Telford College celebrate their Cup victory at the Student Finals, March 2012.
RESULTS & AWARDS

SCOTLAND

EMC Autumn Tests 2011
Saturday 6 August
Scotland 10-6 Ireland
Murrayfield
Saturday 20 August
Scotland 23-12 Italy
Murrayfield

Rugby World Cup – Pool B
Saturday 10 September
Scotland 34-24 Romania
Invercargill
Wednesday 14 September
Scotland 15-6 Georgia
Invercargill
Sunday 25 September
Argentina 13-12 Scotland
Wellington
Saturday 1 October
England 16-12 Scotland
Auckland

Pos | Team       | Played | W | D | L | F | A | Diff | TF | TA | TBP | LBP | Points
--- |------------|-------|---|---|---|---|---|------|----|----|-----|-----|--------
1   | England    | 4     | 4 | 0 | 0 | 137| 34| 103  | 18 | 1  | 2   | 0   | 18     
2   | Argentina  | 4     | 3 | 0 | 1 | 90 | 40| 50   | 10 | 3  | 1   | 1   | 14     
3   | Scotland   | 4     | 2 | 0 | 2 | 73 | 59| 14   | 4  | 4  | 1   | 2   | 11     
4   | Georgia    | 4     | 1 | 0 | 3 | 48 | 90| -42  | 3  | 9  | 0   | 0   | 4      
5   | Romania    | 4     | 0 | 0 | 4 | 44 | 169| -125 | 3  | 21 | 0   | 0   | 0      

RBS 6 Nations Championship
Saturday 4 February
Scotland 6-13 England
Murrayfield
Sunday 12 February
Wales 27-13 Scotland
Cardiff
Sunday 26 February
Scotland 17-23 France
Murrayfield
Saturday 10 March
Ireland 32-14 Scotland
Dublin
Saturday 17 March
Italy 13-6 Scotland
Rome

Pos | Team       | Played | W | D | L | F | A | Diff | TF | TA | TBP | LBP | Points
--- |------------|-------|---|---|---|---|---|------|----|----|-----|-----|--------
1   | Wales      | 5     | 5 | 0 | 0 | 109| 58| 51   | 10 | 10 | 5   | 0   | 10     
2   | England    | 5     | 4 | 0 | 1 | 98 | 71| 27   | 6  | 8  | 8    | 0   | 8      
3   | Ireland    | 5     | 2 | 1 | 2 | 121| 94| 27   | 13 | 5  | 13   | 5   | 5      
4   | France     | 5     | 2 | 1 | 2 | 101| 86| 15   | 8  | 5  | 8    | 5   | 5      
5   | Italy      | 5     | 1 | 0 | 4 | 53 | 121| -68  | 4  | 2  | 2    | 5   | 2      
6   | Scotland   | 5     | 0 | 0 | 5 | 56 | 108| -52  | 4  | 0  | 0    | 0   | 0      

Summer Tour
Tuesday 5 June
Australia 6-9 Scotland
New South Wales
Saturday 16 June
Scotland 37-25 Fiji
Lautoka
Saturday 23 June
Scotland 17-16 Samoa
Apia
SCOTLAND 7S

Elche Invitational – 1 November 2011
Scotland 14-24 England
Scotland 19-27 Wales
Scotland 17-24 France
Scotland 33-26 Portugal

HSBC Sevens World Series

Gold Coast, Australia – 25 & 26 November
Scotland 5-24 England
Scotland 12-14 Wales
Scotland 14-12 Tonga
Scotland 36-0 Niue (Bowl QF)
Scotland 19-5 USA (Bowl SF)
Scotland 24-17 Argentina (Bowl F)

Dubai – 2 & 3 December
Scotland 7-14 Wales
Scotland 12-24 Australia
Scotland 19-14 Canada
Scotland 40-5 UAE (Bowl QF)
Scotland 19-17 Portugal (Bowl SF)
Scotland 26-0 USA (Bowl F)

Nelson Mandela Bay, South Africa – 9 & 10 December
Scotland 7-31 France
Scotland 0-45 New Zealand
Scotland 50-0 Morocco
Scotland 26-7 Kenya (Bowl QF)
Scotland 21-14 Argentina (Bowl SF)
Scotland 22-19 Canada (Bowl F)

Wellington, New Zealand – 3 & 4 February
Scotland 7-29 New Zealand
Scotland 14-21 Samoa
Scotland 55-0 Japan
Scotland 5-14 Kenya (Bowl QF)
Scotland 14-12 USA (Shield SF)
Scotland 19-17 Cook Islands (Shield F)

Las Vegas, USA – 10, 11 & 12 February
Scotland 14-17 Kenya
Scotland 7-12 England
Scotland 33-5 Brazil
Scotland 14-15 Japan (Bowl QF)
Scotland 40-12 Uruguay (Shield SF)
Scotland 7-22 France (Shield F)

Hong Kong – 23, 24 & 25 March
Scotland 5-39 Fiji
Scotland 14-19 Australia
Scotland 14-12 France
Scotland 14-28 USA (Bowl SF)

Tokyo, Japan – 31 March & 1 April
Scotland 0-14 South Africa
Scotland 7-14 Samoa
Scotland 7-15 Portugal
Scotland 19-22 France (Bowl QF)
Scotland 21-9 Russia (Shield SF)
Scotland 26-12 Kenya (Shield F)

Glasgow, Scotland – 5 & 6 May
Scotland 14-17 Wales
Scotland 14-19 South Africa
Scotland 33-5 Russia
Scotland 19-12 Kenya (Bowl QF)
Scotland 7-10 Spain (Bowl SF)

London, England – 12 & 13 May
Scotland 12-27 Australia
Scotland 5-20 South Africa
Scotland 26-12 Portugal
Scotland 21-5 Kenya (Bowl QF)
Scotland 31-19 Zimbabwe (Bowl SF)
Scotland 5-27 Wales (Bowl F)

SCOTLAND A

Friday 3 February
Scotland A 35-0 England A
Netherdale

SCOTLAND CLUB INTERNATIONAL

Friday 24 February
Scotland Club International 25-18 XV of France
Millbrae
Friday 9 March
Ireland Club International 26-21 Scotland Club International
Donnybrook

Friday 3 February
Scotland A 35-0 England A
Netherdale
SCOTLAND U20

U20 RBS 6 Nations Championship
Friday 3 February  Scotland 3-59 England  Firhill
Friday 10 February Wales 28-15 Scotland  Colwyn Bay
Friday 24 February Scotland 21-30 France  Netherdale
Friday 9 March  Ireland 26-0 Scotland  Athlone
Friday 16 March  Italy 17-20 Scotland  Calvisano
JWC warm-up match
Friday 4 May  Scotland 33-20 English Counties  St Andrews

IRB Junior World Cup Championship 2012 (pool C)
Monday 4 June  Australia 67-12 Scotland  Cape Town
Friday 8 June  France 30-29 Scotland  Cape Town
Tuesday 12 June  Argentina 17-12 Scotland  Cape Town
9th to 12th place play-offs
Sunday 17 June  Scotland 34-17 Italy  Cape Town
Friday 22 June  Scotland 62-28 Samoa  Cape Town

SCOTLAND U18

Saturday 13 August  Scotland 25-15 Belgium under-19  Murrayfield
Sunday 21 August  Scotland 20-12 Newcastle Falcons Academy  Newcastle
Sunday 11 March  Scotland 12-19 Wales  Braidholm
Sunday 18 March  Scotland 20-8 England  Hawick
Sunday 25 March  Ireland 25-12 Scotland  Coolmine

FIRA-AER under-18 Championship, Madrid
Friday 30 March  Scotland 7-19 France
Tuesday 3 April  Portugal 12-35 Scotland
Saturday 7 April  Scotland 29-10 Georgia

SCOTLAND U17

Sunday 25 March  Scotland 15-33 England  Greenyards, Melrose

SCOTLAND U16

Wellington Festival 2012
Sunday 8 April  Scotland 17-28 England South
Wednesday 11 April  Scotland 35-5 France
Friday 13 April  Scotland - England North (match cancelled)
SCOTLAND WOMEN

Sunday 6 November  
Netherlands 10-33 Scotland  
Amsterdam

Saturday 7 January  
Scotland 24-6 The Army  
Murrayfield

RBS 6 Nations

Sunday 5 February  
Scotland 0-47 England  
Lasswade

Saturday 12 February  
Wales 20-0 Scotland  
Cross Keys

Saturday 25 February  
Scotland 0-23 France  
Stirling County

Friday 9 March  
Ireland 20-0 Scotland  
Ashbourne

Sunday 18 March  
Italy 29-12 Scotland  
Rovato

Pos  Team                   Played  W  D  L  F  A  Diff  Bonus  Points
1  England Women           5  5  0  0  161  12  149  0  15
2  France Women            5  4  0  1  97   22  75   0  12
3  Ireland Women           5  3  1  2  109  41  68   0  9
4  Wales Women             5  2  1  3  50  113 -63  0  6
5  Italy Women             5  1  0  4  55  157 -102 0  3
6  Scotland Women          5  0  0  5  12  139 -127 0  0

SCOTLAND SELECT / WOMEN 7S

Amsterdam 7s 2012 (w/o 19 & 20 May)

Day One
Scotland 0-30 Australia  
Scotland 10-20 Netherlands  
Scotland 19-5 Germany  

Day Two
Scotland 10-5 South Africa  
Scotland 7-27 France  
Scotland 12-0 Wales  

Rugby Rocks (26 May)
Scotland 19-19 Injured Players Foundation  
Scotland 46-0 Norway  
Scotland 35-5 RAF Pumas  
Scotland 5-22 Italy (Cup semi final)

FIRA-AER Women’s 7s European Championship in Ghent  
(w/o 9 & 10 June)

Group A
Scotland 59-0 Finland  
Scotland 46-0 Norway  
Scotland 29-7 Malta  
Scotland 21-7 Georgia  

Cup semi final
Scotland 26-7 Belgium  

Cup Final
Scotland 0-29 Ireland  

left to right: Caroline Collie for Scotland Women against Netherlands, November 2011; Lauren Harris scores for Scotland Women 7s, May 2012

Laura Steven on the break for Scotland Women 7s in Ghent, June 2012
### PROFESSIONAL TEAMS

