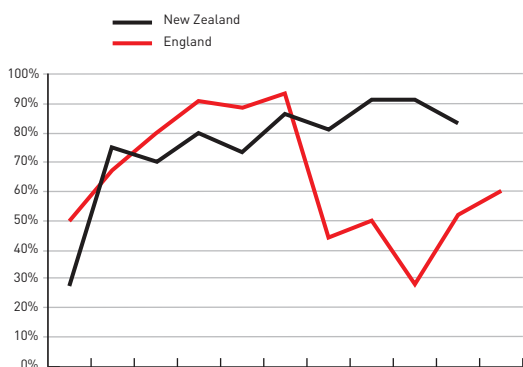
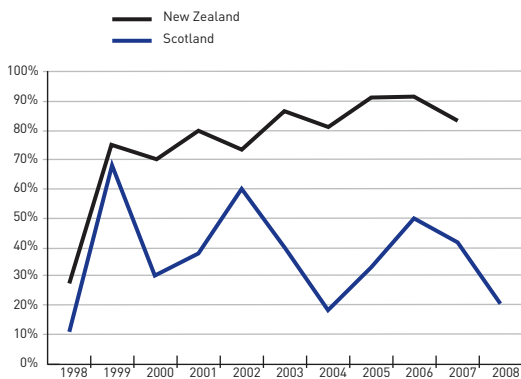
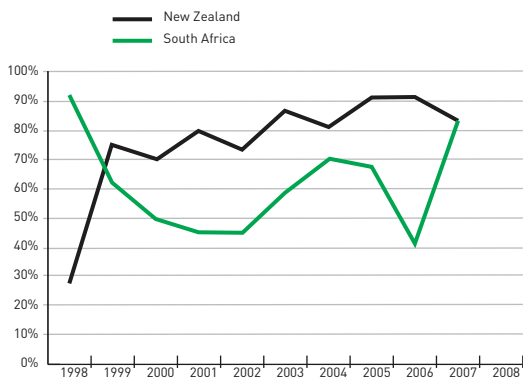
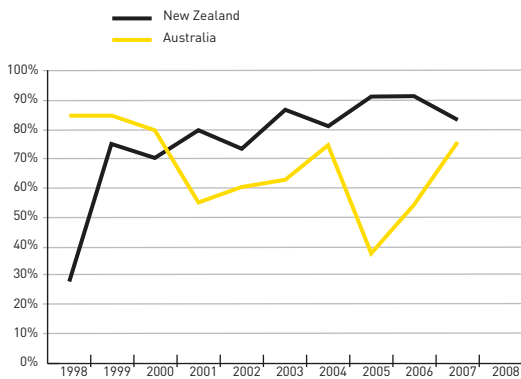
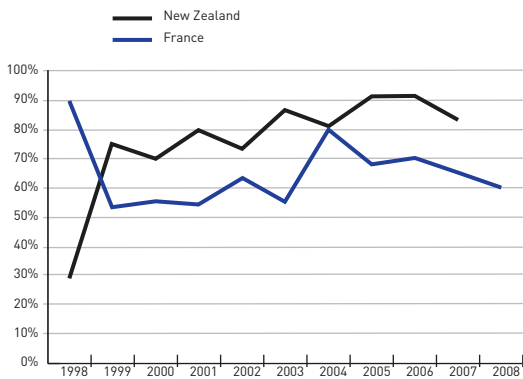
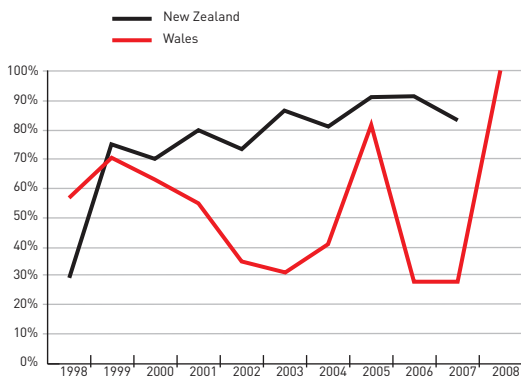
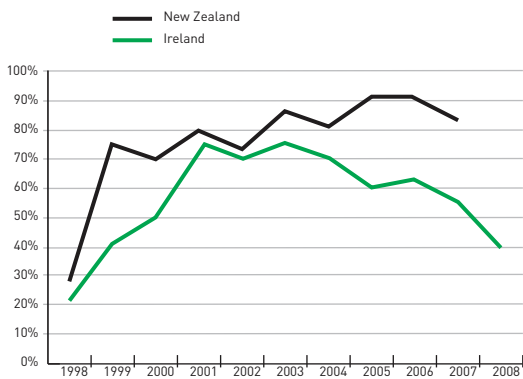




