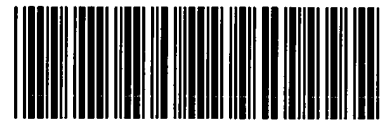


**REGISTERED NUMBER: 01326672 (England and Wales)**

**STRATEGIC REPORT, REPORT OF THE DIRECTORS AND  
AUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST DECEMBER 2022  
FOR  
THE GOODWOOD HOTEL LIMITED**

**TUESDAY**



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**A17**

**26/09/2023**

**#173**

**COMPANIES HOUSE**

# **THE GOODWOOD HOTEL LIMITED**

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# THE GOODWOOD HOTEL LIMITED

## COMPANY INFORMATION FOR THE YEAR ENDED 31ST DECEMBER 2022

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**DIRECTORS:** The Duke of Richmond and Gordon  
Tracey Greaves  
Christopher Edward James Woodgate  
Andrew Michael Coggings

**SECRETARY:** Katharine Anne Palka

**REGISTERED OFFICE:** Goodwood House  
Goodwood  
Chichester  
West Sussex  
PO18 0PX

**REGISTERED NUMBER:** 01326672 (England and Wales)

**SENIOR STATUTORY AUDITOR:** Daniel Chapman

**AUDITORS:** Hartley Fowler LLP  
Statutory Auditors  
Chartered Accountants  
19 New Road  
Brighton  
East Sussex  
BN1 1EY

# **THE GOODWOOD HOTEL LIMITED**

## **STRATEGIC REPORT FOR THE YEAR ENDED 31ST DECEMBER 2022**

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The directors present their strategic report for the year ended 31st December 2022.

### **OUR OBJECTIVE AND MISSION**

The Goodwood Hotel is part of the Goodwood Group. Goodwood's objective is to be the world's leading luxury experience brand and deliver consistently strong financial performance to enable continued investment in the fabric of the Goodwood Estate.

Our mission is to build a progressive customer focused business and develop Goodwood as a global brand whilst preserving authenticity, creating unique moments and delivering sustainable commercial performance in an exciting and rewarding place.

### **BUSINESS MODEL**

The Company operates The Goodwood Hotel, a 91 bedroom Hotel incorporating two restaurants, meeting and event facilities and a Health Club. Set in the Goodwood Estate on the Sussex Downs, the Hotel offers award-winning dining, stylish refurbished bedrooms and stunning surroundings.

### **REVIEW OF BUSINESS**

The Goodwood Hotel Limited continued its progress in recovering from the Covid pandemic in 2022 as it returned a profitable figure, albeit of a lower level than the pre-pandemic years, of £100k. The underlying catalyst to the recovery was the continued demand that was seen in hotel rooms which in turn allowed an increase in price (supported by the reduced Hospitality VAT percentage in Q1) that combined to result in the strongest year on record for Accommodation income finishing over £500k higher than the last comparable year of 2019 and £869k (32.5%) higher than 2021.

Revenue overall was 42.8% higher than had been achieved in 2021 at £9,094k as there were various levels of lockdown in place in the first part of 2021 which were all removed for 2022 but, additionally, demand for hospitality seemed to have been built up in the preceding two years which then allowed for strong bounce back growth in 2022. Alongside the excellent accommodation income, the F&B revenue almost returned to pre-pandemic levels at £3,184k (2019: £3,236k) although this was also supported in Q1 by the reduced rate of VAT. Similarly, the Meetings and Events business segment which had been the slowest to bounce back also got back to above the £1m mark in 2022 and finished the year only 10% down on the pre-pandemic levels and 75.3% up on 2021 (£608k) despite other market issues affecting demand in the latter part of the year.

The Health Club had a very strong year as demand remained consistently high due to a combination of people taking more interest in their overall wellbeing following the pandemic and an innovative move towards a broader offering available to the members through a focus on both mental health and meditation classes as well as a program dedicated to gut health. The growth in demand and the product improvement allowed for continued focus on yield as the membership types at the lower end of the pricing scale were closed to new members.

As we entered the second half of 2022 there were wider market conditions that began to have an impact on the profitability with the biggest two issues being the lack of people available in the labour market at the lower end of the scale which forced up staff costs in housekeeping, kitchens and front of house staff particularly and then the huge increase in energy prices caused, in the main, by Russia's invasion of Ukraine. The Hotel had been in contract at a blended rate of about £0.11/KwH to the end of August but was then seeing prices over £0.50/KwH an increase of nearly five times on an annual spend of £250k.

As the pandemic eased plans began to get underway on the capital investment program that had begun in 2018 and then been stopped in 2020 mainly due to Covid-19 but also due to a large sinkhole that was discovered on the site identified for the first phase of development. The plans have now been reworked and made more ambitious in a bid to bring the Hotel in line with the quality level of other parts of the Goodwood Estate and, to give a better 'sense of arrival,' a new double story reception block has been designed along with a fit for purpose wedding and corporate venue space and a dedicated wing for the delegates of the Gut Health program. Planning is expected to be requested through 2023 with works beginning at some point in 2024.

