union to maintain adequate accounting records and is responsible for the content and integrity of the consolidated and separate financial statements and related financial information included in this report. It is their responsibility to ensure that the consolidated and separate financial statements fairly present the state of affairs of the Group and the Union as at the end of the financial year and the results of its operations and cash flows for the period then ended, in conformity with IFRS® Accounting Standards as issued by the International Accounting Standards Board. The external auditors are engaged to express an independent opinion on the consolidated and separate financial statements.

The consolidated and separate financial statements are prepared in accordance with IFRS® Accounting Standards as issued by the International Accounting Standards Board and are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgements and estimates.

The Executive Council acknowledge that they are ultimately responsible for the system of internal financial control established by the Group and the Union and place considerable importance on maintaining a strong control environment. To enable the Executive Council to meet these responsibilities, the Executive Council sets standards for internal control aimed at reducing the risk of error or loss in a cost effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are monitored throughout the Group and the Union and all employees are required to maintain the highest ethical standards in ensuring the Group and Union's business is conducted in a manner that in all reasonable circumstances is above reproach. The focus of risk management in the Group is on identifying, assessing, managing and monitoring all known forms of risk across the Group and the Union. While operating risk cannot be fully eliminated, the Group and the Union endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

The Executive Council is of the opinion, based on the information and explanations given by management, that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the consolidated and separate financial statements. However, any system of internal financial control can provide only reasonable, and not absolute, assurance against material misstatement or loss.

The Executive Council has reviewed the Group and Union's cash flow forecast for the year to 31 December 2025 and, in light of this review and the current financial position, they are satisfied that the group has or had access to adequate resources to continue in operational existence for the foreseeable future.

The external auditors are responsible for independently auditing and reporting on the Group and Union's consolidated and separate financial statements. The consolidated and separate financial statements have been examined by the Group's external auditors and their report is presented on pages 7 to 9.

The consolidated and separate financial statements set out on pages 10 to 52, which have been prepared on the going concern basis, were approved by the Executive Council on 5 June 2025 and were signed on their behalf by:

Approval of financial statements



President
Mark Alexander



Chief Executive Officer
Adrian Oberholzer



EXECUTIVE COUNCIL'S REPORT

The Executive Council presents their report on the consolidated and separate financial statements of The South African Rugby Union and the Group for the year ended 31 December 2024.

1. Nature of business

South African Rugby Union is a voluntary association of persons domiciled in South Africa. The address of its registered office and principal place of business is SARU House, Tygerberg Park, 163 Uys Krige Drive, Platteklouf, 7500. Its principal activity is the promotion, development and support of all levels of rugby in South Africa.

There have been no material changes to the nature of the Group and Union's business from the prior year.

2. Review of financial results and activities

The operating results and financial position of the Group and Union are fully set out in the attached consolidated and separate financial statements.

The consolidated financial statements comprise those financial statements of the South African Rugby Union, SA Rugby Event Services Proprietary Limited, The Rugby Educational Foundation NPC and investments in SANZAR Proprietary Limited, SANZAR Europe S.a.r.l and SA Rugby Travel.

The net loss for the Group for the year was R93 140 590 (Profit 2023: R8 246 906), whilst the net loss for the Union for the year was R95 982 888 (Loss 2023: R3 247 547).

3. Executive Council

The members in office at the date of this report are as follows:

Executive Council	Changes
Mark Alexander (President)	
Francois Davids (Deputy President)	
Adrian Oberholzer (Chief Executive Officer)	
Abubakar Saban (Chief Financial Officer)	
Hennie Baartman	
Jannie Louw	
John Smit	
Mary-Anne Musekiwa	
Melody Lekota	
Mimi Tau	
Patrick Kuhn	Term ended 30 June 2024
Randall September	
Tryphosa Ramano	Appointed 01 January 2024
Belia Karsten	
Willie Small	Appointed 01 July 2024

EXECUTIVE COUNCIL'S REPORT (continued)

4. Subsidiaries, associates and joint operations

The Union has the following interests:

1. Associates

A 33.3% shareholding in SANZAR Proprietary Limited which manages The Rugby Championship and Super Rugby competitions played in the Southern Hemisphere. The remaining shares are held equally by The Australian Rugby Union and The New Zealand Rugby Union. The company is equity accounted for by the Group. All income from the broadcasting rights agreements relating to these competitions, other than the rights sold to European broadcasters, is derived directly by the Unions. The Union's share of accumulated profits as at 31 December 2024 was R5 280 975 (2023: R5 559 153).

A 33.3% shareholding in SANZAR Europe S.a.r.l., a Luxembourg based company which owns and manages the sales of broadcasting rights for the Super Rugby and The Rugby Championship competitions to European broadcasters. The remaining shares are held equally by The Australian Rugby Union and The New Zealand Rugby Union. The company is equity accounted for by the Group. The Union's share of accumulated profits as at 31 December 2024 was R9 171 915 (2023: R7 480 704).

Further details relating to these entities are given in note 5 of the consolidated and separate financial statements.

2. Joint Operations

A 50% interest in SA Rugby Travel, a joint operation which creates, markets and sells official travel packages for Springbok rugby events, Rugby World Cups and other related events.

3. Subsidiaries

A 100 % control of a Non-profit company called The Rugby Educational Foundation NPC. The purpose of this company is to contribute to the economic and social development of South Africans through the provision of academic and recreational bursaries, rugby specific training and life skills programs for unemployed persons, with the purpose of enabling talented sports men and women to obtain employment.

A 100% shareholding in SA Rugby Event Services (RF) Proprietary Limited, whose main objective is the organisation of SA Rugby events. This entity is currently dormant.

5. Events after the reporting period

Although the proposed equity transaction, as previously reported, was not supported by the General Council of the South African Rugby Union, significant strides were already being made to enhance revenue generation through a resetting of the commercial programme at a time of a large number of sponsorship renewal negotiations.

The repackaging and use of an international agency has seen considerable uplift in commercial deals with concluded sponsorship arrangements expected to approach a doubling of revenue in 2025.

The budget approved by the Executive Council for the 2025 financial year reflects a significant increase in sponsorship and licensing revenue, resulting in a return to profitability and a position of factual solvency. Throughout the period operations have been funded through cash sponsorship receipts and access to bank overdraft facilities.

6. Going concern

Cashflow projections and the ability to honour contractual commitments demonstrate a position of commercial solvency for SA Rugby as it looks beyond a year end position that reflects a position of technical insolvency with the carrying value of liabilities exceeding that of assets. A detailed management solvency assessment and action plan, reviewed by those charged with governance, supported the view that SA Rugby is able to continue as a going concern into the foreseeable future after a strong commercial start to 2025 financial year.

The consolidated and separate financial statements have therefore been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that funds will be available to finance future operations and that the realization of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.

The guaranteed participation of South African international franchises in the United Rugby Championship and European Professional Club Rugby competitions, as either participant or shareholder, together with the participation of the Springboks in The Rugby Championship creates the commercial opportunities required to generate revenues into the foreseeable future.

Significant additional revenues have been secured through an accelerated commercial program in addition to existing broadcasting and sponsorship revenue contracts.

Although the proposed equity deal would have fast-tracked the much-needed investment into digital platforms, SA Rugby's strategies around financial sustainability remain e-commerce centric to support revenue growth aspirations.

World Rugby continues to provide financial support to member unions by way of guaranteed union funding towards the development of rugby at all levels with a guaranteed £9 million receivable during the 2024 to 2027 funding cycle compared to the £7.5 million received during the previous cycle.

To address short term liquidity risks, banking facilities are secured as and when required, with the current bankers continuing to provide their support subject to regular credit risk reviews and on the basis of thorough cashflow forecasting. Due to the timing of expected cash receipts from the enhanced commercial program, alternative short term funding solutions will be explored.

7. Auditors

Nexia SAB&T continued in office as auditors for the Union and its subsidiaries for the 2024 financial year.

8. Secretary

The Union secretary is Mrs Chantal du Pisani.

9. Membership control

The Group and the Union are controlled by its fifteen member unions operating across 9 provinces. Limpopo is included as a development union but has no voting rights. Each Union has the right to designate three persons to represent them at general meetings with each such representative having one vote. The only other person entitled to vote at general meetings of members is the President, who, in the case of an equality of votes, shall be entitled to a second or casting vote, provided that he has used his initial vote. The Union's business and activities are overseen by the members in general meetings, which has the ultimate authority in respect of, and responsibility for its affairs.



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INDEPENDENT AUDITOR'S REPORT

To the Executive Council Members of The South African Rugby Union

Opinion

We have audited the consolidated and separate financial statements of The South African Rugby Union (the group and union) set out on pages 10 to 52, which comprise the consolidated and separate statements of financial position as at 31 December 2024, and the consolidated and separate statements of profit or loss and other comprehensive income, consolidated and separate statements of changes in equity and consolidated and separate statements of cash flows for the year then ended, and notes to the consolidated and separate financial statements, including material accounting policy information.

In our opinion, the consolidated and separate financial statements present fairly, in all material respects, the consolidated and separate financial position of The South African Rugby Union as at 31 December 2024, and its consolidated and separate financial performance and consolidated and separate cash flows for the year then ended in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board and the requirements of the Constitution of The South African Rugby Union.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements* section of our report. We are independent of the group and union in accordance with the Independent Regulatory Board for Auditors' *Code of Professional Conduct for Registered Auditors* (IRBA Code) and other independence requirements applicable to performing audits of financial statements in South Africa. We have fulfilled our other ethical responsibilities in accordance with the IRBA Code and in accordance with other ethical requirements applicable to performing audits in South Africa. The IRBA Code is consistent with the corresponding sections of the International Ethics Standards Board for Accountants' *International Code of Ethics for Professional Accountants (including International Independence Standards)*. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

The executive council members are responsible for the other information. The other information comprises the information included in the document titled "The South African Rugby Union Consolidated and separate annual financial statements for the year ended 31 December 2024", which includes the Executive Council's Report as required by the Constitution of the South African Rugby Union. The other information does not include the consolidated and separate financial statements and our auditor's report thereon.

Audit. Tax. Advisory.

Chairperson: Mrs A Zange
Chief Executive Officer: Mr MF Sulaman
SAB&T Chartered Accountants Incorporated t/a Nexia SAB&T
Company Registration Number: 1997/018869/21 | IRBA Registration Number: 921297
Offices in: Bloemfontein, Cape Town, Centurion, Durban, Johannesburg, Kimberley, Nelspruit, Polokwane, Port Elizabeth, Rustenburg
B-BBEE rating: Level 1 Contributor in terms of Generic Scorecard - B-BBEE Codes of Good Practice
SAB&T Chartered Accountants Incorporated is a member of Nexia, a leading, global network of independent accounting and consulting firms.
Please see the "Member firm disclaimer, <https://nexia.com/member-firm-disclaimer/>" for further details.
SAB&T Chartered Accountants Incorporated is an authorised financial services provider.
* A full list of directors is available for inspection at the company's registered office or on request.

Our opinion on the consolidated and separate financial statements does not cover the other information and we do not express an audit opinion or any form of assurance conclusion thereon.

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

Responsibilities of the Members for the Consolidated and Separate Financial Statements

The executive council members are responsible for the preparation and fair presentation of the consolidated and separate financial statements in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board and the requirements of the Constitution of The South African Rugby Union, and for such internal control as the members determine is necessary to enable the preparation of consolidated and separate financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated and separate financial statements as a whole are 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 ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated and separate financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated and separate financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the group and the union's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the members.

SOUTH AFRICAN RUGBY UNION

- Conclude on the appropriateness of the members' use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group and the union's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated and separate financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the group and / or the union to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated and separate financial statements, including the disclosures, and whether the consolidated and separate financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with the members regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



Nexia SAB&T

Sophocles Kleovoulou

Director

Registered Auditor

05 June 2025

SOUTH AFRICAN RUGBY UNION

Consolidated and Separate Annual Financial Statements for the year ended 31 December 2024



STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2024

		Group		Union	
	Note(s)	2024 R	2023 R	2024 R	2023 R
Assets					
Non-Current Assets					
Property, plant and equipment	2	12 546 270	11 500 707	12 546 270	11 492 352
Right-of-use assets	3	51 982 356	16 320 577	51 982 356	16 320 577
Intangible assets	4	903 546	903 067	903 546	903 067
Investments in associates	5	14 452 891	13 039 857	-	-
Trade and other receivables	6	43 633 240	49 822 725	43 633 240	49 822 725
Deferred tax	7	26 247 735	17 992 805	26 247 735	17 992 805
		149 766 038	109 579 738	135 313 147	96 531 526
Current Assets					
Inventories	8	4 696 372	4 219 729	4 696 372	4 219 729
Trade and other receivables	6	132 330 079	262 622 934	113 038 041	231 672 162
Current tax receivable		420 877	-	-	-
Cash and cash equivalents	9	20 570 627	3 613 039	17 234 480	33 507
		158 017 955	270 455 702	134 968 893	235 925 398
Total Assets		307 783 993	380 035 440	270 282 040	332 456 924
Equity and Liabilities					
Equity					
Reserves		26 499 000	17 095 000	26 499 000	17 095 000
Accumulated (losses) surplus		(77 822 999)	15 317 589	(107 686 073)	(11 703 185)
		(51 323 999)	32 412 589	(81 187 073)	5 391 815
Liabilities					
Non-Current Liabilities					
Finance lease liabilities	3	57 335 348	23 554 121	57 335 348	23 554 121
Retirement benefit obligation	12	15 871 000	22 317 000	15 871 000	22 317 000
Deferred income	10	-	1 769 059	-	1 769 059
		73 206 348	47 640 180	73 206 348	47 640 180
Current Liabilities					
Trade and other payables	13	203 963 388	138 209 740	196 816 469	117 651 998
Financial liabilities	11	-	40 817 335	-	40 817 335
Finance lease liabilities	3	10 255 783	6 801 126	10 255 783	6 801 126
Retirement benefit obligation	12	763 000	847 000	763 000	847 000
Deferred income	10	70 919 473	72 597 046	70 427 513	72 597 046
Current tax payable		-	1 662 562	-	1 662 562
Bank overdraft	9	-	39 047 862	-	39 047 862
		285 901 644	299 982 671	278 262 765	279 424 929
Total Liabilities		359 107 992	347 622 851	351 469 113	327 065 109
Total Equity and Liabilities		307 783 993	380 035 440	270 282 040	332 456 924

SOUTH AFRICAN RUGBY UNION

Consolidated and Separate Annual Financial Statements for the year ended 31 December 2024

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

	Note(s)	Group		Union	
		2024 R	2023 R	2024 R	2023 R
Revenue	14	1 552 146 524	1 440 205 945	1 528 520 279	1 349 801 908
Other operating income	15	210 392 331	372 380 527	212 551 265	380 380 527
Other operating (losses) gains	16	(1 008 084)	1 349 405	(1 136 537)	663 437
Operating expenses		(1 871 230 506)	(1 816 225 513)	(1 850 682 119)	(1 743 499 229)
Operating loss	17	(109 699 735)	(2 289 636)	(110 747 112)	(12 653 357)
Finance income	18	11 242 429	11 114 465	10 860 542	9 732 825
Finance costs	19	(6 013 810)	(3 835 503)	(6 013 810)	(3 835 503)
Income (Loss) from equity accounted investments		1 413 034	(250 908)	-	-
(Loss) profit before taxation		(103 058 082)	4 738 418	(105 900 380)	(6 756 035)
Taxation	20	9 917 492	3 508 488	9 917 492	3 508 488
(Loss) profit for the year		(93 140 590)	8 246 906	(95 982 888)	(3 247 547)



STATEMENT OF CHANGES IN EQUITY

	Post retirement benefit actuarial reserve R	(Accumulated losses)/Retained income R	Total equity R
Group			
Balance at 01 January 2023	17 095 000	7 070 683	24 165 683
Profit for the year	-	8 246 906	8 246 906
Other comprehensive income	-	-	-
Total comprehensive income for the year	-	8 246 906	8 246 906
Balance at 01 January 2024	17 095 000	15 317 591	32 412 591
Loss for the year	-	(93 140 590)	(93 140 590)
Total comprehensive Loss for the year	-	(93 140 590)	(93 140 590)
Actuarial gains directly recognised in equity	9 404 000	-	9 404 000
Balance at 31 December 2024	26 499 000	(77 822 999)	(51 323 999)
Union			
Balance at 01 January 2023	17 095 000	(8 455 638)	8 639 362
Loss for the year	-	(3 247 547)	(3 247 547)
Other comprehensive income	-	-	-
Total comprehensive Loss for the year	-	(3 247 547)	(3 247 547)
Balance at 01 January 2024	17 095 000	(11 703 185)	5 391 815
Loss for the year	-	(95 982 888)	(95 982 888)
Total comprehensive Loss for the year	-	(95 982 888)	(95 982 888)
Actuarial gains directly recognised in equity	9 404 000	-	9 404 000
Balance at 31 December 2024	26 499 000	(107 686 073)	(81 187 073)

SOUTH AFRICAN RUGBY UNION

Consolidated and Separate Annual Financial Statements for the year ended 31 December 2024

STATEMENT OF CASH FLOWS

	Note(s)	Group		Union	
		2024 R	2023 R	2024 R	2023 R
Cash flows from operating activities					
Cash generated from/(used in) operations	21	109 809 178	(112 651 299)	110 013 573	(96 463 594)
Interest income	18	11 242 429	11 114 465	10 860 542	9 732 825
Finance costs	19	(6 013 810)	(3 835 503)	(6 013 810)	(3 835 503)
Tax paid		(420 877)	-	-	-
Net cash from operating activities		114 616 920	(105 372 337)	114 860 305	(90 566 272)
Cash flows from investing activities					
Purchase of property, plant and equipment	2	(1 971 025)	(3 358 903)	(1 971 025)	(3 358 903)
Proceeds from sale of property, plant and equipment	2	-	59 064	-	59 067
Additions to right-of-use-assets	3	(42 457 994)	-	(42 457 994)	-
Additions to intangible assets	4	(350 000)	(116 206)	(350 000)	(116 206)
Net cash from investing activities		(44 779 019)	(3 416 045)	(44 779 019)	(3 416 042)
Cash flows from financing activities					
Advances/(Repayments) from financial liabilities	11	(40 817 335)	40 817 335	(40 817 335)	40 817 335
Advances/(Repayment) of finance lease liabilities	3	37 235 884	(2 951 451)	37 235 884	(3 637 422)
Advances related to other financial liabilities		-	40 798 427	-	40 798 427
Net payments on defined benefit obligations	12	(847 000)	(738 000)	(847 000)	(738 000)
Actuarial gains recognised directly in equity	12	(9 404 000)	-	(9 404 000)	-
Net cash from financing activities		(13 832 451)	77 926 311	(13 832 451)	77 240 340
Total cash movement for the year		56 005 450	(30 862 071)	56 248 835	(16 741 974)
Cash and cash equivalents at the beginning of the year		(35 434 823)	(4 572 752)	(39 014 355)	(22 272 381)
Cash and cash equivalents at the end of the year	9	20 570 627	(35 434 823)	17 234 480	(39 014 355)



ACCOUNTING POLICIES

1. Significant accounting policies

1.1 Basis of preparation

The consolidated and separate annual financial statements have been prepared on the going concern basis in accordance with, and in compliance with, the IFRS® Accounting Standards as issued by the International Accounting Standards Board and the requirements of the Constitution of The South African Rugby Union.

The consolidated and separate annual financial statements have been prepared on the historic cost basis with the exception of certain financial instruments that are recognised at fair value, and incorporate the material accounting policies set out below. They are presented in Rand.

The principal accounting policies applied in the preparation of these consolidated and separate financial statements are set out below.

These accounting policies are consistent with the previous period.

1.2 Consolidation

Basis of consolidation

The consolidated and separate annual financial statements incorporate the financial statements of the Union and all entities which are controlled by the Group.

The results of subsidiaries are included in the consolidated and separate annual financial statements from the date of obtaining control until the date that control is lost.

Adjustments are made when necessary to the consolidated annual financial statements of subsidiaries to bring their accounting policies in line with those of the Group.

All inter-company transactions, balances, and unrealised gains on transactions between Group companies are eliminated in full on consolidation. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred.

Non-controlling interests in the net assets of consolidated subsidiaries are identified and recognised separately from the Group's interest therein, and are recognised within equity. Losses of subsidiaries attributable to non-controlling interests are allocated to the non-controlling interest even if this results in a debit balance being recognised for non-controlling interest.

Transactions with non-controlling interests that do not result in loss of control are accounted for as equity transactions and are recognised directly in the Statement of Changes in Equity.

The difference between the fair value of consideration paid or received and the movement in non-controlling interest for such transactions is recognised in equity attributable to the owners of the Union.

Where a subsidiary is disposed of and a non-controlling shareholding is retained, the remaining investment is measured to fair value with the adjustment to fair value recognised in profit or loss as part of the gain or loss on disposal of the controlling interest. The fair value is the initial carrying amount for the purposes of subsequently accounting for the retained interest as an associate, joint venture or financial asset. In addition, any amounts previously recognised in other comprehensive income in respect of that entity are accounted for as if the Group had directly disposed of the related assets or liabilities. This may mean that amounts previously recognised in other comprehensive income are reclassified to profit or loss.

1.3 Joint arrangements

A joint arrangement is an arrangement of which two or more parties have joint control. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control. A joint arrangement is either a joint operation or a joint venture.

A joint operation is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the assets, and obligations for the liabilities, relating to the arrangement. A joint venture is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the arrangement.

ACCOUNTING POLICIES (continued)

1.3 Joint arrangements (continued)

Joint ventures

An interest in a joint venture is accounted for using the equity method. Under the equity method, interests in joint ventures are carried in the statement of financial position at cost adjusted for post acquisition changes in the company's share of net assets of the joint venture, less any impairment losses.

The Group's share of post-acquisition profit or loss is recognised in profit or loss, and its share of movements in other comprehensive income is recognised in other comprehensive income with a corresponding adjustment to the carrying amount of the investment. Losses in a joint venture in excess of the Group's interest in that joint venture, including any other unsecured receivables, are recognised only to the extent that the Group has incurred a legal or constructive obligation to make payments on behalf of the joint venture.

Any goodwill on acquisition of a joint venture is included in the carrying amount of the investment, however, a gain on acquisition is recognised immediately in profit or loss.

Profits or losses on transactions between the Group and a joint venture are eliminated to the extent of the Group's interest therein. Unrealised losses are eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of joint ventures have been changed where necessary to ensure consistency with the policies adopted by the Group.

When the company loses joint control, the company proportionately reclassifies the related items which were previously accumulated in equity through other comprehensive income to profit or loss as a reclassification adjustment. In such cases, if an investment remains, that investment is measured to fair value, with the fair value adjustment being recognised in profit or loss as part of the gain or loss on disposal.

1.4 Investments in associates

An associate is an entity over which the Group has significant influence and which is neither a subsidiary nor a joint arrangement. Significant influence is the power to participate in the financial and operating policy decisions of the investee but is not control or joint control over those policies. It generally accompanies a shareholding of between 20% and 50% of the voting rights.

Investments in associates are accounted for using the equity method, under the equity method, investments in associates are carried in the Statement of Financial Position at cost adjusted for post-acquisition changes in the Group's share of net assets of the associate, less any impairment losses.

The Group's share of post-acquisition profit or loss is recognised in profit or loss, and its share of movements in other comprehensive income is recognised in other comprehensive income with a corresponding adjustment to the carrying amount of the investment. Losses in an associate in excess of the Group's interest in that associate, including any other unsecured receivables, are recognised only to the extent that the Group has incurred a legal or constructive obligation to make payments on behalf of the associate.

Any goodwill on acquisition of an associate is included in the carrying amount of the investment, however, a gain on acquisition is recognised immediately in profit or loss.

Profits or losses on transactions between the Group and an associate are eliminated to the extent of the group's interest therein. Unrealised losses are eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of associates have been changed where necessary to ensure consistency with the policies adopted by the Group.

When the Group reduces its level of significant influence or loses significant influence, the Group proportionately reclassifies the related items which were previously accumulated in equity through other comprehensive income to profit or loss as a reclassification adjustment. In such cases, if an investment remains, that investment is measured to fair value, with the fair value adjustment being recognised in profit or loss as part of the gain or loss on disposal.



1.5 Significant judgements and sources of estimation uncertainty

The preparation of consolidated and separate annual financial statements in conformity with IFRS Accounting Standards as issued by the International Accounting Standards Board requires management, from time to time, to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets, liabilities, income and expenses. These estimates and associated assumptions are based on experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

Key sources of estimation uncertainty

Useful lives of property, plant and equipment

Management assess the appropriateness of the useful lives of property, plant and equipment at the end of each reporting period. The useful lives of motor vehicles, furniture and computer equipment are determined based on group replacement policies for the various assets. Individual assets within these classes, which have a significant carrying amount are assessed separately to consider whether replacement will be necessary outside of normal replacement parameters. The useful life of manufacturing equipment is assessed annually based on factors including wear and tear, technological obsolescence and usage requirements.

When the estimated useful life of an asset differs from previous estimates, the change is applied prospectively in the determination of the depreciation charge.

Trade Receivables

The Union assesses its trade receivables for the impairment at the end of each reporting period. In determining whether an impairment loss should be recorded in profit or loss, the Union makes judgments as to whether there is observable data indicating a measurable decrease in the estimated future cash flows from the financial asset.

The impairment (or loss allowance) for trade receivables is calculated on a portfolio basis, except for individually significant trade receivables which are assessed separately. The impairment test on the portfolio is based on historical loss ratios and other indicators present at the reporting date that correlate with defaults on the portfolio.

Estimated of residual values and useful lives of property, plant and equipment and intangible assets

The Group reassesses annually the residual values and remaining useful lives of significant assets. The residual values of these assets have been estimated as the amount that the Group would currently obtain from the disposal of each significant asset, in its location, if the asset was already of the age and in the condition expected at the end of its useful life. The useful life is estimated as the period over which an asset is expected to be available for use by the Group.

Taxes

Judgement is required in determining the provision for income taxes due to the complexity of tax legislation. There are many transactions and calculations for which the ultimate tax determination is uncertain during the ordinary course of business. Should any differences in interpretation be identified during the final tax outcomes, such differences from the amounts that were initially recorded, will impact the income tax and deferred tax provisions in the period in which such determination is made.

