

**WE  
ARE  
UGBY**



**RUGBY  
WORLD CUP™  
FRANCE 2023**

**PRESS KIT**

# EDITORIAL



In November 1823, something went a little haywire in William Webb Ellis's head. In a football match that was going badly, this British student took the ball in his hands and dashed madly all the way to the other end of the pitch, carefully avoiding all his opponents as he went.

Was this a fit of madness? No, it was the birth of something new: of rugby, whose 200th anniversary we'll have the pleasure of celebrating in France in 2023, on the occasion of the 10th Rugby World Cup.

Rugby is unique in many respects, and the World Cup is the best demonstration of this fact. "The only team combat sport" is also "the only sport where you really get to encounter one another, whereas in other sports you merely cross people's paths". A paradox? No, it's a difference, a unique blend of intensity and meaning that rugby needs to maintain.

To know where it needs to go, rugby must never forget where it came from. From that field at Rugby School and from William Webb Ellis's dash of freedom. From that instinctual impulse, that taste for the unexpected, that desire to break free from convention. At the same time, rugby must never forsake its deep-seated intensity, must never let it go, for this is a crucial part of its DNA, what sets it apart.

This is one of the goals that Rugby World Cup 2023 has set itself: to return to the founding spirit of rugby and enable the emergence of a whole generation around shared values.

All this will be made possible by strong teamwork, by reaching out to new communities and by opening up new horizons. In our world, the collective we assumes its full meaning.

**WE  
ARE#2023  
UG  
BY**

**Claude ATCHER**

CHIEF EXECUTIVE OFFICER  
RUGBY WORLD CUP FRANCE 2023

# RUGBY WORLD CUP

## THE STORIED HISTORY OF THE WORLD CUP

**THE RUGBY WORLD CUP HAS BEEN HELD EVERY FOUR YEARS SINCE 1987. A BENCHMARK COMPETITION FOR INTERNATIONAL RUGBY, IT REPRESENTS THE HOLY GRAIL FOR ANY PLAYER. IN FRANCE IN 2023, THERE WILL BE 600 PLAYERS FROM THE 5 MAJOR CONTINENTS, DIVIDED INTO 20 TEAMS, ALL DREAMING OF THE WILLIAM WEBB ELLIS TROPHY WHICH IS AWARDED TO THE WINNING COUNTRY.**

### LEGEND

Although this competition makes its mark on men, it also marks History with a capital H. Remember the 1995 tournament held in South Africa, the anointment of the Springboks in the frenzied atmosphere of Ellis Park; remember that image of Captain François Pienaar and President Nelson Mandela! And that moment of national reconciliation with the oval rugby ball at its heart.

### UNIVERSALITY

True to its promise of “*World in Union*”, the Rugby World Cup is the only competition that allows “*small*” nations to take on the “*big*” guys. In this battle between David and Goliath, there have been some memorable moments. The latest? Japan’s classy win against South Africa in 2015 (34-32), after a match full of thrilling suspense: the winning try for *Brave Blossoms* was scored... in the 84<sup>th</sup> minute!

### ENTERTAINMENT



















Tries: the Rugby World Cup has seen lots of them. And some spectacular ones! French Flair: Serge Blanco’s unforgettable one in 1987 against the Australians, opening the way for the French team’s first appearance in a World Cup final. But also, Philippe Bernat-Salles’s try in 1999, who crushed the hopes of the whole New Zealand nation. Not to mention the try by Thierry Dusautoir, who acquired his nickname as the *Dark Destroyer* on a famous October evening in 2007 when the French tricolour flag stood proud and faced down the haka.

### EXCELLENCE

Exceptional competition, exceptional players. The World Cup has been marked by the greatest rugby players in history: to name a few at random, iconic captains (Sean Fitzpatrick, John Eales, Richie McCaw), serial scorers (Bryan Habana, Drew Mitchell, Shane Williams), lethal kickers (Grant Fox, Gavin Hastings, Dan Carter, Sir Jonny Wilkinson).... But if we had to choose just one player, it would have to be Jonah Lomu, the top try scorer in the history of the competition (15 tries), who, in the mid-nineties was in a completely different class, both in sporting and media terms.

### UNFORGETTABLE MOMENTS

Beautiful stories are also what the Rugby World Cup is known for. Ask the Romanian international Florin Surugiu, who proposed marriage on the Wembley pitch after a defeat against Ireland in 2015!