# **THE GOODWOOD HOTEL LIMITED**

## **STRATEGIC REPORT FOR THE YEAR ENDED 31ST DECEMBER 2022**

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### **GOING CONCERN UPDATE**

All businesses are trading well and at the time of writing this we have just concluded the Festival of Speed which has exceeded budgeted expectations. The forecast for both profit and cash for 2023 are very positive and Goodwood expects to continue to grow in all areas of the business in 2024 and beyond. Following the re-financing exercise described above Goodwood is well funded and secure for the future. As a consequence, the Board consider that, at the time of approving the financial statements, that the Goodwood Group has adequate resources to continue to trade for the foreseeable future, and not less than one year from the date of approval of the financial statements.

# THE GOODWOOD HOTEL LIMITED

## STRATEGIC REPORT FOR THE YEAR ENDED 31ST DECEMBER 2022

### PRINCIPAL RISKS AND UNCERTAINTIES

The Risk Committee meets on a quarterly basis to formally review Goodwood's Health and Safety and Security performance and is responsible for managing Strategic Risk across the Group.

The Strategic Risk Register is now in an approved form, with eleven major areas of Strategic Risk identified. These areas have each been assigned a Goodwood Leadership Team ("GLT") owner and each GLT member has identified and confirmed the frequency of review with the Legal Director for their area.

Risk type	Principal risks identified	Controls & mitigations
External development of land that adversely affects the Estate	Possibility of new bypass north of Chichester that impacts Estate businesses, or encroachment of land development north of Chichester up to the Estate boundary. Planning decisions by SDNP or CDC that constrain the Estate's business activities.	Monitor & Review by Estate Committee, and external planning consultant advice. Monitoring of CDC local plan & sites proposed through HELAA call for sites.
Brand Damage / Reputation	Damage to reputation as a consequence of mis-managing the brand or failing to respond properly to potentially damaging circumstances.	Brand guidelines for all key events exist. Closely monitoring IP trademarks, with IP steering group managing our trademarks. General PR and lobbying, with participation in industry groups. Regular customer research and monitoring of satisfaction KPIs.
IT and Data Protection	Interruption of service, corruption or data breaches as a result of cyber-attacks or failure of the systems and infrastructure.	Full infrastructure resilience in all areas incl. fibre, storage network, telephone lines, firewalls, data connectivity, network servers & core network switches. DP and PCI training for all staff, cyber-attack prevention via Darktrace, internal and external penetration tests. Encrypted endpoints with antivirus, 2FA on VPN.
Operations (365 and events)	Major operational incident causing loss of life, serious injuries, significant long-term environmental impairment, serious damage to assets and/or extensive impairment to our commercial activities.	Major event planning is refined and tested through a multi-agency planning process that includes a Safety Advisory Group for each event. Regular liaison with statutory experts such as EHO, Fire Brigade, Police etc. Specialist single insurance policy covering the Group's business risks.
Terrorism	Threat of, or actual deliberate act, to damage the Estate's assets, interrupt a major event and/or damage the reputation of the Goodwood Estate through terrorist activity.	Dedicated 24/7 security team with access to co-ordinated multi-camera CCTV enabled control room. Strong relationship with local and national police agencies to identify specific threat level and risks to the Estate, Events and Family. Extensive on-event control measures and plans in place.
Failure within the Supply Chain or a Significant Customer	An operational or contractual failure within the supply chain that disrupts, financially impacts or stops a Goodwood business from operating on a daily or longer term basis. A significant customer presents a credit risk and therefore does not pay or withdraws from Goodwood.	Approved contracts & standard clauses covering mitigation and escalation. Contract training for employees, ensuring contract awareness & understanding of consequences. Credit Checks are performed in advance of customer contractual commitment, cash collection is proactively managed with key account relationship managers.

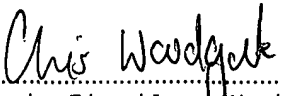
# THE GOODWOOD HOTEL LIMITED

## STRATEGIC REPORT

FOR THE YEAR ENDED 31ST DECEMBER 2022

Failure of Estate	The inability of the Estate to supply water, heat and power where and when required.	Establishment of water working group and continued implementation and monitoring of statutory regulations, retention of independent water consultant.
Business Continuity	The inability for one or more business areas to keep operating after adversity.	Estate wide risk assessments to identify the potential issues in advance. Disaster plans in place, including IT and salvage as well as an extensive supply chain back up to provide temporary services. Skilled workforce used to coping with adversity. Ongoing advice from local emergency services. Size of estate allows for relocation of resources if one area off limits.
Family and Heritage Assets	Death, illness, accident of The Duke or Family. Fire, Flooding, explosion at Goodwood House. Kidnap, ransom of The Duke or Family. Burglary / Theft of artwork, furniture, jewellery etc	Physical and Operational security plans in place for protection of The Duke and Family. Alarms, CCTV, Access Control, Driving. Salvage Plan in place for Goodwood House. Insurance of property and assets. Vetting of staff procedure. NDA, control of contractors procedures used. Specialist security consultants in place.
People and Development	Failure to comply with employment and GDPR law causing employee claims, government penalties and damage to the Goodwood brand. Failure to recruit, train and retain good staff, causing poor service and standards and high labour turnover, customer complaints & compensation, possibility of being unable to operate areas of the business causing loss of revenue.	Robust recruitment process, employment contracts, employee handbook and security checks, Mandatory and optional training programmes, regular individual employee monitoring processes, external audit on files, Succession planning. Regular Employment law updates for all P&D staff.
Macro-Economic and Legislative Threats to Commercial Activity	A change to legislation (such as Brexit or the Bribery Act) or a downturn in a key business sector (such as the motor industry) that adversely affects our business(es) commercially.	Comprehensive Group Bribery Act Policy is in place. Management focus to ensure corrective actions are taken in timely manner. Relationships with Sponsors and Clients.
Pandemic	National or International pandemic that affects our ability to operate some or all of our businesses, causing commercial damage.	Review availability and affordability of pandemic insurance cover. Ability to react quickly to changing Government regulations and adapt commercial business model to minimise financial impact.