1.6 Property, plant and equipment

Property, plant and equipment are tangible assets which the Group holds for its own use or for rental to others and which are expected to be used for more than one year.

An item of property, plant and equipment is recognised as an asset when it is probable that future economic benefits associated with the item will flow to the Group, and the cost of the item can be measured reliably.

Property, plant and equipment is initially measured at cost. Cost includes all of the expenditure which is directly attributable to the acquisition or construction of the asset, including the capitalisation of borrowing costs on qualifying assets and adjustments in respect of hedge accounting, where appropriate.

ACCOUNTING POLICIES (continued)

1.6 Property, plant and equipment (continued)

Expenditure incurred subsequently for major services, additions to or replacements of parts of property, plant and equipment are capitalised if it is probable that future economic benefits associated with the expenditure will flow to the Group and the cost can be measured reliably. Day to day servicing costs are included in profit or loss in the year in which they are incurred.

Property, plant and equipment is subsequently stated at cost less accumulated depreciation and any accumulated impairment losses.

Depreciation of an asset commences when the asset is available for use as intended by management. Depreciation is charged to write off the asset's carrying amount over its estimated useful life to its estimated residual value, using a method that best reflects the pattern in which the asset's economic benefits are consumed by the Group. Leased assets are depreciated in a consistent manner over the shorter of their expected useful lives and the lease term. Depreciation is not charged to an asset if its estimated residual value exceeds or is equal to its carrying amount. Depreciation of an asset ceases at the earlier of the date that the asset is classified as held for sale or derecognised.

The useful lives of items of property, plant and equipment have been assessed as follows:

Item	Depreciation method	Average useful life
Office furniture and equipment	Straight line	3 - 8 years
Motor vehicles	Straight line	3 - 5 years
Computer equipment	Straight line	3 years
Leasehold improvements	Straight line	Period of lease

The useful life and depreciation method of assets are reviewed at the end of each reporting period. Material changes were made resulting in a prospective adjustment to the depreciation charge from the current reporting period. Refer to note 2.

Each part of an item of property, plant and equipment with a cost that is significant in relation to the total cost of the item is depreciated separately.

The depreciation charge for each year is recognised in profit or loss unless it is included in the carrying amount of another asset.

Impairment tests are performed on property, plant and equipment when there is an indicator that they may be impaired. When the carrying amount of an item of property, plant and equipment is assessed to be higher than the estimated recoverable amount, an impairment loss is recognised immediately in profit or loss to bring the carrying amount in line with the recoverable amount.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its continued use or disposal. Any gain or loss arising from the derecognition of an item of property, plant and equipment, determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item, is included in profit or loss when the item is derecognised.

There were no indicators of impairment for property, plant and equipment and no impairment tests were performed.



1.7 Intangible assets

Intangible assets are carried at cost less any accumulated amortisation and any impairment losses.

An intangible asset is regarded as having an indefinite useful life when, based on all relevant factors, there is no foreseeable limit to the period over which the asset is expected to generate net cash inflows. Amortisation is not provided for these intangible assets, but they are tested for impairment annually and whenever there is an indication that the asset may be impaired. For all other intangible assets amortisation is provided on a straight line basis over their useful life.

The amortisation period and the amortisation method for intangible assets are reviewed every period-end.

Reassessing the useful life of an intangible asset with a finite useful life after it was classified as indefinite is an indicator that the asset may be impaired. As a result the asset is tested for impairment and the remaining carrying amount is amortised over its useful life.

Internally generated brands, mastheads, publishing titles, customer lists and items similar in substance are not recognised as intangible assets.

Amortisation is provided to write down the intangible assets, on a straight line basis, to their residual values as follows:

Item	Depreciation method	Average useful life
Trademarks	Straight line	20 years
Computer software	Straight line	3 years

1.8 Investments in subsidiaries

Investments in subsidiaries are carried at cost less any accumulated impairment losses. This excludes investments which are held for sale and are consequently accounted for in accordance with IFRS 5 Non-current Assets Held for Sale and Discontinued Operations.

ACCOUNTING POLICIES (continued)

1.9 Financial instruments

Financial instruments held by the Group are classified in accordance with the provisions of IFRS 9 Financial Instruments.

Broadly, the classification possibilities, which are adopted by the Group, as applicable, are as follows:

Financial assets which are debt instruments:

- Amortised cost. (This category applies only when the contractual terms of the instrument give rise, on specified dates, to cash flows that are solely payments of principal and interest on principal, and where the instrument is held under a business model whose objective is met by holding the instrument to collect contractual cash flows); or

Derivatives which are not part of a hedging relationship:

- Mandatorily at fair value through profit or loss.

Financial liabilities:

- Amortised cost.

Note 27 Financial instruments and risk management presents the financial instruments held by the Group based on their specific classifications.

All regular way purchases or sales of financial assets are recognised and derecognised on a trade date basis. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the time frame established by regulation or convention in the marketplace.

The specific accounting policies for the classification, recognition and measurement of each type of financial instrument held by the Group are presented below:

Trade and other receivables

Classification

Trade and other receivables are recognised when the Group becomes a party to the contractual provisions of the receivables. They are measured, at initial recognition, at fair value plus transaction costs, if any.

They are subsequently measured at amortised cost.

The amortised cost is the amount recognised on the receivable initially, minus principal repayments, plus cumulative amortisation (interest) using the effective interest method of any difference between the initial amount and the maturity amount, adjusted for any loss allowance.

Recognition and measurement

Trade and other receivables are recognised when the Group becomes a party to the contractual provisions of the receivables. They are measured, at initial recognition, at fair value plus transaction costs, if any.

They are subsequently measured at amortised cost.

The amortised cost is the amount recognised on the receivable initially, minus principal repayments, plus cumulative amortisation (interest) using the effective interest method of any difference between the initial amount and the maturity amount, adjusted for any loss allowance.



1.9 Financial instruments (continued)

Application of the effective interest method

For receivables which contain a significant financing component, interest income is calculated using the effective interest method, and is included in profit or loss in finance income (note 18).

The application of the effective interest method to calculate interest income on trade receivables is dependent on the credit risk of the receivable as follows:

- The effective interest rate is applied to the gross carrying amount of the receivable, provided the receivable is not credit impaired. The gross carrying amount is the amortised cost before adjusting for a loss allowance.
- If a receivable is purchased or originated as credit-impaired, then a credit-adjusted effective interest rate is applied to the amortised cost in the determination of interest. This treatment does not change over the life of the receivable, even if it is no longer credit-impaired.
- If a receivable was not purchased or originally credit-impaired, but it has subsequently become credit-impaired, then the effective interest rate is applied to the amortised cost of the receivable in the determination of interest. If, in subsequent periods, the receivable is no longer credit impaired, then the interest calculation reverts to applying the effective interest rate to the gross carrying amount.

Impairment

The Group recognises a loss allowance for expected credit losses on trade and other receivables, excluding VAT and prepayments. The amount of expected credit losses is updated at each reporting date.

The Group measures the loss allowance for trade and other receivables which do not contain a significant financing component at an amount equal to lifetime expected credit losses (lifetime ECL). The loss allowance for all other trade and other receivables is measured at lifetime ECL when there has been a significant increase in credit risk since initial recognition. If the credit risk on these receivables has not increased significantly since initial recognition, then the loss allowance for those receivables is measured at 12 month expected credit losses (12 month ECL).

Lifetime ECL represents the expected credit losses that will result from all possible default events over the expected life of a loan. In contrast, 12 month ECL represents the portion of lifetime ECL that is expected to result from default events on a loan that are possible within 12 months after the reporting date.

In order to assess whether to apply lifetime ECL or 12 month ECL to trade and other receivables which do not have a significant financing component, the Group considers whether there has been a significant increase in the risk of default occurring since initial recognition rather than at evidence of a receivable being credit impaired at the reporting date or of an actual default occurring.

Measurement and recognition of expected credit losses

The customer base is widespread and does not show significantly different loss patterns for different customer segments. The loss allowance is calculated on a collective basis for all trade and other receivables in totality. Details of the provision matrix is presented in note 6.

An impairment gain or loss is recognised in profit or loss with a corresponding adjustment to the carrying amount of trade and other receivables, through use of a loss allowance account. The impairment loss is included in other operating expenses in profit or loss as a movement in credit loss allowance (note 6).

Write off policy

The Group writes off a receivable when there is information indicating that the counterparty is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the counterparty has been placed under liquidation or has entered into bankruptcy proceedings. Receivables written off may still be subject to enforcement activities under the Group recovery procedures, taking into account legal advice where appropriate. Any recoveries made are recognised in profit or loss.

Credit risk

Details of credit risk are included in the trade and other receivables note (note 6) and the financial instruments and risk management note (note 27).

ACCOUNTING POLICIES (continued)

1.9 Financial instruments (continued)

Trade and other payables

Classification

Trade and other payables (note 13), excluding VAT and amounts received in advance, are classified as financial liabilities subsequently measured at amortised cost.

Recognition and measurement

They are recognised when the Group becomes a party to the contractual provisions, and are measured, at initial recognition, at fair value plus transaction costs, if any.

They are subsequently measured at amortised cost using the effective interest method.

The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial liability, or (where appropriate) a shorter period, to the amortised cost of a financial liability.

If trade and other payables contain a significant financing component, and the effective interest method results in the recognition of interest expense, then it is included in profit or loss in finance costs (note 19).

Trade and other payables expose the Group to liquidity risk and possibly to interest rate risk. Refer to note 27 for details of risk exposure and management thereof.

Cash and cash equivalents

Cash and cash equivalents are stated at carrying amount which is deemed to be fair value.

Bank overdrafts

Bank overdrafts are initially measured at fair value, and are subsequently measured at amortised cost, using the effective interest method.



1.9 Financial instruments (continued)

Derecognition

Financial assets

The Group derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another party. If the Group neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Group recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Group retains substantially all the risks and rewards of ownership of a transferred financial asset, the Group continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

Financial liabilities

The Group derecognises financial liabilities when its obligations are discharged, cancelled or they expire. The difference between the carrying amount of the financial liability derecognised and the consideration paid and payable, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss.

1.10 Tax

Current tax assets and liabilities

Current tax for current and prior periods is, to the extent unpaid, recognised as a liability. If the amount already paid in respect of current and prior periods exceeds the amount due for those periods, the excess is recognised as an asset.

Current tax liabilities (assets) for the current and prior periods are measured at the amount expected to be paid to (recovered from) the tax authorities, using the tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

Deferred tax assets and liabilities

A deferred tax liability is recognised for all taxable temporary differences, except to the extent that the deferred tax liability arises from the initial recognition of an asset or liability in a transaction which at the time of the transaction, affects neither accounting profit nor taxable profit (tax loss).

A deferred tax asset is recognised for all deductible temporary differences to the extent that it is probable that taxable profit will be available against which the deductible temporary difference can be utilised. A deferred tax asset is not recognised when it arises from the initial recognition of an asset or liability in a transaction at the time of the transaction, affects neither accounting profit nor taxable profit (tax loss).

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the period when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

Tax expenses

Current and deferred taxes are recognised as income or an expense and included in profit or loss for the period, except to the extent that the tax arises from:

- a transaction or event which is recognised, in the same or a different period, to other comprehensive income, or
- a business combination

Current tax and deferred taxes are charged or credited to other comprehensive income if the tax relates to items that are credited or charged, in the same or a different period, to other comprehensive income.

Current tax and deferred taxes are charged or credited directly to equity if the tax relates to items that are credited or charged, in the same or a different period, directly in equity.

ACCOUNTING POLICIES (continued)

1.11 Leases

The Group assesses whether a contract is, or contains a lease, at the inception of the contract.

A contract is, or contains a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

In order to assess whether a contract is, or contains a lease, management determine whether the asset under consideration is "identified", which means that the asset is either explicitly or implicitly specified in the contract and that the supplier does not have a substantial right of substitution throughout the period of use. Once management has concluded that the contract deals with an identified asset, the right to control the use thereof is considered. To this end, control over the use of an identified asset only exists when the Group has the right to substantially all of the economic benefits from the use of the asset as well as the right to direct the use of the asset.

In circumstances where the determination of whether the contract is or contains a lease requires significant judgement, the relevant disclosures are provided in the significant judgments and sources of estimation uncertainty section of these accounting policies.

Group as lessee

A lease liability and corresponding right-of-use asset are recognised at the lease commencement date, for all lease agreements for which the Group is a lessee, except for short-term leases of 12 months or less, or leases of low value assets. For these leases, the Group recognises the lease payments as an operating expense (note 17) on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed.

The various lease and non-lease components of contracts containing leases are accounted for separately, with consideration being allocated to each lease component on the basis of the relative stand-alone prices of the lease components and the aggregate stand-alone price of the non-lease components (where non-lease components exist).

However as an exception to the preceding paragraph, the Group has elected not to separate the non-lease components for leases of land and buildings.

Details of leasing arrangements where the Group is a lessee are presented in note 3 Leases (Group as lessee).

Lease liability

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the Group uses its incremental borrowing rate

Lease payments included in the measurement of the lease liability comprise the following:

- fixed lease payments, including in-substance fixed payments, less any lease incentives;
- variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date;
- the amount expected to be payable by the Group under residual value guarantees;
- the exercise price of purchase options, if the Group is reasonably certain to exercise the option;
- lease payments in an optional renewal period if the Group is reasonably certain to exercise an extension option; and
- penalties for early termination of a lease, if the lease term reflects the exercise of an option to terminate the lease.

Variable rents that do not depend on an index or rate are not included in the measurement of the lease liability (or right-of-use asset). The related payments are recognised as an expense in the period incurred and are included in operating expenses (note 17).

The lease liability is presented as a separate line item on the Statement of Financial Position.

The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability (using the effective interest method) and by reducing the carrying amount to reflect lease payments made. Interest charged on the lease liability is included in finance costs (note 19).



1.11 Leases (continued)

The Group remeasures the lease liability (and makes a corresponding adjustment to the related right-of-use asset) when:

- there has been a change to the lease term, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate;
- there has been a change in the assessment of whether the Group will exercise a purchase, termination or extension option, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate;
- there has been a change to the lease payments due to a change in an index or a rate, in which case the lease liability is remeasured by discounting the revised lease payments using the initial discount rate (unless the lease payments change is due to a change in a floating interest rate, in which case a revised discount rate is used);
- there has been a change in expected payment under a residual value guarantee, in which case the lease liability is remeasured by discounting the revised lease payments using the initial discount rate;
- a lease contract has been modified and the lease modification is not accounted for as a separate lease, in which case the lease liability is remeasured by discounting the revised payments using a revised discount rate.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recognised in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Right-of-use assets

Right-of-use assets are presented as a separate line item on the Statement of Financial Position.

Lease payments included in the measurement of the lease liability comprise the following:

- the initial amount of the corresponding lease liability;
- any lease payments made at or before the commencement date;
- any initial direct costs incurred;
- any estimated costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, when the Group incurs an obligation to do so, unless these costs are incurred to produce inventories; and
- less any lease incentives received.

Right-of-use assets are subsequently measured at cost less accumulated depreciation and impairment losses.

Right-of-use assets are depreciated over the shorter period of lease term and useful life of the underlying asset. However, if a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the Group expects to exercise a purchase option, the related right-of-use asset is depreciated over the useful life of the underlying asset. Depreciation starts at the commencement date of a lease.

For right-of-use assets which are depreciated over their useful lives, the useful lives are determined consistently with items of the same class of property, plant and equipment. Refer to the accounting policy for property, plant and equipment for details of useful lives.

The residual value, useful life and depreciation method of each asset are reviewed at the end of each reporting year. If the expectations differ from previous estimates, the change is accounted for prospectively as a change in accounting estimate. Each part of a right-of-use asset with a cost that is significant in relation to the total cost of the asset is depreciated separately.

The depreciation charge for each year is recognised in profit or loss unless it is included in the carrying amount of another asset.

1.12 Inventories

Inventories are measured at the lower of cost and net realisable value on the first-in-first-out basis.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

The cost of inventories comprises of all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition.

ACCOUNTING POLICIES (continued)

1.13 Impairment of assets

The Group and Union at the end of each reporting period whether there is any indication that an asset may be impaired. If any such indication exists, the Group estimates the recoverable amount of the asset.

If there is any indication that an asset may be impaired, the recoverable amount is estimated for the individual asset. If it is not possible to estimate the recoverable amount of the individual asset, the recoverable amount of the cash-generating unit to which the asset belongs is determined.

The recoverable amount of an asset or a cash-generating unit is the higher of its fair value less costs to sell and its value in use.

If the recoverable amount of an asset is less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. That reduction is an impairment loss.

An impairment loss of assets carried at cost less any accumulated depreciation or amortisation is recognised immediately in profit or loss. Any impairment loss of a revalued asset is treated as a revaluation decrease.

An entity assesses at each reporting date whether there is any indication that an impairment loss recognised in prior periods for assets other than goodwill may no longer exist or may have decreased. If any such indication exists, the recoverable amounts of those assets are estimated.

The increased carrying amount of an asset other than goodwill attributable to a reversal of an impairment loss does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior periods.

A reversal of an impairment loss of assets carried at cost less accumulated depreciation or amortisation other than goodwill is recognised immediately in profit or loss. Any reversal of an impairment loss of a revalued asset is treated as a revaluation increase.

1.14 Share capital and equity

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities.

1.15 Employee benefits

Short-term employee benefits

The cost of short-term employee benefits, (those payable within 12 months after the service is rendered, such as paid vacation leave and sick leave, bonuses, and non-monetary benefits such as medical care), are recognised in the period in which the service is rendered and are not discounted.

The expected cost of compensated absences is recognised as an expense as the employees render services that increase their entitlement or, in the case of non-accumulating absences, when the absence occurs.

The expected cost of profit sharing and bonus payments is recognised as an expense when there is a legal or constructive obligation to make such payments as a result of past performance.

Termination benefits

Termination benefits are payable when employment is terminated by the Group before the normal retirement date, or whenever an employee accepts voluntary redundancy in exchange for these benefits. The Group recognises termination benefits when it is demonstrably committed to either; terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal; or providing termination benefits as a result of an offer made to encourage voluntary redundancy. Benefits falling due more than 12 months after the end of the reporting period are discounted to their present value. Defined benefit plans define an amount of pension benefit that an employee will receive on retirement, usually dependent on one or more factors such as age, years of service and compensation.



1.15 Employee benefits (continued)

Defined benefit plans

The Group provides post-retirement healthcare benefits to certain of its retirees employed prior to 1 July 2012. The entitlement to these benefits is usually conditional on the employee remaining in service up to retirement age and the completion of a minimum service period. The expected costs of these benefits are accrued over the period of employment using the same accounting methodology as used for defined benefit pension plans. Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to equity in other comprehensive income in the period in which they arise. These obligations are valued regularly by independent qualified actuaries.

Remeasurements comprising actuarial gains and losses, the effect of the asset ceiling and return on plan assets (excluding interest) are recognised immediately to the statement of financial position and to other comprehensive income in the period they occur. The amount recognised in other comprehensive income is not subsequently reclassified to profit or loss.

Current service costs are recognised as an expense in the period in which the related services are performed.

Net interest income or expense are recognised in investment income and finance costs respectively.

1.16 Provisions and contingencies

Provisions are recognised when:

- the Group has a present obligation as a result of a past event;
- it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation; and
- a reliable estimate can be made of the obligation.

The amount of a provision is the present value of the expenditure expected to be required to settle the obligation.

Where some or all of the expenditure required to settle a provision is expected to be reimbursed by another party, the reimbursement shall be recognised when, and only when, it is virtually certain that reimbursement will be received if the entity settles the obligation. The reimbursement shall be treated as a separate asset. The amount recognised for the reimbursement shall not exceed the amount of the provision.

Provisions are not recognised for future operating losses.

If an entity has a contract that is onerous, the present obligation under the contract shall be recognised and measured as a provision.

Contingent assets and contingent liabilities are not recognised.

1.17 Grants

Grants are recognised when there is reasonable assurance that:

- the Group will comply with the conditions attaching to them; and
- the grants will be received.

Grants are recognised as income over the periods necessary to match them with the related costs that they are intended to compensate.

A grant that becomes receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the entity with no future related costs is recognised as income of the period in which it becomes receivable.

Grants related to assets, including non-monetary grants at fair value, are presented in the statement of financial position by setting up the grant as deferred income or by deducting the grant in arriving at the carrying amount of the asset.

Grants related to income are presented as a credit in the profit or loss (separately).

ACCOUNTING POLICIES (continued)

1.18 Revenue from contracts with customers

The Group recognises revenue from the following major sources:

- Ticket sales
- Sponsorship income
- Sales of broadcasting rights
- Interest income
- Royalty income
- Test hosting fees

Revenue is measured based on the consideration specified in a contract with a customer and excludes amounts collected on behalf of third parties. The group recognises revenue when it transfers control of a product or service to a customer.

Ticket sales

Revenue from sale of tickets is recognised when the Group has transferred to the buyer the significant risks and rewards of ownership of the tickets, the Group retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the tickets sold, the amount of revenue can be measured reliably, is probable that the economic benefits associated with the transaction will flow to the Group, and the costs incurred or to be incurred in respect of the transaction can be measured reliably.

Sponsorship income

Long terms sponsorship income is recognised on the basis of either apportionment over time, or apportionment over the number of matches completed if the sponsorship income relates to a specific tournament. Deferred revenue is recognised when the consideration received, is in respect of future periods.

Product sponsorships are also accounted for; Where the product has an economic benefit of some duration, the carrying value is capitalised and amortised over the useful life of an asset. However where the benefit relates only to the current period, the product is expensed (i.e. the net effect on the accounting records is nil).

For sales of goods to retail customers, revenue is recognised when control of the goods has transferred, being at the point the customer purchases the goods at the retail outlet. Payment of the transaction price is due immediately at the point the customer purchases the goods, or within 6 months for account holding customers. A receivable is recognised for account holding customers. No financing element is recognised as the payment terms are within 6 months.

Sale of broadcasting rights

Proceeds from the sale of broadcasting rights are accounted for on a due and payable basis. Deferred revenue is recognised in respect of broadcasting rights, when the consideration received is in respect of competitions that are to be broadcasted in future financial periods.

Interest income

Interest income is recognised on a time-proportion basis using the effective interest method. When a receivable is impaired, the Group reduces the carrying amount to its recoverable amount, being the estimated future cash flow discounted at original effective interest rate of the instrument, and continues unwinding the discount as interest income. Interest income or impaired loans is recognised using the original effective interest rate.

Royalty income

Royalty income is recognised on an accrual basis in accordance with the substance of the relevant agreements.

Test hosting fee

Provincial Unions are charged a fee for the right to host Springbok test matches. For away test matches a fee is charged to the host national entity. Revenue is recognised on the day of the event as the fee falls due and payable.



1.19 Borrowing costs

Borrowing costs that are directly attributable to the acquisition, construction or production of a qualifying asset are capitalised as part of the cost of that asset until such time as the asset is ready for its intended use. The amount of borrowing costs eligible for capitalisation is determined as follows:

- Actual borrowing costs on funds specifically borrowed for the purpose of obtaining a qualifying asset less any temporary investment of those borrowings.
- Weighted average of the borrowing costs applicable to the entity on funds generally borrowed for the purpose of obtaining a qualifying asset. The borrowing costs capitalised do not exceed the total borrowing costs incurred.

The capitalisation of borrowing costs commences when:

- expenditures for the asset have occurred;
- borrowing costs have been incurred; and
- activities that are necessary to prepare the asset for its intended use or sale are in progress.

Capitalisation is suspended during extended periods in which active development is interrupted.

Capitalisation ceases when substantially all the activities necessary to prepare the qualifying asset for its intended use or sale are complete.

All other borrowing costs are recognised as an expense in the period in which they are incurred.

1.20 Translation of foreign currencies

Functional and presentation currency

Items included in the consolidated and separate financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates in functional currency.

The consolidated and separate financial statements are presented in Rand which is the Group's functional and presentation currency.

Foreign currency transactions

A foreign currency transaction is recorded, on initial recognition in Rand, by applying to the foreign currency amount the spot exchange rate between the functional currency and the foreign currency at the date of the transaction.

At the end of the reporting period:

- foreign currency monetary items are translated using the closing rate;
- non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rate at the date of the transaction; and
- non-monetary items that are measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was determined.

Exchange differences arising on the settlement of monetary items or on translating monetary items at rates different from those at which they were translated on initial recognition during the period or in previous consolidated annual financial statements are recognised in profit or loss in the period in which they arise.

When a gain or loss on a non-monetary item is recognised to other comprehensive income and accumulated in equity, any exchange component of that gain or loss is recognised to other comprehensive income and accumulated in equity. When a gain or loss on a non-monetary item is recognised in profit or loss, any exchange component of that gain or loss is recognised in profit or loss.

Cash flows arising from transactions in a foreign currency are recorded in Rands by applying to the foreign currency amount the exchange rate between the Rand and the foreign currency at the date of the cash flow.