**RaboDirect Pro12 2011/12**

<table>
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### EDINBURGH

**Heineken Cup Pool 2 2011/12**

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**Match Schedule**

- Fri 19 Aug: SALE SHARKS 22-28 EDINBURGH RUGBY
- Fri 26 Aug: EDINBURGH RUGBY 20-17 NEWCASTLE
- Fri 2 Sep: EDINBURGH RUGBY 15-38 CARDIFF
- Sat 10 Sep: OSPREYS 29-16 EDINBURGH RUGBY
- Fri 16 Sep: EDINBURGH RUGBY 24-14 LONDON IRISH
- Sat 24 Sep: CARDIFF BLUES 24-19 EDINBURGH RUGBY
- Fri 30 Sep: EDINBURGH RUGBY 24-14 MUNSTER
- Fri 7 Oct: SCARLETS 33-17 EDINBURGH RUGBY
- Fri 28 Oct: EDINBURGH RUGBY 25-19 LEINSTER
- Sat 5 Nov: TREviso 11-22 EDINBURGH RUGBY
- Sat 12 Nov: LONDON IRISH 19-20 EDINBURGH RUGBY
- Fri 18 Nov: EDINBURGH RUGBY 48-47 RACING METRO 92
- Sat 26 Nov: MUNSTER 34-17 EDINBURGH RUGBY
- Fri 2 Dec: EDINBURGH RUGBY 50-10 AIRONI
- Fri 9 Dec: CARDIFF BLUES 25-8 EDINBURGH RUGBY
- Fri 16 Dec: EDINBURGH RUGBY 29-7 AIRONI BLUES
- Mon 26 Dec: EDINBURGH RUGBY 23-23 GLASGOW WARRIORS
- Sun 1 Jan: GLASGOW WARRIORS 17-12 EDINBURGH RUGBY
- Fri 6 Jan: EDINBURGH RUGBY 24-12 ULSTER
- Fri 13 Jan: RACING METRO 92 24-27 EDINBURGH RUGBY
- Sun 22 Jan: EDINBURGH RUGBY 34-11 LONDON IRISH
- Fri 10 Feb: EDINBURGH RUGBY 14-15 OSPREYS
- Sat 18 Feb: DRAGONS 21-10 EDINBURGH RUGBY
- Fri 24 Feb: CARDIFF BLUES 26-8 EDINBURGH RUGBY
- Fri 2 Mar: ULSTER 36-16 EDINBURGH RUGBY
- Fri 23 Mar: EDINBURGH RUGBY 19-14 CARDIFF BLUES
- Fri 30 Mar: EDINBURGH RUGBY 26-23 SCARLETS
- Sat 7 April: EDINBURGH RUGBY 24-19 MUNSTER
- Fri 13 April: LEINSTER 54-13 EDINBURGH RUGBY
- Sun 22 April: CARDIFF BLUES 36-13 EDINBURGH RUGBY
- Sat 28 April: ULSTER RUGBY 22-19 EDINBURGH RUGBY
- Sat 5 May: EDINBURGH RUGBY 44-21 TREviso

**Match Locations**

- Edgeley Park
- PRE-SEASON
- Murrayfield
- PRE-SEASON
- Murrayfield
- RaboDirect PRO12
- Liberty Stadium
- RaboDirect PRO12
- Murrayfield
- RaboDirect PRO12
- Stadio Zeffirelli
- RaboDirect PRO12
- Murrayfield
- RaboDirect PRO12
- Parc y Scarlets
- RaboDirect PRO12
- Murrayfield
- RaboDirect PRO12
- Stadio Mornaga
- RaboDirect PRO12
- Madejski Stadium
- Heineken Cup Round 1
- Murrayfield
- Heineken Cup Round 2
- Thomond Park
- RaboDirect PRO12
- Murrayfield
- RaboDirect PRO12
- Cardiff City Stadium
- Heineken Cup Round 3
- Murrayfield
- Heineken Cup Round 4
- Murrayfield
- RaboDirect PRO12
- Fihill Arena
- RaboDirect PRO12
- Murrayfield
- RaboDirect PRO12
- Stade Yves du Maron
- Heineken Cup Round 5
- Murrayfield
- Heineken Cup Round 6
- Murrayfield
- RaboDirect PRO12
- Rodney Parade
- RaboDirect PRO12
- Sportscity
- RaboDirect PRO12
- Ravenhill
- RaboDirect PRO12
- Murrayfield
- RaboDirect PRO12
- Murrayfield
- RaboDirect PRO12
- Murrayfield
- RaboDirect PRO12
- Murrayfield
- RaboDirect PRO12
- Murrayfield
- RaboDirect PRO12
- Murrayfield
- Heineken Cup Quarter-Final
- RDS, Dublin
- RaboDirect PRO12
- Cardiff City Stadium
- RaboDirect PRO12
- Aviva Stadium
- Heineken Cup Semi Final
- Murrayfield
- RaboDirect PRO12
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Fri 2 Sep: ULSTER 28-14 GLASGOW
Fri 9 Sep: GLASGOW 2-23 MUNSTER
Sat 17 Sep: LEINSTER 19-23 GLASGOW
Fri 23 Sep: GLASGOW 13-15 BENETTON TREVISIO
Sat 1 Oct: CARDIFF BLUES 13-34 GLASGOW
Fri 7 Oct: GLASGOW 24-19 ULSTER
Fri 28 Oct: GLASGOW 28-17 OSPREYS
Sat 5 Nov: ARONI 6-18 GLASGOW
Sun 13 Nov: GLASGOW 26-21 BATH
Sun 20 Nov: LEINSTER 38-13 GLASGOW
Fri 25 Nov: GLASGOW 17-12 EDINBURGH
Sun 4 Dec: DRAGONS 14-14 GLASGOW
Sun 11 Dec: GLASGOW 20-15 MONTPELLIER
Sat 17 Dec: MONTPELLIER 13-13 GLASGOW
Mon 26 Dec: EDINBURGH 23-23 GLASGOW
Sun 1 Jan: GLASGOW 17-12 LURGH
Sat 7 Jan: SCARLETS 16-14 GLASGOW
Sun 15 Jan: GLASGOW 18-25 LEINSTER
Sat 21 Jan: BAY 23-28 GLASGOW
Thu 9 Feb: GLASGOW 19-15 SCARLETS
Sat 18 Feb: CONNACHT 13-13 GLASGOW
Sat 25 Feb: GLASGOW 10-10 LEINSTER
Fri 2 Mar: OSPREYS 20-26 GLASGOW
Fri 23 Mar: GLASGOW 29-6 ARONI
Fri 30 Mar: GLASGOW 31-3 CARDIFF BLUES
Sat 12 Apr: MUNSTER 35-29 GLASGOW
Sun 22 Apr: BENETTON TREVISIO 8-13 GLASGOW
Sat 5 May: GLASGOW 24-3 LURGH
Sat 12 May: LEINSTER 19-15 GLASGOW

Ravenhill: RoboDirect PRO12
Fhill: RoboDirect PRO12
RDS: RoboDirect PRO12
Fhill: RoboDirect PRO12
Cardiff City Stadium: RoboDirect PRO12
Fhill: RoboDirect PRO12
Fhill: RoboDirect PRO12
Stadio Zaffanella: RoboDirect PRO12
Fhill: Heineken Cup Pool 3
RDS: Heineken Cup Pool 3
Fhill: RoboDirect PRO12
Rodney Parade: RoboDirect PRO12
Fhill: Heineken Cup Pool 3
Stade Yves du Manoir: RoboDirect PRO12
Murrayfield: RoboDirect PRO12
Rec: RoboDirect PRO12
Fhill: Heineken Cup Pool 3
Eden Park: RoboDirect PRO12
RDS: Heineken Cup Pool 3
Fhill: RoboDirect PRO12
Sportsground: RoboDirect PRO12
Fhill: RoboDirect PRO12
Liberty Stadium: RoboDirect PRO12
Fhill: RoboDirect PRO12
Fhill: RoboDirect PRO12
Stadio di Monigo: RoboDirect PRO12
Fhill: RoboDirect PRO12
RDS: RoboDirect PRO12
SCOTTISH CLUB AWARDS 2011/12

RBS Premier 1 Player of the Season
Richie McIver (Dundee HSFP)

RBS Premier 2 Player of the Season
Michael Weekley (Jed-Forest)

RBS Premier 3 Player of the Season
Ross Angus (Perthshire)

RBS National 1 Player of the Season
Rory Scott (Hawick YM)

RBS East Regional Leagues Player of the Season
Chris Sinclair (Portobello)

RBS Caledonia Leagues Player of the Season
Kyle Burwood (Camoustie)

RBS Women’s Premier 1 Player of the Season
Jamie Leslie (Hyndland)

RBS Women’s Premier 2 Player of the Season
Steph Johnston (RHC Cougars)

RBS Women’s National League Player of the Season
Mary Lafalki (Cartha GP)

Youth Coach of the Season
Alana Davidson (Morgan)

Referee of the Season
Adrian Askew (Kirkwall)

Spirit of rugby award
Jammy McFarlane (Hawick YM)

Try of the Season
George Watson (Aberdeen Grammar)

RBS Caledonia Leagues Player of the Season
Chris Sinclair (Portobello)

RBS Women’s Premier 1 Player of the Season
Kyle Burwood (Camoustie)

RBS Women’s Premier 2 Player of the Season
Alana Davidson (Morgan)

RBS Women’s National League Player of the Season
Adrian Askew (Kirkwall)

Youth Coach of the Season
James Matthew (Edinburgh Rugby Referees’ Society)

Coach of the Season
Chris Stannage (Hamilton)

RBS Club Volunteer of the Season
Andrew Jackson (Bishopton)

RBS Club of the Season
Howe of Fife

RBS Women’s Club of the Season
Stirling County

LEAGUES

RBS Premier 1
Champions – Melrose
British & Irish Cup qualifiers – Melrose, Dundee HSFP, Gala & Stirling County
Relegated – Hawick & Glasgow Hawks

RBS Premier 2
Champions – Jed-Forest
Relegated – Falkirk, Peebles, West of Scotland & Whitecraigs

RBS Premier 3
Champions – Howe of Fife

British & Irish Cup qualifiers – Howe of Fife, Dundee HSFP, Gala & Stirling County
Relegated – Hawick & Glasgow Hawks

RBS National 1
Champions – Hawick YM
Promoted – Dunfermline, Murrayfield Wanderers & Musselburgh

RBS Caledonia 1
Champions – Aberdeenshire

RBS Caledonia 2 Midlands
Champions – St Andrews’s University

RBS Caledonia 2 North
Champions – Moray

RBS Caledonia 3 Midlands
Champions – Panmure

RBS Caledonia 3 North East
Champions – Aberdeen University Medics

RBS Caledonia 3 North West
Champions – Stornoway

RBS Caledonia 4 North East
Champions – Aberdeen Wanderers 2nd XV

WOMEN’S LEAGUES

RBS Premier 1
Champions – Murrayfield Wanderers

RBS Premier 2
Champions – Cartha Queens Park

RBS National League
Champions – Broughton

PAGE 42 | ANNUAL REPORT 2011/12
SCOTTISH NATIONAL FINALS 2011/12

RBS Cup
Gala 24 Ayr 10
RBS Shield
Dunfermline 11 Musselburgh 9
RBS Bowl
Helensburgh 13 Dunbar 7

WOMEN’S NATIONAL FINALS 2011/12

RBS Sarah Beaney Cup
Murrayfield Wanderers 20 RHC 5
RBS Plate
Hillhead-Jordanhill 58 Aberdeen Quines 15
RBS Bowl
Stirling County 32 Cartha Queens Park 15

YOUTH & SCHOOLS RESULTS

RBS U18 National Youth Cup
Stirling County 60 Selkirk Youth Club 12
RBS U18 National Youth Bowl
Peebles Colts 27 Perthshire Colts 20
RBS U16 National Youth Cup
Glasgow Hawks 42 Stirling County 29
RBS U18 National Youth Bowl
Boroughmuir 17 GHA 8