### ON BEHALF OF THE BOARD:

  
.....  
Christopher Edward James Woodgate - Director

Date: 18/09/2023  
.....

# THE GOODWOOD HOTEL LIMITED

## REPORT OF THE DIRECTORS FOR THE YEAR ENDED 31ST DECEMBER 2022

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The directors present their report with the financial statements of the company for the year ended 31st December 2022.

### **DIVIDENDS**

No dividends will be distributed for the year ended 31st December 2022.

### **DIRECTORS**

The directors shown below have held office during the whole of the period from 1st January 2022 to the date of this report.

The Duke of Richmond and Gordon  
Tracey Greaves  
Christopher Edward James Woodgate  
Andrew Michael Coggings

### **THIRD PARTY INDEMNITY PROVISION FOR DIRECTORS**

There is a third party indemnity provision in place for the benefit of all directors of the company.

### **STATEMENT OF DIRECTORS' RESPONSIBILITIES**

The directors are responsible for preparing the Strategic report, the Report of the directors 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 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 company and of the profit or loss of the company 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;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company 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 company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

### **STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITORS**

So far as the directors are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the company's auditors are unaware, and each director has taken all the steps that he or she ought to have taken as a director in order to make himself or herself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

### **AUDITORS**

Hartley Fowler LLP have indicated their willingness to be appointed for another term and appropriate arrangements have been put in place for them to be appointed as auditors in the absence of an Annual General Meeting.

### **ON BEHALF OF THE BOARD:**

  
.....  
Christopher Edward James Woodgate - Director

Date: 18/04/2023



## **REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF THE GOODWOOD HOTEL LIMITED**

---

### **Opinion**

We have audited the financial statements of The Goodwood Hotel Limited (the 'company') for the year ended 31st December 2022 which comprise the Statement of comprehensive income, Balance sheet, Statement of changes in equity, Cash flow statement and Notes to the cash flow statement, Notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 31st December 2022 and of its profit 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.

### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

### **Other information**

The directors are responsible for the other information. The other information comprises the information in the Strategic report and the Report of the directors, but does not include the financial statements and our Report of the auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

### **Opinions on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Strategic report and the Report of the directors for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic report and the Report of the directors have been prepared in accordance with applicable legal requirements.

## **REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF THE GOODWOOD HOTEL LIMITED**

---

### **Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic report or the Report of the directors.

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.

### **Responsibilities of directors**

As explained more fully in the Statement of directors' responsibilities set out on page six, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

## **REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF THE GOODWOOD HOTEL LIMITED**

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### **Auditors' responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and then design and perform audit procedures responsive to those risks.

#### **Audit approach to identifying and assessing potential risks related to irregularities**

Our procedures for identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, included the following:

- Enquiring of management and the audit committee, including obtaining and reviewing supporting documentation, concerning the company's policies and procedures relating to:
- identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of non-compliance;
  - detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud; and
  - the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- Discussing among the engagement team regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.
- Obtaining an understanding of the legal and regulatory frameworks that the company operates in, focusing on those laws and regulations that had a direct effect on the financial statements or that had a fundamental effect on the operations of the company.

The key laws and regulations we considered to have a direct effect on the financial statements included the Financial Reporting Standard FRS 102 "The Financial Reporting applicable in the UK and Republic of Ireland" and the Companies Act 2006, distributable profits legislation and taxation legislation and we assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

#### **Audit approach in response to identified risks**

Our procedures to respond to risks identified included the following:

- Enquiring of management and, where appropriate, those charged with governance, as to whether the entity is in compliance with such laws and regulations.
- Inspecting correspondence, if any, with the relevant licensing or regulatory authorities.
- Reviewing the financial statement disclosures and test to supporting documentation to assess compliance with reporting requirements.
- Reviewing meeting minutes where available for any indication of non-compliance.
- Addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business. We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.
- Performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.

Through these procedures, we have not become aware of any actual or suspected non-compliance.

## REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF THE GOODWOOD HOTEL LIMITED

---

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements. This is particularly true for those laws and regulations far removed from transactions reflected in the financial statements. As with any audit, there remained a higher risk of non-detection of irregularities that result from fraud, due to an implied intent behind this, than from those that result from error. As stated in the audit standards, we are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Report of the auditors.