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	Group			Union		
	2024 R	2023 R		2024 R	2023 R	
2. Property, plant and equipment						
Group	2024			2023		
	Cost or revaluation	Accumulated depreciation	Carrying value	Cost or revaluation	Accumulated depreciation	Carrying value
Leasehold improvements	7 676 102	(5 176 337)	2 499 765	7 643 853	(4 874 762)	2 769 091
Office furniture and equipment	14 000 017	(11 408 177)	2 591 840	13 381 232	(12 604 300)	776 932
Motor vehicles	7 007 092	(3 831 108)	3 175 984	7 158 814	(2 454 529)	4 704 285
Computer equipment	13 754 968	(9 476 287)	4 278 681	12 748 528	(9 509 598)	3 238 930
Assets not yet brought into use	-	-	-	11 469	-	11 469
Total	42 438 179	(29 891 909)	12 546 270	40 943 896	(29 443 189)	11 500 707
Union	2024			2023		
	Cost or revaluation	Accumulated depreciation	Carrying value	Cost or revaluation	Accumulated depreciation	Carrying value
Leasehold improvements	7 676 102	(5 176 337)	2 499 765	7 643 853	(4 874 762)	2 769 091
Office furniture and equipment	11 740 877	(9 149 037)	2 591 840	11 122 092	(10 345 160)	776 932
Motor vehicles	7 007 092	(3 831 108)	3 175 984	7 158 814	(2 454 529)	4 704 285
Computer equipment	13 478 082	(9 199 401)	4 278 681	12 463 287	(9 232 712)	3 230 575
Assets not yet brought into use	-	-	-	11 469	-	11 469
Total	39 902 153	(27 355 883)	12 546 270	38 399 515	(26 907 163)	11 492 352

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Figures in Rand	Group		Union	
	2024	2023	2024	2023

2. Property, plant and equipment (continued)

Reconciliation of property, plant and equipment - Group - 2024

	Opening balance	Additions	Disposals	Other changes, movements	Transfers	Depreciation	Total
Leasehold improvements	2 769 091	32 249	-	-	-	(301 575)	2 499 765
Office furniture and equipment	776 932	683 390	-	-	-	1 131 518	2 591 840
Motor vehicles	4 704 285	-	-	(151 722)	-	(1 376 579)	3 175 984
Computer equipment	3 238 930	1 255 386	(88 636)	-	-	(126 999)	4 278 681
Assets not yet brought into use*	11 469	-	-	-	(11 469)	-	-
	11 500 707	1 971 025	(88 636)	(151 722)	(11 469)	(673 635)	12 546 270

Reconciliation of property, plant and equipment - Group - 2023

	Opening balance	Additions	Disposals	Transfers	Depreciation	Total
Leasehold improvements	2 989 492	78 540	-	-	(298 941)	2 769 091
Office furniture and equipment	1 363 169	595 328	(38 274)	-	(1 143 291)	776 932
Motor vehicles	5 388 776	594 209	-	-	(1 278 700)	4 704 285
Computer equipment	3 451 470	2 090 826	(116 047)	164 144	(2 351 463)	3 238 930
Assets not yet brought into use*	175 613	-	-	(164 144)	-	11 469
	13 368 520	3 358 903	(154 321)	-	(5 072 395)	11 500 707

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Figures in Rand	Group			Union			
	2024	2023	2024	2023			
2. Property, plant and equipment (continued)							
Reconciliation of property, plant and equipment - Union - 2024							
	Opening balance	Additions	Disposals	Other changes, movements	Transfers	Depreciation	Total
Leasehold improvements	2 769 091	32 249	-	-	-	(301 575)	2 499 765
Office furniture and equipment	776 932	683 390	-	-	-	1 131 518	2 591 840
Motor vehicles	4 704 285	-	-	(151 722)	-	(1 376 579)	3 175 984
Computer equipment	3 230 575	1 255 386	(88 636)	-	-	(118 644)	4 278 681
Assets not yet brought into use*	11 469	-	-	-	(11 469)	-	-
	11 492 352	1 971 025	(88 636)	(151 722)	(11 469)	(665 280)	12 546 270
Reconciliation of property, plant and equipment - Union - 2023							
	Opening balance	Additions	Disposals	Transfers	Depreciation	Total	
Leasehold improvements	2 989 492	78 540	-	-	(298 941)	2 769 091	
Office furniture and equipment	604 921	595 328	(23 926)	-	(399 391)	776 932	
Motor vehicles	5 388 776	594 209	-	-	(1 278 700)	4 704 285	
Computer equipment	3 433 125	2 090 826	(106 057)	164 144	(2 351 463)	3 230 575	
Assets not yet brought into use*	175 613	-	-	(164 144)	-	11 469	
	12 591 927	3 358 903	(129 983)	-	(4 328 495)	11 492 352	

* The transfer relates to previously acquired computer software that was transferred to computer equipment during the year under review.



	Group		Union	
	2024 R	2023 R	2024 R	2023 R

2. Property, plant and equipment (continued)

Changes in estimates

The Group reassesses the useful lives and residual values of items of the group at the end of each reporting period, in line with the accounting policy and IAS 16 Property, plant and equipment. These assessments are based on historic analysis, benchmarking, and the latest available and reliable information.

The depreciation methods and average useful lives of the group and union have been assessed, and based on this analysis, the useful lives have been revised during the year under review.

The impact of the change is a reduction in the annual depreciation charge for the current and future years amounting to R4 111 303.

3. Leases (group as lessee)

The Group leases commercial and residential properties with lease terms ranging from 5 to 8 years.

Details pertaining to leasing arrangements, where the group is the lessee, are presented below:

Group	2024			2023		
	Cost or revaluation	Accumulated depreciation	Carrying value	Cost or revaluation	Accumulated depreciation	Carrying value
Office buildings and Accomodation	83 914 639	(31 932 283)	51 982 356	41 456 645	(25 136 068)	16 320 577
Total	83 914 639	(31 932 283)	51 982 356	41 456 645	(25 136 068)	16 320 577

Union	2024			2023		
	Cost or revaluation	Accumulated depreciation	Carrying value	Cost or revaluation	Accumulated depreciation	Carrying value
Office buildings and Accomodation	83 914 639	(31 932 283)	51 982 356	41 456 645	(25 136 068)	16 320 577
Total	83 914 639	(31 932 283)	51 982 356	41 456 645	(25 136 068)	16 320 577

Net carrying amounts of right-of-use assets

The carrying amounts of right-of-use assets are as follows:

Office buildings and Accomodation	51 982 356	16 320 577	51 982 356	16 320 577
Additions to right-of-use assets				
Office buildings and Accomodation	42 457 994	-	42 457 994	-

In 2024 the Union entered into a lease agreement with The Stellenbosch Academy of Sports (Pty) Ltd for the right of use of the office building for administration staff as well as residential units for Sevens Men & Women National Teams. The lease period is 4 years for the option to renew for an additional 4 years.

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	Group		Union	
	2024 R	2023 R	2024 R	2023 R

3. Leases (group as lessee) (continued)

Depreciation recognised on right-of-use assets

Depreciation recognised on each class of right-of-use assets, is presented below. It includes depreciation which has been expensed in the total depreciation charge in profit or loss (note 17).

Office buildings and Accomodation	6 796 215	5 027 132	6 796 215	5 027 132
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Other disclosures

Interest expense on lease liabilities	4 309 953	2 516 915	4 309 953	2 516 915
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Finance lease liabilities

The maturity analysis of the gross payments relating to the lease liabilities is as follows:

Within one year	15 967 302	8 699 756	15 967 302	8 699 756
Two to five years	49 973 352	24 172 406	49 973 352	24 172 406
More than five years	24 607 660	-	24 607 660	-
	90 548 314	32 872 162	90 548 314	32 872 162
Less finance charges component	(22 957 183)	(2 516 915)	(22 957 183)	(2 516 915)
	67 591 131	30 355 247	67 591 131	30 355 247
Non-current liabilities	57 335 348	23 554 121	57 335 348	23 554 121
Current liabilities	10 255 783	6 801 126	10 255 783	6 801 126
	67 591 131	30 355 247	67 591 131	30 355 247

Exposure to liquidity risk

Refer to note 28 Financial instruments and risk management for the details of liquidity risk exposure and management.

4. Intangible assets

Group	2024			2023		
	Cost / Valuation	Accumulated amortisation	Carrying value	Cost / Valuation	Accumulated amortisation	Carrying value
Trademarks	2 000 000	(1 458 727)	541 273	2 000 000	(1 358 521)	641 479
Computer software	17 052 660	(16 690 387)	362 273	16 702 660	(16 441 072)	261 588
Total	19 052 660	(18 149 114)	903 546	18 702 660	(17 799 593)	903 067

Union	2024			2023		
	Cost / Valuation	Accumulated amortisation	Carrying value	Cost / Valuation	Accumulated amortisation	Carrying value
Trademarks	2 000 000	(1 458 727)	541 273	2 000 000	(1 358 521)	641 479
Computer software	17 052 660	(16 690 387)	362 273	16 702 660	(16 441 072)	261 588
Total	19 052 660	(18 149 114)	903 546	18 702 660	(17 799 593)	903 067



	Group		Union	
	2024 R	2023 R	2024 R	2023 R

4. Intangible assets (continued)

Reconciliation of intangible assets - Group - 2024

	Opening balance	Additions	Amortisation	Total
Trademarks	641 479	-	(100 206)	541 273
Computer software	261 588	350 000	(249 315)	362 273
	903 067	350 000	(349 521)	903 546

Reconciliation of intangible assets - Group - 2023

	Opening balance	Additions	Amortisation	Total
Trademarks	741 410	-	(99 931)	641 479
Computer software	590 064	116 205	(444 681)	261 588
	1 331 474	116 205	(544 612)	903 067

Reconciliation of intangible assets - Union - 2024

	Opening balance	Additions	Amortisation	Total
Trademarks	641 479	-	(100 206)	541 273
Computer software	261 588	350 000	(249 315)	362 273
	903 067	350 000	(349 521)	903 546

Reconciliation of intangible assets - Union - 2023

	Opening balance	Additions	Amortisation	Total
Trademarks	741 410	-	(99 931)	641 479
Computer software	590 064	116 205	(444 681)	261 588
	1 331 474	116 205	(544 612)	903 067

5. Investments in associates

The following table lists all of the associates in the group:

Group

Name of company	Held by	% ownership interest 2024	% ownership interest 2023	Carrying amount 2024	Carrying amount 2023
SANZAR Proprietary Limited		33.30 %	33.30 %	5 280 976	5 559 153
SANZAR Europe S.a.r.l		33.30 %	33.30 %	9 171 915	7 480 704
				14 452 891	13 039 857

The carrying amounts of associates and joint venture are shown net of impairment losses, where necessary.

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	Group		Union	
	2024 R	2023 R	2024 R	2023 R
5. Investments in associates (continued)				
Summarised financial information of material associates				
2024				
Summarised statement of profit or loss and other comprehensive income			Revenue	Profit (loss) from continuing operations
SANZAR Proprietary Limited			39 714 342	210 637
SANZAR Europe S.a.r.l			263 710 286	6 342 982
			303 424 628	6 553 619
Summarised statement of financial position		Assets	Liabilities	Total net assets
SANZAR Proprietary Limited		43 955 928	28 120 345	15 835 583
SANZAR Europe S.a.r.l		379 621 835	319 816 189	59 805 646
		423 577 763	347 936 534	75 641 229
2023				
Summarised statement of profit or loss and other comprehensive income			Revenue	Profit (loss) from continuing operations
SANZAR Proprietary Limited			35 838 376	(668 794)
SANZAR Europe S.a.r.l			259 985 829	2 564 048
Malmason Designated Activity Company			(80 717)	(80 717)
			295 743 488	1 814 537
Summarised statement of financial position		Assets	Liabilities	Total net assets
SANZAR Proprietary Limited		43 166 503	26 499 191	16 667 312
SANZAR Europe S.a.r.l		656 702 820	598 926 942	57 775 878
		699 869 323	625 426 133	74 443 190



	Group		Union	
	2024 R	2023 R	2024 R	2023 R
6. Trade and other receivables				
Financial instruments:				
Trade receivables	44 158 795	47 939 584	24 594 530	36 766 136
Loan receivable - Member Unions and their commercial companies	53 173 900	117 694 128	53 173 900	117 694 128
Trade receivables - Member Unions and their commercial companies	6 148 587	6 227 824	6 148 587	6 227 824
Loss allowance	(12 618 049)	(12 827 266)	(11 854 104)	(12 827 266)
Trade receivables at amortised cost	90 863 233	159 034 270	72 062 913	147 860 822
Accrued sponsorship income	65 126 779	101 877 373	65 126 779	101 877 373
Other receivables	416 283	10 912 293	-	1 093
SA Rugby Travel	-	8 114 876	-	-
Non-financial instruments:				
VAT	6 362 680	4 468 840	6 311 190	4 170 885
Prepayments	13 194 344	28 038 007	13 170 399	27 584 714
Total trade and other receivables	175 963 319	312 445 659	156 671 281	281 494 887
Split between non-current and current portions				
Non-current assets	43 633 240	49 822 725	43 633 240	49 822 725
Current assets	132 330 079	262 622 934	113 038 041	231 672 162
	175 963 319	312 445 659	156 671 281	281 494 887

All non-current receivables relate to loan receivables from Member Unions and their commercial companies, which are due within two to five years. These loan receivables are unsecured, due within maximum 60 months and interest is charged based on the prime interest rate less 2%. Regarding all other receivables, there are no repayment terms and no interest is charged.

Financial instrument and non-financial instrument components of trade and other receivables

At amortised cost	156 406 295	279 938 812	137 189 692	249 739 288
Non-financial instruments	19 557 024	32 506 847	19 481 589	31 755 599
	175 963 319	312 445 659	156 671 281	281 494 887

Trade and other receivables pledged as security

Trade and other receivables were pledged as security for overdraft facilities.

Exposure to credit risk

Trade receivables inherently exposes the group to credit risk, being the risk that the group will incur financial loss if customers fail to make payments as they fall due.

A loss allowance is recognised for all trade receivables, in accordance with IFRS 9 Financial Instruments, and is monitored at the end of each reporting period. In addition to the loss allowance, trade receivables are written off when there is no reasonable expectation of recovery, for example, when a debtor has been placed under liquidation.

The group measures the loss allowance for trade receivables by applying the simplified approach which is prescribed by IFRS 9. In accordance with this approach, the loss allowance on trade receivables is determined as the lifetime expected credit losses on trade receivables.

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	Group		Union	
	2024 R	2023 R	2024 R	2023 R
6. Trade and other receivables (continued)				
There has been no change in the estimation techniques or significant assumptions made during the current reporting period.				
The potential for credit losses from loans provided to Member Unions and their commercial companies are mitigated through the ability to recovery such amounts from Member Union Funding and other allocations to such member unions.				
Reconciliation of loss allowances				
The following table shows the movement in the loss allowance (lifetime expected credit losses) for trade receivables:				
Opening balance	(12 827 266)	(5 649 570)	(12 827 266)	(5 649 570)
Amounts recovered	707 674	-	707 674	-
Provision raised on new trade receivables	(5 363 945)	(7 177 696)	(4 600 000)	(7 177 696)
Bad debts written off	4 865 488	-	4 865 488	-
Closing balance	(12 618 049)	(12 827 266)	(11 854 104)	(12 827 266)

Exposure to currency risk

The net carrying amounts, in Rand, of trade and other receivables, excluding non-financial instruments, are denominated in the following currencies.

Rand Amount				
Rand	154 015 408	205 995 847	134 798 805	175 796 324
Australian Dollar	-	5 635 829	-	5 635 829
Great British Pound	101 798	68 307 136	101 798	68 307 136
USD	2 153 470	-	2 153 470	-
Euro	135 619	-	135 619	-
	156 406 295	279 938 812	137 189 692	249 739 289

Fair value of trade and other receivables

The carrying value of trade and other receivables approximates the fair value.

7. Deferred tax

Deferred tax liability

Right of use asset	(3 049 230)	(4 406 556)	(3 049 230)	(4 406 556)
Accrued income	-	(7 697 645)	-	(7 697 645)
Prepayments	(3 547 656)	(7 447 873)	(3 547 656)	(7 447 873)
Total deferred tax liability	(6 596 886)	(19 552 074)	(6 596 886)	(19 552 074)

Deferred tax asset

Accounts receivable	834 994	881 743	834 994	881 743
Lease liability	6 980 454	8 195 917	6 980 454	8 195 917
Deferred revenue	16 471 801	18 980 487	16 471 801	18 980 487
Provisions	4 066 192	3 232 452	4 066 192	3 232 452
Post employment healthcare benefit	4 491 180	6 254 280	4 491 180	6 254 280
Total deferred tax asset, net of valuation allowance recognised	32 844 621	37 544 879	32 844 621	37 544 879



	Group		Union	
	2024 R	2023 R	2024 R	2023 R
7. Deferred tax (continued)				
The deferred tax assets and the deferred tax liability relate to income tax in the same jurisdiction, and the law allows net settlement. Therefore, they have been offset in the statement of financial position as follows:				
Deferred tax liability	(6 596 886)	(19 552 074)	(6 596 886)	(19 552 074)
Deferred tax asset	32 844 621	37 544 879	32 844 621	37 544 879
Total net deferred tax asset	26 247 735	17 992 805	26 247 735	17 992 805
Reconciliation of deferred tax asset				
At beginning of year	17 992 805	12 821 755	17 992 805	12 821 755
Charge to profit or loss	8 254 930	5 628 970	8 254 930	5 628 970
Change in tax rate	-	(457 920)	-	(457 920)
	26 247 735	17 992 805	26 247 735	17 992 805
8. Inventories				
Consumables	4 751 528	4 219 729	4 751 528	4 219 729
	4 751 528	4 219 729	4 751 528	4 219 729
Provision for obsolete stock	(55 156)	-	(55 156)	-
	4 696 372	4 219 729	4 696 372	4 219 729
9. Cash and cash equivalents				
Cash and cash equivalents consist of:				
Cash on hand	15 016	20 498	15 016	20 498
Bank balances	20 555 611	3 592 541	17 219 464	13 009
Bank overdraft	-	(39 047 862)	-	(39 047 862)
	20 570 627	(35 434 823)	17 234 480	(39 014 355)
Current assets	20 570 627	3 613 039	17 234 480	33 507
Current liabilities	-	(39 047 862)	-	(39 047 862)
	20 570 627	(35 434 823)	17 234 480	(39 014 355)
As at 31 December 2024, the Group has the following facilities in place:				
- Overdraft facility (on demand) : R100 000 000.				
Security held by the bank:				
- General deed of cession by the Group of its rights and claims to all receivables.				
Credit quality of cash at bank and short-term deposits, excluding cash on hand				
The credit quality of cash at bank and short-term deposits, excluding cash on hand that are neither past due nor impaired can be assessed by reference to external credit ratings (if available) or historical information about counterparty default rates:				
Credit rating				
ABSA (A-1)	20 570 627	(35 455 323)	17 234 480	(39 034 855)

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	Group		Union	
	2024 R	2023 R	2024 R	2023 R
9. Cash and cash equivalents (continued)				
Exposure to currency risk				
Refer to note 28 Financial instruments and financial risk management for details of currency risk management for cash and cash equivalents.				
10. Deferred income				
Broadcasting rights	45 150 722	51 855 186	45 150 722	51 855 186
Government grants	1 191 960	4 500 000	700 000	4 500 000
Sponsorships	18 578 879	12 807 282	18 578 879	12 807 282
World Rugby grants	5 997 912	5 203 637	5 997 912	5 203 637
	70 919 473	74 366 105	70 427 513	74 366 105
Split between non-current and current portions				
Non-current liabilities	-	1 769 059	-	1 769 059
Current liabilities	70 919 473	72 597 046	70 427 513	72 597 046
	70 919 473	74 366 105	70 427 513	74 366 105
11. Financial liabilities				
At fair value through profit (loss)				
Red Disa Investments (Pty) Ltd	-	40 817 335	-	40 817 335
	-	40 817 335	-	40 817 335
The loan was settled during the year under review.				
Split between non-current and current portions				
Current liabilities	-	40 817 335	-	40 817 335



	Group		Union	
	2024 R	2023 R	2024 R	2023 R
12. Post employment healthcare benefits				
Carrying value				
Post-employment health care benefits - Current portion	763 000	847 000	763 000	847 000
Post-employment health care benefits - Non-current portion	15 871 000	22 317 000	15 871 000	22 317 000
	16 634 000	23 164 000	16 634 000	23 164 000
Non-current liabilities	15 871 000	22 317 000	15 871 000	22 317 000
Current liabilities	763 000	847 000	763 000	847 000
	16 634 000	23 164 000	16 634 000	23 164 000
Post-employment healthcare benefits				
<p>The Union participates in the Discovery Health Medical Scheme and the Sizwe Medical Fund. In terms of employment contracts, post retirement healthcare benefits are provided to certain employees who joined the Union before 1 July 2012 through continued subsidisation of a portion of the medical aid contribution of those employees, once they have retired. The number of employees on the scheme as at 31 December 2024 is 47.</p> <p>A full actuarial valuation was performed for the Union as at 31 December 2024, using the projected unit credit method.</p> <p>The risks faced by the Union as a result of the post-employment healthcare obligation are inflation related, due to the CPI fluctuations, longevity of pensioners, future changes in legislation, future changes in the tax environment and enforcement of eligibility criteria and rules.</p>				
Movements for the year				
Opening balance	23 164 000	20 592 000	23 164 000	20 592 000
Actuarial gains recognised directly in equity	(9 404 000)	-	(9 404 000)	-
Net expense/(gains) recognised in profit or loss	2 874 000	2 572 000	2 874 000	2 572 000
	16 634 000	23 164 000	16 634 000	23 164 000
Net expense recognised in profit or loss				
Current service cost	926 000	825 000	926 000	825 000
Interest cost	2 795 000	2 485 000	2 795 000	2 485 000
Benefits paid	(847 000)	(738 000)	(847 000)	(738 000)
	2 874 000	2 572 000	2 874 000	2 572 000

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	Group		Union	
	2024 R	2023 R	2024 R	2023 R

12. Post employment healthcare benefits (continued)

Key assumptions used

Assumptions used on last valuation on 31 December 2024.

Discount rates used	12.70 %	12.30 %	12.70 %	12.30 %
Expected rate of return on reimbursement rights	8.30 %	9.60 %	8.30 %	9.60 %

The effect of a 1% movement in the assumed medical cost trend rate is as follows:

	2024 R		2023 R	
	Decrease	Increase	Decrease	Increase
Effect on the aggregate of the current service cost and interest cost due to a 1% change in health care cost inflation.	2 226 000	2 922 000	2 526 000	3 464 000
Effect on defined benefit obligation due to healthcare cost inflation.	14 750 000	18 903 000	18 282 000	18 282 000
Effect on defined benefit obligation due to a change in the discount rate.	18 903 000	14 774 000	21 523 000	21 523 000
Effect on defined benefit obligation due to a 1 year change in the expected retirement age.	17 466 000	15 900 000	17 359 000	17 359 000

13. Trade and other payables

Financial instruments:

Trade payables	38 515 583	34 453 118	35 575 119	22 616 798
Trade payables - Member Unions and their commercial companies	11 256 398	11 105 526	11 256 398	2 547 250
Other payables	1 461 845	5 339 811	1 461 845	5 267 139
Accrued expenses	152 729 562	87 311 285	148 523 107	87 220 811
	<u>203 963 388</u>	<u>138 209 740</u>	<u>196 816 469</u>	<u>117 651 998</u>

Financial instrument and non-financial instrument components of trade and other payables

At amortised cost	<u>203 963 388</u>	<u>138 209 740</u>	<u>196 816 468</u>	<u>117 651 998</u>
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Exposure to currency risk

Refer to note 27 Financial instruments and financial risk management for details of currency risk management for trade payables.

Rand Amount

Rand	180 956 165	138 209 740	173 809 245	117 651 998
Great British Pound	19 230 006	-	19 230 006	-
Euro	3 777 217	-	3 777 217	-
	<u>203 963 388</u>	<u>138 209 740</u>	<u>196 816 468</u>	<u>117 651 998</u>

Fair value of trade and other payables

The fair value of trade and other payables approximates their carrying amounts.