Year	Organiser(s)		Winner	
1987		NEW ZEALAND / AUSTRALIA	NEW ZEALAND	
1991		ENGLAND	AUSTRALIA	
1995		SOUTH AFRICA	SOUTH AFRICA	
1999		WALES	AUSTRALIA	
2003		AUSTRALIA	ENGLAND	
2007		FRANCE	SOUTH AFRICA	
2011		NEW ZEALAND	NEW ZEALAND	
2015		ENGLAND	NEW ZEALAND	
2019		JAPAN		
2023		FRANCE		



1987



1991



1995



1999



2003



2007



2011



2015



2019



# #2023

## 10<sup>th</sup>

### WORLD CUP



## 200 YEARS OF RUGBY 1823-2023



## 45 DAYS OF CELEBRATION

8 September  
to 21 October 2023

## 2,583,326 TICKETS

AVAILABLE  
AT THE 9 STADIA



## MORE THAN 450,000 INTERNATIONAL SPECTATORS EXPECTED



## A FESTIVE ATMOSPHERE ALL ACROSS FRANCE

Rugby World Cup 2023 will take place in 10 host cities, chosen after a rigorous and transparent process: Bordeaux, Lens, Lille, Lyon, Marseille, Nantes, Nice, Paris, Saint-Denis, Saint-Etienne and Toulouse.

## 80% OF THE FRENCH PUBLIC

- feels that Rugby World Cup 2023 is a good thing\*
- live at less than 2 hours from a match site.

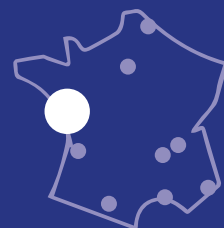
(\*Publicis survey carried out in July 2018)

# THE 9 STAGES OF THE COMPETITION



## STADE ATLANTIQUE BORDEAUX

42,115 SEATS



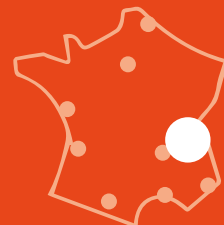
## STADE PIERRE MAUROY LILLE

50,095 SEATS



## STADE DES LUMIÈRES LYON

59,186 SEATS



## STADE VÉLODROME MARSEILLE

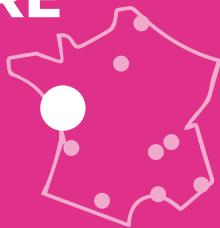
67,404 SEATS





# STADE DE LA BEAUJOIRE NANTES

35,322 SEATS



© Rodolphe DELAHOUE - Ville de Nantes

# STADE RIVIERA NICE

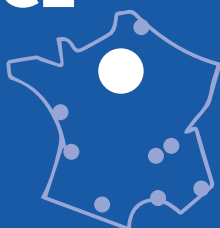
34,615 SEATS



© Fred AGUILHON

# STADE DE FRANCE SAINT-DENIS

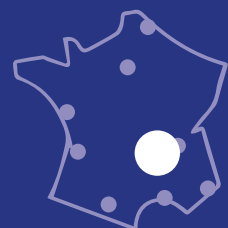
80,056 SEATS



© Fred AGUILHON

# STADE GEOFFROY GUICHARD SAINT-ETIENNE

41,965 SEATS



© Saint-Etienne Métropole

# STADIUM MUNICIPAL TOULOUSE

33,150 SEATS

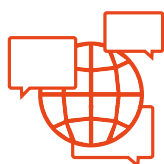


© Toulouse Métropole





© Isabelle PICAREL - FFR



## A WORLDWIDE AUDIENCE

The Rugby World Cup is now a major event in the international sporting calendar. The latest tournaments, particularly those organised in Europe, bear witness to the growing enthusiasm that it arouses, both in stadiums and outside.

Broadcast in 209 countries, the 2015 Rugby World Cup was the most watched World Cup in history, reaching new audiences worldwide: the total audience reached **the billion viewer mark** (*World Rugby* figures). The most watched sporting event in 2015, it even got the best audiences of the year in the United Kingdom, France, New Zealand and Ireland! And in 2023, more than **3,000 media representatives** are set to go to France to cover the 10th Rugby World Cup.

The Rugby World Cup also made progress online: in 2015, during the 8th tournament, 1.5 billion people were reached by the event on social media. The #RWC2015 hashtag, created for the occasion, was used 120 times per minute by Internet users!