Brewin Dolphin U18 Scottish Schools Cup
Edinburgh Academy 12 George Watson’s College 11
Brewin Dolphin U18 Scottish Schools Plate
Earlston High 33 Carrick Academy 22
Brewin Dolphin U16 Scottish Schools Bowl
Boroughmuir HS/James Gillespie’s HS 36 Queen Victoria School 14
Brewin Dolphin U16 Scottish Schools Cup
George Watson’s College 38 Dollar Academy 0
Brewin Dolphin U16 Scottish Schools Plate
Jedburgh Grammar School 39 Peebles High School 12
Brewin Dolphin U16 Scottish Schools Bowl
Madras College 29 Hawick High School 12

Brewin Dolphin U18 Scottish Girls Cup
Community School of Auchterarder 37 Stewartry Sharakettes 29
Brewin Dolphin U18 Scottish Girls Shield
Murrayfield Wanderers 64 Ploclton High School 15
Brewin Dolphin U18 Scottish Girls Bowl
Stirling County 72 Glasgow/Ayrshire Cluster 7
Brewin Dolphin U15 Scottish Girls Cup
Grantown Grammar 41 South Barbarians 29
Brewin Dolphin U15 Scottish Girls Shield
Carrick Academy 42 Boroughmuir 31
Brewin Dolphin U15 Scottish Girls Bowl
Nicolson Institute/Stornoway RFC 66 Bell Baxter High School 19

RBS AWARD WINNERS 2011/12

Club of the Month
September – Helensburgh
October – Hillfoots
November – Stirling County
December – Gala
January – Preston Lodge
February – Melrose
March – Dunbar
April – Howe of Fife

Club Volunteer of the Month
September – Bill Askley, Falkirk
October – Moira Black, Hawick Linden
November – Zander Anderson, Waid Academy
December – Kelly Johnstone and Struan Robertson, Stirling County
January – Sarah Calder, Melrose
February – Gordon Brown, Kilmarnock
March – Andrew Jackson, Bishopston
April – Fiona Blair, Dunbar

Try of the Month
September – Chris Stannage, Hamilton
October – Craig Inglis, Hamilton
November – Andrew Findlater, Edinburgh Accies 2XV
December – Johnnie Sloan, Dumfries
January – Stewart Alexander, Greenock Wanderers
February – Rob Ritchie, Portobello
March – Craig Sorbie, GHA
April – Craig Robertson, Gala

SCOTSTOUN 7s FESTIVAL OF RUGBY 2012

Saturday 5 May
Under-18 Cup Winners Stirling County
Runners Up High School of Glasgow
Under-18 Bowl Winners GHA
Runners Up Kilmarnock
Saturday P7 Fair Play Winners (PCS) Strathendrick

Sunday 6 May
Under-18 Girls Winners
Runners-up Wallace High School (Stirling)
Queen Margaret (Ayr)
U15 Girls Winners
Cumnock
Runners-up Hyndland High School (Glasgow)
P7 Fair Play Winners (PCS) Greenock Wanderers
GHA
Securing the long-term success of rugby in Scotland requires solid partnership working with government, politicians, local authorities and public bodies. Scottish Rugby has continued to develop these relationships throughout the season towards an ongoing positive outlook for the year ahead.

In August 2011, for example, twelve rugby clubs across Scotland – Adrossan Academicals, Ayr, Biggar, Cambuslang, Duns, Lismore, Irvine, Kirkcaldy, Marr, Paisley, Perthshire and Preston Lodge – were awarded up to £50,000 from the Scottish Government’s facilities fund to improve their rugby facilities. This was also announced alongside a £2.4 million extension to the CashBack funding given to Scottish Rugby which is used to drive the growth of the game across Scotland in local communities.

The following month, Scottish Rugby and the Scottish Government launched the Schools of Rugby initiative which has seen rugby introduced at the heart of school life in 17 state secondary schools across Scotland. The initiative provides a context for learning inside and outside of the classroom, allowing all pupils to experience rugby, and improve their fitness and physical literacy. This in turn will contribute to an enhanced educational experience in each of the participating schools.

Then, in December, rugby topped the agenda during the First Minister, Alex Salmond’s, visit to Hong Kong. During a full day of rugby activity, the First Minister announced that the Scottish Government’s CashBack for Communities programme and Hong Kong’s similar Operation Breakthrough initiative will work together, sharing experience and learning valuable lessons as they both seek to lower youth offending and promote healthy lifestyles.

The two innovative schemes use rugby and other sports to provide diversionary activities for young people. The First Minister joined Hong Kong’s Secretary for Home Affairs Mr Tsang Tak-sing and representatives from Scottish Rugby to watch young people from Operation Breakthrough play sevens and also announced that, as part of this new sporting partnership, the Scotland 7s squad would travel to Hong Kong ahead of their appearance at the HSBC Sevens World Series in March 2012, to run coaching sessions and workshops for local young people.

The visit also heralded the announcement of Scotstoun Stadium as the venue for the Emirates Airline Glasgow 7s, with much work undertaken in the build-up to the event in May 2012 in partnership with the Scottish Government and Glasgow City Council.

Meanwhile working with politicians from neighbouring home unions has also been on the agenda this season when Cadder Primary School in Glasgow played host to a Welsh Assembly Minister Huw Lewis, Minister for Housing, Regeneration and Heritage, to learn more about Cashback for Communities. The school is now home to a Scottish Rugby community coaching scheme and Mr Lewis was treated to a rugby session with 20 Primary 7 pupils run by the local development officer, Thomas Davidson, who is part-funded through the Cashback scheme.

The Minister took notes back to his Assembly colleagues in Wales with the view of introducing similar ideas into their local communities.
This season has also seen many motions made in the Scottish Parliament congratulating Scottish Rugby, a small selection of which are highlighted below:

Richard Simpson, Mid Scotland and Fife: Congratulations to the Women’s Rugby 7s Team—That the Parliament congratulates the Scottish women’s 7s rugby team and the side’s head coach, Scott Forrest, on what it considers to be the team’s excellent progress; notes that this includes winning four of five qualifying matches in order to reach the World Women’s Rugby 7s qualifying competition in Moscow; understands that this success has been achieved only two months after the team was formed, and wishes the team every success in Moscow.

Tavish Scott, Shetland Islands: Congratulations to Shetland Rugby Club’s First Development Officer
That the Parliament congratulates Shetland Rugby Club’s first ever Development Officer, Daniel Meadows, who will promote rugby to Shetland primary and secondary schools, helping to promote healthy eating and exercise in primary schools, establishing a tag rugby festival, craft youth coaching and Rugby Ready courses all through the Shetland Islands Council area; highly commends his work building recruitment successes that he helped bring to the club for two years as a Modern Apprentice Community Coach and giving youngsters the opportunity to have fun and play together as a team, and welcomes the recent visit of the Scottish Internationalist, Richie Gray, to Shetland to promote and support the sport’s development in the islands.

Richard Simpson, Mid Scotland and Fife: Chris Paterson Tribute
That the Parliament notes the decision by Chris Paterson to retire from international rugby; thanks him for what it sees as his fantastic contribution to Scottish rugby over many years; believes that he has been an inspirational role model by demonstrating that size alone is not critical to consistent high performance; further believes that he has more to contribute to Scottish rugby, and wishes him well.

Stewart Maxwell, West Scotland: Cashback for Communities Helps Fund Next Generation of Scottish Rugby Stars
That the Parliament congratulates Paisley Grammar School and the other 16 secondary schools across Scotland taking part in the Schools of Rugby Initiative; considers that the £250,000 allocated to the initiative from the Cashback for Communities scheme is an example of how money seized from the proceeds of crime can have positive and tangible benefits for communities across Scotland, and recognises the initiative not only as an investment in the health and wellbeing of young people through sport, but also as making a major contribution to the next generation of Scottish rugby stars.

CORPORATE SOCIAL RESPONSIBILITY
Scottish Rugby seeks to conduct its business with openness and respect for its employees, customers and stakeholders. We are committed to maintaining a safe and healthy working environment for our employees, stakeholders and all attending events held under our auspices. In our role of delivering sport, we are committed to building and maintaining good relations and to opening the sport to all groups. Here are some highlights from the season:

Sport for All
Scottish Rugby has been praised by sportscotland for its efforts to widen the appeal of rugby in Scotland and was awarded the preliminary level of the Equity Standard. We continue to ensure we are a sport for all.

Widening our Reach
We constantly strive to allow youngsters in areas of deprivation, who may not have had the opportunity previously, to participate in rugby. Funding from the Government’s CashBack for Communities has enabled us to introduce the sport through G4S Street Rugby sessions and help many disadvantaged young people to develop their confidence, build respect and a team ethos, while also improving their health and wellbeing.

Role Models
Through our national and representative teams our sport promotes positive role models for young people. Scotland’s most capped and highest points scorer, Chris Paterson, recently retired from playing and will continue to work at Scottish Rugby to promote the game and its values to the wider community.

Promoting a Safe Sport
Player safety is paramount while ensuring the game remains enjoyable. Are you ready to play rugby? programme was launched to ensure a consistent approach to player safety across Scotland by all coaches, teachers, referees and volunteers. This has resulted in a number of changes to the game with early indications from the globally recognised programme as positive.

Supporting Charities
Within the community Scottish Rugby actively supports a family of charities – The Murrayfield Centenary Fund, the Princess Royal Trust for Carers, The Wooden Spoon Society, The Sportsman’s Charity, Hearts & Balls and The Bill McLaren Foundation. Looking to the wider rugby family, during Rugby World Cup, members of the Scotland team presented a cheque to the Christchurch earthquake appeal, the result of a fundraising dinner, and undertook coaching with local youngsters. We make frequent donations of extraneous kit to the armed forces posted overseas and clubs, both home and away – most recently to players in Samoa at the end of our summer tour – and our players at all levels frequently take part in community events and hospital visits throughout the country. Our status as a governing body means that we can lead by example in this field.
THE DIRECTORS PRESENT THEIR REPORT AND FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 APRIL 2012.

Principal Activities
The principal activity of the Scottish Rugby Union is to promote the game of rugby throughout Scotland, using its wholly owned subsidiary Scottish Rugby Union plc for all trading activities. The following financial statements comprise the consolidated financial statements of the Union and its subsidiary.

Business Review
The Union has achieved a surplus after interest for the year of £1.6m. Turnover increased by £3.1m over the previous year for a number of reasons. Pro team income has increased this year as a result of the performances of both Edinburgh Rugby and Glasgow Warriors, hospitality and event income has also increased, and there is additional IRB grant income in this Rugby World Cup year. These increases are partly offset by lower ticketing and broadcasting revenue as a result of the different profile of home matches in RWC year, and in the RBS 6 Nations.

Average bank borrowings over the financial year amounted to £12.9m which is £1.5m below the previous year. Year end bank borrowings of £13.4m are £0.7m above the previous year level. These cash movements are generally as a result of the differing cash flows in a Rugby World Cup year together with the surplus for the year and various working capital movements. Annual interest payments remained at £0.9m.

As outlined in Note 8 to the accounts, on page 58, a re-financing deal was concluded with the Bank of Scotland in May 2012, with the agreement of a new three year term loan. The term loan that was in place at 30 April 2012 is shown as a current liability on the Balance Sheet (2011 – long-term liability) as it was due for repayment on 30 November 2012.

The Directors continue to monitor borrowing levels, income and expenditure against budget on a monthly basis. They also monitor other key business issues including professional and national team performance which are fundamental to the Union’s strategy of growing the game within a stable commercial environment.