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	Group		Union	
	2024 R	2023 R	2024 R	2023 R
14. Revenue				
Revenue from contracts with customers				
Broadcasting rights	852 008 337	731 047 093	852 008 337	731 944 093
Sponsorships	486 371 710	425 969 097	481 523 260	421 520 097
Test match guarantees	95 950 174	44 717 825	95 950 174	44 717 825
Merchandising royalties	62 263 444	30 119 893	62 263 444	30 119 893
World Rugby Cape Town Sevens Event	36 775 064	16 500 000	36 775 064	16 500 000
Product licensing	-	105 000 000	-	105 000 000
SARES	-	76 211	-	-
SA Rugby Travel	18 777 795	86 775 826	-	-
	1 552 146 524	1 440 205 945	1 528 520 279	1 349 801 908
Disaggregation of revenue from contracts with customers				
The group disaggregates revenue from customers as follows:				
Timing of revenue recognition				
At a point in time				
Merchandising royalties	62 263 444	30 119 893	62 263 444	30 119 893
Over time				
Broadcasting rights / sponsorships and other	1 489 883 080	1 410 086 052	1 466 256 835	1 319 682 015
Total revenue from contracts with customers	1 552 146 524	1 440 205 945	1 528 520 279	1 349 801 908
15. Other operating income				
Other income	17 162 404	74 281 591	16 541 069	74 281 591
Grants from World Rugby	186 312 793	290 622 565	186 312 793	290 622 565
Government grants	5 220 000	7 057 167	5 220 000	7 057 167
SA Rugby Travel	1 219 731	-	4 000 000	8 000 000
Grants - other	477 403	419 204	477 403	419 204
	210 392 331	372 380 527	212 551 265	380 380 527
16. Other operating gains (losses)				
Gains (losses) on disposals, scrappings and settlements				
Property, plant and equipment	2 (88 638)	(70 916)	(88 638)	(70 916)
Foreign exchange gains (losses)				
Net foreign exchange (losses) gains	(919 446)	1 420 321	(1 047 899)	734 353
Total other operating gains (losses)	(1 008 084)	1 349 405	(1 136 537)	663 437

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	Group		Union	
	2024 R	2023 R	2024 R	2023 R
17. Operating profit (loss)				
Operating loss for the year is stated after charging (crediting) the following, amongst others:				
Auditor's remuneration - External				
External audit fees	714 885	902 500	714 885	902 500
Auditor's remuneration - Internal	788 834	565 000	788 834	565 000
Employee costs				
Salaries	360 880 376	335 235 406	357 809 318	332 323 824
Operating lease charges				
Premises	864 915	763 260	864 915	763 260
Equipment	357 845	339 682	357 845	339 682
	1 222 760	1 102 942	1 222 760	1 102 942
Depreciation and amortisation				
Depreciation of property, plant and equipment	673 635	5 096 733	665 280	4 328 495
Depreciation of right-of-use assets	6 796 215	5 027 132	6 796 215	5 027 132
Amortisation of intangible assets	349 521	544 613	349 521	544 613
Total depreciation and amortisation	7 819 371	10 668 478	7 811 016	9 900 240
Operating expenses				
Member Union Funding	347 981 247	347 981 247	347 981 247	347 981 247
Commercial	408 292 752	384 728 238	403 538 459	387 635 896
Communications	34 001 872	28 808 066	34 001 872	28 808 066
Strategic Performance Management	31 487 723	26 587 446	31 487 723	26 587 446
Governance	9 974 970	9 413 100	9 974 970	9 413 100
Rugby	433 253 558	459 957 696	433 253 558	459 957 696
Human Resources	14 937 627	16 037 513	14 937 627	16 037 512
Office of the CEO	48 330 571	33 199 667	48 330 571	33 199 667
Operations and Finance	74 582 106	77 499 776	74 582 106	77 499 776
Referees	38 841 128	35 440 205	38 841 128	35 440 204
World Rugby Cape Town Sevens Event	49 324 166	-	49 324 166	-
Image rights and player insurance	148 754 565	124 324 398	148 754 565	124 324 399
SARES	773 536	925 697	-	-
Operations	215 674 127	196 614 220	215 674 127	196 614 220
SA Rugby Travel	15 020 558	74 708 244	-	-
	1 871 230 506	1 816 225 513	1 850 682 119	1 743 499 229
18. Finance income				
Interest income				
Investments in financial assets:				
Bank and other cash	4 054 386	4 330 926	3 672 499	2 949 286
Trade and other receivables	7 188 043	6 783 539	7 188 043	6 783 539
Total interest income	11 242 429	11 114 465	10 860 542	9 732 825



	Group		Union	
	2024 R	2023 R	2024 R	2023 R
19. Finance costs				
Lease liabilities	4 309 953	2 516 915	4 309 953	2 516 915
Financial liabilities	792 192	817 306	792 192	817 306
Bank overdraft	911 665	501 282	911 665	501 282
Total finance costs	6 013 810	3 835 503	6 013 810	3 835 503
20. Taxation				
Major components of the tax (income) expense				
Current				
Local income tax - current period	-	1 662 562	-	1 662 562
Local income tax - prior period over provision	(1 662 562)	-	(1 662 562)	-
	(1 662 562)	1 662 562	(1 662 562)	1 662 562
Deferred				
Originating and reversing temporary differences	(8 254 930)	(5 628 970)	(8 254 930)	(5 628 970)
Change in tax rates	-	457 920	-	457 920
	(8 254 930)	(5 171 050)	(8 254 930)	(5 171 050)
	(9 917 492)	(3 508 488)	(9 917 492)	(3 508 488)
Reconciliation of the tax expense				
Reconciliation between accounting profit and tax expense.				
Accounting loss	(103 058 082)	4 738 418	(105 900 380)	(6 756 035)
Tax at the applicable tax rate of 27% (2023: 27%)	(27 825 682)	1 279 373	(28 593 103)	(1 824 129)
Tax effect of adjustments on taxable income				
Non-deductible expense	25 790 830	24 871 648	25 790 830	24 871 648
Deferred tax asset not recognised	(6 304 223)	(31 779 991)	(5 452 657)	(28 676 489)
Change in tax rates	-	457 920	-	457 920
Income tax charged	-	1 662 562	-	1 662 562
Income tax - prior period over provision	(1 662 562)	-	(1 662 562)	-
	(10 001 637)	(3 508 488)	(9 917 492)	(3 508 488)

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	Group		Union	
	2024 R	2023 R	2024 R	2023 R
21. Cash (used in)/generated from operations				
(Loss) profit before taxation	(103 058 082)	4 738 418	(105 900 380)	(6 756 036)
Adjustments for non-cash items:				
Depreciation and amortisation	7 819 371	10 668 478	7 811 016	9 900 240
Losses on sale of assets and liabilities	88 638	70 916	88 638	70 916
Costs - Post Employment Healthcare	3 721 000	3 310 000	3 721 000	3 310 000
Benefit obligation				
Losses (gains) on exchange differences	919 446	(1 420 321)	1 047 899	(734 353)
Other non cash movements included in profit and loss	(562 364)	-	(238 523)	-
Share of profit/loss of equity accounted investments	(1 413 034)	250 910	-	-
Movements in provision for impairments	5 363 945	-	4 600 000	-
Bad debts written off	4 865 488	-	4 865 488	-
Debt recovered	(707 674)	-	(707 674)	-
Adjust for items which are presented separately:				
Interest income	(11 242 429)	(11 114 465)	(10 860 542)	(9 732 825)
Finance costs	6 013 810	3 835 503	6 013 810	3 835 503
Changes in working capital:				
(Increase) decrease in inventories	(476 643)	757 994	(476 643)	757 994
(Increase) decrease in trade and other receivables	136 482 340	(65 299 037)	124 823 606	(91 225 822)
Increase (decrease) in trade and other payables	65 441 998	(71 186 833)	79 164 470	(18 626 349)
Increase (decrease) in deferred income	(3 446 632)	12 737 138	(3 938 592)	12 737 138
	109 809 178	(112 651 299)	110 013 573	(96 463 594)



22. Changes in liabilities arising from financing activities

Reconciliation of liabilities arising from financing activities - Group - 2024

	Opening balance	New leases	Interest	Repayment	Closing balance
Other financial liabilities	40 817 335	-	792 192	(41 609 527)	-
Lease liabilities	30 355 247	39 554 364	4 309 953	(6 628 433)	67 591 131
Total liabilities from financing activities	71 172 582	39 554 364	5 102 145	(48 237 960)	67 591 131

Reconciliation of liabilities arising from financing activities - Group - 2023

	Opening balance	Additions	Interest	Repayment	Closing balance
Other financial liabilities	-	40 000 000	817 335	-	40 817 335
Lease liabilities	34 727 022	-	2 516 915	(6 888 690)	30 355 247
Total liabilities from financing activities	34 727 022	40 000 000	3 334 250	(6 888 690)	71 172 582

Reconciliation of liabilities arising from financing activities - Union - 2024

	Opening balance	Additions	Interest	Repayment	Closing balance
Other financial liabilities	40 817 335	-	792 192	(41 609 527)	-
Lease liabilities	30 355 247	39 554 364	4 309 953	(6 628 433)	67 591 131
Total liabilities from financing activities	71 172 582	39 554 364	5 102 145	(48 237 960)	67 591 131

Reconciliation of liabilities arising from financing activities - Union - 2023

	Opening balance	Additions	Interest	Repayment	Closing balance
Other financial liabilities	-	40 000 000	817 335	-	40 817 335
Lease liabilities	34 727 022	-	2 516 915	(6 888 690)	30 355 247
Total liabilities from financing activities	34 727 022	40 000 000	3 334 250	(6 888 690)	71 172 582

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	Group		Union	
	2024 R	2023 R	2024 R	2023 R
23. Related parties				
Relationships				
Executive Council			Refer to Executive Council's Report	
Subsidiaries			SA Rugby Events Services (RF) (Pty) Ltd The Rugby Educational Foundation NPC	
Associates			Refer to note 5	
Joint operation			SA Rugby Travel Unincorporated Joint Venture	
Member Unions and their commercial companies			Per the Constitution of The South African Rugby Union	
Transaction entered into with entity of close family member of key management			Access Management Services (Pty) Ltd	
Related party balances				
Amounts receivable from Member Unions and their commercial companies				
Included in trade and other receivables	6 148 587	6 227 824	6 148 587	6 227 824
Loans receivable from Member Unions and their commercial companies				
Included in trade and other receivables	53 173 900	117 694 128	53 173 900	117 694 128
Amounts payable to Member Unions and their commercial companies				
Included in trade and other payables	(11 256 398)	(2 547 250)	(11 256 398)	(2 547 250)
Amounts receivable from Associates				
Sanzar Europe S.a.r.l	1 037 590	-	1 037 590	-
Amounts payable from Associates				
Sanzar (Pty) Ltd	-	(115 638)	-	(115 638)
Loans receivable from Associates, included in trade and other receivables				
Sanzar (Pty) Ltd	6 227 035	5 635 829	6 227 035	5 635 829
Amounts receivable from joint operations				
SA Rugby Travel Unincorporated joint venture	19 320	82 005	19 320	82 005

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	Group		Union	
	2024 R	2023 R	2024 R	2023 R
23. Related parties (continued)				
Related party transactions				
Operating expenses with Member Unions and their commercial companies				
Member Union Funding	347 981 247	347 981 247	347 981 247	347 981 247
Player commitments	85 343 891	77 647 411	85 343 891	77 647 411
Competition and Eventing	35 230 250	31 134 056	35 230 250	31 134 056
Other	1 333 430	277 706	1 333 430	277 706
Revenue from Member Unions and their commercial companies				
Test match guarantees	65 443 400	-	65 443 400	-
Event delivery fee paid to entity of close member of key management				
Access Management Services (Pty) Ltd	10 550 000	372 000	10 550 000	372 000
Management fee paid to Associates				
Sanzar (Pty) Ltd	4 693 032	4 141 979	4 693 032	4 141 979
Revenue from joint operation				
SA Rugby Travel Unincorporated Joint Venture	-	-	4 000 000	8 000 000
24. Directors' emoluments				
Non-executive				
Fees	2 640 315	3 349 170	2 640 315	3 028 219
Allowances	197 456	216 232	197 456	216 232
	2 837 771	3 565 402	2 837 771	3 244 451
Executive				
Salaries	9 625 815	7 745 862	9 625 815	7 745 862
Medical aid contributions	47 910	66 765	47 910	66 765
Pension fund contributions	403 026	1 012 340	403 026	1 012 340
	10 076 751	8 824 967	10 076 751	8 824 967
25. Commitments				
Authorised expenditure				
Member Union Funding				
• 2025 Financial year	399 955 000			
• 2026 Financial year	419 953 000			
• 2027 Financial year	440 950 000			

On the 6th of February 2025 the General Council approved the Member Union Funding for the financial years ending December 2025, 2026 and 2027.

NOTES TO THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS

	Group		Union	
	2024 R	2023 R	2024 R	2023 R

26. Going concern

Cashflow projections and the ability to honour contractual commitments demonstrate a position of commercial solvency for SA Rugby as it looks beyond a year end position that reflects a position of technical insolvency with the carrying value of liabilities exceeding that of assets. A detailed management solvency assessment and action plan, reviewed by those charged with governance, supported the view that SA Rugby is able to continue as a going concern into the foreseeable future after a strong commercial start to 2025 financial year.

The consolidated and separate financial statements have therefore been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that funds will be available to finance future operations and that the realization of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.

The guaranteed participation of South African international franchises in the United Rugby Championship and European Professional Club Rugby competitions, as either participant or shareholder, together with the participation of the Springboks in The Rugby Championship creates the commercial opportunities required to generate revenues into the foreseeable future.

Significant additional revenues have been secured through an accelerated commercial program in addition to existing broadcasting and sponsorship revenue contracts.

Although the proposed equity deal would have fast-tracked the much-needed investment into digital platforms, SA Rugby's strategies around financial sustainability remain e-commerce centric to support revenue growth aspirations.

World Rugby continues to provide financial support to member unions by way of guaranteed union funding towards the development of rugby at all levels with a guaranteed £9 million receivable during the 2024 to 2027 funding cycle compared to the £7.5 million received during the previous cycle.

To address short term liquidity risks, banking facilities are secured as and when required, with the current bankers continuing to provide their support subject to regular credit risk reviews and on the basis of thorough cashflow forecasting. Due to the timing of expected cash receipts from the enhanced commercial program, alternative short term funding solutions will be explored.

27. Events after the reporting period

Although the proposed equity transaction, as previously reported, was not supported by the General Council of the South African Rugby Union, significant strides were already being made to enhance revenue generation through a resetting of the commercial programme at a time of a large number of sponsorship renewal negotiations.

The repackaging and use of an international agency has seen considerable uplift in commercial deals with concluded sponsorship arrangements expected to approach a doubling of revenue in 2025.

The budget approved by the Executive Council for the 2025 financial year reflects a significant increase in sponsorship and licensing revenue, resulting in a return to profitability and a position of factual solvency. Throughout the period operations have been funded through cash sponsorship receipts and access to bank overdraft facilities.



28. Financial instruments and risk management

Categories of financial instruments

Categories of financial assets

Group - 2024

	Note(s)	Amortised cost	Total	Fair value
Trade and other receivables	6	156 406 295	156 406 295	156 406 295
Cash and cash equivalents	9	20 570 627	20 570 627	20 570 627
		176 976 922	176 976 922	176 976 922

Group - 2023

	Note(s)	Amortised cost	Total	Fair value
Trade and other receivables	6	279 938 812	279 938 812	279 938 812
Cash and cash equivalents	9	3 613 039	3 613 039	3 613 039
		283 551 851	283 551 851	283 551 851

Union - 2024

	Note(s)	Amortised cost	Total	Fair value
Trade and other receivables	6	137 189 692	137 189 692	137 189 692
Cash and cash equivalents	9	17 234 480	17 234 480	17 234 480
		154 424 172	154 424 172	154 424 172

Union - 2023

	Note(s)	Amortised cost	Total	Fair value
Trade and other receivables	6	249 739 288	249 739 288	249 739 288
Cash and cash equivalents	9	33 507	33 507	33 507
		249 772 795	249 772 795	249 772 795

Categories of financial liabilities

Group - 2024

	Note(s)	Amortised cost	Leases	Total	Fair value
Trade and other payables	13	203 963 388	-	203 963 388	-
Finance lease obligations	3	-	67 591 131	67 591 131	-
		203 963 388	67 591 131	271 554 519	-

Group - 2023

	Note(s)	Fair value through profit or loss - Designated	Amortised cost	Leases	Total	Fair value
Trade and other payables	13	-	138 209 742	-	138 209 742	-
Finance lease obligations	3	-	-	30 355 247	30 355 247	-
Other financial liabilities	11	40 817 335	-	-	40 817 335	40 817 335
Bank overdraft	9	-	39 047 862	-	39 047 862	39 047 862
		40 817 335	177 257 604	30 355 247	248 430 186	79 865 197

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28. Financial instruments and risk management (continued)

Union - 2024

	Note(s)	Amortised cost	Leases	Total	Fair value
Trade and other payables	13	196 816 468	-	196 816 468	-
Finance lease obligations	3	-	67 591 131	67 591 131	-
		196 816 468	67 591 131	264 407 599	-

Union - 2023

	Note(s)	Fair value through profit or loss - Designated	Amortised cost	Leases	Total	Fair value
Trade and other payables	13	-	117 651 998	-	117 651 998	-
Finance lease obligations	3	-	-	30 355 247	30 355 247	-
Other financial liabilities	11	40 817 335	-	-	40 817 335	40 817 335
Bank overdraft	9	-	39 047 862	-	39 047 862	39 047 862
		40 817 335	156 699 860	30 355 247	227 872 442	79 865 197



29. New Standards and Interpretations

29.1 Standards and interpretations effective and adopted in the current year

In the current year, the Group has adopted the following standards and interpretations that are effective for the current financial year and that are relevant to its operations:

Standard/ Interpretation:	Effective date: Years beginning on or after	Expected impact:
• Supplier finance arrangements - amendments to IAS 7 and IFRS 7	01 January 2024	Unlikely there will be a material impact
• Non-current liabilities with covenants - amendments to IAS 1	01 January 2024	Unlikely there will be a material impact
• Lease liability in a sale and leaseback - amendments to IFRS 16	01 January 2024	Unlikely there will be a material impact
• Classification of liabilities as current or non-current - amendments to IAS 1	01 January 2024	Unlikely there will be a material impact

29.2 Standards and interpretations not yet effective

The Group has chosen not to early adopt the following standards and interpretations, which have been published and are mandatory for the Group's accounting periods beginning on or after 01 January 2025 or later periods:

Standard/ Interpretation:	Effective date: Years beginning on or after	Expected impact:
• Amendments to IFRS 10 and IAS 28: Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	The effective date of this amendment has been deferred indefinitely until further notice	Unlikely there will be a material impact
• Lack of exchangeability - amendments to IAS 21	01 January 2025	Unlikely there will be a material impact
• Classification and measurement of financial instruments - amendments to IFRS 9 and IFRS 7	01 January 2026	Unlikely there will be a material impact
• IFRS 18 Presentation and disclosure in financial statements replaces IAS 1 Presentation of financial statements	01 January 2027	Unlikely there will be a material impact
• IFRS 19 Subsidiaries without public accountability: Disclosures	01 January 2027	Unlikely there will be a material impact





HIGH-PERFORMANCE



THE High-Performance Department celebrated a successful year on the field in 2024 as the Springboks recorded one of their best seasons yet with an 84.6% win record, claiming every trophy on offer in the process, while the Springbok Sevens took bronze at the Olympic Games, where the Springbok Women's Sevens made their first appearance ever in the global sporting extravaganza, and the Springbok Women and Junior Springboks continued to grow and build their depth.

On the provincial front, the Hollywoodbets Sharks enjoyed a fantastic season, becoming the first South African team to win the EPCR Challenge Cup, which they doubled up with the Carling Currie Cup Premier Division title, while the Vodacom Bulls advanced to the Grand Final of the Vodacom United Rugby Championship, with their female counterparts, the Bulls Daisies, winning their second successive Women's Premier Division title.

SPRINGBOKS BUILD ON RWC VICTORY WITH WORLD-CLASS 2024 SEASON

The Springbok class of 2024 recorded one of their best seasons yet as they clinched the Castle Lager Rugby Championship trophy, completed the Castle Lager Outgoing Tour with a clean sweep of victories for the first time since 2013, and won every piece of silverware on offer to add to an impressive 84.6% win record.

It was a memorable year for the double Rugby World Cup champions, as they finished the season as the top team on the world rankings with a remarkable 11 victories in 13 Test matches under the guidance of Rassie Erasmus and his coaching team.

The Springboks won the Castle Lager Rugby Championship for the first time since 2019.

The team added five pieces of silverware to SA Rugby's already impressive trophy cabinet, namely the Castle Lager Rugby Championship trophy, the Freedom Cup, Nelson Mandela Challenge Plate, Qatar Airways Cup and Prince William Cup.

Making these feats even more extraordinary, they scored the third highest number of tries in a season since 1992, crossing the whitewash 57 times, while Erasmus cast his net wide, handing 50 players a run – 12 of whom earned their first Test caps. The most tries scored by the Boks was in 2007 when they crossed the tryline 81 times, while 74 five-pointers were recorded in 1997 when Erasmus donned the green and gold jersey himself.



The Boks started the 2024 season with a Test against Wales before the home series against Ireland.

The team added five pieces of silverware to SA Rugby's already impressive trophy cabinet, namely the Castle Lager Rugby Championship trophy, the Freedom Cup, Nelson Mandela Challenge Plate, Qatar Airways Cup and Prince William Cup.

The team kicked off the season on a strong note by beating Wales in London, before defeating northern hemisphere arch-rivals Ireland in the first of their two Tests in the Castle Lager Incoming Series.

Their hopes of winning both Tests were dashed, however, as Ireland secured a last-gasp one-point victory in the second match in Durban, although they bounced back strongly with a young team in their first ever Test match against Portugal in Bloemfontein where they recorded a comprehensive victory to finish the Castle Lager Incoming Series with two wins out of three.

Their next assignment was the Castle Lager Rugby Championship, which they got off to a flying start with back-to-back victories over the Wallabies in Australia, which they backed up with successive home victories against New Zealand to see the team register their fourth successive victory against the All Blacks, while also reclaiming the Freedom Cup last won by South Africa in 2009.

Unfortunately, they suffered their first defeat in the tournament against the Pumas in Argentina, going down again by a single point, but they delivered a strong performance against the South Americans in the tournament finale in Nelspruit, which not only clinched the team the title, but also allowed them to celebrate veteran lock Eben Etzebeth's significant milestone of becoming the most capped Springbok player of all time in his 128th Test match.

Sacha Feinberg-Mngomezulu with the Freedom Cup, which the Boks won after beating New Zealand twice.

Aseza Hele in action against Samoa in WXV 2 in Cape Town.

With the team high on confidence, they continued their winning ways on the Castle Lager Outgoing Tour, where they beat Scotland, England and Wales to seal the full-house of wins.

SPRINGBOK WOMEN MAKE STRONG STRIDES WITH 2025 RWC IN SIGHT

The Springbok Women enjoyed another encouraging year in their quest to build their depth and competitiveness ahead of the 2025 Rugby World Cup in England, with several high-profile matches and competitions boosting their exposure at top international level in the 2024 season.

Caretaker coach Louis Koen took charge of a tour to Spain and England in March, where they registered a victory against Spain in Valladolid, before learning valuable lessons in their defeat against the USA in London.

This paved the way for the team to stand tall at the Rugby Africa Women's Cup in Madagascar, where they were crowned the champions to book their Rugby World Cup spot following commanding victories over



Cameroon, Kenya and Madagascar.

A new coaching team, with Swys de Bruin and Bafana Nhleko joining Laurian Johannes-Haupt and Franzel September, took over in preparation for WXV 2 in Cape Town in October.

They guided the team for the first time in a historic first match on home soil against the Barbarians, in which the Bok Women fully embraced the occasion by defeating the BaaBaas, and they built on this with a second victory against Spain, which kick-started two months of high-intensity action.

De Bruin's charges started WXV 2 on an encouraging note with a win against Japan, but fell short in their final two matches, suffering narrow defeats to Australia and Italy.



Nadine Roos on the attack for the Springbok Women against Australia.



SPRINGBOK SEVENS WIN OLYMPIC BRONZE IN ENCOURAGING SEASON

The Blitzboks enjoyed some stellar times during the 2024 season, but also endured a few lows during a year that was always going to be remembered mainly for the Paris Olympic Games.

Sandile Ngcobo had asked to be relieved of his head coach duties following a slow start to the 2024 season after five tournaments, with Philip Snyman stepping up from assistant coach into the head coach role on an interim basis for the remainder of the season, with the Blitzboks finishing well by claiming a second bronze medal at the Olympic Games in Paris to add to that feat in Rio in 2016.

The regular season started on a high note with the team winning the HSBC SVNS opener in Dubai, but this was followed by disappointing performances in Cape Town, Perth, Vancouver, and Los Angeles.

Snyman guided the team for the tournaments in Hong Kong, Singapore, and the World Championship in Madrid, and they showed a marked improvement in their performances to finish seventh overall on the tournament standings.

They still faced the challenging prospect of having to qualify for the Olympic Game showpiece, and they delivered by winning the World Rugby Sevens Repechage tournament in Monaco.

The Blitzboks advanced to the Olympic semi-final but suffered a defeat against eventual gold medallists France, although this did not break their spirit as they bounced back to beat Australia for the bronze medal at the iconic Stade de France.



The Springbok Sevens team won bronze at the Olympic Games in Paris.

The Springbok Sevens 'A'-side, meanwhile, travelled to Mauritius on short notice to participate in the Rugby Africa Sevens Qualifiers in July after one of the original contestants pulled out, and despite their short preparation time, a large contingent of new players applied themselves well and assisted in steering the team to a second-place finish following two tournaments hosted on consecutive weekends.

The Blitzboks advanced to the Olympic semi-final but suffered a defeat against eventual gold medallists France, although this did not break their spirit as they bounced back to beat Australia for the bronze medal at the iconic Stade de France.

A SEASON OF HIGHS AND LOWS FOR THE SPRINGBOK WOMEN'S SEVENS

The results may have been indifferent for the Springbok Women's Sevens team in 2024, but there were several highlights as they returned to the HSBC SVNS circuit, while also making a historic first appearance at the Olympic Games in Paris and winning the Rugby Africa Women's Sevens Cup to qualify for the 2025 Challenger series.

After qualifying as one of the core HSBC SVNS teams, the side's best efforts fell short as they struggled to reach the knock-out phase of all but one of the tournaments – in Los Angeles, where they recorded an all-time high sixth place overall finish.

Unfortunately, they lost their core status in Madrid in June after finishing outside the top four, which was the requirement to qualify for the 2025 world series.

Softening the blow, however, they made history in July by becoming the first Springbok Women's Sevens team to participate in the Olympic Games, where they finished in 11th place, with a highlight of the tournament being a historic win over Fiji at the iconic Stade de France.

They wrapped up the season strongly by clinching the Rugby Africa Women's Sevens Cup title in Accra, where they outplayed Kenya in the final. As if the victory were not rewarding enough, it also earned them automatic qualification for the World Rugby HSBC Sevens Challenger 2025 series.



JUNIOR SPRINGBOKS SHOW GROWTH AND RESILIENCE

The Junior Springboks navigated a challenging yet developmentally significant 2024 season, competing in two major international competitions – the inaugural U20 Rugby Championship in Australia and the World Rugby U20 Championship on home soil in Cape Town.

The team played eight matches in 2024, recording three wins, one draw, and suffering four defeats.

In the U20 Rugby Championship, the Junior Boks started their campaign with a hard-fought draw against New Zealand, and followed this up with a thrilling two-point victory over Argentina, before going down against Australia to finish the competition in second place.

They then turned their attention to the World Rugby U20 Championship, where they opened their campaign with a commanding victory over Fiji, but their momentum was disrupted by defeats against Argentina and

The Junior Springboks in action against England in the World Rugby U20 Championship, which was held in South Africa for a second successive season.

England, which consigned them to the 5th–8th place playoffs.

They again fell short against Argentina, but managed to salvage a seventh-place finish by defeating Wales in their closing match of the tournament.

SA SCHOOLS SHOWCASE BEST SCHOOLBOY TALENT

The 2024 annual match between the SA Schools and SA Schools 'A' teams showcased some of the finest schoolboy rugby talent in South Africa, with the highlight of their activities being the clash which took place in July in Krugersdorp following another successful SA Rugby U18 Craven Week presented by Stadio.

It was a dramatic game in which the SA Schools team bounced back from a two-point deficit at halftime to win the match.



South Africa's two U18 teams were unbeaten in the U18 International Series.

The Vodacom Bulls hosted the Glasgow Warriors in the Vodacom United Rugby Championship final in Pretoria.

SA U18S UNBEATEN IN INTERNATIONAL SERIES

The 2024 SA Rugby U18 International Series, hosted in the Western Cape, proved to be a highly competitive event with teams from South Africa, England, France and Ireland being pitted against one another for top honours.

The SA U18 team finished the series unbeaten, showcasing their promise and talent, which will certainly bode well for the future, with the team serving as a feeder system to the Junior Boks.