### Use of our report

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in a Report of the auditors and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Daniel Chapman (Senior Statutory Auditor)  
for and on behalf of Hartley Fowler LLP  
Statutory Auditors  
Chartered Accountants  
19 New Road  
Brighton  
East Sussex  
BN1 1EY

Date: 21 September 2023

# THE GOODWOOD HOTEL LIMITED

## STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31ST DECEMBER 2022

	Notes	2022 £	2021 £
<b>TURNOVER</b>	3	9,093,967	6,367,100
Cost of sales		<u>1,545,769</u>	<u>982,188</u>
<b>GROSS PROFIT</b>		7,548,198	5,384,912
Administrative expenses		<u>7,646,132</u>	<u>6,526,316</u>
		(97,934)	(1,141,404)
Other operating income	4	<u>29,130</u>	<u>498,072</u>
<b>OPERATING LOSS</b>	6	(68,804)	(643,332)
Interest payable and similar expenses	7	<u>7,708</u>	<u>2,578</u>
<b>LOSS BEFORE TAXATION</b>		(76,512)	(645,910)
Tax on loss	8	<u>(176,475)</u>	<u>-</u>
<b>PROFIT/(LOSS) FOR THE FINANCIAL YEAR</b>		99,963	(645,910)
<b>OTHER COMPREHENSIVE INCOME</b>			
Income tax relating to other comprehensive income		-	-
<b>OTHER COMPREHENSIVE INCOME FOR THE YEAR, NET OF INCOME TAX</b>		<u>-</u>	<u>-</u>
<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>		<u>99,963</u>	<u>(645,910)</u>

The notes form part of these financial statements

# THE GOODWOOD HOTEL LIMITED (REGISTERED NUMBER: 01326672)

## BALANCE SHEET 31ST DECEMBER 2022

		2022		2021	
	Notes	£	£	£	£
<b>FIXED ASSETS</b>					
Tangible assets	9		16,695,692		16,817,778
<b>CURRENT ASSETS</b>					
Stocks	10	65,983		70,442	
Debtors	11	755,209		371,552	
Cash in hand		<u>3,245,671</u>		<u>3,443</u>	
		4,066,863		445,437	
<b>CREDITORS</b>					
Amounts falling due within one year	12	<u>9,968,451</u>		<u>6,532,573</u>	
<b>NET CURRENT LIABILITIES</b>			<u>(5,901,588)</u>		<u>(6,087,136)</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			10,794,104		10,730,642
<b>CREDITORS</b>					
Amounts falling due after more than one year	13		(90,208)		(104,415)
<b>PROVISIONS FOR LIABILITIES</b>	17		<u>(48,672)</u>		<u>(70,966)</u>
<b>NET ASSETS</b>			<u>10,655,224</u>		<u>10,555,261</u>
<b>CAPITAL AND RESERVES</b>					
Called up share capital	18		100,000		100,000
Revaluation reserve	19		5,152,084		5,152,084
Retained earnings	19		<u>5,403,140</u>		<u>5,303,177</u>
<b>SHAREHOLDERS' FUNDS</b>			<u>10,655,224</u>		<u>10,555,261</u>

The financial statements were approved by the Board of Directors and authorised for issue on 18.09.2023 and were signed on its behalf by:

  
 .....  
 Christopher Edward James Woodgate - Director

The notes form part of these financial statements

# THE GOODWOOD HOTEL LIMITED

## STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31ST DECEMBER 2022

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	Called up share capital £	Retained earnings £	Revaluation reserve £	Total equity £
<b>Balance at 1st January 2021</b>	100,000	5,949,087	5,152,084	11,201,171
<b>Changes in equity</b>				
Total comprehensive income	-	(645,910)	-	(645,910)
<b>Balance at 31st December 2021</b>	<u>100,000</u>	<u>5,303,177</u>	<u>5,152,084</u>	<u>10,555,261</u>
<b>Changes in equity</b>				
Total comprehensive income	-	99,963	-	99,963
<b>Balance at 31st December 2022</b>	<u>100,000</u>	<u>5,403,140</u>	<u>5,152,084</u>	<u>10,655,224</u>

The notes form part of these financial statements

# THE GOODWOOD HOTEL LIMITED

## CASH FLOW STATEMENT FOR THE YEAR ENDED 31ST DECEMBER 2022

	Notes	2022 £	2021 £
<b>Cash flows from operating activities</b>			
Cash generated from operations	1	4,802,315	2,539,494
Interest element of hire purchase payments paid		<u>(7,708)</u>	<u>(2,578)</u>
Net cash from operating activities		<u>4,794,607</u>	<u>2,536,916</u>
<b>Cash flows from investing activities</b>			
Purchase of tangible fixed assets		(160,065)	(143,462)
Sale of tangible fixed assets		<u>-</u>	<u>12,968</u>
Net cash from investing activities		<u>(160,065)</u>	<u>(130,494)</u>
<b>Cash flows from financing activities</b>			
Capital repayments in year		<u>(12,749)</u>	<u>(8,588)</u>
Net cash from financing activities		<u>(12,749)</u>	<u>(8,588)</u>
<b>Increase in cash and cash equivalents</b>		<u>4,621,793</u>	<u>2,397,834</u>
<b>Cash and cash equivalents at beginning of year</b>	2	<u>(1,376,122)</u>	<u>(3,773,956)</u>
<b>Cash and cash equivalents at end of year</b>	2	<u><u>3,245,671</u></u>	<u><u>(1,376,122)</u></u>