Financial Risk Management
The Union has monitored and evaluated its performance against the objectives of the current five year Strategic Plan and will continue to do so against the objectives of the new plan. The risk management framework, developed in parallel with the plan, is also now well established with the ongoing identification, evaluation and status of business risks being presented formally to the Audit Committee, Scottish Rugby Board and Council every six months.

Financial Instruments
The Union uses interest rate swaps to reduce its exposure to interest rate movements. Further details of this are noted in the Accounting Policies and in Note 8 to the Accounts.

The Union also uses forward sale currency contracts to reduce its exposure to exchange rate movements. Further details of this are noted in the Accounting Policies and in Note 7 to the Accounts. Financial instruments are not used for speculative purposes.

Charitable and Other Contributions
The Union made donations towards charitable purposes during the year of £19k (2011-£ nil). This included a £10k donation to the Christchurch Earthquake Fund.

Supplier Payments
Payments to suppliers are normally made on a monthly basis, in line with agreed payment terms which are typically 30 days or payment at the end of the following month. As at 30 April 2012, amounts due to trade creditors represented the annualised equivalent of 29 days purchases (2011 - 24 days).

Going Concern
The Directors believe that the Union has adequate resources to continue in operational existence for the foreseeable future and it therefore continues to adopt the going concern basis in preparing the financial statements.

Employees
Scottish Rugby considers all forms of discrimination to be unacceptable in the workplace and recognises the value and importance of promoting equal employment opportunities for its current and future staff. We aim to be an inclusive organisation where everyone is treated with dignity and respect and where diversity is valued across all of the recognised equity strands recognised by the Equality Act 2010. The organisation is committed to providing equal opportunities throughout recruitment, employment, training and career development and has a robust Equal Opportunities Employment Policy supporting this principle. We are committed to adopting equitable employment practices and terms and conditions which are based on the merits, ability and potential of individuals and to avoiding any conditions or requirements that cannot be justified by the needs of the job. As an example of this equitable approach, Scottish Rugby has been granted the Positive About Disabled.
People award by Job Centre Plus, recognising our commitment to equality and confirming that applications from disabled people are always positively considered by the organisation. Enable Scotland also named Scottish Rugby as their Employer of the Year 2011 in recognition of the inclusive approach taken to employees with learning disabilities following a nomination from a participant on the Modern Apprentice programme.

In addition to our equitable employment practices, Scottish Rugby is committed to working towards the Equity Standard: A Framework for Sport which is a collaborative effort between the four national Sports Councils, UK Sport and equity organisations to achieve measurable stands of equity. To date, Scottish Rugby has been awarded the Preliminary Level of the Equity Standard through our efforts and commitment to make rugby in Scotland open to all, to identify under represented groups, and put actions in place to ensure everyone has a fair chance to take part in rugby should they wish to do so.

Consultation with employees or their representatives has continued at all levels, with the aim of ensuring that their views are taken into account when decisions are made that are likely to affect their interests and that all employees are aware of the financial and economic performance of their business units and of the company as a whole. Communication with all employees continues through e-mail communication, team meeting briefings, the employee forum, staff briefings and the distribution of the Annual Report.

Statement of Directors’ responsibilities
The Directors are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Directors to prepare financial statements for each financial year. Under that law the Directors have elected to prepare the Union’s financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Union and of the surplus or deficit of the Union for that period. In preparing these financial statements, the Directors are required to:

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

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Union’s transactions and disclose with reasonable accuracy at any time the financial position of the Union and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Union and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Auditors and Disclosure of Information to Auditors
So far as each Director is aware, there is no relevant audit information (that is, information needed by the Union’s auditors in connection with preparing their report) of which the Union’s auditors are unaware. Each Director has taken all the steps (such as making enquiries of other Directors and the auditors and any other steps required by the Director’s duty to exercise due care, skill and diligence) that he ought to have taken in his duty as a Director in order to make himself aware of any relevant audit information and to establish that the Union’s auditors are aware of that information.

Directors
The Directors of Scottish Rugby Union plc who held office during the year are noted on page 64.

G A Ireland
Secretary
Edinburgh
21 June 2012
FINANCIAL STATEMENTS
INDEPENDENT AUDITORS’ REPORT TO THE MEMBERS
OF THE SCOTTISH RUGBY UNION

We have audited the financial statements of the Scottish Rugby Union for the year ended 30 April 2012 which comprise the Principal Accounting Policies, the Consolidated Income and Expenditure Account, the Consolidated Balance Sheet, the Consolidated Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Respective responsibilities of directors and auditors
As explained more fully in the Directors’ Responsibilities Statement set out on page 47, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board’s Ethical Standards for Auditors.

This report, including the opinions, has been prepared for and only for the Union’s members as a body in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and for no other purpose. We do not, in giving these opinions, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

Scope of the audit of the financial statements
An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the Union’s circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the annual report to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements
In our opinion the financial statements:
• give a true and fair view of the state of the Union’s affairs as at 30 April 2012 and of its surplus and cash flows for the year then ended;
• have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
• have been prepared in accordance with the requirements of the Companies Act 2006.

Opinion on other matter prescribed by the Companies Act 2006
In our opinion the information given in the Scottish Rugby Board Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which we are required to report by exception
We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:
• adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
• the financial statements are not in agreement with the accounting records and returns; or
• certain disclosures of directors’ remuneration specified by law are not made; or
• we have not received all the information and explanations we require for our audit.

Kenneth Wilson (Senior Statutory Auditor)
For and on behalf of PricewaterhouseCoopers LLP
Chartered Accountants and Statutory Auditors
Edinburgh
21 June 2012
PRINCIPAL ACCOUNTING POLICIES
The financial statements have been prepared under the historical cost convention and in accordance with applicable Accounting Standards in the United Kingdom. A summary of the more important accounting policies, which have been applied consistently, is set out below.

Basis of Consolidation
The consolidated financial statements cover the year to 30 April 2012 and include the Scottish Rugby Union, a mutual organisation, its subsidiary undertakings Scottish Rugby Union plc and The Murrayfield Experience Limited, and a related body, the Thistle Rugby Trust. The parent body, the Scottish Rugby Union, has not traded during either the current or previous year and its only assets and liabilities are its investment in, and loans from, Scottish Rugby Union plc of £50,000.

Turnover
Turnover represents ticket sales, broadcasting revenue and all other income and is stated net of VAT. Revenue is recognised based on the relevant contractual terms or in accordance with the occurrence of the relevant event. Where consideration is received in kind, income and expenditure are grossed up on the basis of arms length commercial rates.

Tangible Fixed Assets
The cost of tangible fixed assets is their purchase cost, together with any incidental costs of acquisition. Significant sums are spent on maintenance of the Union’s main asset, Murrayfield Stadium, therefore the de-minimus level for capitalisation of assets has been set at £10,000 for the first three asset categories below and at £5,000 for Other equipment. Depreciation is calculated so as to write off the cost of tangible fixed assets, less their estimated residual values, over the expected useful economic lives of the assets concerned. The straight line basis is used in respect of all assets and the principal annual depreciation rates are:

<table>
<thead>
<tr>
<th>Asset Type</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land</td>
<td>Nil</td>
</tr>
<tr>
<td>Stands and Heritable property</td>
<td>1-20</td>
</tr>
<tr>
<td>Fixtures and fittings</td>
<td>4-25</td>
</tr>
<tr>
<td>Other equipment</td>
<td>7-50</td>
</tr>
</tbody>
</table>

Deferred Income
Capital grants and debenture premiums are transferred to deferred Income and amortised over the estimated useful life of the associated fixed assets or the life of the debenture, respectively.

Debenture issue costs
The costs associated with the issue of capital instruments are charged to the Income and Expenditure Account on an annual basis over the minimum period remaining until the redemption of the associated instrument.

Pension costs
Contributions are made by the Union to money purchase scheme pension arrangements for certain employees. Amounts due to assurance companies are charged against the profit and loss account in the year in which they become payable. The Union provides no other post retirement benefits to its employees.

Finance and operating leases
Costs in respect of operating leases are charged on a straight line basis over the lease term.
Leasing and hire purchase agreements which transfer substantially all the benefits and risks of ownership of an asset are treated as if the asset had been purchased outright. The assets are included in fixed assets and the capital element of the leasing commitment is shown as an obligation under finance leases. The lease rentals are treated as consisting of capital and interest elements, with the capital element applied to reduce the outstanding obligation and the interest element charged against the profit or loss for the period on a straight line basis. Assets held under finance leases are depreciated over the shorter of the lease term and the useful lives of equivalent owned assets.

Grants
Revenue grants are credited to the income and expenditure account in the same period as the related expenses.

Taxation
The Union has mutual trading status for taxation purposes as regards its trading activities with its own members and pays tax only on the profit derived from trading with non-members. Deferred taxation is recognised on all timing differences where the transaction or events that give rise to an obligation to pay more, or less, tax in the future have occurred by the Balance Sheet date. Deferred tax assets are recognised when it is probable that they will be recovered. The tax rates in force at the Balance Sheet date are used to calculate the need for any deferred tax provision or asset.

Financial Instruments
The Union uses interest rate swaps to reduce its exposure to interest rate movements. Receipts and payments on these interest rate swaps are recognised on an accruals basis over the life of the swap. The Union also uses forward sale currency contracts to reduce its exposure to exchange rate movements. The income relating to these sales is accounted for at the rate of exchange at which the related contract has been taken out. The Union does not hold or issue derivative financial instruments for speculative purposes.
## CONSOLIDATED INCOME AND EXPENDITURE ACCOUNT

<table>
<thead>
<tr>
<th></th>
<th>2012 £000</th>
<th>2011 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Income</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ticket income</td>
<td>5,748</td>
<td>8,529</td>
</tr>
<tr>
<td>Broadcasting revenues</td>
<td>10,004</td>
<td>11,465</td>
</tr>
<tr>
<td>Other operating income</td>
<td>22,474</td>
<td>15,092</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td>38,226</td>
<td>35,086</td>
</tr>
<tr>
<td><strong>Expenditure</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>International and Professional Rugby</td>
<td>19,116</td>
<td>16,691</td>
</tr>
<tr>
<td>Community and Performance Rugby</td>
<td>4,494</td>
<td>4,221</td>
</tr>
<tr>
<td>Commercial and Operational</td>
<td>9,207</td>
<td>9,121</td>
</tr>
<tr>
<td>Club Support and Development</td>
<td>1,900</td>
<td>1,805</td>
</tr>
<tr>
<td>Depreciation</td>
<td>1,131</td>
<td>1,037</td>
</tr>
<tr>
<td><strong>Total Expenditure</strong></td>
<td>35,848</td>
<td>32,875</td>
</tr>
<tr>
<td><strong>Operating Surplus</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Surplus on sale of Fixed Asset</td>
<td>2,378</td>
<td>2,211</td>
</tr>
<tr>
<td>Surplus on ordinary activities before interest</td>
<td>121</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net Interest</strong></td>
<td>3 (919)</td>
<td>4 (923)</td>
</tr>
<tr>
<td>Surplus on ordinary activities before taxation</td>
<td>1,580</td>
<td>1,288</td>
</tr>
<tr>
<td>Taxation</td>
<td>4 (10)</td>
<td>-</td>
</tr>
<tr>
<td><strong>Surplus for the period</strong></td>
<td>15 1,570</td>
<td>1,288</td>
</tr>
</tbody>
</table>

The Union has no recognised gains or losses other than those included in the surplus above and therefore no separate statement of total recognised gains and losses has been presented. All activities are continuing.