On the *Google* search engine, Rugby World Cup 2015 generated 246 million searches. That was more than the 7th instalment in the *Star Wars* saga, which was in cinemas the same year!



## A POWERFUL ECONOMIC IMPACT

During the bid phase, France 2023 carried out an economic impact study that estimated the direct impacts of the competition at **€1.1 billion**. These benefits will mainly benefit regions in the host country.

This study takes into account the increase in the number of foreign visitors due to the World Cup (**450,000** in France in 2023), the growing media exposure of rugby, which draws an ever-increasing audience, and the total capacity of the stadia selected to host the competition.

Rugby World Cup 2023 will also create and support **17,000 jobs** across the country.

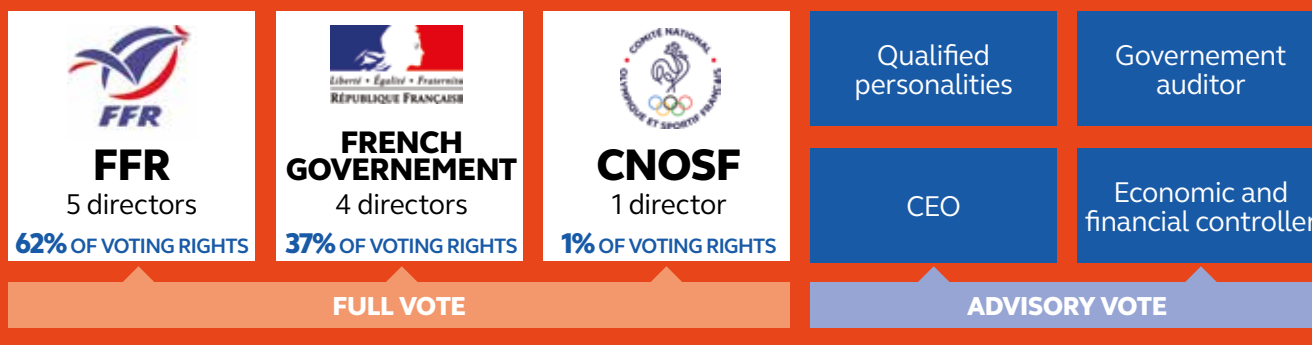
The 2015 edition also demonstrates the growing economic success of the Rugby World Cup: **983 million euros of direct impact** were generated by the presence of international visitors who came to England for the occasion. All in all, more than 2.47 million tickets were sold for this 8<sup>th</sup> edition.

On average, every international visitor spent **14 days** in England, and spent **€2,760**.

# COLLECTIVE GOVERNANCE

The **Rugby World Cup 2023 Organising Committee** was created as a Public Interest Grouping (or GIP) and was born in May 2018 as a result of the union of 3 bodies: the **French Rugby Federation (FFR)**, the **French Government** and **French National Olympic and Sports Committee (CNOSF)**.

## BOARD OF DIRECTORS & SHAREHOLDERS' GENERAL



AUDIT COMMITTEE

ETHICS COMMITTEE

COMPENSATION COMMITTEE



## AN ECO-RESPONSIBLE PROJECT

On 18 March 2017, the Rugby World Cup 2023 committed to an environmentally-friendly approach by signing up to the "15 environmentally-friendly commitments for sporting events".

Through this charter, signed with the French Ministry of Cities, Youth and Sport and the WWF, the Organising Committee wishes to tackle current environmental challenges, with commitments including:

- at least **50%** of the food options offered will come from sustainable sources;
- at least **80%** of journeys will be made via active mobility options, public transport or car-pooling;
- at least **80%** of procurement will take into account CSR selection criteria;
- waste levels will be reduced by **25%**, and **60%** of waste will be either reused, recycled or upcycled;
- **100%** of natural sites will be used respectfully;
- **100%** of water and energy consumption will be controlled and optimised;
- **100%** of public sites will be accessible to people with disabilities;
- **100%** of volunteers will be acknowledged.

## THE ORGANISING COMMITTEE'S RESPONSIBILITIES

In accordance with its Constitutive Agreement, the Rugby World Cup 2023 Organising Committee has the following main duties:

- Drafting, financing, organising and delivering Rugby World Cup 2023 in sporting, technical, legal and financial terms;
- Advancing France's image abroad, in particular through the Opening and Closing Ceremonies, tourism and economic development;
- Promoting Rugby World Cup 2023 in France and across the world;
- Involving the local authorities (towns, cities, departments and regions) in welcoming the teams and spectators to their regions;
- Co-constructing, in conjunction with the FFR, the Rugby Development Programme and the legacy of Rugby World Cup 2023.