The notes form part of these financial statements



# THE GOODWOOD HOTEL LIMITED

## NOTES TO THE CASH FLOW STATEMENT FOR THE YEAR ENDED 31ST DECEMBER 2022

### 1. RECONCILIATION OF LOSS BEFORE TAXATION TO CASH GENERATED FROM OPERATIONS

	2022 £	2021 £
Loss before taxation	(76,512)	(645,910)
Depreciation charges	282,151	323,447
Profit on disposal of fixed assets	-	(10,960)
Reclassification of fixed assets	-	781,542
Finance costs	<u>7,708</u>	<u>2,578</u>
	213,347	450,697
Decrease/(increase) in stocks	4,459	(16,313)
Increase in trade and other debtors	(229,477)	(80,777)
Increase in trade and other creditors	<u>4,813,986</u>	<u>2,185,887</u>
<b>Cash generated from operations</b>	<u><u>4,802,315</u></u>	<u><u>2,539,494</u></u>

### 2. CASH AND CASH EQUIVALENTS

The amounts disclosed on the Cash flow statement in respect of cash and cash equivalents are in respect of these Balance sheet amounts:

#### Year ended 31st December 2022

	31.12.22 £	1.1.22 £
Cash and cash equivalents	3,245,671	3,443
Bank overdrafts	<u>-</u>	<u>(1,379,565)</u>
	<u><u>3,245,671</u></u>	<u><u>(1,376,122)</u></u>

#### Year ended 31st December 2021

	31.12.21 £	1.1.21 £
Cash and cash equivalents	3,443	3,650
Bank overdrafts	<u>(1,379,565)</u>	<u>(3,777,606)</u>
	<u><u>(1,376,122)</u></u>	<u><u>(3,773,956)</u></u>

### 3. ANALYSIS OF CHANGES IN NET (DEBT)/FUNDS

	At 1.1.22 £	Cash flow £	At 31.12.22 £
<b>Net cash</b>			
Cash at bank and in hand	3,443	3,242,228	3,245,671
Bank overdrafts	<u>(1,379,565)</u>	<u>1,379,565</u>	<u>-</u>
	<u><u>(1,376,122)</u></u>	<u><u>4,621,793</u></u>	<u><u>3,245,671</u></u>
<b>Debt</b>			
Finance leases	<u>(137,911)</u>	<u>19,895</u>	<u>(118,016)</u>
	<u><u>(137,911)</u></u>	<u><u>19,895</u></u>	<u><u>(118,016)</u></u>
<b>Total</b>	<u><u>(1,514,033)</u></u>	<u><u>4,641,688</u></u>	<u><u>3,127,655</u></u>

The notes form part of these financial statements

# THE GOODWOOD HOTEL LIMITED

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST DECEMBER 2022

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### 1. STATUTORY INFORMATION

The Goodwood Hotel Limited is a private company, limited by shares, incorporated in England and Wales. The company's registered number and registered office address can be found on the Company Information page.

The presentation currency of the financial statements is in Pounds Sterling (£).

The Company's principal activities are that of Hotels and similar accommodation.

Monetary amounts in these financial statements are rounded to the nearest whole £1. The financial statements are presented in sterling which is also the functional currency of the Company.

### 2. ACCOUNTING POLICIES

#### **Basis of preparing the financial statements**

These financial statements have been prepared in accordance with Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Companies Act 2006. The financial statements have been prepared under the historical cost convention as modified by the revaluation of certain assets.

The Company's principal activities and nature of operations are disclosed under the Strategic Report.

The directors have received confirmation from the directors of the holding company that the holding company will continue its support of the company for a minimum period of twelve months from the date on which these accounts have been approved and therefore consider that the going concern basis is the appropriate basis for the preparation of the accounts.

#### **Significant judgements and estimates**

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The Group makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next financial year have been considered.

The areas for which estimation has been applied are considered to be in calculating depreciation and the useful economic lives of assets, determining the fair values of long leasehold land and buildings, bad debt provision, stock provision, deferred tax and accrued and prepaid expenditure.

The key sources of estimation uncertainty that have a significant effect on the amounts recognised in the financial statements are determining the fair value of freehold land and buildings. Leasehold land and buildings have been valued at fair value by the directors, taking into account a previous valuation undertaken by Savills (UK) Limited, Chartered Surveyors, and subsequent additions and disposals.

#### **Turnover**

Turnover represents the value of services provided excluding VAT, including sales of accommodation, food and beverages, conference and other facility fees and gym membership fees. Hotel events income is recognised when the events take place. Hotel club membership income is recognised evenly over the term of the membership. All other income is recognised at the point of sale. Turnover is adjusted for accrued and deferred membership income.

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31ST DECEMBER 2022**

### Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses. Annual reviews are made of estimated useful lives and material residual values. Depreciation rates used to write off cost less residual value on a straight line basis are:

### Government grants

## Stocks

Cost is calculated on a weighted average basis, with net realisable value being the estimated selling price, less any costs of disposal.

(j) Financial assets

At the end of each reporting period financial assets measured at amortised cost are assessed for objective evidence of impairment. If an asset is impaired the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in profit or loss.

If there is decrease in the impairment loss arising from an event occurring after the impairment was recognised, the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been had the impairment not previously been recognised. The impairment reversal is recognised in profit or loss.

Financial assets are derecognised when (a) the contractual rights to the cash flows from the asset expire or are settled, or (b) substantially all the risks and rewards of the ownership of the asset are transferred to another party or (c) despite having retained some significant risks and rewards of ownership, control of the asset has been transferred to another party who has the practical ability to unilaterally sell the asset to an unrelated third party without imposing additional restrictions.