GLASGOW DASH BULLS' HOPES OF BAGGING FIRST VODACOM URC TITLE

The Vodacom Bulls had their hopes of lifting the Vodacom United Rugby Championship title and becoming only the second South African team to win the tournament crushed for the second time in three seasons after suffering a heartbreaking 21-16 defeat against the Glasgow Warriors in the Grand Final at Loftus Versfeld.

The men from Pretoria, who snatched the SA Shield from the DHL Stormers, made a strong statement throughout the season, winning 13 of their 18 pool matches, which saw them finish second on the standings, only two points behind log-leaders Munster.

They defeated Leinster in the semi-final, while Munster went down against Glasgow,





to book a home Grand Final against the Scots.

But unfortunately for the Vodacom Bulls, it was not meant to be, as Glasgow outscored them three tries to one, knocking them down at the final hurdle.

There was disappointment all around for the other domestic franchises, with the DHL Stormers – who defeated the Vodacom Bulls in the 2021/22 final – going down against eventual champions, Glasgow, in the quarter-final after a respectable fifth-place finish in the pool stages, while the Emirates Lions lost out on a quarter-final berth on points' difference against the Ospreys, and the Hollywoodbets Sharks failed to make the cut completely.

The Hollywoodbets Sharks became the first team from South Africa to win a European title when they were crowned EPCR Challenge Cup champions.

SHARKS MAKE HISTORY IN EUROPE

The 2024 European season will go down as one for the history books, as the Hollywoodbets Sharks carved their name in the rugby annals by becoming the first South African team to win the EPCR Challenge Cup, while the Vodacom Bulls were the last SA team standing in the Investec Champions Cup where they advanced to the quarter-final.

Two domestic teams, the Vodacom Bulls and DHL Stormers, qualified for the 2023/24 Investec Champions Cup competition, and while they both booked home games in the Round of 16 after finishing the pool stages in second position in their respective pools, the Vodacom Bulls made it through to the quarter-final after thumping Lyon, while it was a case of bitter disappointment for the DHL Stormers as they were edged by Stade Rochelais.

Unfortunately for the Pretoria outfit, their title hopes were squashed in the quarter-





Leigh Fortuin captained the Junior Springbok Women in the R10 African U20 Women's Series in Stellenbosch.

final as the Northampton Saints delivered a classy performance to outplay them, which marked the end of their European season.

In the EPCR Challenge Cup, all three participating domestic teams – the Hollywoodbets Sharks, Toyota Cheetahs, and Emirates Lions – booked their places in the Round of 16, with the KwaZulu-Natalians having the luxury of playing their first playoff match at home after finishing as the top ranked team in their pool, and they made the most of it by outplaying Zebre Parma in a one-sided contest to advance to the quarter-finals.

The Toyota Cheetahs and Emirates Lions, meanwhile, stumbled in their away matches against Clermont and Benetton, respectively, which brought down the curtain on their campaigns.

The Hollywoodbets Sharks continued to fly the South African flag with pride, and with a home quarter-final and semi-final respectively against Edinburgh and Clermont giving them a distinct advantage, they fought their way through to the final.

These results booked them a final berth against Gloucester at the Tottenham

Hotspur Stadium in North London, and despite the odds being stacked against them, they produced a fine display of rugby to register a memorable 36-22 victory to clinch the title.

JUNIOR WOMEN'S PROGRAMME CONTINUE TO REAP REWARDS

It was a successful and rewarding year for the Junior Springbok Women's team and SA Rugby's junior women's rugby programme as a whole, as the SA U20s won the R10 African U20 Women's Series in Stellenbosch, while DHL Western Province took the honours at the SA Rugby Under-20 competition.

The Junior Springbok Women, captained by Leigh Fortuin, were in fine form throughout the competition, which set them on course to win all three matches against Tunisia, Uganda, and the San Clemente Rhinos to earn them the bragging rights as the champions.

On the domestic front, an SA Rugby



Under-20 Women's competition, featuring 12 provincial unions, was hosted in Johannesburg, as the women's rugby structures continue to grow from strength to strength, with DHL Western Province being crowned the eventual champions.

Each team played three matches in the pool stages, and in the end, the Cape side outplayed Border to claim the title.

SHARKS AND BOLAND CROWNED CARLING CURRIE CUP CHAMPIONS

The 2024 Carling Currie Cup Premier Division marked the 86th edition of SA's premier domestic competition, with eight teams – the Vodacom Bulls, Toyota Cheetahs, Fidelity ADT Lions, NovaVit Griffons, Suzuki Griquas, Airlink Pumas, Hollywoodbets Sharks XV, and DHL Western Province – battling it out for top honours.

The two semi-finals were staged in Johannesburg and Pretoria, where the



Fidelity ADT Lions defeated the Toyota Cheetahs, and Hollywoodbets Sharks pipped the Vodacom Bulls, paving the way for a thrilling final.

The match lived up to its billing as a true spectacle with the KwaZulu-Natalians defeating the hometown favourites by a narrow four points in a gripping finale.

The Sanlam Boland Cavaliers, meanwhile, were crowned the Carling Currie Cup First Division champions in a dramatic final in which they played to a draw against Eastern Province, with the title being decided by the most tries scored in the match.

Six teams participated in the showpiece, with Boland and EP going head-to-head with the Border Bulldogs, Valke, Leopards, and Phangela SWD Eagles for the title.

SUZUKI GRIQUAS CLAIM INAUGURAL SA CUP TITLE

The inaugural edition of the SA Cup took place in 2024, staged by SA Rugby to replace the Mzansi Challenge. The main aim of the competition was to serve as a



The Hollywoodbets Sharks XV won a dramatic Carling Currie Cup Premier Division final in Johannesburg.

Suzuki Griquas were the winners of the inaugural SA Cup competition.

preparatory event for the Carling Currie Cup Premier and First Division competitions.

Ten provincial teams took part in the tournament, namely the Airlink Pumas, Suzuki Griquas, Toyota Cheetahs, Sanlam Boland Cavaliers, NovaVit Griffons, Valke, Eastern Province, Phangela SWD Eagles, Leopards, and Border Bulldogs, with the Suzuki Griquas winning the coveted title after defeating the Airlink Pumas in the final in Kimberley.

In 2025, the top four teams on the log in the SA Cup will qualify for the Carling Currie Cup Premier Division, while the remaining six will battle it out for the First Division title.

DAISIES AND EAGIRLS CLAIM TOP HONOURS IN WOMEN'S PROVINCIAL TOURNAMENTS

The Women's Premier Division enjoyed a double round of fixtures in 2024, with new venues and a few big-stadium matches adding to the lustre.

The Bulls Daisies dominated the competition once again, and this paid off dearly as they claimed their second title in a row following a strong performance against DHL Western Province in the final in Pretoria.

The Daisies outfit dominated all season, with the only blemish in their campaign being a defeat in the league phase, ironically against runners-up WP, as the team set a standard that no other side could match.

In another significant milestone for the team, outside back Jakkie Cilliers scored a ground-breaking 178 points to set a new national record in the women's game.

The SWD Eagirls were in top form in the

The SA Rugby Youth Week tournaments painted a bright picture for the future of South African rugby, with the top boys and girls in the country showcasing their talent in a thrilling string of events.

Women's First Division, with the Southern Cape team progressing through the season unbeaten, and they ensured that it was a year to remember as they held off a strong challenge by the Leopards Women to win the title.

YOUTH WEEKS PAINT A BRIGHT PICTURE FOR THE FUTURE OF SA RUGBY

The SA Rugby Youth Week tournaments painted a bright picture for the future of South African rugby, with the top boys and girls in the country showcasing their talent in a thrilling string of events.

The U18 Stadio Craven Week proved to be an exhilarating contest as three of the 16 participating teams, WP, the Pumas, and Boland, won all of their matches, while the Golden Lions and Bulls dominated proceedings at the U18 Academy week, where 20 teams were in action.

Free State and WP were the top performers out of the 20 teams in the U16 Grant Khomo Week, with WP and the Bulls proving to be the top contenders among 32 teams in the U13 Craven Week.

Sixteen teams participated in both the U18 and U16 Girls Weeks in Johannesburg, with Eastern Province and WP dominating the U18 division by winning all three of their matches, while three U16 teams – WP, the Sharks, and Boland – stood out above the rest as they progressed through the competition unbeaten.





Aspiring young rugby players enjoying a Get Into Rugby training activation.



PARTICIPATION & DEVELOPMENT

THE restructuring of SARU's Rugby Department in 2024 led to a significant change, splitting rugby into two distinct streams: High Performance and Participation and Development. Guided by SARU's Constitution and its Strategic Plan, Destination 2027, the Participation and Development Department plays a central role in driving inclusivity, growth, development, transformation, and gender equity in rugby. Its work spans from grassroots to emerging talent, focusing on training, education, and ensuring the accessibility of rugby across the South African rugby ecosystem.

With over 201,898 Senior Schools participants (184,247 boys and 17,651 girls), 494,438 Primary Schools participants (334,711 boys and 159,727 girls), 103,986 club participants (97,227 males and 6,759 females), and 1,167 community clubs reported for 2024, along with partnerships with 15 amateur unions and 12 associate members, the department supports inclusive player and coach growth, and development aligned to SARU's long-term pathways. Its holistic, structured approach aims to create a unified rugby ecosystem that reflects the country's diversity and inspires future generations.

The department's ethos – #GrowTogetherPlayTogether – guides its efforts across six strategic divisions:

- **Transformation:** promotes equitable transformation in SA Rugby.
- **Data Management:** leads the evolution of a centralised database.

VISION

To build a thriving, united, and transformed rugby landscape that inspires future generations.

MISSION

To expand the reach and impact of rugby nationwide, fostering a skilled, transformed, and gender-inclusive rugby ecosystem.

- **Community Rugby Development:** focuses on shaping the SA Rugby ecosystem.
- **Development:** dedicated to the holistic development of players and coaches in the community rugby space to ensure a smooth transition to high performance.
- **Training & Education:** leads and oversees the development, implementation, and growth of comprehensive coaching, strength and conditioning, and other educational programmes.
- **Funding & Partnerships:** pioneering and scrutinising funding prospects for the expansion of game initiatives through strategic partnerships.



Springboks Makazole Mapimpi and Aphelele Fassi celebrate against Wales.

1. TRANSFORMATION DIVISION

The Transformation Division drives diversity and inclusion across SA Rugby, ensuring the sport reflects South Africa’s demographics spanning the entire rugby ecosystem – from players to staff, management, elected officials, and suppliers. Through a holistic approach and in line with the STDP2030, the inclusion of women has become a key priority in building a truly inclusive future.

TRANSFORMATION OVERVIEW

The 2024 Transformation Audit measures Provincial Unions’ progress against self-determined targets, reaffirming that transformation is a strategic imperative, not just a compliance exercise. Findings reflect progress, challenges, and areas for growth, reinforcing transformation’s role in enhancing sustainability, competitiveness, and inclusivity. Regular engagements ensured transparency and accountability, with shared value created for rugby and its stakeholders.

AUDIT FOCUS AREAS

Audits assessed performance in the following categories:

1. Safeguarding measures
2. EPG Data Sheet compliance
3. Due diligence processes
4. Demographic representation – players, teams, coaches, referees

5. Gender inclusion strategies
6. Development programmes – Get Into Rugby, Vuka
7. Governance and legislative compliance – B-BBEE, Employment Equity, Work Skills Plans

EPG NATIONAL BAROMETER

The EPG National Barometer tracks SARU’s transformation progress against 12-year forecasts set in 2019. In 2024, SARU achieved 74% of its 51 self-determined targets. While performance dipped slightly, it remains aligned with recent trends despite more ambitious goals. Sustainable growth remains key, with infrastructure and long-term investment critical to lasting transformation.

PROVINCIAL BAROMETER

The Provincial Barometer is a yearly requirement from 2019 to 2030, featuring a comprehensive 12-year rolling projection that includes Selected Transformation Charter Dimension Forecasts and Actual Performance.

The Provincial Transformation Barometer aims to instil greater collective accountability within provincial and national structures, fostering a more

informed, strategic, and forward-looking approach to transformation. As the king pin of the entire audit process, this document holds paramount importance, as it serves as the litmus test determining whether Provincial Unions have met the crucial threshold of 60% self-determined targets.

The audit findings confirm that all Provincial Unions have met the minimum threshold of 60% of their self-determined targets as set out in their Provincial Barometer.

The team demographic performances across Provincial Unions demonstrate significant improvement; however, persistent shortfalls among certain Provincial Unions remain a concern.

B-BBEE AND PREFERENTIAL PROCUREMENT

Provincial Unions continue to strengthen rugby's role in economic empowerment by recording spend with B-BBEE entities. All unions and their commercial arms met the minimum compliance level (Level 4). Notably, 87% of SARU's suppliers are BEE-compliant businesses, reflecting strong progress towards economic inclusion.



2. DATA MANAGEMENT DIVISION

SA Rugby has made significant strides in its operational and administrative capabilities through the implementation of the Footprint and E-Filing systems. These digital platforms have optimised processes, enhanced efficiency, and facilitated seamless interactions across the rugby landscape.

SYSTEM DEVELOPMENTS

FOOTPRINT – CLUB RUGBY GROWTH

Since the 2022 club rugby project launch, registered users have grown from 30,000 to over 160,000, with 2,000+ active accounts. Tournaments increased from 50 to over 300 by 2024, with over 500 projected in 2025 and 4,000+ squads participating. Varsity Rugby now fully operates on Footprint.

SIDELINE MANAGER EXPANSION

Used by all Vodacom URC teams and piloting in the SA Cup from March 2025. A new offline mode enhances functionality in low-connectivity areas. World Rugby has expressed interest in the system for global tournaments.

EVENT MANAGEMENT

Footprint Accreditation managed three major 2024 events (U20s, WXV, Cape Town Sevens) and all Springbok home tests.

E-FILING & TRANSFORMATION REPORTING

E-Filing is now fully integrated into Footprint, streamlining operations and allowing unions and clubs to monitor transformation directly via mobile.

AUDIT & RECOMMENDATIONS

SA Rugby's audit confirms strong digital infrastructure progress. Key recommendations include data integrity maintenance, expanding Sideline Manager use, pursuing global system integration, and continued stakeholder training.

Suzuki Griquas players enjoying their victory in the SA Cup final.



3. COMMUNITY RUGBY

DEVELOPMENT DIVISION

Mass participation programmes like Vuka, Get Into Rugby, Schools Rugby, and Youth Weeks are essential to both diversity and sustainable excellence. This division focuses on broadening access across all formats, ensuring every child – regardless of gender or background – has the opportunity to succeed. Well-resourced, inclusive development structures underpin national success. Without a solid grassroots base, high performance cannot be sustained. Equal investment in male and female pathways ensures a professional future for all.

GET INTO RUGBY (GIR) PROGRAMME

The 2024 Get Into Rugby (GIR) programme successfully introduced 248,181 new participants, with a gender split of 48% boys and 52% girls—affirming its role as a leading grassroots initiative. This is by far the most valuable programme under SARU’s control. The 2024 data shows that 50% of all primary school rugby participants entered

the game through GIR, and 80% of all girls playing rugby at primary school level were reached through this programme. Despite limited funding preventing most projects from advancing to the Play phase, GIR delivered strong results through committed managers, expanded reach, and enhanced coach training. GIR for Girls stood out with 14,755 participants across three key regions, while 452 schools (375 official, 77 self-initiated) formed part of the programme. A total of 389 individuals completed GIR workforce training, reflecting increased female participation and sustained community engagement.

VUKA PROGRAMME

The 2024 Vuka Programme was successfully delivered across all Provincial Unions by the SA Rugby Legends Association (SARLA), whose leadership and financial investment continue to drive the initiative – a pioneering U15 platform that fills a key gap in player development and has already produced national and provincial players.

Young girls rugby players receive Engen gift bags at a GIR event.



In 2024, Vuka and Iqhawe Week reached 588 schools and engaged 28,789 players – an increase of 4,000 from 2023. While participation was 98% boys and 2% girls, efforts to grow female involvement remain a shared priority.

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HOLLYWOOD FOUNDATION IQHAWE WEEK

The 2024 Hollywood Foundation Iqhawe Week, South Africa's leading U15 rugby development tournament, continued its upward trajectory with strong support from the Hollywood Foundation, now in its third year as title sponsor.

Over the past two years, 40 players have earned scholarships through this initiative, reinforcing Iqhawe Week's role in transforming lives beyond the field. Hosted by the Golden Lions Rugby Union at Jeppe High School from 23–26 September, the 2024 edition concluded with Western Province narrowly defeating Border 24–23 in a gripping final.

The tournament, which serves U15 players from the Vuka Programme, continues to deliver improved standards of play and showcases talent that might otherwise be overlooked. A National Iqhawe team was selected for the 2025 U16 Grant Khomo Week, offering players another critical step on the aspirational pathway.

The U16 Girls Sevens component, now in its fourth year, also reflected a rise in playing standards. However, participation remains uneven across provinces, and with female representation still at just 2% of the system, there is a clear need for increased investment.

PHAMBILI PROGRAMME

The Phambili Programme, initiated in 2024 and piloted in the Eastern Cape, is a

strategic initiative inspired by South Africa's 2023 Rugby World Cup victory. Meaning "Forward" or "Progress", the programme aims to expand rugby access in historically underrepresented communities such as Komani (Queenstown), serving as a model for future national implementation.

In partnership with Border Rugby Union, Queen's College, private investors, the SA Rugby Legends Vuka Programme, and Get Into Rugby (GIR), Phambili supports over 2,500 players and 200 volunteers across 20+ schools and clubs.

By the end of 2024, 25 volunteers were trained as coaches, strength and conditioning specialists, and match officials—joining a broader network of 50 trained personnel. The programme also incorporates academic support, life skills, and mentorship.

THE ROLE OF SCHOOLS IN SARU'S DEVELOPMENT FRAMEWORK

The 2024 audit confirms that, while schools remain central to SARU's development model, greater focus is required to improve data reliability, expand participation, and address gender disparities.

Currently, 4,210 out of 14,661 primary schools (29%) and 2,870 out of 10,681 senior schools (27%) participate in rugby, leaving 71% and 73% of schools respectively untapped. Participation drops notably from primary to senior level, highlighting the need for better retention and transition strategies. Expanding development initiatives such as Get Into Rugby, the Under-13 Craven Week, Youth Weeks and Vuka Rugby remains vital for sustaining youth engagement.

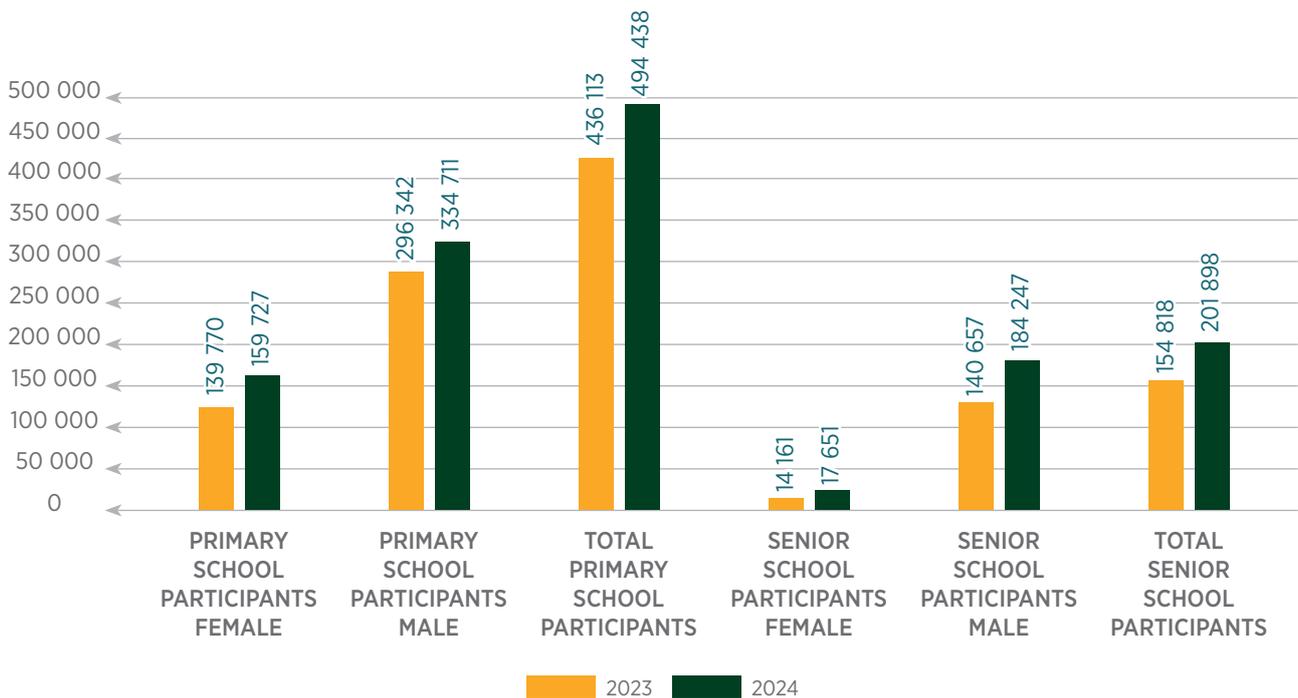
Only 8.74% of senior school rugby participants are girls, reflecting significant



gender imbalances. Contributing factors include a lack of structured girls' leagues, poor access to facilities, limited school support, and insufficient funding.

The graph below illustrates a notable comparison between primary schools and senior schools for the years 2023 and 2024.

The 2024 audit confirms a total of 494,438 primary school rugby participants, comprising 334,711 boys (67.7%) and 159,727 girls (32.3%).



The 2024 audit confirms a total of 494,438 primary school rugby participants, comprising 334,711 boys (67.7%) and 159,727 girls (32.3%). The Get Into Rugby (GIR) programme contributes significantly to these numbers – 120,007 boys (35.9% of total male participants) and 128,174 girls (80.2% of total female participants).

CLUB RUGBY IN SOUTH AFRICA

The 2025 audit reaffirmed club rugby's potential as a key driver of development and transformation. However, data inconsistencies were identified, particularly in relation to the number of active clubs and women's participation. This was unexpected given prior improvements

in data reliability, attributed to effective provincial oversight and widespread adoption of the Footprint system.

The 2025 audit reveals encouraging trends in club rugby participation, supported by verified comparative data for 2023 and 2024. Male player numbers increased from 82,105 to 97,227, marking an 18.3% rise. Female players recorded a marginal increase of 0.54%, growing from 6,723 to 6,759. This brings the total number of registered players across all clubs to 103,986 – up from 88,828 the previous year – reflecting a 17.1% increase in overall participation.

Despite changes at district level, the total number of clubs remains unchanged at 1,167. While the question persists whether



Players from Naka Bulle following their triumph in the African Rainbow Community Gold Cup final.

competed in a straight knockout format for spots in the next round. In the end, Naka Bulle beat Northam Rhinos by 22-19 to successfully defend their African Rainbow Community Gold Cup title.

increasing club numbers alone will drive sustainable growth, the current figures suggest growth is best supported by quality structures rather than expansion alone.

AFRICAN RAINBOW COMMUNITY GOLD CUP 2024

Building on 2023's enthusiasm, the African Rainbow Community Gold Cup 2024 once again ignited excitement among participants and spectators. Over five weekends, 32 teams from 15 provincial rugby unions across South Africa showcased exceptional skill and community spirit, underscoring club rugby's vital role in the sport's revitalisation. Generous sponsorship from African Rainbow for the second consecutive year has been pivotal in the tournament's success.

The continuation of the African Rainbow Community Gold Cup is vital for sustaining and enhancing club rugby in South Africa.

The tournament spanned five weekends, beginning on 21 September 2024, and culminating with the finals on Saturday, 19 October 2024. In the opening round, 32 of the country's top amateur rugby clubs

4. DEVELOPMENT DIVISION

SARU's Development division oversees the holistic development of all male and female players and coaches within the community rugby space, ensuring a seamless transition to High-Performance. They also lead the implementation of the Long-Term Player Development (LTPD) strategy, guaranteeing that all players receive comprehensive training and support throughout their journey. This division focuses on identifying and nurturing talent from a young age, providing the necessary tools and opportunities for them to excel in the sport. Unfortunately, due to budgetary constraints, the LTPD has yet to be activated.

BOYS

ELITE PLAYER DEVELOPMENT 1 (EPD 1)

The tenth annual cycle of the EPD 1 Programme was successfully completed, with expectations for more senior professionals to receive PONI contracts in 2025. Despite no national age group camps from 2020 to 2023 due to COVID and



budget constraints, the EPD model was adopted by all Provincial Unions and ran seamlessly. National EPD Camps resumed in 2024, with a successful Under-16 camp in October. The DSAC National School Sport Championship Summer Games also saw over 25 participants awarded scholarships at top rugby schools.

ELITE PLAYER DEVELOPMENT 2 (EPD 2)

The EPD 2 project delivered on its mandate, finalising U17 & U18 squads, SA Schools teams, and SA U18 teams for the 2024 International Series. The programme announced the 60 most promising U17 boys in November 2024, with a camp held at Boland Landbou. The camps assessed players' physical and technical abilities, creating detailed profiles and intervention strategies. Mental conditioning was also implemented to prepare players for professional rugby.

ULTIMATE OUTCOME

The EPD programmes aim to develop a robust pipeline of elite rugby players, promoting inclusivity and equal opportunities. The EPD 1 focuses on initial talent identification and development, while EPD 2 provides advanced training for older age groups. Successes include 19 pre-2015 and 19 post-2015 EPD players representing the Springboks in 2024, and two head coaches from the EPD programme leading teams in the 2024 Currie Cup final.

GIRLS

YTC PROJECT (MARCH – AUGUST 2024)

A strategy was developed to enhance participation and retention of junior players in YTC unions. Collaboration with provincial structures introduced High-Performance programmes, and a regional U20 tournament was established. The strategy increased participation and retention, with recommendations to expand Girls YTCs to all 15 provinces.



Springbok Women in a huddle on the field during a Test match.

ELITE PLAYER DEVELOPMENT CAMPS FOR GIRLS (JULY – SEPTEMBER 2024)

HP alignment camps were held for U18 and U20 players, with budget constraints limiting U16 camps. The camps prepared players for competitions, with recommendations to secure additional funding for all age groups.