14 APPENDICES AND GLOSSARY

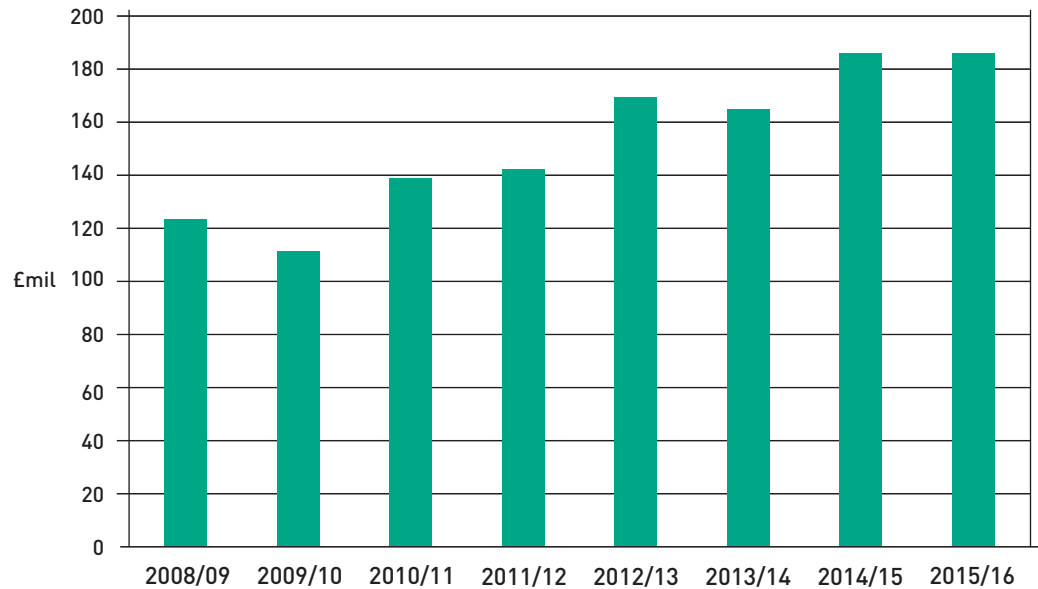
APPENDIX 1: NATIONAL TEAMS' WIN RATIOS



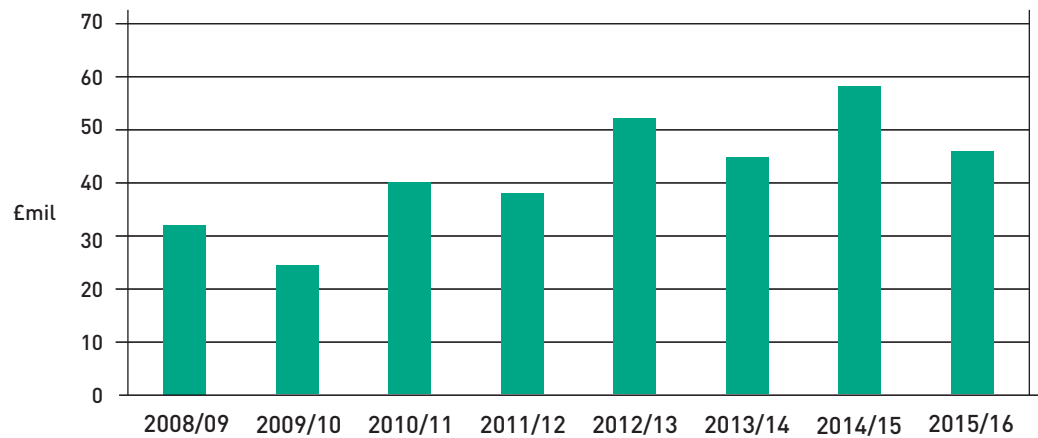
The charts in Appendix 1 show the win ratio trends of England and each of the major countries against the bench mark of the All Blacks win ratio. The England team has underperformed by our own historical standards since 2004, and it is believed that a minimum target win ratio each year of 70% is appropriate. Over the Plan period this should rise to 80% as our increased investment in Elite Rugby yields results.