There is no difference between the surplus on ordinary activities before taxation and the surplus for the periods stated above and their historical cost equivalents.

A commentary on the main items included in each of the above categories is appended to the accounts after the Five Year Financial Summary.
# Consolidated Balance Sheet

<table>
<thead>
<tr>
<th>Notes</th>
<th>2012 £000</th>
<th>2011 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fixed Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tangible fixed assets</td>
<td>5</td>
<td>39,894</td>
</tr>
<tr>
<td>Investments</td>
<td>6</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total Fixed Assets</strong></td>
<td></td>
<td>39,896</td>
</tr>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Debtors</td>
<td>7</td>
<td>6,141</td>
</tr>
<tr>
<td>Cash in hand</td>
<td>7</td>
<td>6,148</td>
</tr>
<tr>
<td><strong>Creditors: amounts falling due within one year</strong></td>
<td>8</td>
<td>(22,826)</td>
</tr>
<tr>
<td>Net Current Liabilities</td>
<td></td>
<td>(16,678)</td>
</tr>
<tr>
<td>Provisions for liabilities and charges</td>
<td>9</td>
<td>(40)</td>
</tr>
<tr>
<td><strong>Total Assets less Current Liabilities and Provisions</strong></td>
<td></td>
<td>23,178</td>
</tr>
<tr>
<td><strong>Financed by:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Creditors: amounts falling due after one year</td>
<td>8</td>
<td>292</td>
</tr>
<tr>
<td>Deferred income</td>
<td>10</td>
<td>2,195</td>
</tr>
<tr>
<td>Ten Year Debentures</td>
<td>11</td>
<td>1</td>
</tr>
<tr>
<td>Murrayfield Debentures</td>
<td>12</td>
<td>31,289</td>
</tr>
<tr>
<td>Irredeemable Debentures</td>
<td>13</td>
<td>97</td>
</tr>
<tr>
<td><strong>General Reserve</strong></td>
<td>15</td>
<td>(10,696)</td>
</tr>
<tr>
<td><strong>Total Financed by</strong></td>
<td></td>
<td>23,178</td>
</tr>
</tbody>
</table>

The Financial Statements on pages 51 to 60 were approved by the Scottish Rugby Board on 21 June 2012 and were signed on its behalf by:

Sir Moir Lockhead, Chairman

Mark Dodson, Chief Executive
**CONSOLIDATED CASH FLOW STATEMENT**

<table>
<thead>
<tr>
<th>Notes</th>
<th>2012 £000</th>
<th>2011 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net cashflow from operating activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>16 927</td>
<td>3,885</td>
</tr>
<tr>
<td><strong>Return on investments and servicing of finance</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest paid on bank overdrafts and loans</td>
<td>(810)</td>
<td>(841)</td>
</tr>
<tr>
<td><strong>Capital Expenditure and Financial Investment</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payments to acquire Tangible Fixed Assets</td>
<td>(954)</td>
<td>(708)</td>
</tr>
<tr>
<td>Receipts from sale of Tangible Fixed Assets</td>
<td>148</td>
<td>-</td>
</tr>
<tr>
<td><strong>(Decrease) / increase in cash</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(689)</td>
<td>2,336</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2012 £000</th>
<th>2011 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Reconciliation of net cash flow to movement in net debt</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Decrease) / increase in cash in period</td>
<td>(689)</td>
<td>2,336</td>
</tr>
<tr>
<td>Amortisation of Murrayfield Debentures</td>
<td>(82)</td>
<td>(82)</td>
</tr>
<tr>
<td><strong>Change in net debt</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(771)</td>
<td>2,254</td>
</tr>
<tr>
<td><strong>Opening net debt</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(44,034)</td>
<td>(46,288)</td>
</tr>
<tr>
<td><strong>Closing net debt</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(44,805)</td>
<td>(44,034)</td>
</tr>
</tbody>
</table>
### NOTES TO THE FINANCIAL STATEMENTS

#### 1. Surplus on ordinary activities before taxation
The surplus on ordinary activities before taxation is stated after crediting:

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>£000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amortisation of deferred income</td>
<td>181</td>
<td>189</td>
</tr>
<tr>
<td>Barter transaction sponsorship income</td>
<td>468</td>
<td>418</td>
</tr>
</tbody>
</table>

And after charging:

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>£000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Auditors remuneration</td>
<td>26</td>
<td>25</td>
</tr>
<tr>
<td>Auditors fees for non-audit services</td>
<td>11</td>
<td>9</td>
</tr>
<tr>
<td>Tax compliance</td>
<td>9</td>
<td>7</td>
</tr>
<tr>
<td>Tax advisory</td>
<td>9</td>
<td>7</td>
</tr>
<tr>
<td>Depreciation charge for the period</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Owned fixed assets</td>
<td>1,131</td>
<td>1,037</td>
</tr>
<tr>
<td>Operating lease rentals</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Plant &amp; Machinery</td>
<td>46</td>
<td>62</td>
</tr>
<tr>
<td>Other</td>
<td>253</td>
<td>239</td>
</tr>
<tr>
<td>Barter transaction sponsorship costs</td>
<td>468</td>
<td>418</td>
</tr>
<tr>
<td>Administrative and management expenses</td>
<td>2,808</td>
<td>2,558</td>
</tr>
</tbody>
</table>

During the period the Union made donations for charitable purposes of £19k (2011-£ nil). This included a £10k donation to the Christchurch Earthquake Fund.

#### 2. Staff Costs
The average number of persons employed during the year who are involved in and support the Scottish game was:

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>No.</td>
<td>No.</td>
<td>No.</td>
</tr>
<tr>
<td>Rugby</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professional Players</td>
<td>78</td>
<td>77</td>
</tr>
<tr>
<td>Professional Teams – Coaching &amp; Administration</td>
<td>18</td>
<td>17</td>
</tr>
<tr>
<td>National Team – Coaching &amp; Administration</td>
<td>12</td>
<td>11</td>
</tr>
<tr>
<td>Community</td>
<td>35</td>
<td>31</td>
</tr>
<tr>
<td>Performance</td>
<td>51</td>
<td>46</td>
</tr>
<tr>
<td>Fitness &amp; Conditioning</td>
<td>17</td>
<td>16</td>
</tr>
<tr>
<td>Medical &amp; Physiotherapy</td>
<td>11</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>222</td>
<td>210</td>
</tr>
<tr>
<td>Stadium Operations</td>
<td>30</td>
<td>28</td>
</tr>
<tr>
<td>Administration Support</td>
<td>43</td>
<td>45</td>
</tr>
<tr>
<td>TOTAL</td>
<td>295</td>
<td>283</td>
</tr>
</tbody>
</table>

Within the above figures:
- **Community** includes Referees, Regional Development Managers, Women’s Rugby and General Rugby Services.
- **Performance** includes Elite Development Players and Coaches, Regional Academy Coaches, and Age Grade & Other Coaches.
- **Stadium Operations** includes staff involved in Event Management, Ticketing and Stadium & Pitch Maintenance.
- **Administration Support** includes Commercial & Marketing, HR & Communications, Finance & IT, Governance and General Administration.
2. **Staff Costs (cont)**

<table>
<thead>
<tr>
<th></th>
<th>2012 £000</th>
<th>2011 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Employment costs:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wages and salaries</td>
<td>16,862</td>
<td>15,264</td>
</tr>
<tr>
<td>Social security costs</td>
<td>1,854</td>
<td>1,650</td>
</tr>
<tr>
<td>Other pension costs</td>
<td>328</td>
<td>318</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>19,044</td>
<td>17,232</td>
</tr>
</tbody>
</table>

At the year end the pension accrual was £182k (2011 - £375k).

3. **Net Interest**

<table>
<thead>
<tr>
<th></th>
<th>2012 £000</th>
<th>2011 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest payable on bank borrowings</td>
<td>(837)</td>
<td>(841)</td>
</tr>
<tr>
<td>Amortisation of Debenture issue costs</td>
<td>(82)</td>
<td>(82)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>(919)</td>
<td>(923)</td>
</tr>
</tbody>
</table>

The rates of interest on the Union’s term loan borrowings are included in Note 8.

4. **Taxation**

<table>
<thead>
<tr>
<th></th>
<th>2012 £000</th>
<th>2011 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Tax:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>On profits arising from non-mutual trading</td>
<td>10</td>
<td>-</td>
</tr>
<tr>
<td>Deferred:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Origination and reversal of timing differences</td>
<td>881</td>
<td>741</td>
</tr>
<tr>
<td>Movement in deferred tax unprovided</td>
<td>(881)</td>
<td>(741)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>10</td>
<td>-</td>
</tr>
</tbody>
</table>

Factors affecting the current tax charge for the period:

<table>
<thead>
<tr>
<th></th>
<th>2012 £000</th>
<th>2011 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Surplus on ordinary activities before tax</td>
<td>1,580</td>
<td>1,288</td>
</tr>
<tr>
<td>Corporation Tax at 20% (2011 – 27.83%)</td>
<td>316</td>
<td>358</td>
</tr>
<tr>
<td>Effects of:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net expenses not deductible for tax purposes</td>
<td>154</td>
<td>200</td>
</tr>
<tr>
<td>Non-taxable element of surplus on fixed asset disposal</td>
<td>(24)</td>
<td>-</td>
</tr>
<tr>
<td>Crystallisation of tax losses</td>
<td>(394)</td>
<td>(545)</td>
</tr>
<tr>
<td>Non-taxable mutual profits</td>
<td>(125)</td>
<td>(180)</td>
</tr>
<tr>
<td>Depreciation in excess of capital allowances</td>
<td>95</td>
<td>121</td>
</tr>
<tr>
<td>Capital transactions</td>
<td>10</td>
<td>-</td>
</tr>
<tr>
<td>Movement in other timing differences</td>
<td>(22)</td>
<td>46</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>10</td>
<td>-</td>
</tr>
</tbody>
</table>

The Union has gross taxable profits arising in the period of £48k (2011 – £nil) and is subject to corporation tax at the small profits rate of 20%.
NOTES TO THE FINANCIAL STATEMENTS

5. Fixed Assets

<table>
<thead>
<tr>
<th></th>
<th>Heritable Property £000</th>
<th>Fixtures &amp; fittings £000</th>
<th>Other Equipment £000</th>
<th>Assets Under Construction £000</th>
<th>Total £000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cost</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Opening</td>
<td>45,681</td>
<td>14,147</td>
<td>3,280</td>
<td>81</td>
<td>63,189</td>
</tr>
<tr>
<td>Transfers</td>
<td>81</td>
<td>-</td>
<td>-</td>
<td>(81)</td>
<td>-</td>
</tr>
<tr>
<td>Additions</td>
<td>187</td>
<td>316</td>
<td>133</td>
<td>-</td>
<td>636</td>
</tr>
<tr>
<td>Disposals</td>
<td>(34)</td>
<td>-</td>
<td>-</td>
<td>(34)</td>
<td></td>
</tr>
<tr>
<td><strong>Closing</strong></td>
<td>45,915</td>
<td>14,463</td>
<td>3,413</td>
<td>-</td>
<td>63,791</td>
</tr>
<tr>
<td><strong>Depreciation</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Opening</td>
<td>8,860</td>
<td>11,308</td>
<td>2,605</td>
<td>-</td>
<td>22,773</td>
</tr>
<tr>
<td>Charge for period</td>
<td>540</td>
<td>462</td>
<td>129</td>
<td>-</td>
<td>1,131</td>
</tr>
<tr>
<td>Disposals</td>
<td>(7)</td>
<td>-</td>
<td>-</td>
<td>(7)</td>
<td></td>
</tr>
<tr>
<td><strong>Closing</strong></td>
<td>9,393</td>
<td>11,770</td>
<td>2,734</td>
<td>-</td>
<td>23,897</td>
</tr>
<tr>
<td><strong>Net Book Value</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Opening</td>
<td>36,821</td>
<td>2,839</td>
<td>675</td>
<td>81</td>
<td>40,416</td>
</tr>
<tr>
<td>Closing</td>
<td>36,522</td>
<td>2,693</td>
<td>679</td>
<td>-</td>
<td>39,894</td>
</tr>
</tbody>
</table>

6. Investments

The Union is the beneficial owner of 1,667 €1.27 ordinary shares in European Rugby Cup Limited (ERC), a company incorporated in the Irish Republic. The Union’s holding represents 16.67% of the company’s issued share capital.