NATIONAL U20 TOURNAMENT (24-28 SEPTEMBER 2024)

Hosted by Golden Lions, the competition provided a platform for Junior Springbok Women Selection. Talent identification linked U/20 players to HP regional hubs, with recommendations for an annual national competition to replace the tournament structure.

JUNIOR SPRINGBOK SQUAD (26 SEPTEMBER – 6 OCTOBER 2024)

A 35-player squad was selected from the National U20 Competition, with training for the R10 U20 Africa series.

GIRLS YOUTH WEEKS (JUNE 2024)

A junior elite competition for U16 and U18 players was implemented, promoting participation and development. Recommendations include continuous review and optimisation of the playing structure.



WOMEN'S RUGBY PROJECTS (SEPTEMBER 2024)

The Accelerated Female Coaches Programme enrolled 35 coaches, enhancing coaching capacity. Recommendations include expanding the programme and providing ongoing support.

GIRLS' INDABA (FEBRUARY 2024)

Partnerships and governance structures were established, promoting collaboration and integration. Recommendations include strengthening these structures for long-term success.

ULTIMATE OUTCOME

The 2024 Women & Girls Pathway initiatives improved participation, talent development, and coaching capacity. The goal is to establish a sustainable rugby ecosystem for girls, with a clear pathway from school to national teams, promoting inclusivity and accessibility.

The Golden Lions Women on attack at SA Rugby U18 Girls Week.



5. TRAINING AND EDUCATION DIVISION

A new Training and Education division was established within the Participation and Development department to enhance the skills and knowledge of coaches, strength and conditioning coaches, players, and support staff.

COACHING EDUCATION INTEGRATION

Coaching Education was integrated into this division, focusing on developing a sustainable coach education system that meets international standards. The key objective for 2024 was to develop an elite coaching programme for female coaches, parallel to the male programme.

Budget constraints have significantly impacted coaching education, leading to a decline in the number of qualified coaches and educators. Despite some improvement in 2024, meeting the demand for trained coaches remains challenging.

FEMALE COACHING SUPPORT PROGRAMME

The provincial unions were invited to submit a list of World Rugby accredited Level 2 female coaches. The female coaching support programme started with the online assessment of the nominated female coaches. 32 female coaches completed an online self-assessment survey in July. A revision of the World Rugby Level 2 programme was done in August with the nominated female coaches. The female coaches were assigned to the Regional Coaching Coordinators (RCC) to support them to transition from the World Rugby Level 2 programme to the World Rugby Level



3 programme. The ECP Steercom held a series of consultation sessions in October to discuss the support and transitioning programme as well as other accreditation opportunities for the female coaches.

RUGBY LEADERSHIP DEVELOPMENT PROGRAMME

A Rugby Leadership Development Programme was designed in conjunction with HR and external consultants/service providers to capacitate the management workforce at the SARU office as well as the respective provincial unions. A total of 37 candidates (16 female - 43%) completed this programme.

WORLD RUGBY ACCREDITED EDUCATOR COURSE

A World Rugby accredited Educator course was delivered in May in Bloemfontein, Wellington, and Durban respectively with a total of 43 participants (5 female) in attendance. The nomination of suitable candidates to enhance the quality of the coaching education workforce remains a challenge that adversely affects the standardised delivery of the accredited training and education programmes.

REGIONAL WORLD RUGBY ACCREDITED LEVEL 3 PROGRAMME

Phase one of the regional World Rugby accredited level 3 programme was delivered in November with 18 participants (4 female) from the SARU provincial unions in attendance. Ten coaches from Uganda, Namibia, Kenya, Zambia, and Zimbabwe were also in attendance. The department also engaged in the assessment and interaction with provincial coaches at the Craven week held in Krugersdorp in June.



Graduates from the Rugby Leadership Development Programme.



WORLD RUGBY TRAINING & EDUCATION CONFERENCE

The World Rugby Training & Education conference was held in December in Amsterdam, deliberating the latest development trends pertaining to training and education. The Training & Education department continued with the ongoing mentoring and support of all the training and education workforce. The accreditation process with CATHSSETA & QCTO to register all the training and education programmes is still in progress.

WORLD RUGBY COACH EDUCATION PROGRAMME

The South African Rugby Union delivers the World Rugby coach education programme in its entirety. In 2024, the World Rugby courses at Levels 1, 2 and 3 were delivered in South Africa using all elements of the World Rugby programme including online pre-requisites, competency transcripts, assessment protocols and educator requirements.

The Springbok Women's coaching staff, Franzel September, Bafana Nhleko, Swys de Bruin and Laurian Johannes-Haupt.

NATIONAL ACCREDITATION

An application has been made to the South African national qualifications framework, with the Union liaising with the national qualifications authority. If this process results in national accreditation, it will bring added national recognition to the coach education programme.

ELITE COACHING PROGRAMME (ECP)

The SARU has developed an Elite Coaching Programme (ECP), a post-Level 3 programme, with World Rugby Level 3 as a prerequisite. This programme aims to develop coaches beyond Level 3, keep them engaged, and provide mentoring. Piloted in 2022/2023, the full programme was finalised in 2024. SARU aims to link the programme to a university for higher education accreditation.



6. FUNDING AND PARTNERSHIPS

Transformation is not just a policy; it is a commitment to reshaping the future of rugby. However, transformation cannot thrive without structured investment. As custodians of funding and partnerships, this division is responsible for ensuring that rugby growth is not just an aspiration but a well-funded, sustainable reality.

Without structured investment, South African rugby's foundation remains vulnerable. While Provincial Unions now have funding through the new funding model to grow the game, national programmes still rely heavily on government and commercial support. If funding falls short, critical initiatives like Get Into Rugby (GIR) could disappear—jeopardising 250,000 annual participants, half of whom are girls. This poses a significant risk to the long-term sustainability of the sport.

DEPARTMENT OF SPORT, ARTS AND CULTURE FUNDING

With the support of the Department of Sport, Arts and Culture, SARU successfully

initiated rugby development projects aimed at benefiting vulnerable groups identified by the government, such as previously disadvantaged individuals, women, children, and people living with disabilities. These projects were in the second year of a three-year cycle, during the audit period, and all of them are running efficiently.

NATIONAL LOTTERY COMMISSION

This report outlines SARU's application to the National Lotteries Commission (NLC) for funding in support of the Women's Programme. The application builds on a valued and long-standing partnership between SA Rugby and the NLC, which has been in place since 2006.

Over the years, the NLC's support has played a critical role in helping SARU advance its strategic objectives and expand its capacity to deliver meaningful and impactful programmes.

CLUBWISE

The SARU Clubwise Training Programme is certified by the Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority (CATHSSETA) as a NQF

Members of the SA Under-18 team at a coaching clinic in Langa during the annual U18 International Series.

Level 5 course. This program was specifically developed by SARU with the aim of enhancing the skills of rugby club administrators, thereby fostering sustainability and growth of the sport at the grass-roots level.

Due to recent changes in quality assurance requirements, the Clubwise Club Administrators program is temporarily suspended.

ASSOCIATE MEMBERS

In accordance with our commitment to transparency and accountability, our Associations undergo annual audits to uphold the highest standards of governance, as mandated by Clause 10 of the SARU Constitution.

In line with our Memorandum of Agreement, the majority of Associations demonstrated compliance with stipulated requirements. Notably, with recent legislative changes concerning safeguarding, we are pleased to announce that all Associations have successfully completed the Designated Safeguarding Officers course, enhancing their competency in this crucial area.

By maintaining rigorous auditing processes and fostering a culture of compliance, we ensure that our Associations operate with integrity and accountability, thereby upholding the values enshrined in the SARU Constitution.

- SA Schools Rugby Association
- University Sports of SA
- SA Deaf Rugby Association
- SA Wheelchair Rugby Association
- TAG Rugby Association
- SA Touch Association
- SA Parliamentary Rugby Club
- South African National Defence Force Rugby Association
- SA Rugby League Sport Association
- SA Rugby Referees Association
- SA Police Services Rugby Association
- SA Correctional Services Rugby Association

Border, Griffons, Griquas, Limpopo, Sharks, and Valke achieved full compliance with their self-determined demographic targets for male teams. Additionally, SWD, Eastern Province Rugby Union (EPRU), and the Pumas exhibited commendable commitment, missing only one of their self-set targets.

PROVINCIAL UNIONS: TEAM DEMOGRAPHIC PERFORMANCE OVERVIEW

MALE TEAMS

The demographic performance of teams across Provincial Unions showed encouraging improvement during the reporting period. Several unions demonstrated significant progress in meeting their transformation commitments; however, persistent underperformance by certain unions remains a cause for concern.

Border, Griffons, Griquas, Limpopo, Sharks, and Valke achieved full compliance with their self-determined demographic targets for male teams. Additionally, SWD, Eastern Province Rugby Union (EPRU), and the Pumas exhibited commendable commitment, missing only one of their self-set targets.

Despite these positive developments, there remains scope for further progress among certain Provincial Unions. Ongoing commitment to achieving the agreed targets will be vital to narrowing the transformation gap. With greater focus, dedication, a positive mindset, and strengthened collaboration, all unions have the opportunity to contribute meaningfully to a more inclusive and representative South African rugby landscape.

Team demographics must be treated as a strategic priority. Sustainable



transformation hinges on the recruitment and development of teams that reflect the demographic composition of South Africa. The success of this vision relies not only on elite teams but also on the active participation of Provincial Unions, schools, universities, and clubs—the foundation of the rugby ecosystem.

To this end, it is imperative that demographic targets are clearly communicated and embedded in the selection processes at all levels. Coaches and selectors must be fully informed and aligned with transformation goals to ensure meaningful and lasting progress.



FEMALE TEAMS

Women's rugby remains SA Rugby's second-highest strategic priority, requiring continued investment in resource allocation, capacity building, and the establishment of a high-performance environments at National and Provincial levels. Closing the performance gap remains a key objective and will depend on focused, coordinated efforts to elevate on-field competitiveness at all levels.

The primary challenge facing the women's game is not transformation, but participation. Greater emphasis must be placed on expanding the player base, increasing the number of structured competitions, and strengthening school-level systems. Schools remain the most effective and sustainable pathway for growing the women's game nationally.

The sport holds considerable potential for growth and development. Realising this requires a well-structured pipeline that supports participation and development from grassroots to national and provincial levels.

Transformation in women's rugby is already well embedded, with national and provincial teams reflecting South Africa's diverse demographics. The goal remains to ensure that girls from all communities have the opportunity to participate and thrive in the sport. Current data reflects a particularly high percentage of Black African representation in women's rugby, highlighting the growing embrace of the sport across all demographics.

All Provincial Unions have successfully met – and, in most cases, exceeded – their self-determined targets for Generic Black representation.

Sanlam Boland Cavaliers on the attack against the Phangela SWD Eagles in the Carling Currie Cup First Division.



Boland take on Eastern Province in SA Rugby U18 Craven Week.

SARU NATIONAL YOUTH WEEKS (BOYS AND GIRLS)

The demographic inclusion of players in some schools in South Africa does not reflect the diverse demographics of our country. In South Africa, school enrolment processes fall under the jurisdiction of the Department of Basic Education, which limits the direct influence of SA Rugby and Provincial Unions.

In 2024, to influence the demographic inclusion of our diverse nation in the teams participating at the Youth Weeks, SA Rugby, through its associate member – the South African Schools Rugby Association (SASRA) – continues to uphold transformation targets during the annual Youth Weeks tournaments. These tournaments have a long-standing history of aligning with national transformation objectives, with all participating teams reflecting the country's diverse demographics.

FEMALE PLAYER CONTRACTING

In 2024, SA Rugby analysed player contracting with a focus on diversity and inclusion. The South African Rugby Industry Collective Agreement (SARICA) includes female players, ensuring equitable opportunities and contractual security.

The rise of professional women's rugby competitions is expected to increase the number of contracted female players. The Bulls have led in professionalising women's rugby, encouraging other Provincial Unions to follow.

A formalised women's professional competition will accelerate contracting, ensuring sustainability and strengthening the talent pipeline.

Disparities exist between senior team demographics and developmental pathways in Provincial Unions. Some unions struggle to meet transformation targets due to ineffective contracting practices, with URC/EPCR teams contracting only 35% black players on average. Overall, 48% of contracted players are black, and 52% are white, reflecting a commitment to diversity.

Certain unions show strong diversity at the senior level but have predominantly white development pathways, while others



have well-transformed pathways but less diverse senior teams. Factors like player welfare protocols, injuries, and rotation impact demographic representation. The Sharks exemplify best practices in meeting transformation targets through effective planning.

All SARICA types of contracts for males

ALL TYPES	AFRICAN	COLOURED	INDIAN	WHITE	GENERIC BLACK %	FOREIGN NATIONALS	TOTAL
National Contracts (7's)	6	10	0	10	62%	0	26
Provincial contracted	96	88	0	254	41%	10	448
Development contracted	54	58	1	140	44%	2	255
Semi-Professional contract	47	43	0	33	73%	0	123
Club Contract	8	14	0	26	46%	0	48
Player Agent Contracts	1	3	0	6	40%	0	10
TOTAL	212	216	1	469	47%	12	910
%	23%	24%	0%	52%	47%	1%	

All SARICA types of contracts for females

ALL TYPES	AFRICAN	COLOURED	INDIAN	WHITE	GENERIC BLACK %	FOREIGN NATIONALS	TOTAL
National Contracts (15's & 7's)	27	6	0	10	77%	0	43
Provincial contracted	31	3	0	8	81%	0	42
Development contracted							
Semi-Professional contract							
Club Contract	2	0	0	0	100%	0	2
Player Agent Contracts							
TOTAL	60	9	0	18	79%	0	87
%	69%	10%	0%	21%	79%	0%	



SA Rugby referee Morne Ferreira checking a replay on the big screen.

REFEREES: UPHOLDING INTEGRITY AND FAIRNESS

The role of rugby referees is crucial in maintaining the integrity and fairness of the game. The 2024 audits have identified several critical issues, including a declining number of referees, an aging referee population, and the need for greater demographic and gender inclusion within the refereeing ranks.

The audit findings indicate a desired increase in the representation of black referees. The data shows diversity and inclusion in demographics with a distribution between Generic Black (53%) and White (47%) referees. However, the footprint of Black African male referees is significantly low, at only 19%.

Gender representation data reveals a total of 1,580 male referees and 125 female referees, compared to 112 reported in the 2023 book year. The analysis indicates a significant gender disparity among referees, with males comprising the majority at 93% compared to females at 7%, which is to be expected, as the entire footprint of women in rugby has a similar gap.

Junior Springbok assistant coach Lumumba Currie gets stuck in at a training session.



COACHES

The progress in appointing Black coaches is becoming evident at both national and provincial levels. However, there remains a persistent predominance of white coaches at higher echelons, indicating sluggish change.

At the national level, the demographic breakdown of coaches reflects SARU's commitment to fostering a diverse and inclusive coaching environment. The total number of coaches appointed is 34, with 35% being Coloured, 38% Black African, and 27% White. This distribution demonstrates a balanced representation across different racial groups.

Focusing on the national head coach profile, there are two Coloured (22%), three Black African (33%), and four White (45%) head coaches. This composition highlights SARU's efforts to ensure diversity at the highest levels of coaching within national teams.



ALL PROVINCIAL HEAD COACHES – MALE TEAMS

The following table reveals the demographic profile of all head coaches at provincial male teams.

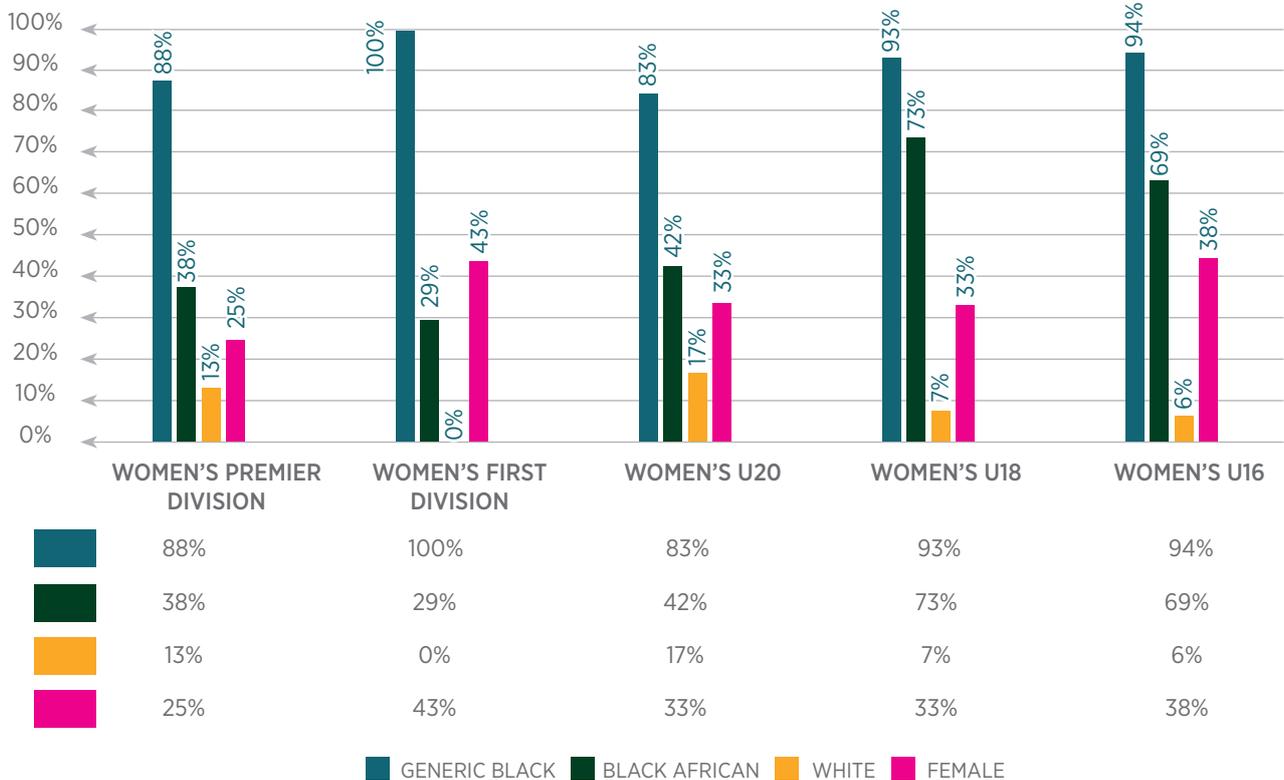
2024 Head Coaches Demographic Profile (All Competitions)

COMPETITION	GENERIC BLACK	COLOURED	BLACK AFRICAN	WHITE	% BLACK
Under 19 Cup	3	1	2	3	50%
Under 21 Cup	4	2	2	2	67%
Under 21 Shield	8	6	2	1	89%
Currie Cup Premier Division	4	2	2	4	50%
Currie Cup First Division	3	1	2	3	50%
EPCR & United Rugby Championship	0			5	0%
DIVERSITY = 22	22	12	10	18	
% DIVERSITY	55%	30%	25%	45%	55%

All provincial head coaches – Female teams

The graph below illustrates the numbers and percentage diversity of female coaches spread across all female competitions for the 2024 season.

HEAD COACHES - FEMALE TEAMS



Provincial footprint of coaches reported

The number of accredited and active coaches in the Provincial Unions' area of jurisdiction are:

GENERIC BLACK	AFRICAN	COLOURED	INDIAN	WHITE	TOTAL	GENERIC BLACK %	BLACK AFRICAN %	MALE %	FEMALE %
8041	4079	3893	69	11635	19676	41%	21%	93%	7%
1023	724	296	3	434	1457	70%	50%		

The audit findings reveal a significant gender gap in coaching roles, with men comprising 93% (19,676) and women only 7% (1,457), which is reflective of the broader gender gap within rugby.

In terms of demographic representation, White coaches make up 57% (12,069) of the total, while Generic Black coaches represent 43% (9,064). Within the Generic Black category, Black African coaches account for 23% (4,803), Coloured coaches for 20% (4,189), and Indian coaches for less than 1% (72). These figures indicate some progress in transformation, but further efforts are needed to achieve more equitable representation across coaching roles.

2024 Women's Data – SARU National

The table below presents a summary of key national demographic and gender performance indicators across selected focus areas.

CATEGORY	BLACK	WHITE	WOMEN	FOREIGN NATIONAL
SARU's Executive Council (EXCO)	11 79%	3 21%	5 36%	
SARU committee chairpersons	16 100%	0 0%	6 38%	
SARU EXCO Subcommittee Members	72 57%	54 43%	23 18%	
SARU Employee's demographics	92 71%	34 26%	48 37%	4 3%
SARU Top management level (CEO/CFO)	1 50%	1 50%	0 0%	
SARU Senior management level (GMs)	3 37.5%	4 50%	2 25%	1 12.5%
SARU Professionally qualified	34 58%	25 42%	14 24%	2 3%
SARU Skilled Technical	31 86%	5 14%	22 61%	1 3%
SARU Semi-Skilled	22 96%	1 4%	10 43%	
SARU Unskilled	0 0	0 0	0 0	
SARU National Referee Panel	12 46%	14 54%	5 19%	
National Head Coaches	5 56%	4 44%	0 0%	
National Assistant Coaches	12 71%	5 29%	3 18%	
YTC Girls Coaches	8 100%	0 0%	1 13%	
All National teams' management demographics	41 75%	14 25%	19 35%	



The table below reflects the gender split in important areas.

CATEGORY	MALES	FEMALES	TOTAL	% WOMEN
Primary Schools Participants	334711	159727	494438	32%
Senior Schools Participants	184247	17651	201898	9%
Clubs Members	97227	6759	103986	6,5%
National Referees Panel	21	5	26	19%
Nationally appointed Coaches	30	4	34	12%
Referees Footprint	1580	125	1705	7%
Coaches Footprint	19676	1457	21133	7%
GIR Footprint	120007	128174	248181	52%
VUKA Footprint	26954	1835	28789	6%

The table below reflects the most important areas to grow rugby from. The data shows a massive opportunity.

CATEGORY	CLUBS/SCHOOLS	FEMALES	% WOMEN
Rugby Clubs (Clubs offering rugby for Women's Teams)	1167	148	13%
Senior Schools offering rugby for girls	2870	363	13%
Primary Schools offering rugby for girls	4210	355	8%

The Springbok Women in full force on attack at a training session against the Rhinos.





Robyn Strydom was the Player of the Match after the Junior Springbok Women's R10 African U20 Women's Series match against Uganda.

2024 Women's Data – Paterson grading

The table below reflects the demographic and gender breakdown of the SARU workforce as per the Paterson grading.

SARU	MALE						FEMALE					
	AFRICAN	COLOURED	INDIAN	WHITE	FOREIGN NATIONAL	TOTAL	AFRICAN	COLOURED	INDIAN	WHITE	FOREIGN NATIONAL	TOTAL
Top Management		1		1		2						0
Senior Management	1	2		4	1	8	1			1		2
Professionally qualified	9	13	1	20	2	45	7	3	1	3		14
Skilled Technical	8	3	1	1	1	14	13	5	1	3		22
Semi-Skilled	10	3				13	7	2		1		10
Unskilled						0						0
TOTAL	30	24	1	26	4	82	30	12	3	8	0	48

Paterson Grading definition:





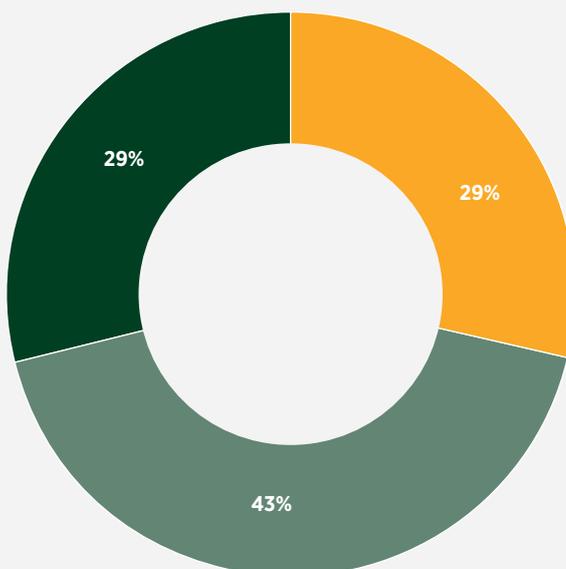
ADMINISTRATION

BOARD (EXCO)

The SARU Executive Council is reflective of the demographics of South Africa, and females are well represented with expert voices covering a wide spectrum of business needs.

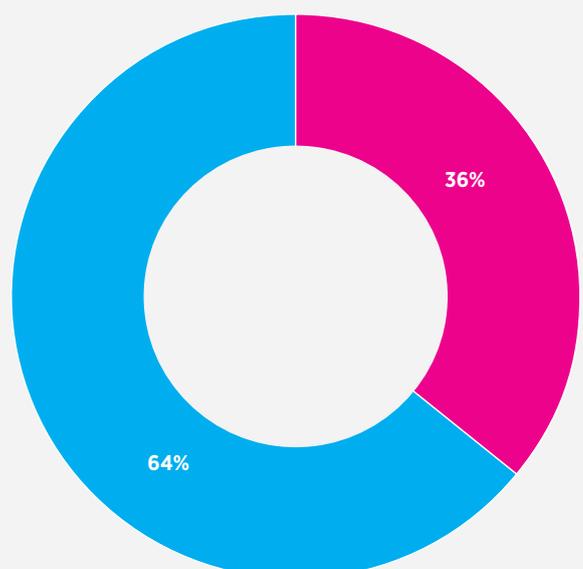
The Council comprises 14 members: seven Non-Executive Directors, five Independent Non-Executive Directors, and two Executive Directors – the CEO and CFO – all of whom hold voting rights.

SARU EXCO



■ Black African ■ Coloured ■ White

GENDER SPLIT



■ Male ■ Female

SA Rugby President Mr Mark Alexander hands over the SA Rugby President's Award to KwaZulu-Natal Rugby Union president Mr Graham McKenzie.

Clause 11 of the SARU Constitution governs the General Council, which is the highest decision-making body within SARU. Each Member is entitled to three votes and must designate three (3) individuals to represent them at General Meetings.