(ii) Financial liabilities

Basic financial liabilities, including trade and other creditors and bank loans are initially recognised at transaction price.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method, unless the effect of discounting would be immaterial, in which case they are stated at cost.

Financial liabilities are derecognised when the liability is extinguished, that is when the contractual obligation is discharged, cancelled or expires.

# THE GOODWOOD HOTEL LIMITED

## NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31ST DECEMBER 2022

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### 2. ACCOUNTING POLICIES - continued

#### **Taxation**

Taxation for the year comprises current and deferred tax. Tax is recognised in the Statement of Comprehensive Income, except to the extent that it relates to items recognised in other comprehensive income or directly in equity.

Current or deferred taxation assets and liabilities are not discounted.

Current tax is recognised at the amount of tax payable using the tax rates and laws that have been enacted or substantively enacted by the balance sheet date.

#### **Deferred tax**

Deferred tax is recognised in respect of all timing differences that have originated but not reversed at the balance sheet date.

Timing differences arise from the inclusion of income and expenses in tax assessments in periods different from those in which they are recognised in financial statements. Deferred tax is measured using tax rates and laws that have been enacted or substantively enacted by the year end and that are expected to apply to the reversal of the timing difference.

Unrelieved tax losses and other deferred tax assets are recognised only to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits.

Where items recognised in other comprehensive income or equity are chargeable to or deductible for tax purposes, the resulting current or deferred tax expense or income is presented in the same components of comprehensive income or equity as the transaction or other events that resulted in the tax expense or income.

Current tax assets and liabilities are offset only when there is a legally enforceable right to set off the amounts and the company intends either to settle on a net basis or to realise the asset and settle the liability simultaneously.

#### **Hire purchase and leasing commitments**

Assets obtained under hire purchase contracts or finance leases are capitalised in the balance sheet. Those held under hire purchase contracts are depreciated over their estimated useful lives. Those held under finance leases are depreciated over their estimated useful lives or the lease term, whichever is the shorter.

The interest element of these obligations is charged to the profit and loss account over the relevant period. The capital element of the future payments is treated as a liability.

Rentals paid under operating leases are charged to the profit and loss account on a straight line basis over the period of the lease.

#### **Pension costs and other post-retirement benefits**

The company operates a defined contributions pension scheme. Contributions payable to the company's pension scheme are charged to the profit and loss account in the period to which they relate.

#### **Bank overdrafts**

Bank overdrafts are presented within creditors: amounts falling due within one year.

#### **Impairment**

Assets not measured at fair value are reviewed for any indication that the asset may be impaired at each balance sheet date. If such indication exists, the recoverable amount of the asset, or the asset's cash generating unit, is estimated and compared to the carrying amount. Where the carrying amount exceeds its recoverable amount, an impairment loss is recognised in the statement of comprehensive income unless the asset is carried at a revalued amount where the impairment loss is a revaluation decrease.

# THE GOODWOOD HOTEL LIMITED

## NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31ST DECEMBER 2022

### 3. TURNOVER

The turnover and loss before taxation are attributable to the one principal activity of the company.

An analysis of turnover by class of business is given below:

	2022 £	2021 £
Hotel and restaurant	<u>9,093,967</u>	<u>6,367,100</u>
	<u>9,093,967</u>	<u>6,367,100</u>

### 4. OTHER OPERATING INCOME

	2022 £	2021 £
Sundry income	29,130	21,027
Coronavirus job retention scheme	<u>-</u>	<u>477,045</u>
	<u>29,130</u>	<u>498,072</u>

### 5. EMPLOYEES AND DIRECTORS

	2022 £	2021 £
Wages and salaries	3,859,206	2,693,144
Termination benefits	-	-
Social security costs	265,300	178,571
Pension costs	<u>90,790</u>	<u>63,729</u>
	<u>4,215,296</u>	<u>2,935,444</u>

The average monthly number of employees during the year was as follows:	2022	2021
Management and administration	21	12
Operational	<u>148</u>	<u>140</u>
	<u>169</u>	<u>152</u>

	2022 £	2021 £
Directors' remuneration	<u>514,648</u>	<u>235,876</u>

The number of directors to whom retirement benefits were accruing was as follows:

Money purchase schemes	<u>1</u>	<u>1</u>
------------------------	----------	----------

Information regarding the highest paid director is as follows:

	2022 £	2021 £
Emoluments etc	<u>514,648</u>	<u>235,876</u>

# THE GOODWOOD HOTEL LIMITED

## NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31ST DECEMBER 2022

### 6. OPERATING LOSS

The operating loss is stated after charging/(crediting):

	2022	2021
	£	£
Hire of plant and machinery	103,166	119,758
Depreciation - owned assets	245,551	311,214
Depreciation - assets on hire purchase contracts	36,600	12,233
Profit on disposal of fixed assets	-	(10,960)
Auditors' remuneration	14,000	11,300
Auditors' remuneration for non audit work	-	1,200

### 7. INTEREST PAYABLE AND SIMILAR EXPENSES

	2022	2021
	£	£
Leasing	<u>7,708</u>	<u>2,578</u>

### 8. TAXATION

#### Analysis of the tax credit

The tax credit on the loss for the year was as follows:

	2022	2021
	£	£
Deferred tax	<u>(176,475)</u>	-
Tax on loss	<u>(176,475)</u>	-

UK corporation tax has been charged at 19% (2021 - 19%).