# A YEAR OF WORK

nov.

## 15 NOVEMBER 2017

### ROYAL GARDEN HOTEL (LONDON)

France is chosen as the host country for the 2023 Rugby World Cup by the member federations and associations of World Rugby, ahead of bids from Ireland and South Africa.

dec.

jan.

## 9 JANUARY 2018

The first working seminar with the international federation is organised. Preparation for the World Cup, based on the synergy between the French 2023 teams and World Rugby, is officially launched.

Feb.

mar.

## 10 MARCH 2018

### STADE DE FRANCE (SAINT-DENIS)

GIP #FRANCE2023 is officially launched. In the presence of Bill Beaumont (Chairman of World Rugby), Bernard Laporte (FFR), Edouard Philippe (Prime Minister) and Jean-Michel Brun (CNOSF) sign the Agreement establishing the Organising Committee.

apr.

may

## 15 MAY 2018

### HÔTEL DES ARTS ET MÉTIERS (PARIS)

The Board of Directors and the Organising Committee General Meeting meet for the first time. Claude Atcher is appointed Chief Executive Officer and Jacques Rivoal is elected Chairman.

...

oct.

## 8 OCTOBER 2018

#LAB2023, a foresight laboratory for ideas for Rugby World Cup 2023, is officially launched.

nov.

## 15 NOVEMBER 2018

### THÉÂTRE DE LA MUTUALITÉ (PARIS)

The Rugby France 2023 World Cup brand is unveiled.



15 NOVEMBRE 2017  
Attribution de la Coupe  
du Monde de Rugby 2023



10 MARS 2018  
Signature de la Convention  
constitutive

© Isabelle PICAREL - FFR

## A WORLD CUP TURNED TOWARDS THE FUTURE

## #LAB2023

#LAB2023, which met for the 1<sup>st</sup> time in October 2018, is a **foresight laboratory for ideas** created by the Organising Committee in order to collectively think about the challenges of the upcoming 2023 Rugby World Cup.

Because, more than just a 45-day tournament, Rugby World Cup 2023 wants to offer a **total experience** that goes beyond sport, in order to **mobilise and involve all its stakeholders** (players, general public, communities, media, sponsors, etc.)

Rugby, of course, is at the heart of this project: #LAB2023 is divided into two 40-minute halves (or sessions), during which members express their opinions, their ideas, share their experiences, etc. There is a 10-minute break between the two sessions, allowing participants to reminisce about the past in order to better work toward the future.

#LAB2023 is composed of a **panel of experts** from all walks of life: entrepreneurs, futurists, chefs, people from the music industry, the media, CSR, tech and digital start-ups, etc. This multidisciplinary nature is the strength of #LAB2023, which aims to meet 3 to 4 times a year, in unusual places that are conducive to thinking.



Three major themes emerged out of the first meeting of #LAB2023:

■ A **MEDIA & TECH** theme:

*“Which media and technological experiences should be focused on for 2023? In a society where all the talk is about audience fragmentation, the importance of content customisation and augmented experiences where the mixing of real and virtual is taking place...”*

■ An **ENTERTAINMENT** theme:

*“Rugby World Cup 2023, as a brand, must offer all its audiences much more than sport between now and 2023, and must create a variety of experiences using music, food, fun, etc.”*

■ A **COMPANY** theme:

*Rugby World Cup 2023 must contribute to (re)creating social ties, based on the values that rugby is proud to represent: self-sacrifice, team spirit and respect .”*

## NEXT STEPS

### 2019

#### JANUARY

Launch of the Partnership Programme and 1<sup>st</sup> Venue Tour with Rugby World Cup Limited (RWCL)

#### JUNE-SEPTEMBER

Contracting with host cities  
Setting up local coordination committees

#### OCTOBER

Participation in the 2019 World Cup Observation Programme in Japan

#### DECEMBER

Pre-booking of tickets begins

### 2020

#### JANUARY

Pre-selection of Base Camps

#### APRIL

Launch of Volunteer Programme

#### SEPTEMBER

Launch of Legacy and Sustainable Development Programmes

#### DECEMBER

Official Hospitality Agency Announcemen  
Draw for Rugby World Cup 2023

### 2021 – 1<sup>st</sup> QUARTER

Tickets and FFR member packages go on sale

# AN INTENSE RELEVANT EVENT

## A UNIQUE INTENSITY

Played by men and women of character, rugby shall never forsake its deep-seated intensity. But it must find a balance between its two pillars: intensity and meaning. While it is a contact sport, where physical power and the tactics are given expression, rugby nevertheless remains an instinctive sport, in which avoidance of the opponent is of central importance and which is deeply fraternal in spirit. This dual character, this cross between intensity and meaning, makes rugby unique.