SARU GENERAL COUNCIL EXECUTIVE COUNCIL SUBCOMMITTEES CHAIRPERSONS

Clause 11 of the SARU Constitution governs the General Council, which is the highest decision-making body within SARU. Each Member is entitled to three votes and must designate three (3) individuals to represent them at General Meetings. Of the three representatives, one (1) must be a woman, and one (1) must be either the President of the Member Union or his nominee, or a designated official from the Member. The President of SARU serves as the Chairperson of the General Council.

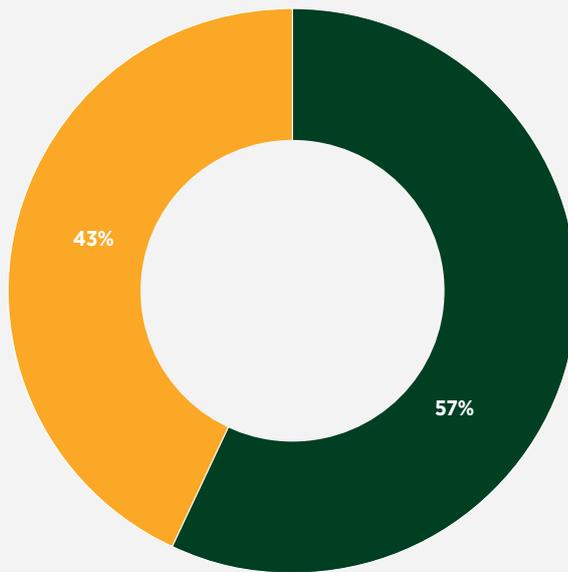
EXCO SUBCOMMITTEES

The chairpersons of the EXCO subcommittees are a diverse group of leaders. The subcommittees are reflective of the demographics of South Africa, including gender equality and provide voices at the main decision-making committees of SARU where important matters such as the future direction of SARU is discussed.

SARU EXECUTIVE COUNCIL SUBCOMMITTEES CHAIRPERSONS

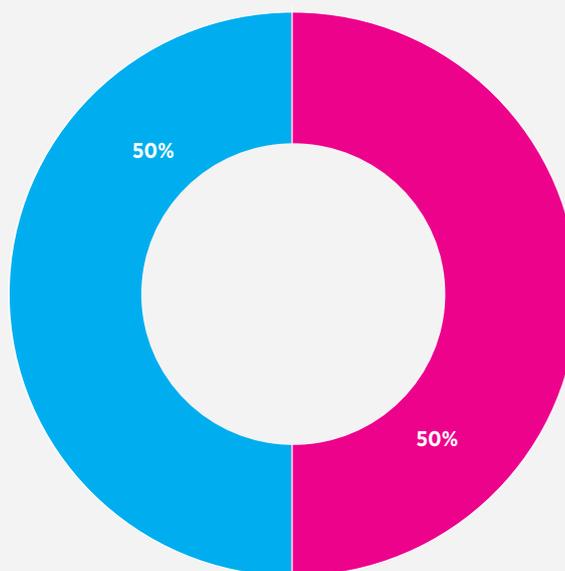
The graphs below indicate the racial and gender split of the chairpersons of the 15 Committees listed.

SARU COMMITTEES CHAIRPERSONS



■ Black African ■ Coloured

GENDER SPLIT



■ Male ■ Female



GOVERNANCE

TRANSFORMATION COMMITTEE

Scope of Authority: The Committee's scope of authority is delineated in the relevant SARU documents. It is tasked with monitoring, assessing, and reporting on the progress of transformation while offering leadership and expertise to attain the strategic objectives outlined in the STDP 2030. Among its responsibilities, the committee scrutinizes the National Transformation Audit reports and ongoing updates related to key focus areas and the strategic objectives of SARU's STDP 2030, including its annexures.

Committee Activities: As an EXCO Subcommittee chaired by an Independent Executive Council member, the Committee had three meetings scheduled for 2024. All relevant documents, including minutes, agendas, and annexures, have been distributed, and records and recordings are available upon request. The terms of reference have been reviewed as it is an annual requirement.

TRANSFORMATION ADVISORY PANEL

Scope of Authority: To ensure compliance with all transformation-related matters, such as policies, agreements, contracts, and strategies, both EXCO and the General Council have given their approval for the establishment of a Transformation Advisory Panel (Panel). This panel is designed to support SARU and its members in achieving their overarching objectives related to transformation, B-BBEE, diversity, equality, and inclusion.

Committee Activities: Functioning as an EXCO Subcommittee, the Transformation Advisory Panel is led by an Independent Executive Council member. Initially planning three meetings for 2024, only one was held due to the fact that there were no referrals to discuss. All relevant documents,

including minutes, agendas, and annexures, have been distributed, and records and recordings have been submitted to the Office of the Company Secretary. The terms of reference have been reviewed as it is an annual requirement.

SOUTH AFRICAN RUGBY UNION EMPLOYMENT EQUITY AND SKILLS DEVELOPMENT COMMITTEE

Scope of Authority: The committee is responsible for overseeing, monitoring, and implementing employment equity and staff development targets by taking into account the legal requirements as prescribed in the Employment Equity Act, No 55 of 1998, and the Skills Development Act, No 97 of 1998.

Leadership and Documentation: The committee is headed by the General Manager, Human Resources, and records of meetings are available.

CONCLUSION

Rugby thrives when every player, coach, official, and administrator – regardless of background, gender, or ethnicity – has an equal opportunity to contribute and succeed. Our commitment is to foster an inclusive environment where talent, dedication, and hard work are the only defining factors of success.

Transformation is not just a mandate – it is a strategic necessity to build a rugby landscape that truly represents South Africa.

The Springboks celebrate winning the Mandela Challenge Plate in Australia during their triumphant Castle Lager Rugby Championship campaign.





MEDICAL

THE past year marked a significant transition for the Medical Department, which was restructured and formally separated from the Rugby Department to operate as an independent unit within SA Rugby. This change reflects the growing strategic importance of health, welfare, and medical excellence within the sport. The department is now led by a General Manager who reports directly to the Chief Executive Officer of SA Rugby, reinforcing its elevated status and direct alignment with executive leadership.

As a stand-alone department, our core focus remains to deliver evidence-based medical, safety, and welfare interventions across all levels of South African rugby. We continue to support and collaborate with Provincial Unions, Vodacom United Rugby Championship (URC) franchises, and the national team's medical staff, ensuring alignment with internationally accepted best practices in sports medicine and athlete care.

SA Rugby's Medical Department is represented on the World Rugby Anti-Doping Advisory Group.

TRAINING AND SKILLS DEVELOPMENT

A core objective of the Medical Department is to ensure that all team and match-day doctors operating within South African rugby are equipped with the necessary skills, knowledge, and clinical confidence to manage injuries effectively and safely. To this

end, SA Rugby continues to host the World Rugby Level 3 Advanced Immediate Care in Rugby (AICIR) course—an internationally recognised, competency-based training programme.

In the reporting period, the SA Rugby Medical Department successfully hosted two AICIR courses, training a total of 40 medical personnel from across the Provincial Unions, Vodacom URC franchises, and national teams. The course requires participants to demonstrate both theoretical knowledge and practical competence, including passing a written examination, completing all skills stations to an assessed standard, and passing a final practical examination before being certified.

The training, which is delivered by the SA Rugby AICIR Training Faculty, consists of five specialised World Rugby Accredited Trainers and eight World Rugby Educators. This year, the training was further expanded to include match-day medical staff from the FNB Varsity Cup teams, broadening the reach and impact of our capacity-building efforts across all levels of the game.

Medical personnel takes an injured player off the field in the African Rainbow Community Gold Cup.





YOUTH WEEKS: PLAYER WELFARE AND MEDICAL SUPPORT

Player welfare remains a key strategic priority for SA Rugby, and this commitment is reflected in the high standard of medical care provided at the annual SA Rugby Youth Week tournaments. These events serve as critical development platforms for young players, and ensuring their health, safety, and wellbeing is of paramount importance.

The 2024 Youth Weeks were highly successful from a medical standpoint. Comprehensive and first-class medical infrastructure was implemented at all tournament venues. This included the deployment of World Rugby AICIR-certified doctors, professional emergency care practitioners, and the provision of essential medical equipment and medications. These measures ensured that all participants received immediate and expert care in the event of injury or illness, reinforcing SA Rugby's dedication to best practice in youth player safety.



The SA Rugby Injury and Illness Surveillance and Prevention Project continued its work during the 2024 Carling Currie Cup Premier Division. This ongoing research initiative now stands as the second longest-running longitudinal injury surveillance study in professional rugby worldwide.

RESEARCH:

CURRIE CUP AND UNITED RUGBY CHAMPIONSHIP (URC): INJURY SURVEILLANCE AND PLAYER WELFARE

The SA Rugby Injury and Illness Surveillance and Prevention Project continued its work during the 2024 Carling Currie Cup Premier Division. This ongoing research initiative now stands as the second longest-running longitudinal injury surveillance study in professional rugby worldwide. Its sustained success reflects SA Rugby's proactive approach to evidence-based player welfare and risk management.

The project systematically collects and analyses injury and illness data to identify trends, inform policy, and ensure that the playing environment remains as safe as possible for all participants. Notably, the injury data collected from 2014 to 2023 was recently published in the South African Journal of Sports Medicine, a respected

A player from the Griffons in action in the SA Rugby Youth Weeks.



A player from Edinburgh goes low against the Vodacom Bulls in the Vodacom URC.

peer-reviewed academic publication — highlighting the project's credibility and scientific value.

In addition, all four South African Vodacom URC franchises contribute injury data to the URC tournament's official research partner. This cooperation ensures that SA Rugby continues to uphold its commitment to high medical and welfare standards at both domestic and international franchise levels.

YOUTH WEEKS: INJURY SURVEILLANCE AND PLAYER SAFETY

Since its inception in 2011, the SA Rugby Injury and Illness Surveillance and Prevention Project has been an integral part of SA Rugby's commitment to player welfare within the Youth Week tournaments. The project collects and analyses injury data across all boys' and girls' tournaments, enabling us to track injury trends, assess risk factors, and implement targeted interventions to create a safer playing environment for developing athletes.

The data gathered over the years has

contributed to several peer-reviewed research publications, enhancing global understanding of the youth rugby landscape. Importantly, it also allows for comparative analysis between the boys' and girls' games, guiding evidence-based changes in how we approach medical support, coaching, and officiating.

Insights from this research inform the ongoing refinement of coaching strategies and referee education programmes, ensuring that all aspects of the game are aligned with player safety principles. In 2024, SA Rugby continued to build on this important work, reaffirming our commitment to the health, development, and protection of youth players. The long-term value of this research extends beyond South African borders, contributing to the global knowledge base around injury prevention in youth rugby.



WOMEN'S PREMIER DIVISION: INJURY SURVEILLANCE AND RESEARCH

SA Rugby continues to prioritise player welfare across all levels of the game, including the elite women's competitions. In partnership with the University of Pretoria, the Medical Department has completed the third consecutive year of data collection for the Women's Premier Division Injury Incidence and Severity Research Project.

This longitudinal study focuses on injury incidence, severity, and potential risk factors within the adult women's game—an area historically underrepresented in sports medicine research. With three full years of data now available, the project has reached a critical point where meaningful trends and insights can begin to be identified.

The data from the 2024 season is currently being analysed and will be integrated with the findings from the 2022 and 2023 seasons. The goal is to publish these findings in a peer-reviewed journal, contributing to a more comprehensive understanding of injury patterns in women's rugby and informing future welfare-focused interventions.

RESEARCH SUPPORT AND INJURY DATA INTEGRITY

To ensure the accuracy, consistency, and scientific integrity of player injury data collected across competitions, SA Rugby continues to partner with a research consultant from the University of Cape Town. The consultant, a PhD candidate with a strong academic focus on injury surveillance and prevention in rugby, assists with data collection, quality assurance, and preliminary analysis. This collaboration strengthens SA Rugby's research outputs and supports our commitment to maintaining a world-class injury surveillance programme.

SAFEGUARDING: POLICY IMPLEMENTATION AND OPERATIONAL ROLLOUT

Following the introduction of the SA Rugby Safeguarding Policy at the end of 2022, 2024 marked a critical year in transitioning from policy development to operational implementation. In collaboration with our safeguarding partner, The Guardian, SA Rugby focused on delivering the structures and support required to embed safeguarding principles across all levels of the game.

To drive this process, a Safeguarding Operations Manager was appointed in early 2024. This role works closely with The Guardian, as well as with union and association Designated Safeguarding Officers (DSOs), to ensure the effective application of safeguarding protocols within provincial unions, clubs, and affiliated bodies.

A structured three-phase rollout plan was developed to guide implementation:

- **Phase 1** – Setting Up SafeGuard (Completed by 15 April 2024)
- **Phase 2** – Implementing “The Four & Six” (Completed by 31 May 2024)
- **Phase 3** – Compliance with “The Six” Requirements for All Club Personnel

Regular stakeholder meetings were held throughout the year to ensure shared understanding, promote accountability, and support compliance with each phase. For further detail on the three-phase plan, stakeholders are referred the following link.

As part of the Youth Weeks in 2024, SA Rugby and SASRA—together with The Guardian—ensured that all coaches, team managers, and medical staff attending the tournaments were appropriately vetted and trained in safeguarding responsibilities. Each tournament also featured an appointed Designated Safeguarding Officer, responsible for on-site oversight and enforcement of safeguarding standards.

The Implementation of the SA Rugby Safeguarding Policy is a multi-year commitment. While substantial progress has

been made in 2024, the long-term objective remains the full integration of safeguarding practices across the rugby ecosystem to ensure a safe and inclusive environment for all participants.

TACKLE LAW VARIATION TRIAL: IMPLEMENTATION AND EARLY OUTCOMES

Following World Rugby's ratification in December 2023, the new Tackle Law Variations were officially implemented in South African rugby from 1 January 2024. The trial aims to reduce the risk of head injuries by lowering the legal tackle height, thereby promoting safer player behaviour during contact.

SA Rugby, in partnership with World Rugby, identified several key competitions to serve as formal evaluation platforms for the law trial: the FNB Varsity Cup, Varsity Shield, and the Youth Weeks for Boys and Girls at U16 and U18 levels.

Prior to the commencement of each competition, comprehensive education sessions were conducted with all relevant stakeholders. These included referees and coaches to ensure that participants had completed the required online education modules and fully understood the implications of the law changes, including how they would be interpreted and officiated.

The 2024 Varsity Cup was the first domestic tournament to adopt the new Tackle Laws. Preliminary results from the injury surveillance programme showed a significant reduction in concussion rates during the competition - an encouraging early indicator of the law's effectiveness.

Although still in the early stages of implementation, the initial outcomes suggest that the new Tackle Law Variations are delivering on their intended objectives.

Feedback from Professor Ross Tucker, World Rugby's research lead on the trial, highlighted this progress: "The results from the lower tackle height trials around the world have been really positive so far. We've seen evidence of changes in the behaviour of tacklers - they're bent more often, upright less often, and as a consequence, the



Lowering the legal tackle height at amateur level was a big focus in 2024.

highest risk head impacts are happening less frequently. But there's work to be done, not only to entrench and amplify those good behaviours, but also to manage what ball carriers are doing in the tackle. SARU have implemented positive law changes to address this exact concern, and we hope the constant positive pressure continues to produce results."

SA Rugby remains committed to monitoring these changes closely through ongoing injury surveillance and stakeholder feedback, with a view to strengthening player welfare while preserving the integrity of the game.



BOKSMART

As of December 2024, 196783 individuals had participated in BokSmart training since it first launched in July 2009, with at least 117478 first time exposures to BokSmart training and some 79305 individuals with multiple exposures to the programme.

BokSmart 7 ran from 1 August 2022 and was officially terminated on 31 July 2024. BokSmart 8 successfully rolled out on 1 August 2024, with new material and resources, which included new Certification Cards, Concussion Guides and Infographics, which are usable online and are mobile friendly. These items were redesigned to digital formats since we no longer are creating hard copy versions and have gone mainly digital and App-based with our education and informational offerings.

BokSmart 8 successfully rolled out on 1 August 2024, with new material and resources, which included new Certification Cards, Concussion Guides and Infographics, which are usable online and are mobile friendly. These items were redesigned to digital formats since we no longer are creating hard copy versions and have gone mainly digital and App-based with our education and informational offerings.

The Course was finalised with (1) a broader introduction section, followed by (2) a focused section on head, neck, and spine injury patterns, (3) the Tackle-Height Change Education Module (Part 1), (4) a detailed Law-driven initiative to reinforce how to implement and manage the new Tackle-Height Laws (Part 2), (5) a focused section on safety in women's rugby, (6) an updated Concussion-management section, and (7) an operational closing of the course, while demonstrating how the end-user can maximise their experience on the MyBokSmart App.

As of December 2024, BokSmart 8 already had 2689 course completions. In 2024, we had 13194 BokSmart Course Completions between BokSmart 7 and BokSmart 8.

RUGBY SAFETY NUMBERS – DECEMBER 2024

- 1. BokSmart Number trained since inception:** 196783; 117478 first-time certified, 79305 recertifications.
- 2. MyBokSmart Online registrations:** 61255.
- 3. Schools and Clubs registrations:** 2131.
- 4. BokSmart Cycle 7:** MyBokSmart online completions: 20030.
 - a. 9120 Certifications (46%).
 - b. 10900 Recertifications (54%).
 - c. 10 International
- 5. BokSmart Cycle 8:** 4923 people participating on and/or having completed course on MyBokSmart (2689 completions).
 - a. 1123 Certifications (42%).
 - b. 1566 Recertifications (58%).
- 6. MyBokSmart Medical Course participation numbers:** 37831.
Breakdown in 2024:
 - a. Concussion Management in the professional game (1st edition: now closed): 3457.
 - b. Concussion education (1st edition: now closed): 7990.
 - c. Emergency Action Plan: 1889.
 - d. Head, neck, and spine injury management: 2769.
 - e. Referees Pre-match Checklist: 2314.
 - f. Rugby Safety messaging with a bit of humour: 1914.

- **BokSmart Number trained since inception: 196783**
- **117478 first-time certified**
- **79305 recertifications**

- g. Safety in the playing environment and EAPs: 1951.
 - h. Saying no to banned substances: 1998.
 - i. The Concussion Blue Card System: 2488.
 - j. 'Concussion Management in the Professional Game 2024' 434. (NEW- updated version)
 - k. 'Concussion Education 2024' 274. (NEW- updated version)
 - l. An Introduction to 'ACTIVATE' 472. (NEW)
 - m. The BokSmart SpineLine 115. (NEW)
 - n. Rapid Reduction Technique 10. (NEW – still in Testing)
- 7. Tackle Height Change Educational Module participation numbers:**
- a. Participating: 9756.
 - b. Completed: 5432.

BOKSMART MEDICAL PROFESSIONAL CERTIFICATION SYSTEM (BMPCS): PROJECT DEVELOPMENT

In 2024, SA Rugby advanced the development of the BokSmart Medical Professional Certification System (BMPCS) – a strategic initiative aimed at strengthening the standards of pitch-side medical care across all levels of rugby in South Africa. This project is a collaborative effort between the SA Rugby Medical Department, BokSmart, SportsCap, and World Rugby.

While progress has been gradual, significant foundational work has been completed to ensure that the system will meet both national and international standards. The BMPCS is designed as an accreditation platform through which all medical personnel working in rugby can be registered and certified. This certification process will verify that medical professionals have received appropriate,

rugby-specific training aligned with their roles and levels of responsibility.

The ultimate goal of the BMPCS is to ensure that every medical practitioner involved in the sport – whether at community, provincial, or national level – has the competencies required to deliver safe, effective, and context-specific care to players. Once fully implemented, the system will promote accountability, elevate clinical standards, and reinforce SA Rugby's commitment to player welfare and safety.

RESEARCH PAPERS

The BokSmart programme is largely underpinned by research, and this forms the cornerstone of how the programme directs injury prevention strategies. Since the BokSmart programme's inception, 65 Research Papers and Scientific articles, in which we have been involved, have been published.

BLUE CARDS

To date since we launched the Blue Card Concussion initiative, as of 31 December 2024, we had 761 logged Blue Card events on Footprint, with 221 being recorded in 2024: 540 from previous years. Forty-seven (47) % of these were reported by referees, and an overwhelming 60% of these were caused by tackling alone.





CATASTROPHIC INJURIES AND MEDICAL EVENTS

In 2024, we had 11 acute spinal cord injuries (ASCI), four cardiovascular events (CVI), one fatality from Natural Causes (NC), one fatality from a rib fracture and punctured lung – Other Mechanisms (OM), and four traumatic brain injuries (TBI).

- **ASCI** = 6 'Near Misses', 3 Quadriplegics, 2 Fatalities
- **TBI** = 4 'Near Misses'
- **CVI** = 3 Fatalities, 1 'Near Miss'
- **NC** = 1 Fatality
- **OM** = 1 Fatality

Even though the tackle-contest still dominated the head, neck, and spinal injury count, these did not all lead to permanent outcomes:

- **Tackler:** ASCI – Quadriplegics (1), Near Misses (1); TBI – Near Misses (4)
- **Ball Carrier:** ASCI – Fatal (2), Near Misses (3)
- **Scrum:** ASCI – Quadriplegics (1), Near Misses (2)
- **Collision:** ASCI – Quadriplegics (1)

#VisionZero!
'One is simply one too many!'



Unfortunately, one cannot control all players' actions on the fields and rugby is a dynamic contact-collision sport after all, but we do strive to do what we are able to do to lower the risk of these kinds of events as much as possible and will continue to aim towards **#VisionZero**.

This was the 17th year of BokSmart being around. It has had its share of injuries and medical events, with a more than usual number of fatal medical events and outcomes of a devastating nature. However, in 2024, most of the 'rugby'-related head, neck, and spine injury events, which are our primary intervention targets, were NOT permanent. Permanent injuries have not



A player from the Junior Springbok Women's side receives medical treatment.

increased dramatically and have remained lower than the pre-BokSmart era. There was no obvious 'stand-out' pattern about where things went wrong in these injuries or medical events that one could isolate or put a finger on.

Albeit early days, with the new tackle-height laws in play since January 2024, there are some positive signs regarding changes in players' on-field tackle-contest behaviour, and over time as we see these laws becoming more entrenched in the game, players will reap their safety benefits.

OPERATIONAL EXTRAS

The SARU Concussion Regulations were updated in 2024, including a tweak to the Head Injury Assessment or HIA process for professional U19 players, and the minimum standdown time away from contact rugby of 21-days becoming a standard requirement at all ages in the amateur game. This was aligned with internationally accepted medical standards and World Rugby's Medical Regulations.

Online, the BokSmart Website (www.BokSmart.com) generates continuous visits, while on the social media front, BokSmart's four channels, Facebook (BokSmart), Instagram (MyBokSmart_SA), X (@BokSmart), and YouTube (BokSmartSA) have 17,085, 43, 3,153 and 17,567 subscribers respectively.



REFEREES

A restructuring process in SA Rugby's Rugby Department resulted in a new department for referees being created, and the 2024 season proved to be another one where our referees represented South Africa in countries all around the world, with very positive feedback confirming the continued footprint they are leaving on the international game.

FLYING THE FLAG

The inaugural U20 Rugby Championship hosted by SANZAAR in Australia created an opportunity for Griffin Colby to represent SA Rugby and he did a stellar job in a tournament that was severely affected by bad weather conditions.



Griffin Colby and a local assistant referee in action in a Carling Currie Cup match between DHL Western Province and the Vodacom Bulls.



Also at that age group level, Aimee Barrett-Theron and Morne Ferreira served as match officials for the Under 20 Six Nations tournament and Marius van der Westhuizen was appointed as TMO.

Later in the year, during the World Rugby U20 Championship held in South Africa, Barrett-Theron and Ferreira were again involved as match officials, with Van der Westhuizen joined by Ben Crouse and Quinton Immelman as Television Match Officials.

Barrett-Theron had a busy year, featuring in the Women Six Nations, Pacific 4, Women's Internationals and WXV 1 as a match official, while Immelman featured in Women Six Nations, Pacific 4, Women's Internationals and WXV 1 as a TMO.

Van der Westhuizen and Marius Jonker

Aimee Barrett-Theron has established herself as one of the best female referees in the world.

featured in Guinness Six Nations (Men) as TMOs/ Bunker and saw action in the July and November Internationals as TMOs/ Bunker.

Morne Ferreira did his first Tier 2 Test when Spain took on Fiji, and Zoe Naude featured as the match official in two home matches for the Springbok Women – against the Barbarians Women and Spain – as well as officiating in WXV 2 in October.

On the sevens front, the selection of Naude onto World Rugby’s HSBC SVNS 2024/25 panel resulted in her featuring in Dubai and Cape Town legs as well as the World Rugby Challenger Series in Dubai and Poland.

AJ Jacobs featured in numerous sevens world series events and was in charge of the tournament finals at Perth and Singapore respectively, as well as handling the semi-finals in Dubai and Cape Town.