APPENDIX 2: LONG TERM FINANCIAL PROJECTIONS

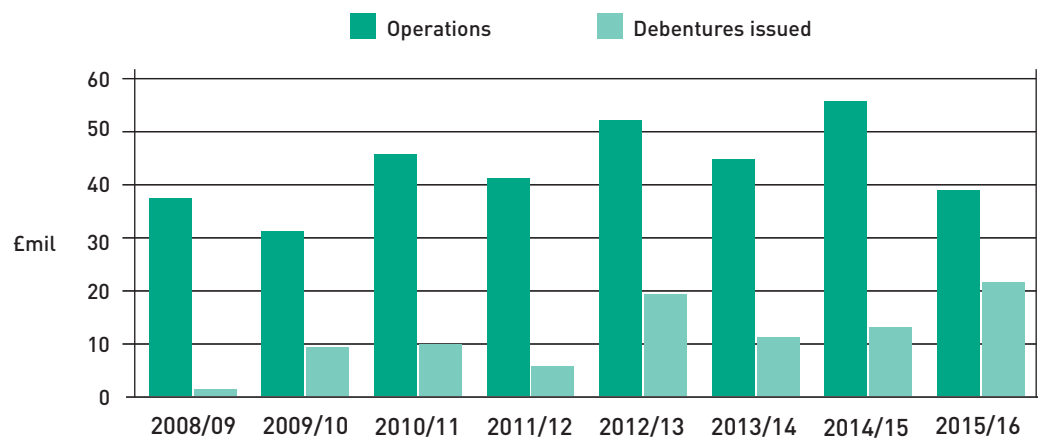
Target Turnover Growth



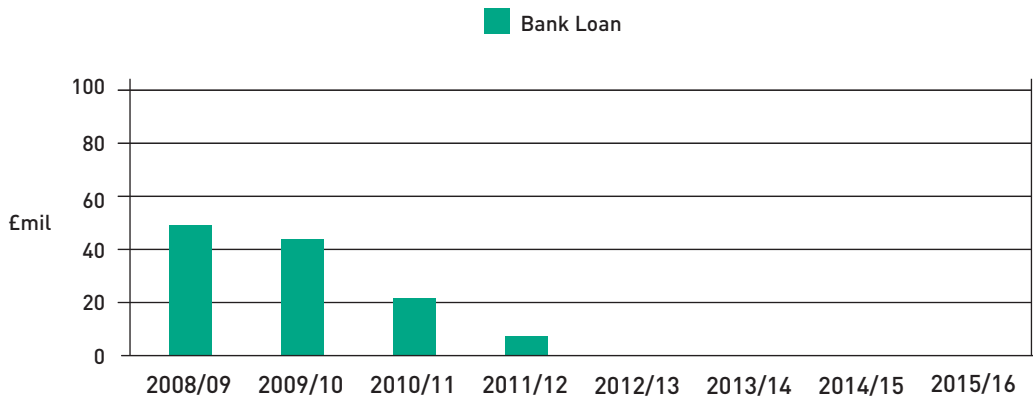
Target Gross Profit Growth



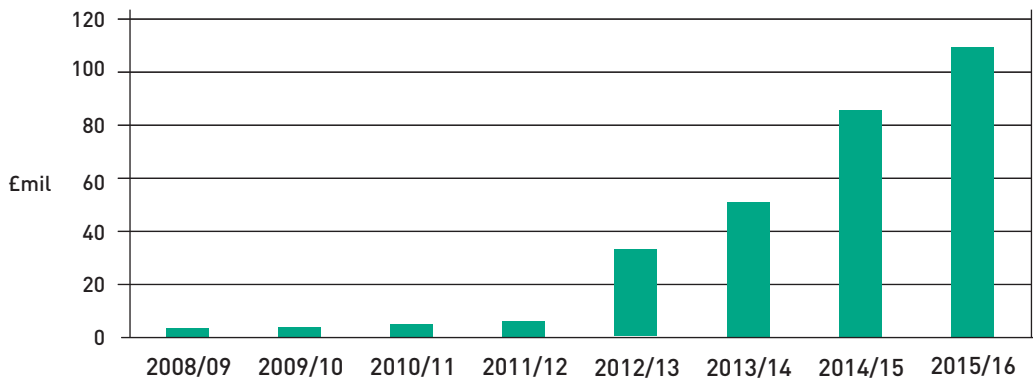
Target Cash Generation



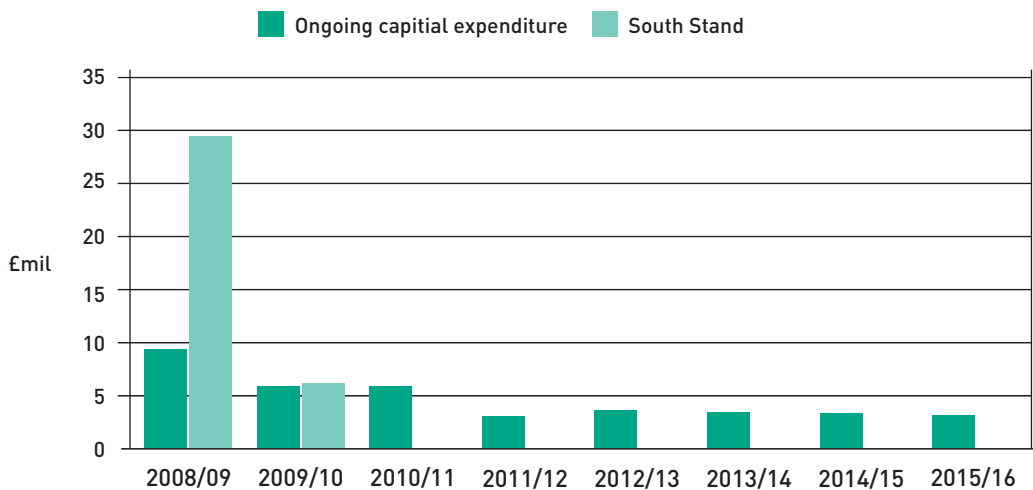
Bank Loan Balance



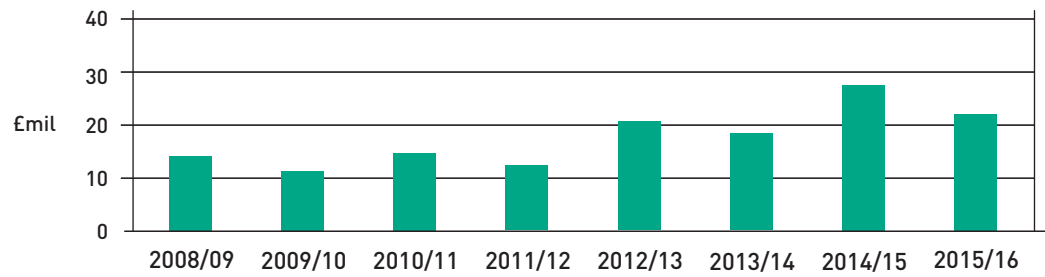
Target Cash Balances



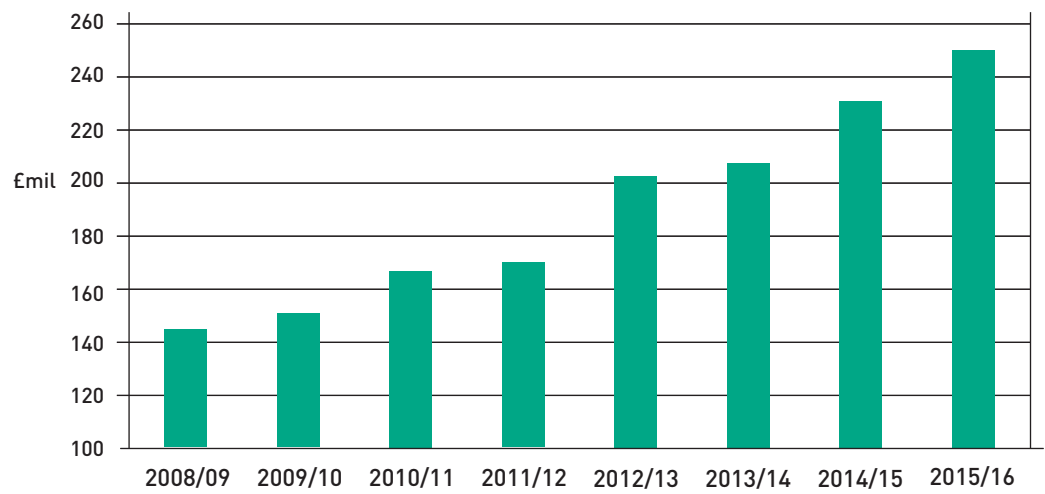
Likely Capital Expenditures Levels



Target Reserve Levels



Target Net Worth



GLOSSARY OF TERMS

AER	Association Europeenne de Rugby
AGM	Annual General Meeting
AOTT	Adults Other Than Teachers
BBC	British Broadcasting Company
BCS	British Colleges Sport Teachers
BME	Black and Minority Ethnic
BUCS	British Universities and Colleges Sport
C&B	Conference and Banqueting
CASC	Community Amateur Sports Club
CB	Constituent Body
CBRDP	Constituent Body Rugby Development Partnership
CBVC	Constituent Body Volunteer Coordinator
CCC	Club Coaching Coordinator
CEO	Chief Executive Officer
CI	Catastrophically Injured Players
CITG	Catastrophically Injured Players Task Group
CPD	Continuous Personal Development
CPSU	Child Protection in Sport Unit
CRB	Criminal Records Bureau
CRC	Community Rugby Coach
CRM	Customer Relationship Management
CRTG	Constitutional Review Task Group
CSU	County Schools Union
CVC	Club Volunteer Coordinator
DCMs	Department of Culture Media and Sport
DOC	Divisional Organising Committee
EC	European Community
ECB	England and Wales Cricket Board
EIS	English Institute of Sport
EIS	Executive Information System
ELRA	Entry Level Referee Award