### RUGBY IS A UNIQUE SPORT, AND WE WANT THIS WORLD CUP TO BE A UNIQUE EVENT

World Cup 2023 wants to help rugby reach new heights, even as it remains faithful to its essence: that of a sport born out William Webb Ellis's "disruptive" **mad dash of freedom** in November 1823.

That desire to "*break free from convention*", that taste for the unexpected, that taste for the unexpected... William Webb Ellis, whose history – and name – are deeply connected to the World Cup, must be a permanent source of inspiration for the 2023 tournament.

## MEANING THAT GOES DEEP

No, it is not necessary to have worn a rugby jersey to consider oneself a rugby player.

Rugby extends beyond the pitch. More than a just a sport, it is a mindset that each and every one of us can relate to, whether personally or professionally.

All those who share the values of **self-sacrifice**, **team commitment** and **respect** are rugby people at heart.

Rugby is played with hands, sometimes with feet, but also and above all in the head.

Turning our convictions into the driving force behind our actions, never giving up in the face of adversity, exceeding our limits by working as a team... **This is why "we are rugby"**.

WE  
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UG  
BY



# OUR AMBASSADORS THEY ARE RUGBY, THEY ARE #2023

## MANON ANDRE

A Grand Slam winner in 2014 with the French national team, Manon knows all about the importance of teamwork. Recently retired from the sport, she is actively involved in the Toulouse-based association Rebonds! which uses rugby as a tool for education and social and professional integration for people experiencing difficulties.



© Pierre Charlier

## ARIANE BRODIER

Ariane is a true jack-of-all-trades: actress, presenter, comedian... But above all, like her partner Fulgence Ouedraogo, flanker and captain of Montpellier, she is a warrior to the core. Her latest priority? Hate messages and racist insults on social networks that have an impact on her family life. In this good fight, #2023 stands shoulder to shoulder with you, Ariane.



© Matt Vind / KCS PRESSE

## CHRISTELLE BRUA

In the male-dominated world of the restaurant industry, Christelle, chef at the Pré Catelan restaurant, became the first woman to be crowned "world's best restaurant pastry chef". She was awarded the title on 9 October in Marrakesh.



© Les Étoiles de Mougins

## ADRIEN CHALMIN

Victim of a serious accident that left him quadriplegic at the age of 19, Adrien is one of the leading figures in the world of French disabled sports. With the French wheelchair rugby team, he competed in the London 2012 and Rio 2016 Paralympic Games. As an elite athlete, he also promotes disability awareness among young people through the Handi'School association, of which he is the president and founder.



© Dico desport

## SOFIANE CHELLAT

As well as being a professional rugby player at RC Massy, Sofiane, along with volunteers from the Al Fatiha Mosque Association, participates in assistance programmes in the northern districts of Paris aimed at helping disadvantaged populations.



© Le Parisien



## DOMINIQUE CROCHU

More than a mere slogan, for Dominique gender diversity is a powerful means of achieving inclusion in the world of sport. A digital entrepreneur, she was the first woman to become a French Football Federation (FFF) Director in 2002. A trailblazer at the French Federation for the Development of Girls' Football, she is committed to promoting diversity in all areas of French sports governance.

## MAUD FONTENOY

A born adventurer, Maud has overcome life's tribulations in the same way that she has tamed the tumults of the oceans: with strength and self-sacrifice. After rowing across the Atlantic and Pacific oceans, she set out on a new adventure: most notably through her Foundation, which has been working since 2008 to educate young people and the general public about the need to protect the oceans.



## MALIA METELLA

Olympic medallist in Athens in 2004, Malia was only 27 years old when she decided to move on from swimming. In a perfect example of a successful post-career, she has managed her life out of the pool with great skill, successfully transitioning into the sponsorship and events sector.



## ELISABETH KOUNOU

A specialist in digital marketing, Elisabeth has a watchword: to always look at the bright side of life in all circumstances, both in her professional and personal life. A great travel enthusiast, she is responsible for the creation of the *Femmepreneuse Academy*, dedicated to women entrepreneurs who want to put digital technology to work for their growth.