#### Reconciliation of total tax credit included in profit and loss

The tax assessed for the year is lower than the standard rate of corporation tax in the UK. The difference is explained below:

	2022	2021
	£	£
Loss before tax	<u>(76,512)</u>	<u>(645,910)</u>
Loss multiplied by the standard rate of corporation tax in the UK of 19% (2021 - 19%)	(14,537)	(122,723)
Effects of:		
Capital expenditure in profit and loss	(10,624)	148,493
Short term timing differences	(1,903)	5,353
Group relief	(705)	-
Permanent disallowables	3,353	248
Tax losses	<u>(152,059)</u>	<u>(31,371)</u>
Total tax credit	<u>(176,475)</u>	-

# THE GOODWOOD HOTEL LIMITED

## NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31ST DECEMBER 2022

### 8. TAXATION - continued

Deferred tax at the year end is measured using the enacted tax rate of 25% (2021: 25%).

The main rate of corporation tax for 2022 is 19%. The main rate is 25% from 1st April 2023, as enacted in the Finance Act 2021 on 10th June 2021. The company is not aware of any factors that would materially affect the future tax charge other than the proposed change in corporation tax rates.

Unused tax losses carried forward are £892,074.

### 9. TANGIBLE FIXED ASSETS

	Long leasehold £	Improvements to property £	Fixtures and fittings £	Totals £
<b>Cost or valuation</b>				
At 1st January 2022	14,505,407	1,308,526	3,840,898	19,654,831
Additions	-	83,313	76,752	160,065
Disposals	-	-	(32,327)	(32,327)
At 31st December 2022	<u>14,505,407</u>	<u>1,391,839</u>	<u>3,885,323</u>	<u>19,782,569</u>
<b>Depreciation</b>				
At 1st January 2022	-	-	2,837,053	2,837,053
Charge for year	-	-	282,151	282,151
Eliminated on disposal	-	-	(32,327)	(32,327)
At 31st December 2022	-	-	<u>3,086,877</u>	<u>3,086,877</u>
<b>Net book value</b>				
At 31st December 2022	<u>14,505,407</u>	<u>1,391,839</u>	<u>798,446</u>	<u>16,695,692</u>
At 31st December 2021	<u>14,505,407</u>	<u>1,308,526</u>	<u>1,003,845</u>	<u>16,817,778</u>

The leasehold land and buildings was professionally valued by Savills (UK) Limited, Chartered Surveyors at fair value of £14,505,407 at 31 December 2019 based on the fair maintainable profit that the company was expected to generate, this includes a reclassification of £348,807 in 2021. The 2019 valuation was undertaken in accordance with 'Royal Institution of Chartered Surveyors' ("RICS") Valuation - Global Standards' and the RICS Valuation - Professional Standards ("The Red Book"). The directors consider the fair value of the property at 31 December 2022 to be Savills' 2019 valuation plus the cost of those subsequent significant additions that are considered to have further increased the fair value.

Cost or valuation at 31st December 2022 is represented by:

	Long leasehold £	Improvements to property £	Fixtures and fittings £	Totals £
Valuation in 2013	4,227,805	-	-	4,227,805
Valuation in 2014	780,399	-	-	780,399
Valuation in 2015	99,573	-	-	99,573
Valuation in 2016	10,275	-	-	10,275
Valuation in 2017	6,401	-	-	6,401
Valuation in 2018	(254,535)	-	-	(254,535)
Valuation in 2019	(1,201,077)	-	-	(1,201,077)
Cost	<u>10,836,566</u>	<u>1,391,839</u>	<u>3,885,323</u>	<u>16,113,728</u>
	<u>14,505,407</u>	<u>1,391,839</u>	<u>3,885,323</u>	<u>19,782,569</u>

# THE GOODWOOD HOTEL LIMITED

## NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31ST DECEMBER 2022

### 9. TANGIBLE FIXED ASSETS - continued

Fixed assets, included in the above, which are held under hire purchase contracts are as follows:

	Fixtures and fittings £
<b>Cost or valuation</b>	
At 1st January 2022 and 31st December 2022	<u>146,499</u>
<b>Depreciation</b>	
At 1st January 2022	12,233
Charge for year	<u>36,600</u>
At 31st December 2022	<u>48,833</u>
<b>Net book value</b>	
At 31st December 2022	<u>97,666</u>
At 31st December 2021	<u>134,266</u>

### 10. STOCKS

	2022 £	2021 £
Stocks	<u>65,983</u>	<u>70,442</u>

### 11. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2022 £	2021 £
Trade debtors	278,154	175,154
Amounts owed by group undertakings	131,179	63,589
Other debtors	1	-
Deferred tax asset	225,147	70,966
Prepayments and accrued income	<u>120,728</u>	<u>61,843</u>
	<u>755,209</u>	<u>371,552</u>

#### Deferred tax asset

	£
<b>Deferred tax asset brought forward</b>	
Recognition of tax losses as deferred tax assets	<u>70,966</u>
Balance at 1 January 2022	<u>70,966</u>