The Union holds one €1.25 ordinary share in British Lions Limited, a company incorporated in the Irish Republic. The Union’s investment represents a 25% holding in the issued share capital of the company.

The Union is the beneficial owner of 100 €1.00 ordinary shares in Celtic Rugby Limited, a company incorporated in the Irish Republic. The Union’s holding represents 33% of the company’s issued share capital.

Given the disposition of the other shareholdings in these companies, and the immateriality of their net surpluses and net assets after receipt of dividends by the Union, the Directors do not believe that these investments fall to be treated as associate companies. Fixed asset investments are stated at the lower of cost and valuation.

7. Debtors

<table>
<thead>
<tr>
<th>Amounts falling due within one year</th>
<th>2012 £000</th>
<th>2011 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade debtors</td>
<td>5,297</td>
<td>4,546</td>
</tr>
<tr>
<td>Prepayments</td>
<td>665</td>
<td>397</td>
</tr>
<tr>
<td>Other debtors</td>
<td>179</td>
<td>254</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>6,141</td>
<td>5,197</td>
</tr>
</tbody>
</table>

The Union has entered into a number of forward sale currency contracts to reduce its exposure to exchange rate movements affecting the income it receives in Euro, from ERC and 6 Nations. At the year end, the contracts held were for a total of €12.8m, with settlement dates between 14 May 2012 and 17 June 2013 at an average rate of £0.89:€1. The notional market value of these contracts at 30 April 2012 was £866k. At 30 April 2011, contracts for a total of €14.9m were held, with settlement dates between 3 May 2011 and 15 May 2013 at an average rate of £0.90:€1. The notional market value of these at 30 April 2011 was £155k.
8. Creditors

<table>
<thead>
<tr>
<th>Amounts falling due within one year</th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bank overdrafts</td>
<td>3,425</td>
<td>2,731</td>
</tr>
<tr>
<td>Advance receipts</td>
<td>2,512</td>
<td>4,577</td>
</tr>
<tr>
<td>Trade creditors</td>
<td>1,219</td>
<td>942</td>
</tr>
<tr>
<td>Other tax and social security</td>
<td>939</td>
<td>1,093</td>
</tr>
<tr>
<td>Corporation tax payable</td>
<td>10</td>
<td>-</td>
</tr>
<tr>
<td>Accruals</td>
<td>4,721</td>
<td>4,480</td>
</tr>
<tr>
<td>Bank Loans</td>
<td>10,000</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>22,826</strong></td>
<td><strong>13,823</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Amounts falling due after more than one year</th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bank loans</td>
<td>-</td>
<td>10,000</td>
</tr>
<tr>
<td>Other creditors</td>
<td>292</td>
<td>341</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>292</strong></td>
<td><strong>10,341</strong></td>
</tr>
</tbody>
</table>

At 30 April 2012, the term loan was repayable in full on 30 November 2012 and, as such, is classified as "amounts falling due within one year", rather than "amounts falling due after more than one year". In the event that the Union disposed of any property interests, 75% of the net sale proceeds shall be paid to the Union's bankers towards repayment of the loan.

The Union has entered into an interest rate swap with the Bank of Scotland in relation to £10m (2011 - £10m) of the term loan. This fixed the interest rate on these borrowings at an average of 6.35% (2011 - 6.35%) for 5 years to March 2013, with a break at November 2012 on expiry of the existing loan facility. The average rate of 6.35% results from two separate agreements – one at the rate of 6.38% on £5m LIBOR based borrowings and the other at 6.32% on £5m borrowings tied to bank base rate.

In May 2012, the Union concluded a re-financing arrangement with the Bank of Scotland and a new term loan of £9.5m has been agreed. £0.5m of this loan is repayable annually, with the balance repayable in full on 30 June 2015. The Union has entered into an interest rate swap with the Bank of Scotland, initially in relation to £9.5m of the new term loan. This has fixed the interest rate on these borrowings, from March 2013, at 4.295%.

Security has been granted to the Union's bankers by way of a Bond and Floating charge over the assets of Scottish Rugby Union plc. The interest rate swap arrangements have a notional market value, being the net present value of future cash flows due under the swap compared to current interest rates. The market value of the LIBOR interest rate swap on 30 April 2012 was (£203k). The market value of the base rate interest rate swap on 30 April 2012 was (£228k). The respective values on 30 April 2011 were (£372k) and (£399k).

9. Provisions for liabilities and charges

<table>
<thead>
<tr>
<th></th>
<th>Deferred Tax</th>
<th>Tenant Club Fund</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transfer during period</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Closing</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deferred taxation comprises:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accelerated capital allowances</td>
<td>2,198</td>
<td>2,196</td>
</tr>
<tr>
<td>Other timing differences</td>
<td>494</td>
<td>529</td>
</tr>
<tr>
<td>Trading losses carried forward</td>
<td>(4,922)</td>
<td>(5,835)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>(2,230)</td>
<td>(3,110)</td>
</tr>
</tbody>
</table>

From 1 April 2012, the main rate of UK corporation tax reduced from 26% to 24%. Accordingly all deferred tax balances are now calculated at a rate of 24% as it is expected that deferred tax balances will be realised/settled at these rates in future periods.

Following due consideration of the availability of tax losses in relation to future anticipated taxable profits, the deferred tax asset has not been recognised. The deferred tax asset will be fully recoverable should there be appropriate future taxable profits.

Further reductions to the main rate of corporation tax are proposed to reduce the rate by 1% per annum to 22% by 1 April 2014. It is expected that these further reductions will be enacted separately each year. At the balance sheet date the proposed reductions were announced but not yet substantively enacted.
## 10. Deferred income

<table>
<thead>
<tr>
<th>Heritable Property</th>
<th>Debitment Premium</th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>£000</td>
<td>£000</td>
<td>£000</td>
<td>£000</td>
</tr>
<tr>
<td>Opening</td>
<td>1,695</td>
<td>681</td>
<td>2,376</td>
</tr>
<tr>
<td>Amortisation</td>
<td>(31)</td>
<td>(150)</td>
<td>(181)</td>
</tr>
<tr>
<td>Closing</td>
<td>1,664</td>
<td>531</td>
<td>2,195</td>
</tr>
</tbody>
</table>

## 11. Ten Year Debentures

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2002 Debentures</td>
<td>H</td>
<td>£1</td>
<td>1,500</td>
<td>198</td>
<td>198</td>
</tr>
<tr>
<td></td>
<td>I</td>
<td>£1</td>
<td>1,500</td>
<td>408</td>
<td>408</td>
</tr>
<tr>
<td>2009 Debentures</td>
<td>J</td>
<td>£1</td>
<td>500</td>
<td>90</td>
<td>90</td>
</tr>
<tr>
<td></td>
<td>K</td>
<td>£1</td>
<td>1,000</td>
<td>429</td>
<td>429</td>
</tr>
<tr>
<td></td>
<td>L</td>
<td>£1</td>
<td>200</td>
<td>78</td>
<td>78</td>
</tr>
</tbody>
</table>

### Debentures issued

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1,203</td>
<td>1,203</td>
</tr>
</tbody>
</table>

The 2002 Ten Year Debentures are unsecured, interest free and repayable at par on 31 May 2012. The 2009 Debentures are unsecured, interest free and repayable at par on 31 May 2019. Holders of the 2002 and 2009 Debentures have the right to purchase a ticket for any event or match at the stadium for which the Union retains direct control over the allocation of all tickets. In respect of Six Nations matches, the ticket is for a specific seat.

## 12. Murrayfield Debentures

<table>
<thead>
<tr>
<th>Class of Debenture</th>
<th>Value Each</th>
<th>No. Authorised</th>
<th>2012 No. Issued</th>
<th>2011 No. Issued</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>£1,200</td>
<td>9,100</td>
<td>9,092</td>
<td>10,910</td>
</tr>
<tr>
<td>B</td>
<td>£2,200</td>
<td>7,900</td>
<td>7,900</td>
<td>17,380</td>
</tr>
<tr>
<td>C</td>
<td>£3,500</td>
<td>1,000</td>
<td>1,000</td>
<td>3,500</td>
</tr>
<tr>
<td>Thistle</td>
<td>£9,900</td>
<td>500</td>
<td>188</td>
<td>1,861</td>
</tr>
</tbody>
</table>

### Debentures issued

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>18,180</td>
<td>18,180</td>
</tr>
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</table>

### Issue Costs:

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening</td>
<td>2,444</td>
<td>2,526</td>
</tr>
<tr>
<td>Amortisation</td>
<td>(82)</td>
<td>(82)</td>
</tr>
<tr>
<td>Closing</td>
<td>2,362</td>
<td>2,444</td>
</tr>
</tbody>
</table>

### Net Issue Proceeds less amortisation

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>31,289</td>
<td>31,207</td>
</tr>
</tbody>
</table>

The Murrayfield Debentures are unsecured, rank pari passu and are interest free. Repayment, at par, is at the discretion of the Union on or after 1 January 2043 in respect of the A and C Debentures and 1 January 2044 with regard to the B and Thistle Debentures. Murrayfield Debenture holders have the right to purchase a ticket for any event or match at the stadium for which the Union retains direct control over the allocation of all tickets. In respect of Six Nations matches the ticket is for a specific seat. Thistle and C Debenture holders also have the right to purchase certain matchday hospitality packages.
NOTES TO THE FINANCIAL STATEMENTS

13. Irredeemable Debentures
The 972 (2011 - 972) Debentures of £100 each (the 1925 Debentures) entitle the holder to purchase two tickets at Murrayfield for each match directly controlled by the Union. The debentures are interest free.

14. Leases
Non-cancellable commitments under leases to pay rentals in the year following the year of these accounts are noted below, analysed to the period in which each lease expires.