ELVs	Experimental Law Variations
EPAS	Elite Player Administration System
EPDG	Elite player Development Group
EPOS	Electronic Point of Sale
EPS	Elite Player Squad
EQCs	English Qualified Coaches
EQPs	English Qualified Players
EQRs	English Qualified Referees
ERC	European Rugby Cup
ERFSU	England Rugby Football Schools Union
ERSC	England Rugby Supporters Club
ERT	England Rugby Travel
ERU	Elite Referees Unit
ESPN	Originally Entertainment and Sports Programming Network
EU	European Union
EU	European Union

FA	Football Association
FAST	Fitness and Anthropometric Template
FDR	First Division Rugby
FE	Further Education
FESCO	Further Education Sports Coordinator
FIRA	Fédération Internationale de Rugby Amateur
FISU	Federation International Student Unions
FTR	Full Time Referee
GPT	Gross Profit Taxation
HASAW	Health And Safety At Work
HE	Higher Education
HEPD	Head of Elite Player Development
HLF	Heritage Lottery Foundation
HR	Human Resources
IOC	International Olympic Committee
IPS	Industrial and Provident Society
IPWO	Injured Player Welfare Officer
IRB	International Rugby Board
IRFU	Irish Rugby Football Union
ISA	Independent Safeguarding Authority
ISO	9001 independent customer satisfaction assessment
IT	Information Technology
JV	Joint Venture
KO	Kick off
KPMG	One of the world's largest professional services firms
LBRuT	London Borough of Richmond upon Thames
LFA	Long Form Agreement
LPG	Liquefied petroleum gas
LTA	Lawn Tennis Association
LTCD	Long Term Coach Development
NCA	National Clubs Association
NFC	National Foundation Certificate
NGB	National Governing Body
NHS	National Health Service