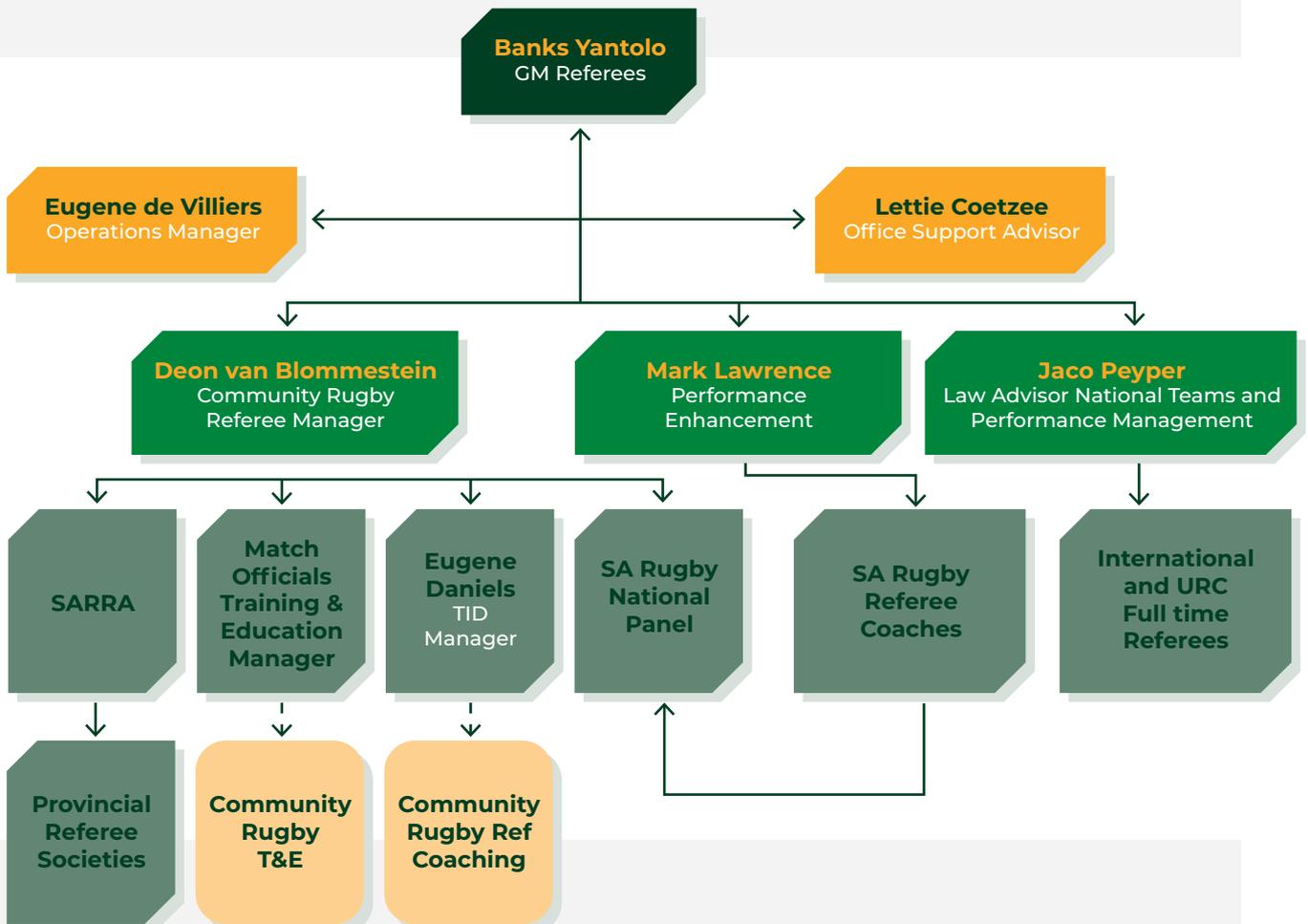
Jacobs was named the OUTsurance Referee of the Year at the SA Rugby Awards for 2024.



AJ Jacobs won the award for the OUTsurance Referee of the Year for 2024.

REFEREES UNDER ONE UMBRELLA

Following the “Rugby Optimization Project”, a separate SA Rugby Referees Department was created, with Banks Yantolo appointed as General Manager. **The organogram of the final structure can be seen below.**





All six Springbok Tests in 2024 were sold out, with more than 300,000 people attending these matches across the country.



OPERATIONS

AS the custodian of rugby in South Africa, SA Rugby is responsible for the delivery of rugby competitions, tournaments and events nationally. The Operations Department has its objective which is to ensure that these competitions, tournaments and events are delivered in a professional, world class, financial & environmentally sustainable state.

More than 200 domestic rugby fixtures are delivered annually through the participation of our members unions' representative teams which includes junior and senior competitions across men and women. We deliver international events through our flagship Springbok Test matches as well as create world class platforms for our other national teams - Springbok Women, Springbok Sevens (men and women), Junior Springboks (men and women) and SA U18 respectively.

From an international hosting perspective, South Africa enjoyed one of its most entertaining itineraries as the Springboks hosted two-Test series against Ireland (Castle Lager Incoming Series) in Pretoria and Durban, and New Zealand (Castle Lager Rugby Championship) in Johannesburg and Cape Town respectively. Bok Tests were also hosted against Portugal (Bloemfontein) and Argentina (Nelspruit).

SA Rugby's Event Delivery Team – which included the professional services of Access Management Services, that was contracted to assist the Operations department due to the limited event resource – worked together with the host provinces and its Local Organizing Committees to deliver these six Test matches. The Springbok brand is currently at an all-time high – and this was clearly evident last year as Test matches were all sold out international rugby events.

SA Rugby showcased its ability as an international rugby destination of choice after successfully delivering three World Rugby tournaments last year. For a second consecutive year we delivered the World Rugby U20 Championship. This tournament was successfully staged in Cape Town over a four-week period where the 12 leading U20 nations including the Junior Springboks battled it out for junior rugby's biggest prize – which was eventually won by England.





World Rugby's WXV2 tournament, contested by six international senior women's teams including our Springbok Women, was also delivered in Cape Town for a second successive year.

The third international tournament we delivered on behalf of World Rugby was the annual HSBC SVNS Cape Town. World Rugby is currently reconsidering the structure and modelling of its sevens programme, and we are expected to learn the new plans soon. SA Rugby and Cape Town however remain a favourite and a destination of choice as one of the legs on the world series.

Eight domestic competitions were administered and managed through the Operations department last year where platforms were created for our provincial unions to participate and compete on a national level. At senior level, we managed the SA Cup, Carling Currie Cup Premier &

Players from Boland celebrate after they won the SA Rugby Under-21 Shield final in Ceres.



First Divisions; and the Women's Premier & First Division competitions. For the junior semi-professional and amateur players we continued delivering the SA Rugby U21 Cup and Shield tournaments and the SA Rugby U19 competition.

The Operations department, with its limited resource in 2024, were responsible for the delivery of a further six tournaments – the African Rainbow Community Gold Cup for club sides; the annual U18 International Series; the traditional Youth Weeks and the SA Rugby Women's U20 Week.

Naka Bulle from Pretoria won the Gold Cup after a series of knock-out rounds, and in the U18 International Series, double header match days were held at Paarl Gymnasium, Stellenberg and Paarl Boys High Schools respectively, with South Africa U18 and U18 'A' competing against



England, Ireland and Georgia following the withdrawal of France after one of their players, Medhi Narjissi, was tragically swept out to season during a recovery session.

SA Rugby created platforms for more than 1600 under-age rugby players through the delivery of its annual Youth Weeks in conjunction with our provincial rugby unions. The Golden Lions played host the U18 Craven Week at Monument High School. This five-day tournament where all provincial union representative teams compete in three matches took place in Krugersdorp. At the conclusion of this tournament two SA Schools teams were selected and competed in a match where the best players went on to be selected for the SA U18 teams. The U16 Grant Khomo Week was hosted by Eastern Province at Grey High School in Gqeberha.

The Golden Lions also hosted the Girls

The Blitzboks and New Zealand's women's team were the big winners at the annual HSBC SVNS in Cape Town.

Weeks at Jeppe High School for Boys, for the fourth year. This tournament creates opportunities for our upcoming U16 and U18 girls players.

Gauteng was also the region for the hosting of the SA Rugby U20 Girls Week – which was held at Queens High School. Twelve of our provinces - Blue Bulls, EP, WP, Golden Lions, Border, Sharks, Griquas, Free State, Boland, Valke, Limpopo, and SWD were the participants. SA Rugby creates platforms by establishing this tournament to afford the High-Performance department the opportunity to select an SA U20 Women's team.





COMMERCIAL

THE strategic decision was taken to use 2024 as staging post *en route* to a new commercial landscape for the following year. The upshot was that 14 partner contracts were available for negotiation for 2025, offering an opportunity for a root and branch overhaul of SA Rugby's commercial landscape.

Some long-established legacy agreements with valued partners such as South African Breweries, Southern Sun and FlySafair were already in place. But all of the partners with rights to the Springbok playing kit were up for renewal among the 14 contracts expiring before the start of the next season.

In practical terms this meant that the majority of commercial agreements scheduled for renewal in 2024 were extended by one year only, to allow for the rollout of a new commercial landscape in 2025.

The Executive Council had recognised to expand the business's horizons with an international agency to attract global brands to South African rugby as one of the Key Performance Indicators of the Destination 2027 strategic plan. The fact that New Zealand had outgrown its domestic market and only featured international brands on the team kit was a direction of travel towards which SA Rugby needed to turn its footsteps it was decided.

Aphelele Fassi and Kurt-Lee Arendse celebrate a Springbok try against Argentina at the Mbombela Stadium.

The Executive Council had recognised to expand the business's horizons with an international agency to attract global brands to South African rugby as one of the Key Performance Indicators of the Destination 2027 strategic plan.

SA Rugby appointed London-based commercial agents and sports marketers, CSM, on a four-year contract to lead a commercial reset to maximise the opportunity presented by the fact that the Springboks were back-to-back world champions, delivered by a team with a compelling national narrative and fanatical home support. The company was bought by the even bigger US-based Wasserman Group shortly afterwards, but it did not change the trajectory as the company reformatted the rights and began an aggressive new sales approach.

The impact in financial terms will only be felt in 2025 but they kickstarted a sea change in the sales process that would see the value of the on-kit sponsors leap by two and a half times.

Their approach was to challenge and invite partners into a wider rugby family: if a company wanted to be a partner of the Springboks, then they would also have to



make a financial and strategic support commitment to the rest of the eco-system that makes up SA Rugby.

The opportunity to cherry pick only a Springbok relationship was no more. It had the dual effect of adding value to the bottom line while bringing leveraging spend to other national teams who had previously languished in the shadow of the Springboks.

Renewal and new partnerships conversations began in earnest in the second half of the year with MTN, FNB, Betway and Switch, while new global partners in Coca-Cola and Monster were also engaged. Existing lower tier partners such as Dove, Spur, Klipdrift, Freddy Hirsch and Afrisam began renewal conversations.

One of the key principles of the reset was to migrate to a “fewer, bigger, better” portfolio of partners with greater differentiation between partner rights to restore a more ordered approach to sponsorship. It would replace the necessity of the ‘fire sale’ of rights to partners that had been necessitated in the previous three years as a response to the devastation caused to the fixture programme by COVID-19. It is worth remembering that the Springboks did not play in front of an audience in South Africa for 20 months at the height of the pandemic.

Royalties from licensing – powered by technical partner Nike – more than doubled from R30m to R62m, although this was in part due to an overhang in reconciliation of royalties from the previous RWC season.

The enhanced values of the sponsorship reset will only be realised in 2025 but gross revenues from partners reached a new record level of R486m (from R425m) while broadcast income increased by R121m year-on-year to R852m as the fixture schedule was restored to its normal proportions following the usual reduction in a Rugby World Cup year (2023).

The sponsorship boost was in part powered by the renewal of long-standing partnerships with South African Breweries who returned as the sponsor of the Carling Currie Cup as well as renewing their naming rights to the Castle Lager Rugby Championship and Castle Lager Incoming Series and Outgoing Tour.

Corporate appetite for associations with rugby was mirrored among the public as all six test home Springbok Test matches were sold out – an achievement whose immediate predecessor is lost in the mists of time. It was also reflected in appetite for licensed apparel and products. Royalties from licensing – powered by technical partner Nike – more than doubled from R30m to R62m, although this was in part due to an overhang in reconciliation of royalties from the previous RWC season.

The only negative note sounded in the year related to the HSBC SVNS in Cape Town. World Rugby, the event owner, revised the commercial model for a third successive season and sky rocketing costs, a reduced subsidy and softer attendances saw a profitable event (R16.5m in 2023) become a loss maker in 2024 (R12.5m). World Rugby announced another revision to the competition structure and format in early 2025 and opened a tender process for prospective hosts in the search for a commercially viable solution which meets high performance needs.

However, that was a rare blip on a successful year that ended with strong indications of major commercial uplift in 2025.

Bok halfbacks Handre Pollard and Grant Williams on the attack against New Zealand.





COMMUNICATIONS

THE Communications Department enjoyed another year of progress in 2024, making significant strides in the very important area of fan engagement as SA Rugby's strategic plan – Destination 2027 – had a major impact on the workings of the department.

SA Rugby enlisted the help of commercial agents Wassermann and InCrowd, a digital sports marketing agency, that connects content, data, and inventory to bring the fan closer to the action.

The department worked closely with both companies, with one of the major projects designed to aggregate data from various sources within the South African rugby landscape into a single 'data lake' aimed at enhancing communication with supporters.

InCrowd worked with SA Rugby, BokSquad, SA Rugby Travel, BokSmart, Footprint, Ticketmaster, and Ticketpros, amongst others, to access SA Rugby opted-in data and reconfigure it into a resource that will prove to be invaluable to SA Rugby and sponsors alike.

With a slightly more than 300,000 people entertained at six sold out stadiums during the Springboks' home Test matches in 2024, and millions more connecting online, the scope to grow is immense.

Factors that played a role in the strategic thinking, included the evolving global sports market, engaging the next generation of fans, and the pace of digital innovation.

In short – on-field performance must be matched by an evolving digital ecosystem to keep pace with worldwide trends.

Apart from the Springboks, who once again had a wonderful season in 2024, winning 11 of their 13 Tests and bringing more silverware back to SA Rugby's trophy cabinet in Cape Town, the department also serviced all other national teams and competitions.

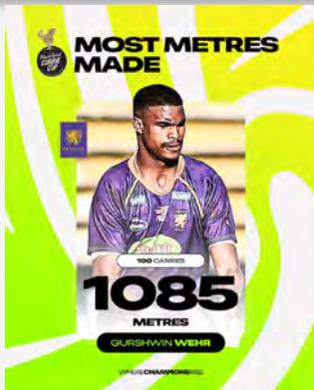
The Springbok Women competed in WXV 2, again hosted in South Africa, and qualified for the 2025 Rugby World Cup; the Springbok Women's Sevens team competed in Africa and in the Challenger Series; the Blitzboks improved on their 2023 performances and won bronze at the Olympic Games in Paris; and the Junior Boks played in the World Rugby U20 Championship, again hosted in the Western Cape, and the inaugural U20 Rugby Championship.

Blitzbok forwards Impi Visser and Zain Davids celebrate the tournament victory at the HSBC SVNS in Cape Town.

Blitzbok forwards Impi Visser and Zain Davids celebrate the tournament victory at the HSBC SVNS in Cape Town.







On an international franchise level, the Vodacom United Rugby Championship's popularity increased, while five local sides completed in the two European Professional Club Rugby competitions, the top tier Investec Champions Cup, and the

EPCR Challenge Cup, eventually won by the Hollywoodbets Sharks.

Locally, the Hollywoodbets Sharks beat the Fidelity ADT Lions in the Carling Currie Cup Premier Division final, while the Sanlam Boland Kavaliers (Carling Currie Cup First Division) and Suzuki Griquas (SA Cup) ruled the roost amongst the non-franchise unions.

The Communications Department also provided extensive coverage for the Women's Premier and First Divisions, won by the Bulls Daisies and SWD EAgirls respectively, provincial age-group competitions, the SA Rugby Youth Weeks and the African Rainbow Community Gold Cup, yet again won by Naka Bulle from Pretoria.

MEDIA RELEASES, EVENTS AND INTERACTIONS

The Communications Department issued 603 media releases and advisories in 2024, while more content was published on the SA Rugby website.

The six home Tests provided the department the opportunity to work with the core rugby media in South Africa, while we also saw a larger uptake in media interactions with other national teams.

WEBSITE

Springboks.rugby has now entrenched itself as the centrepiece of SA Rugby's communications offering, with the continued growth a reminder of the effect successful teams can have.

In 2024, SA Rugby's website saw 4.6m unique users for 6.12m user sessions and 7.78m page views.

This compares well with 2023 – a Rugby World Cup winning year – when the website had 4.2m unique users, 5.8m user sessions and 7.55m page views.

The following "news days" created the most visits to the website: announcement of Rassie Erasmus' extended contract and the Bok coaching team on 6 February; Bok squad announcements on 9 and 25 June; and the Bok team announcement on 5 September.

SOCIAL MEDIA

SA Rugby's main social media channels - @Springboks on Facebook and Twitter, @bokrugby on Instagram and @springboks.rugby on TikTok – all performed very well and continued to grow.

Moonsport as digital agency assisted with content creation across the national teams and the Carling Currie Cup, while a lot of work was also done in-house.

Our followers on Instagram and Tik-Tok

Springboks.rugby

Unique users:

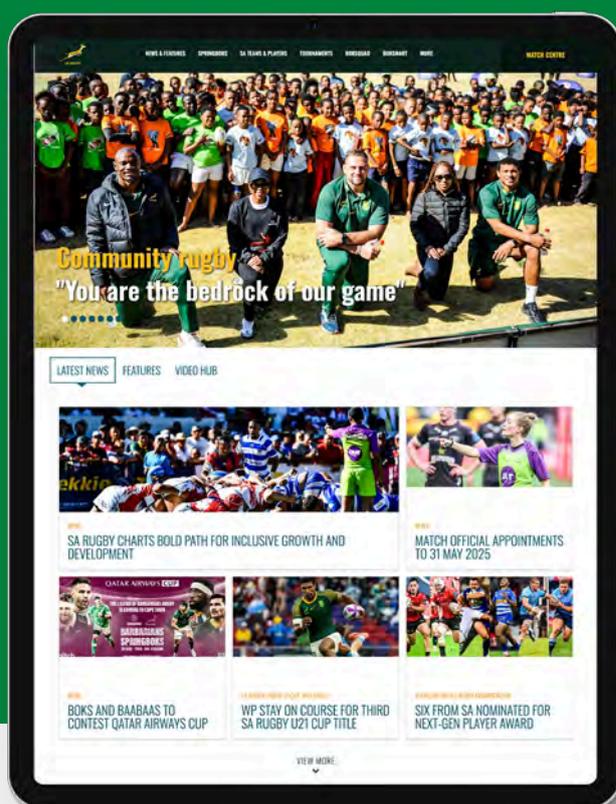
4.6m

User sessions:

6.12m

Page views:

7.78m



showed good growth as the consumption of short-form video content increased, while Facebook and Twitter stats were stable.

On Tik-Tok alone we had close to 30m video views and we reached 22.6m people.





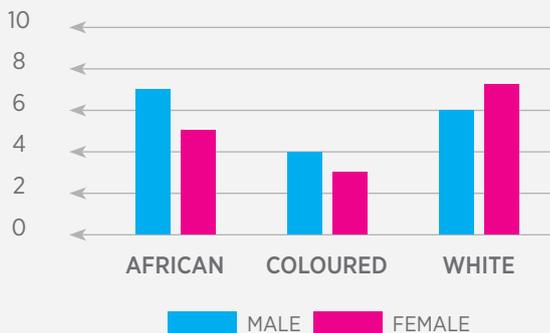
HUMAN RESOURCES

LEARNING AND DEVELOPMENT

The South African Rugby Union's learning and development strategy continued to focus on employee personal and professional growth to ensure organisational sustainability. To this end, a suite of learning interventions was designed to meet the diverse needs of our employees at different work levels in the organisation.

These included:

1. **The Rugby Leadership Development Programme**, which was launched in 2023 targeting potential future leaders, concluded in July 2024, with the graduation taking place in March 2025. To assess effectiveness of the programme, the senior Rugby leaders reviewed and engaged the candidates on their group projects and individual journeys. Candidates reported increased confidence in their professional roles.



Springbok Women's players arrive at the SA Rugby Awards for the 2024 season.

EXPERIENCES SHARED FROM SOME OF OUR RLDP CLASS OF 2023/24

*"I fulfilled my mission & vision! I have **courage** to stand in front of others. It helped with anger/fear issues. Took me from Passive to Assertive/Engaging."*

Ignatious Semenya

*"Progressive paradigm shift. A clear understanding of a 'safe space'. It brought hope, a **sense of belonging, unity and respect**. I'm now an **agent of Change and integrative Leader**."*

Jappie B. Modibane

*"Thanks to my RLDP journey, **I developed my own Intentional Leadership Philosophy**: I will lead with authenticity, staying true to my value beliefs, and principles while creating a space for open and honest communication. I will empower others by trusting and respecting their abilities. Personal growth and the growth of my team will be a top priority. I will remain agile and adaptable in the face of change."*

JP Immelman

*"A great experience to **develop my leadership skills for self-improvement** and to build confidence in the workplace to advance my career."*

Justine Tashe

*"Leadership is an ongoing learning process. Thanks to RLDP, I now understand that leadership development must remain **authentic and continuous**. I'm grateful for the tools, clarity, and perspective RLDP has provided me, which continue to guide me in my journey as a leader."*

Jaco Coetzer



Attendees at the ground-breaking Women's Rugby Workshop held in conjunction between SA Rugby and World Rugby.

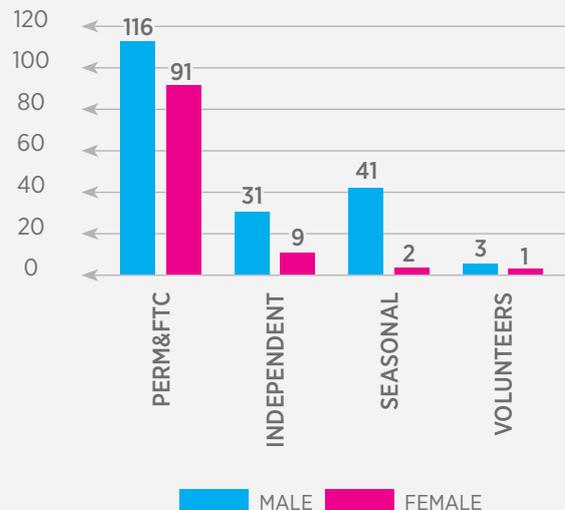
2. **“Lunch and Learn”**, which featured pay slip education and IT awareness sessions.
3. **Wellness educational workshops** which offered coaching sessions, financial wellness, stress management, work life balance, lifestyle and chronic diseases, mental health, mindfulness sessions.
4. SARU women were provided with a **Women's Self Advocacy and Assertiveness workshop**, aimed at supporting them in developing the skills to advocate for themselves in various aspects of life, including personal, professional, and social settings.

EMPLOYMENT EQUITY

The 2023/24 SARU EE report was submitted to the Department of Employment and Labour and accepted. Underrepresentation of designated groups, particularly women, at top management levels is noted. Changes in lower-level positions show slight improvements in representation.

As part of Employment Equity affirmative action measures, the Promotion policy that was introduced in 2023 was implemented in 2024 during the year-end Performance Review. Employees who were identified as operating at higher levels their jobs were reviewed and evaluated with the aim of implementing results in January 2025.

GENDER PROFILE DECEMBER 2024

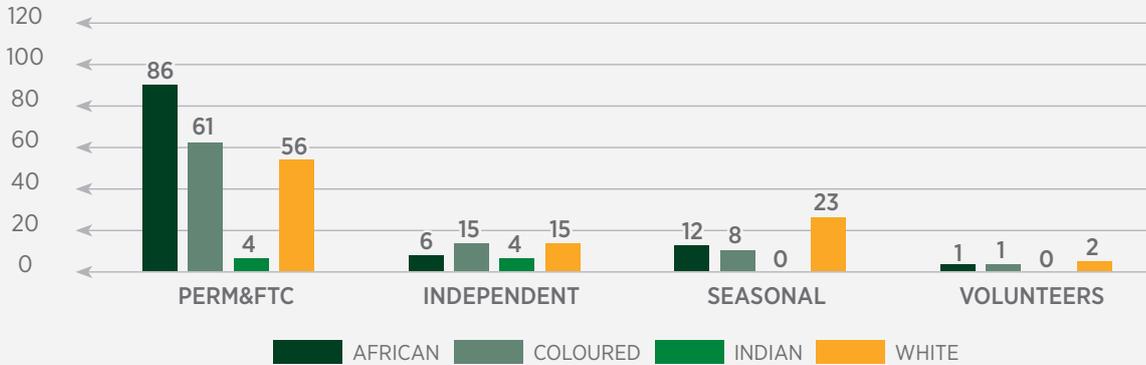


AVERAGE AGE:

38

YEARS

WORKFORCE PROFILE DECEMBER 2024



The average age of employees is 38 years with an average of eight years of service. Workforce demographics show variations in independent, seasonal, volunteer, and permanent/FTC categories as at December 2024.

Our diverse employee population represents four different generations with:

- 45% Millennials
- 27% Gen X
- 23% Gen Z
- 5% Baby Boomers

RUGBY OPTIMISATION PROJECT

The HR Department facilitated a change project aimed at restructuring the Rugby and Strategic Performance Management

departments by ensuring that labour laws were complied with. Psychological and emotional support were provided to all affected employees.

EMPLOYEE RELATIONS

An Employee Communication Forum chaired by the CEO was introduced in March 2024 to enhance communication and staff engagement. With each level of employees represented in the Forum, this is one of SARU’s staff engagement interventions to improve employee relations and move towards a collaborative and strong partnership between employees and the leadership of SARU.

Continuous engagement on a bimonthly basis with the Trade Union continued to address member concerns which were discussed and resolved. The themes in 2024 centred around contracting, remuneration and governance matters aimed at addressing a number of policies in order to improve the employment experience. Membership in SEU decreased from 52% to 49%.

The Rugby Pension Fund transitioned to an umbrella fund. Throughout the year employees were educated on the Pension Fund reforms with regard to the two-pot system.

In driving process efficiencies, our



pension fund administrator (AlexForbes) introduced Pension Fund members to the digital world where members could track their retirement goals.

EMPLOYMENT WELLNESS AND WELL-BEING

Through the Employee Assistance Program (EAP), SARU, in partnership with Kaelo's AskNelson programme, continues to provide access to professional and confidential counselling services for its employees.

Overall utilization of wellness services is 8.70%, higher than the industry norm, with stress being the top presenting problem at 43.75%. SARU is satisfied that it shows that employees are utilizing the EAP services.

LONG SERVICE AWARDS

SARU values and rewards loyalty and commitment. We have learned that long service awards are motivators for our staff, and that value is appreciated and acknowledged by the business as a whole.

The employee service value proposition focuses on the appreciation of milestones attained by our employees and is part of the organisation's strategic employee engagement strategy.

NUMBER OF EMPLOYEES	YEARS OF SERVICE
2	5
4	10
5	15
1	20
2	25

Eben Etzebeth became the most-capped Springbok of all time in Nelspruit when he won his 128th Test cap.







SA RUGBY

springboks.rugby