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land &amp; Buildings - Expanding within 2 to 5 years</td>
<td>275</td>
<td>250</td>
</tr>
<tr>
<td>Plant &amp; Machinery - Expanding within 2 to 5 years</td>
<td>7</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>282</td>
<td>250</td>
</tr>
</tbody>
</table>

15. General Reserve

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening</td>
<td>(12,266)</td>
<td>(13,554)</td>
</tr>
<tr>
<td>Surplus for the period</td>
<td>1,570</td>
<td>1,288</td>
</tr>
<tr>
<td>Closing</td>
<td>(10,696)</td>
<td>(12,266)</td>
</tr>
</tbody>
</table>

16. Reconciliation of operating surplus to net cashflow from operating activities

<table>
<thead>
<tr>
<th></th>
<th>Total</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2012</td>
<td>2011</td>
</tr>
<tr>
<td>Operating surplus</td>
<td>2,378</td>
<td>2,211</td>
</tr>
<tr>
<td>Depreciation charge</td>
<td>1,131</td>
<td>1,037</td>
</tr>
<tr>
<td>Amortisation of deferred income</td>
<td>(181)</td>
<td>(189)</td>
</tr>
<tr>
<td>Tenant club residual fund</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Movement in debtors</td>
<td>(944)</td>
<td>576</td>
</tr>
<tr>
<td>Movement in creditors</td>
<td>(1,459)</td>
<td>248</td>
</tr>
<tr>
<td></td>
<td>927</td>
<td>3,885</td>
</tr>
</tbody>
</table>

17. Analysis of changes in net debt

<table>
<thead>
<tr>
<th></th>
<th>Cash Flows</th>
<th>Other Changes</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2011 £000</td>
<td>2012 £000</td>
</tr>
<tr>
<td>Cash in hand</td>
<td>2</td>
<td>7</td>
</tr>
<tr>
<td>Overdrafts</td>
<td>(2,731)</td>
<td>-</td>
</tr>
<tr>
<td>Bank loans</td>
<td>(10,000)</td>
<td>-</td>
</tr>
<tr>
<td>Irredeemable Debentures</td>
<td>(97)</td>
<td>-</td>
</tr>
<tr>
<td>Murrayfield Debentures</td>
<td>(31,207)</td>
<td>-</td>
</tr>
<tr>
<td>Ten Year Debentures</td>
<td>(1)</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>(44,034)</td>
<td>(44,805)</td>
</tr>
</tbody>
</table>

18. SRU Group
The Scottish Rugby Union carries out all of its operations through its wholly owned subsidiary, Scottish Rugby Union plc, the registered office of which is Murrayfield Stadium, Edinburgh, EH12 5PJ. For accounting purposes the group is also deemed to include the Thistle Rugby Trust. The group has taken advantage of the exemption conferred by FRS8 from the need to disclose transactions between group entities that have been eliminated on consolidation in these group accounts.
## FIVE YEAR FINANCIAL SUMMARY

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Income</td>
<td>£000</td>
<td>£000</td>
<td>£000</td>
<td>£000</td>
<td>£000</td>
</tr>
<tr>
<td></td>
<td>38,226</td>
<td>35,086</td>
<td>33,556</td>
<td>29,796</td>
<td>28,237</td>
</tr>
<tr>
<td>Expenditure:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>International and Professional Rugby</td>
<td>19,166</td>
<td>16,691</td>
<td>16,128</td>
<td>14,998</td>
<td>14,183</td>
</tr>
<tr>
<td>Community and Performance Rugby</td>
<td>4,494</td>
<td>4,221</td>
<td>3,877</td>
<td>3,477</td>
<td>2,801</td>
</tr>
<tr>
<td>Commercial and Operational</td>
<td>9,207</td>
<td>9,121</td>
<td>9,354</td>
<td>8,063</td>
<td>7,968</td>
</tr>
<tr>
<td>Club Support and Development</td>
<td>1,900</td>
<td>1,805</td>
<td>1,793</td>
<td>1,334</td>
<td>933</td>
</tr>
<tr>
<td>Depreciation</td>
<td>1,131</td>
<td>1,037</td>
<td>887</td>
<td>796</td>
<td>897</td>
</tr>
<tr>
<td>Surplus before exceptional items</td>
<td>£000</td>
<td>£000</td>
<td>£000</td>
<td>£000</td>
<td>£000</td>
</tr>
<tr>
<td>Surplus before exceptional items</td>
<td>2,378</td>
<td>2,211</td>
<td>1,517</td>
<td>1,128</td>
<td>1,455</td>
</tr>
<tr>
<td>Exceptional Credit</td>
<td>-</td>
<td>-</td>
<td>809</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Surplus before taxation</td>
<td>£000</td>
<td>£000</td>
<td>£000</td>
<td>£000</td>
<td>£000</td>
</tr>
<tr>
<td>Surplus before taxation</td>
<td>1,580</td>
<td>1,288</td>
<td>1,369</td>
<td>56</td>
<td>43</td>
</tr>
<tr>
<td>Taxation</td>
<td>-10</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Surplus for period</td>
<td>£000</td>
<td>£000</td>
<td>£000</td>
<td>£000</td>
<td>£000</td>
</tr>
<tr>
<td>Surplus for period</td>
<td>1,570</td>
<td>1,288</td>
<td>1,369</td>
<td>56</td>
<td>43</td>
</tr>
<tr>
<td>Capital Expenditure</td>
<td>£000</td>
<td>£000</td>
<td>£000</td>
<td>£000</td>
<td>£000</td>
</tr>
<tr>
<td>Capital Expenditure</td>
<td>636</td>
<td>1,008</td>
<td>1,679</td>
<td>707</td>
<td>54</td>
</tr>
</tbody>
</table>
COMMENTARY ON THE ACCOUNTS

Turnover
Scottish Rugby’s income comes from a number of sources. National team ticket sales, including the RBS 6 Nations and the EMC Autumn Tests, pro team match ticket sales and tickets for the Emirates Airline Sevens Festival, together with related broadcasting revenue provide a significant element of this. Match day income also includes revenue from pitchside advertising boards along with revenue from hospitality activities and match programmes. The sale of merchandise is a further important source of income. Scottish Rugby is grateful for funding from its many sponsors including the Royal Bank of Scotland and Canterbury, and for significant grant funding from the International Rugby Board, sportscotland and the Cashback for Communities programme. Turnover also includes income from the Heineken Cup and the RaboDirect PRO12 League, and from other events held in Murrayfield Stadium including dinners, business conferences, concerts and Christmas party nights.

International and Professional Rugby
The expenditure relating to the players, the management and medical teams involved in international and professional rugby is included in this category. Travelling, food and accommodation at venues, and other expenses incurred in ensuring these teams are best prepared to compete at the highest level across the globe are also included here. As well as salaries, costs include kit, laundry bills, travel insurance, shirt numbering, training facilities, honours caps and team coach hire for all of the Scotland teams playing at international level.

Pro team costs, in addition to players’, coaches’ and support staff salaries include kit, travel and other coaching costs, and match day outgoings such as advertising, turnstile staff, ticket printing, venue preparation and entertainment.

Expenditure in the provision of medical services, including physiotherapists, match doctors (for the players), crowd doctors (to ensure spectator safety), and the medical supplies needed for strapping and treating injuries is included in this category. Finally, the investment in the strength and conditioning personnel who work with the national and professional teams is also included.

Community and Performance Rugby
Community Rugby supports the grassroots of the game and is key in helping to develop the players and coaches of the future. A team of Development Managers, supported by sportscotland, lead integrated community rugby development throughout Scotland – eight Regional Development Managers (RDMs) based in their respective regions, a national post assigned to 17-24 year olds, a project team to oversee the Cashback for Communities programme and a Partnership Manager based at Murrayfield. Other costs include travel, training and the costs of running events.

Scottish Rugby continues to develop the women’s game providing financial investment from grassroots to international level where the team competes in the women’s RBS 6 Nations and Rugby World Cup.

Referee development, from grassroots to international level, includes the costs of referee coaching, travel to games, kit, and staffing and office expenditure for those employed in this area. Referee costs also include salary, travelling expenses and associated costs for Scotland’s professional referees.

Development of coaches at all levels of the game is vital to future participation and success. Scottish Rugby funds the training of staff to deliver United Kingdom Coaching Certificate (UKCC) courses, throughout Scotland to ensure that coaches are properly qualified to coach at all levels, and is grateful for the support of sportscotland who fund the posts of UKCC Coach Education Manager and Coach Education Administrator, and support the costs of course delivery. Expenditure also includes the costs of three coach development officers, training and facility costs as well as tutor and registration fees.

The Regional Academy team includes a Lead Regional Academy Manager and six Regional Academy Coaches (RACs), and is part funded by sportscotland and the IRB. Also included in this area is an Exiles Performance Development Manager and Coach,
together with Elite Development Coaches in Glasgow and Edinburgh. All of these roles are responsible for programmes which identify and develop the best players. Outgoings include Pathway expenditure, kit, balls, travel and the organisation and running of player development events and camps. The elite development programme, aligned with the pro teams, incurs costs from coaching to kit to player salaries and insurance as it strives to improve performance in the age-grade teams and to produce players for the professional teams.

Also included here is the provision of medical services from physiotherapists and doctors, for cover at various community and performance rugby matches and events held during the season. Similarly, strength and conditioning costs for the community and performance game are included in this category.

**Commercial & Operational**

The running costs of the national stadium, from purchasing grass seed to funding roof repairs, from security to public liability insurance, and from rates to electricity, account for much of the expenditure which ensures that Murrayfield is not only fit for purpose but a safe, well maintained and attractive venue.

Commercial and operational outgoings also include the costs of hosting matches and of staff working behind the scenes before, during and after these events. Marketing and commercial costs are included in this category as are the costs of other support staff in the areas of finance, IT, HR, ticketing and other services. Positive relations with the media are vital and the costs of a well resourced communications team are also reflected in this area. Finally, the activation costs of marketing campaigns, promotional materials, media events and other operational activities are included here.

**Club Support and Development**

To help the sport at grassroots level, clubs are supported through the payment of Participation Monies, Player Accident Insurance, contributions to cup and league travel costs, the Club Facilities Fund to help with grounds and clubhouse improvements and the payment of all referees’ travel costs across the country. Clubs also receive ticket commissions for sales of International Tickets. This category includes the Player Reward Scheme, which makes payment to clubs to acknowledge their contribution to the development of players who have gone on to win an elite development or professional contract. The joint funding of Rugby Development Officers in partnerships with both clubs and local authorities across the country is also part of Club Support and Development expenditure. This club funding is backed up by the vital support of local volunteers, the length and breadth of the country.

**Depreciation**

Depreciation is the annual charge in respect of Scottish Rugby’s fixed assets, primarily the redevelopment costs of Murrayfield Stadium.
A YEAR OF GOVERNANCE

GOVERNANCE OF SCOTTISH RUGBY

Scottish Rugby Board 2011/12

The Scottish Rugby Board is responsible for the ongoing management of Scottish Rugby. The Scottish Rugby Board, which also serves as the Board of SRU plc, comprises four non-executive Directors, four representatives of the Scottish Rugby Council and up to four executive Directors. As at the financial year end, the Directors of SRU plc were:

Sir Moir Lockhead  Chairman
Mark Dodson         Chief Executive
Graham Lowe         Director of Performance Rugby
Gordon Bulloch      Vice President
Donald Emslie       President
Jock Millican       Vice President
Ed Crozier          President
John Davidson       Vice President
Jim Greenwood       President
Ian McLauchlan      Vice President

Allan Munro retired from the Board on 25 June 2011. Gordon Mckie and Eamon Hegarty resigned from the Board as Directors on 14 June and 23 September 2011 respectively.