## SANDRA LAOURA

Bronze medallist in Turin in the 2006 Winter Olympics, Sandra saw a career of dedicated effort suddenly come to an end after a violent fall during a training session, which caused her to lose the use of her legs. This unhappy accident did not get the better of her unwavering determination: today, she is Paris 2024 and Major Events Officer at the French National Olympic and Sports Committee (CNOSF). Her inspiring journey has earned her the 2018 *Trophée de la reconversion féminine* award, which rewards sportswomen who have gone on to success in their post-sporting careers.



## CAMILO LEON QUIJANO

A Colombian photographer and doctoral student in sociology, Camilo has closely studied teenage female players in Sarcelles, who find in rugby a way to assert themselves in the face of social and gender stereotypes. This work has won him plaudits from the foreign press (*Washington Post*, *British Journal of Photography*), and he was awarded the Best Sound Slide Show Award in 2017.







## FLORENT MANAUDOU

Florent was only 13 years old when he saw his sister, Laure, become the first French swimmer to win Olympic gold. That was in Athens in 2004. Eight years later, in London, Florent also made sporting history, becoming the first French Olympic 50-metre freestyle champion.

## JULIE GAYET

Julie was awarded the prize for best actress at the Tokyo International Film Festival in 2009 and is now the head of a production company called Rouge International. A true entrepreneur, as well as a patron of the Women's Health Fund and co-founder of the *Info-endométriose* association, Julie is someone who works with flair and perseverance for worthwhile causes.



## FREDERIC MICHALAK

With a long and illustrious rugby-playing career (2001-2018), Frédéric was memorably the architect of the legendary French victory against the All Blacks in the quarter-finals of the 2007 World Cup. His final pass in the build-up to Yannick Jauzion's winning try, sent a whole nation into paroxysms of joy, and brought them to the brink of one of the greatest exploits in French sporting history (20-18).

## YANNICK NYANGA

In an intense rugby career (2002-2018), which led him from Agde to Colombes, via Béziers and Toulouse, Yannick was held up as a model wherever he went. A player of steely commitment and a tireless fighter, he embodies the game's most noble values.



## THIERRY PETIT

Co-Founder and Managing Director of Showroomprivé.com, Thierry has made CSR one of his key priorities. At his Roubaix facility, he encourages all his employees to devote part of their working hours to the Showroomprivé foundation, which works to assist people who have lost their jobs to get back into employment.

## ALLISON PINEAU

Due to a serious ankle injury Allison almost missed the World Championship in Germany in 2017. But thanks to her obstinate dedication the World Player of the Year 2009 (223 apps) came back powered up on the court a few months after the surgery and lead the French Handball Team to a World victory. A genuine role-model.





## WENDIE RENARD

Far from her family and her native Martinique, Wendie needed a lot of courage to achieve her dream of becoming a professional footballer. Today, she is captain of Olympique Lyonnais and has won 101 French Team caps – at only 28 years of age! - she has one of the most prestigious records in women's football.



## MELINA ROBERT-MICHON

At Rio 2016, Mélina won the Olympic silver medal in the discus throw at the age of 37. Following the birth of her second child, Enora, in June 2018, she plans to return to competition to participate in her 6th Games in Tokyo 2020.

## CLAUDE RUIZ

Claude is the legendary president of ECV (Entente Conques-Villemoustaussou), whose facilities were devastated by the floods that ravaged the Aude department in October 2018. He believes in the solidarity and power of teamwork, which will enable his club to always bounce back.



## CEDRIC SIRE

A USA Perpignan fan and head of communications for Capgemini, Cédric is the co-founder of Webedia, which in less than 10 years has become the leading media group in online entertainment (Allociné, PureBreak, PurePeople, Le Stream, 750 g, etc.), **with 29 million unique visitors** per month in France.

## AXELLE TESSANDIER

Founder of the Axl Agency, her digital communication consulting firm, Axelle is also the editor-in-chief of *WondHer*, a caring community that strives to “get women involved in shaking things up”. As a believer in the virtues of sport, she is convinced of the power of teamwork, which allows everyone to excel at what they do.