#### 2022 Profit and loss charge

Net movement of tax losses recognised as deferred tax assets	152,059
Pension deductible on paid basis	<u>2,122</u>
	<u>154,181</u>

#### Deferred tax asset carried forward

Recognition of tax losses as deferred tax assets	223,025
Pension deductible on paid basis	<u>2,122</u>
Balance at 31 December 2022	<u>225,147</u>



# THE GOODWOOD HOTEL LIMITED

## NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31ST DECEMBER 2022

### 12. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2022	2021
	£	£
Bank loans and overdrafts (see note 14)	-	1,379,565
Hire purchase contracts (see note 15)	27,808	33,496
Trade creditors	471,278	632,191
Amounts owed to group undertakings	8,080,501	3,329,948
Social security and other taxes	290,599	161,379
Other creditors	633,666	817,031
Accruals and deferred income	464,599	178,963
	<u>9,968,451</u>	<u>6,532,573</u>

### 13. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2022	2021
	£	£
Hire purchase contracts (see note 15)	<u>90,208</u>	<u>104,415</u>

### 14. LOANS

An analysis of the maturity of loans is given below:

	2022	2021
	£	£
Amounts falling due within one year or on demand:		
Bank overdrafts	<u>-</u>	<u>1,379,565</u>

### 15. LEASING AGREEMENTS

Minimum lease payments fall due as follows:

	Hire purchase contracts 2022	2021
	£	£
Net obligations repayable:		
Within one year	27,808	33,496
Between one and five years	<u>90,208</u>	<u>104,415</u>
	<u>118,016</u>	<u>137,911</u>

	Non-cancellable operating leases	
	2022	2021
	£	£
Within one year	5,540	5,940
Between one and five years	<u>20,775</u>	<u>13,965</u>
	<u>26,315</u>	<u>19,905</u>

# THE GOODWOOD HOTEL LIMITED

## NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31ST DECEMBER 2022

### 16. SECURED DEBTS

The following secured debts are included within creditors:

	2022 £	2021 £
Bank overdraft	<u>-</u>	<u>1,379,565</u>

The company has given an unlimited cross guarantee to the group's bankers in respect of the revolving credit facility and overdraft facility provided to the parent company, The Goodwood Estate Company Limited. The group has a credit facility limit of £18,000,000 and an overdraft limit of £5,000,000.

The £18,000,000 facility agreement, amended on 11 November 2020, is secured by the lender via fixed and floating charges across all property and contains a negative pledge. The charge was registered with the parent company on 11 November 2020.

The bank overdraft is secured under the group loan arrangements by a fixed charge over certain freehold land, which includes the land occupied under long leasehold by the company.

### 17. PROVISIONS FOR LIABILITIES

	2022 £	2021 £
Deferred tax	<u>48,672</u>	<u>70,966</u>

#### Deferred tax liability brought forward

Balance at 1 January 2022	<u>£</u> <u>70,966</u>
---------------------------	---------------------------

#### 2022 Profit and loss charge

Accelerated capital allowances	(22,294)
Accelerated capital allowances (effects of tax rate increase)	-
	<u>(22,294)</u>

#### Deferred tax liability carried forward

Accelerated capital allowances	<u>48,672</u>
Balance at 31 December 2022	<u>48,672</u>

### 18. CALLED UP SHARE CAPITAL

Allotted, issued and fully paid:

Number:	Class:	Nominal value:	2022 £	2021 £
100,000	Ordinary shares	£1	<u>100,000</u>	<u>100,000</u>

# THE GOODWOOD HOTEL LIMITED

## NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31ST DECEMBER 2022

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### 19. RESERVES

#### Ordinary share rights

The company's ordinary shares, which carry no right to fixed income, each carry the right to one vote at general meetings of the company.

#### Retained earnings

Cumulative profit and loss net of distributions to owners.

#### Revaluation reserve (in respect of the leasehold property per note 9)

Cumulative revaluation gains and losses in respect of the leasehold property.

### 20. PENSION COMMITMENTS

#### Defined Contribution Pension Scheme

The company operates a defined contribution pension scheme on behalf of current employees. Contributions of 6 - 10% are payable by the company and 4% by the employee and are charged to profit and loss account in the period to which they relate. For the year ended 31 December 2022 the company made total employer contributions of £90,790 (2021: £63,729). There were outstanding contributions of £8,486 as at 31 December 2022 (2021: £7,332).

### 21. ULTIMATE PARENT COMPANY

The ultimate parent company is The Goodwood Estate Company Limited, registered in England and Wales. The smallest and largest group in which the Company accounts are consolidated is that of The Goodwood Estate Limited, the consolidated company accounts are available from Goodwood House, Goodwood, Chichester, West Sussex, PO18 0PX.

### 22. RELATED PARTY DISCLOSURES

The company has taken advantage of exemption, under the terms of Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', not to disclose related party transactions with wholly owned subsidiaries within the group.

During the year, a total of key management personnel compensation of £515,000 (2021 - £236,000) was paid.

Key management personnel include all directors and a number of senior managers who together have authority and responsibility for planning, directing and controlling the activities of the company.

### 23. ULTIMATE CONTROLLING PARTY

The Directors regard the Trustees acting on behalf of Trusts for the Gordon-Lennox family to be the ultimate