NSF	National Sports Foundation
NSPCC	National Society for the Prevention of Cruelty to Children
NZ	New Zealand
NZRU	New Zealand Rugby Union
PA	System Public Address System
PC	Personal Computer
PDM	Partnership Development Manager
PESSYP	PE and Sport Strategy for Young People
PGB	Professional Game Board
PLC	Public Limited Company
PRA	Professional Rugby Players Association
PRL	Premier Rugby Ltd
PTR	Part Time Referee
RDO	Rugby Development Officer
RDT	Regional Delivery Team

RFF	Rugby Football Foundation
RFL	Rugby Football League
RFRU	Rugby Football Referees Union
RFU	Rugby Football Union
RFUW	Rugby Football Union for Women
RMG	Risk Management Group
RRDM	Regional Rugby Development Manager
RUFUS	RFU intranet
RUSLO	Rugby Union Student Liaison Officer
RWC	Rugby World Cup
SANZAR	South Africa, New Zealand, Australia Rugby
Schools	Student and Youth
SOR	School Of Rugby
SPV	Special Purpose Corporate Vehicle
SRFU	Student Rugby Football Union
SRU	Scottish Rugby Union
SSDP	South Stand Development Project
STRI	Sports Turf Research Institute
TEL	Twickenham Experience Ltd
TMO	Television Match Official
TUE	Therapeutic Use Exemption
U16	Under 16
U18	Under 18
U20	Under 20
UAR	Union Argentina Rugby
UK	United Kingdom
UKCC	UKJ Coaching Certificate
USA	United States of America
VAT	Value Added Tax
VBS	Vetting and Barring Scheme after VAT
VOD	Video On Demand
VSI	Very Seriously Injured Players
WADA	World Anti Doping Agency
WEEE	Waste Electrical and Electronic Equipment
WRU	Welsh Rugby Union
WRWC	Women's Rugby World Cup
WSS	World Sevens Series
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