## TIN-TIN

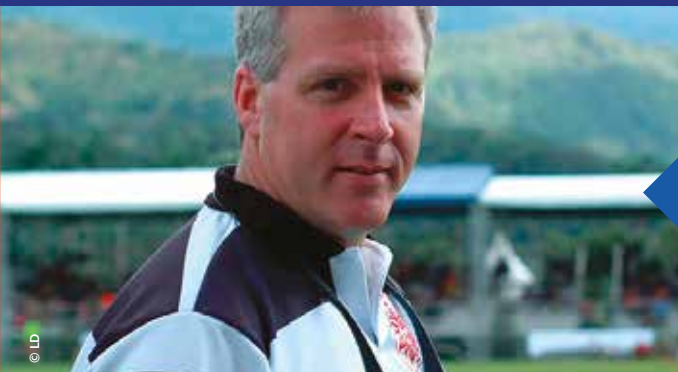
Tin-Tin is one of the first to see tattooing as an art in its own right, at a time when so much still remained to be imagined. 35 years after his beginnings tattooing squaddies in the army during his military service, he is now the most famous tattoo artist in France, whose style and craftsmanship are universally acknowledged.

## ALICE VACHET

"Bold", "hyperactive", "a little crazy"... Reading what her family and friends have to say about her, you can tell that Alice is a woman with a lot of energy. And her career reflects the same thing! With an appetite for new challenges after working at Canal + and for Carrefour, she is now a well-known freelance digital expert, as well as a 2017 "Femmes en Vue" laureate.



© Twitter - @AliceVachet



© LD

## ALBERTO VOLLMER

Based in South America, Alberto is the owner of Hacienda Santa Teresa, Venezuela's largest rum distillery. In a country plagued by violence, he is the proud founder of "Project Alcatraz", which allows former criminals to be re-integrated into society through work... and playing rugby. A genuine social miracle.

## MICHAEL YOUN

We know Michael the troublemaker, with his wacky parodies and his offbeat happenings. But behind the "entertainer, minstrel and troubadour" who has delighted France with his work on the Morning Live! show and in the movie Fatal, there also lies a perceptive performer, who loves being a part of the gang and who is a workaholic.



© LD



© Gold and Goose Photography

## JOHANN ZARCO

A thrill seeker, Johann is now the most capped French rider in Moto GP, the premier class of motorcycle racing, where he rubs shoulders with the likes of Valentino Rossi, Andrea Dovizioso and Marc Marquez. He will join the KTM team in 2019, with the aim of winning the world title.

# WE ARE #2023 UG BY

# WE ARE #2023

## THE BIRTH OF A GENERATION

The ultimate inclusive sport, rugby has a unique power to transform and **inspire people of all generations** thanks to its modern, noble and unique qualities. These are the people who will be taking ownership of the 2023 World Cup as of today.

In line with this promise, #2023 must reflect this inclusiveness and **invite new communities** to speak on its behalf. Those who are rugby players at heart are entitled to do so.

Rugby World Cup 2023 aims to build on the **power of teamwork**.

Ours is a **cohesive team** made up of men and women who embody these values, who share the same inner strength, who are driven by the same principles and vision.

A **diverse team**, which will open up all kinds of horizons: sport, of course, but also cuisine, cinema, business, music etc.

A team that will draw its strength from these differences, and that will **reach out to all communities** in order to create an event that extends **beyond rugby**, one that is powerful and relevant.

## AN ENCOUNTER

Rugby World Cup 2023 will take place from 8 September to 21 October 2023. Beyond the 48 matches organised in the 9 Host Venues, it will be a **large 45-day celebration** uniting everyone involved around a single meaningful project.

2023 needs to be an event that **reconnects people**, brings people together and creates cohesion among all French people who see Major International Sports Events as a unique way to raise their spirits.

Thus, #2023 wants to be an accessible World Cup, one that is connected to and shared with the public. **Offering the best possible experience** for all our stakeholders and **bringing spectators as close as possible to players**, both in the stadiums and outside. These are our aims for #2023.

And, so as to make to pleasure last as long as possible, the 19 participating nations will be invited to stay in France until the last day of the competition, to take part in the closing ceremony of the Rugby World Cup 2023. **19 nations, 19 different cultures eager to encounter the French population.**

Our objective is not only to organise 48 rugby matches, but to **fully involve the men and women living in the host regions** in the international celebration that will be World Cup 2023, an event that will prompt them to embark on a personal journey that is both intense and meaningful.