Scottish Rugby Council 2011/12

As at 25 June 2011 Alan Lawson was elected as Vice President of the Union and John Steele succeeded Ian Smith as the Premier 3 representative on the Council. With effect from 1 January 2012 Malcolm Gilles, Jim Fleming and Gordon Cox no longer represented Scotland on international rugby bodies and their co-option to the Council therefore ceased.

The President, Ian McLauchlan, Chaired the Council and the Vice President, Alan Lawson, acted as the Vice Chair.

Board Committees

During the period, the Board operated four sub-committees to assist in its business. The role and Chairmen of the sub-committees were as follows:

The Audit Committee, chaired by Jock Millican, is responsible for
assisting the Board to discharge its responsibilities for accounting policies, financial reporting, internal control and risk management.

The Nomination Committee, chaired by Sir Moir Lockhead, is responsible for making recommendations as to the composition, membership and organisation of the Board and Board Sub-Committees, the recruitment and appraisal of international body representatives and for making recommendations on senior staff appointments to the Board.

The Remuneration Committee, chaired by Donald Emslie, is responsible for making recommendations, within agreed terms of reference, on the Union’s remuneration policies.

The Property Committee was not active during the period.

Compliance with Governance Standards

All members of the Board and Council are required to comply with Scottish Rugby’s Code of Conduct. Under the Code of Conduct any alleged breach of the Code is subject to consideration by an independent panel.

Development of Corporate Governance

During the period Scottish Rugby’s “Standing Working Party on Bye Laws and Governance”, under the independent Chairmanship of Douglas Hunter, was asked to consider a wide range of constitutional and governance issues. A full report on the issues arising and the Working Party’s views thereon was issued to the member clubs during May 2012.

The Board and Council remain committed to the continuing development of our governance structures in order to meet the needs of our game.
Remuneration and Benefits of Non-Executive and Council Board Representatives

Under Scottish Rugby’s remuneration policy, the Union offers its non-executive Board members, including Council representatives on the Board, a fee for their service on the Board.

<table>
<thead>
<tr>
<th>BOARD MEMBER</th>
<th>DIRECTOR’S FEE</th>
<th>REPRESENTATIVE BODIES’ FEE</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sir Moir Lockhead</td>
<td>29,167</td>
<td>-</td>
<td>29,167</td>
</tr>
<tr>
<td>Gordon Bulloch</td>
<td>15,000</td>
<td>-</td>
<td>15,000</td>
</tr>
<tr>
<td>Donald Emslie</td>
<td>15,000</td>
<td>5,250 (CLA)</td>
<td>20,250</td>
</tr>
<tr>
<td>Jock Millican</td>
<td>8,750</td>
<td>18,000 (6NC)</td>
<td>26,750</td>
</tr>
<tr>
<td>Ed Crozier</td>
<td>15,000</td>
<td>-</td>
<td>15,000</td>
</tr>
<tr>
<td>John Davidson</td>
<td>15,000</td>
<td>5,833 (CLA)</td>
<td>20,833</td>
</tr>
<tr>
<td>Jim Greenwood</td>
<td>15,000</td>
<td>-</td>
<td>15,000</td>
</tr>
<tr>
<td>Ian McLauchlan</td>
<td>15,000</td>
<td>3,333 (ERC)</td>
<td>18,333</td>
</tr>
<tr>
<td>Allan Munro</td>
<td>5,833</td>
<td>5,000 (ERC)</td>
<td>10,833</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>COUNCIL MEMBERS</th>
<th>POSITION HELD</th>
<th>PAID BY</th>
<th>VALUE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bill Nolan</td>
<td>IRB Representative</td>
<td>IRB</td>
<td>15,000</td>
</tr>
<tr>
<td>John Jeffrey</td>
<td>IRB Representative</td>
<td>IRB</td>
<td>7,000</td>
</tr>
<tr>
<td>Archie Ferguson</td>
<td>FIRA-AER Representative</td>
<td>SRU</td>
<td>2,000</td>
</tr>
<tr>
<td>Gordon Cox</td>
<td>FIRA-AER Representative</td>
<td>SRU</td>
<td>2,333</td>
</tr>
<tr>
<td>Jim Fleming</td>
<td>ERC Representative</td>
<td>ERC</td>
<td>6,667</td>
</tr>
<tr>
<td>Malcolm Gillies</td>
<td>6NC Representative</td>
<td>6NC</td>
<td>12,581</td>
</tr>
</tbody>
</table>

Notes:

1. Non-Executive Directors are paid an annual fee of £15,000. The Chairman is remunerated at the rate of £35,000 per annum.

2. Members of the Scottish Rugby Council receive no remuneration in respect of this elected role.

3. The International Rugby Board (IRB), Six Nations Committee (6NC), European Rugby Cup Ltd (ERC) and the Celtic League Association (CLA) have a policy of financially compensating the representatives serving on those bodies and the service fees paid to the Scottish Rugby representatives serving were as noted. Fees payable by those bodies to Mark Dodson and Colin Thomson, and previously to Gordon McKie and Allan Munro, were disclaimed by the individuals and were retained by Scottish Rugby.
left to right: John Jeffrey, sportscotland Chair Louise Martin, Ian McLauchlan and IRB Vice Chairman Bill Beaumont at Scotstoun as Glasgow is announced as the venue for the HSBC Sevens World Series; Linda and Alan Lawson with Mike Robin, Peter Norman and Mike Power from Hillfoots RFC after the club became the first Positive Coaching Scotland, in association with the Bill McLaren Foundation, accredited club in Scotland

**REGISTERED OFFICE AND ADVISERS**

**Registered Office**
Murrayfield Stadium
Edinburgh
EH1 2 SPJ

**Bankers**
Bank of Scotland
Head Office
The Mound
Edinburgh
EH1 1YZ

**Auditors**
PricewaterhouseCoopers LLP
Erskine House
68-73 Queen Street
Edinburgh
EH2 4NH

**Auditors**
Anderson Strathern
1 Rutland Court
Edinburgh
EH3 8EY

**Solicitors**
Pinsent Masons
Princes Exchange
1 Earl Grey Street
Edinburgh
EH3 9AQ

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The Scottish Rugby Council 2011/12
Back row: John Steele, John Davidson, Kath Vass, Bill McMurtrie, John Jeffrey, Fergus Neil, Archie Ferguson and Graham Ireland (Secretary to the Council)
Front row: Alistair Forsyth, Barry Sinclair, Alan Lawson (Vice President), Ian McLauchlan (President), Peter Wright, Paddy Hart, Ed Crozier, Jim Greenwood
Absent: Jim Stevenson, Don Burns, Bruce Thompson and Bill Nolan
A YEAR IN PICTURES

Far left: Murrayfield Stadium’s car park was re-opened to supporters during the EMC August Tests.

Left: Max Evans is mobbed by youngsters during a Scotland open training session at Scotstoun in August.

Below far left: Flanked by President Ian McLauchlan and interim Chief Executive Jock Millican, Mark Dodson joins Scottish Rugby as Chief Executive in September 2011.

Below left: Al Kellock tackles youngsters at a training session in Christchurch during RWC, September 2011.

Far left: Kings of Leon rocked Murrayfield to a different kind of action in summer 2011.

Left: Scotland donated extraneous kit to a number of armed forces teams serving abroad.

Below far left: Young mascots get ready to cheer on Scotland against Ireland in August 2011.

Below left: An outsize RBS team shirt was carried into Murrayfield by regional club members, to kick off the EMC August Tests.
Top row l to r: Scotland supporters at Rugby World Cup in Invercargill; Chris Paterson with a young England fan following Scotland's last pool game in Auckland, October 2011; Andy Robinson with schoolchildren in Glasgow, anticipating Warriors Heineken Cup meeting with Bath.

Middle row l to r: Scotland Women player Kath Muir, Edinburgh Rugby's Chris Paterson and Glasgow Warriors' Moray Low join forces at Murrayfield's Remembrance Day service; Al Kellock scores in the first leg of the 1872 Cup at Murrayfield, December 2012; Edinburgh Rugby players make an early Christmas visit to youngsters at Edinburgh's Royal Hospital for Sick Children.

Bottom row l to r: President Ian McLauchlan presents the 1872 Cup to Glasgow Warriors, January 2012; Scotland Women head coach Karen Findlay, Scotland captain Ross Ford, Scotland Women captain Susie Brown and Scotland head coach Andy Robinson at the launch of the 2012 RBS 6 Nations, January 2012; former Scotland international Nathan Hines and son, Josh, say farewell to the Murrayfield crowd following his retirement, February 2012.

Top row l to r: Chris Paterson MBE marks his retirement from the national team by placing the ball on the centre circle for the Calcutta Cup game at Murrayfield, February 2012; Dan Parks retires from international rugby, February 2012; Sean Lineen prepares to take on a new role as Head of Player Acquisition and Gregor Townsend is announced as the new head coach of Glasgow Warriors.

Bottom row l to r: Glasgow Hawks' Oscar Welch celebrates scoring a try during the under-16 Final at the RBS National Youth League Cup Finals at Murrayfield, April 2012; Murrayfield Wanderers' Laura Steven breaks through the RHC Cougars defence during the RBS Women's National Cup Final, April 2012; Chris Paterson MBE is inducted into the University of Edinburgh Sports Hall of Fame, May 2012.
Scottish Rugby also wishes to thank the following official partners and sponsors for their contribution during the 2011/12 Season:

**KEY RIGHTS PARTNERS**

- **RBS**
  - National team kit partners

- **EMC²**
  - Sponsors of EMC Autumn Tests

- **Fly Emirates**
  - Sponsors of Emirates Airlines
  - Glasgow Sevens

- **HSBC Sevens World Series**
  - Sponsors of the HSBC Sevens

- **Murrayfield Experience**
  - Official hospitality partner

- **Cash for Communities**
  - Communities Fund

- **Greaves Sports**
  - Retail partner

- **BBC Sport**
  - Broadcast partner

**OFFICIAL PARTNERS**

- **Ford**
- **Spire Murrayfield Hospital**
- **Guinness**
- **Highland Spring**
- **Carling**

**OFFICIAL SPONSORS**

- **Food Standards Agency**
- **Brewin Dolphin**
- **G&J**
- **Scotia Bank**
- **Gilbert**
- **Onwards**
- **Scotch Beef**

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**Front Cover Photo:** Greig Laidlaw celebrates following the injury time penalty to seal Scotland’s 9-6 victory over Australia, June 2012

**Inside Back Cover:** Chris Paterson, recipient of a MacPhail Scholarship with Lachlan Milne, great grandson of John MacPhail

**Photography Credit:** PA Images, University of Edinburgh, Garry Sandison, Rachel Law, Contributed

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**Page 70 | Annual Report 2011/12**
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