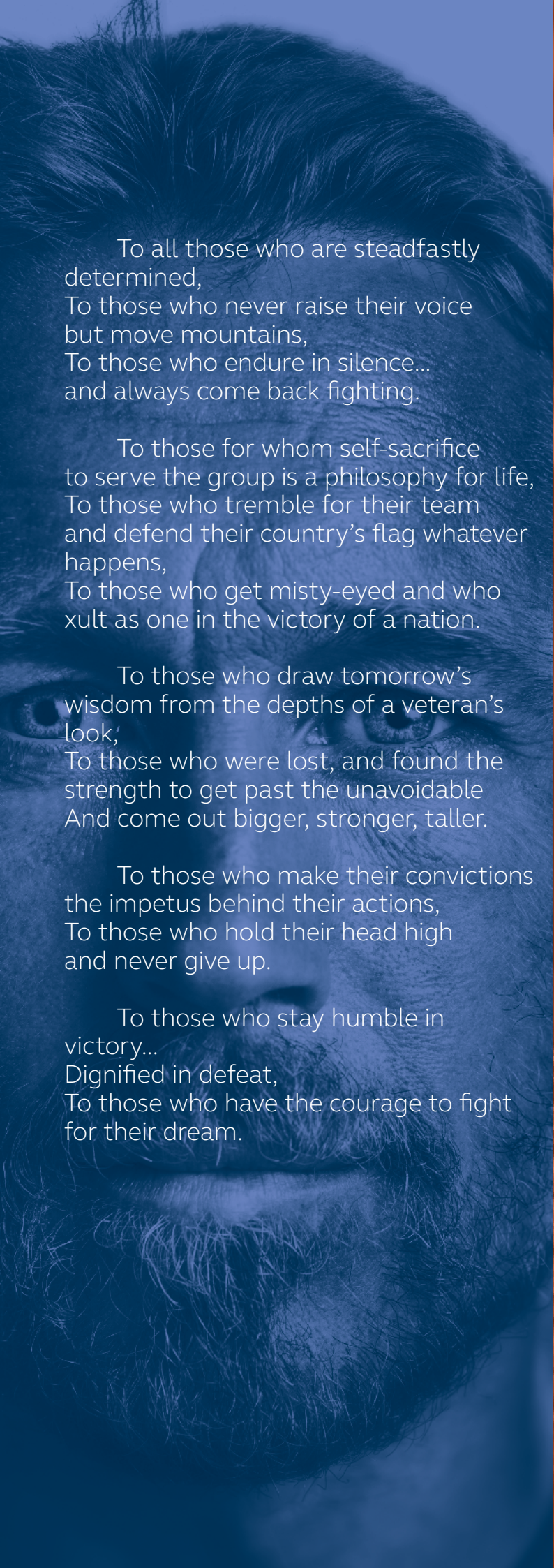
## A LOGO WITH STRENGTH AND SENSITIVITY

**DIFFERENT** A **unique blend**, one that is groundbreaking and unprecedented in the history of the international federation.

**POWERFUL** An unbreakable bond, which is as infinite as the Möbius ribbon, as strong as the throbbing heart in each of us, which inspires people to connect with each other.

**MODERN** The redesigned French flag, a new take on the blue-white-red of the tricolour, a balance between the authenticity and modernity that are characteristic of France.






To all those who are steadfastly  
determined,  
To those who never raise their voice  
but move mountains,  
To those who endure in silence...  
and always come back fighting.

To those for whom self-sacrifice  
to serve the group is a philosophy for life,  
To those who tremble for their team  
and defend their country's flag whatever  
happens,  
To those who get misty-eyed and who  
xult as one in the victory of a nation.

To those who draw tomorrow's  
wisdom from the depths of a veteran's  
look,  
To those who were lost, and found the  
strength to get past the unavoidable  
And come out bigger, stronger, taller.

To those who make their convictions  
the impetus behind their actions,  
To those who hold their head high  
and never give up.

To those who stay humble in  
victory...  
Dignified in defeat,  
To those who have the courage to fight  
for their dream.



If you too are convinced that however  
great you may be, alone you will never win...  
But that with a team's strength, you will  
beat your limits!

If for you, too, it's not a question of can,  
But of wanting to accomplish  
what is deep inside of you:

- Live more strongly
- Face fear and lead the battle from heart

With respect, always with respect,  
Then we share a unique bond.

Let's be sports and so much more,  
Together let's shift those lines.

**WE  
ARE #2023  
UG  
BY**

# WE ARE

# #2023



**RUGBY  
WORLD CUP™  
FRANCE 2023**

## CONTACTS

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