

Company Registration No. 01576093

The British Olympic Association

(Limited by Guarantee)

Report and Financial Statements

31 December 2021



The British Olympic Association

Report and financial statements 2021

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Officers and professional advisers

Patron

Her Majesty The Queen

President

Her Royal Highness The Princess Royal (also an IOC Member)

Chair

Rt Hon Sir Hugh Robertson KCMG DL

Vice Chair

A Phelps CBE

Chief Executive Officer

A Anson OBE

Olympic National Governing Bodies' & Athletes' Representatives

J Buckner (Appointed 1 Jan 2022)

V Gosling OBE

B Hawes (Resigned 31 Dec 2021)

W James (Appointed 1 Jan 2022)

D Joy (Resigned 31 Dec 2021)

A Scoular

E Simmonds (Appointed 1 Jan 2022)

S Treseder OBE (Resigned 20 Aug 2021)

G Usher

Independent Non-Executive Directors

Baroness Margaret Ford OBE

D Ross (Resigned 24 Sept 2021)

J Slot

V Venkatesham

G Whitehead (Appointed 24 Sept 2021)

IOC Members

Lord Sebastian Coe CH, KBE

Sir Craig Reedie GBE

Company Secretary

S Uddin MBE

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Officers and professional advisers (continued)

Main bankers

Lloyds Bank plc
25 Gresham Street
London EC2V 7HN

Auditor

BDO LLP
55 Baker Street
London W1U 7EU

Solicitors

Farrer & Co.
66 Lincoln's Inn Fields
London WC2A 3LH

Headquarters and registered office

101 New Cavendish Street
London W1W 6XH

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Strategic report

Principal activities

The British Olympic Association ('BOA' and/or the 'Company') is the National Olympic Committee (NOC) for Great Britain, Northern Ireland and UK dependent territories that do not have their own NOC. The BOA works with the National Governing Bodies of Olympic sports, who are its members, to support the ultimate success of each sport and their athletes at the Olympic Games.

The BOA's vision is *'To unite and inspire the nation through the power of Olympic sport'*.

The BOA's primary purpose is to:

- select, lead, and manage Team GB at both Olympic and Olympic Winter Games and International Olympic Committee (IOC), European Olympic Committees (EOC) and other accredited events such as Youth Games, Youth Festivals, and the European Games; and
- develop the Olympic Movement and promote the principles and values of Olympism in its territory.

In carrying out these activities the BOA remains financially autonomous and independent.

The BOA relies principally on commercial sponsorship of its unique brand assets, association with the Olympic Movement, fundraising events, and project-specific financial support from the IOC to finance these activities.

Governance

The Board of Directors continues to apply the principles of good corporate governance. Whilst the BOA is not required to comply with either the UK Corporate Governance Code or the 'Code for Sports Governance', it continues to have structures which reflect good practice under both these codes. As part of its ongoing compliance the BOA will continue to monitor the external landscape and proactively make changes where necessary.

Tokyo 2020 Olympic Games

On the 23rd July 2021 the Tokyo 2020 Olympic Games were officially opened, following a year-long delay caused by the Covid-19 pandemic.

The Games, which remained branded as 'Tokyo 2020', was the first major global sporting event to re-emerge following the onset of Covid-19 and its widespread disruption to normal life and the sporting calendar.

Following the postponement of the Games in 2020 the executive management, with the support of the Board, undertook a significant analysis of the impact of the Games postponement, whilst re-prioritising financial plans and projects across the organisation. There were two clear aims:

- to minimise the impact of any sunk costs and transfer as much Games-related expenditure into 2021 as possible; and
- protect sponsorship revenue.

This was achieved, and with the support of its commercial partners and through its positive relationships in Japan, the BOA was able to continue with its plans largely unaffected, meaning Team GB had access to one of the most extensive set of facilities available to any of the major competing nations.

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Strategic report (continued)

Tokyo 2020 Olympic Games (continued)

The BOA selected a total of 375 athletes for the Games, and in doing so named more female athletes than male athletes in the team for the first time in its history of attending the summer edition of the Games. A total of 199 female athletes were selected, compared to 176 of their male counterparts – a seminal moment in British Olympic history.

Across the 17 days of competition in Tokyo, Team GB secured 64 medals, comprising 22 gold, 20 silver and 22 bronze.

Team GB competed and were successful in a number of new sports and events at Tokyo 2020, including BMX, Skateboarding, Sport Climbing, as well as the mixed triathlon and mixed swimming relays.

Notable achievements at the Games included Jason Kenny becoming Team GB's most successful ever Olympian with a total of nine medals, following a gold and silver medal in Tokyo. Likewise, Laura Kenny's gold and silver in Tokyo saw her become Team GB's most successful ever female Olympian. Sky Brown became Team GB's youngest-ever summer Olympian and medallist having only turned 13 years old on July 12, securing a bronze medal in the inaugural women's skateboarding final.

Six athletes defended their Olympic titles, those being Jason Kenny, Max Whitlock, Adam Peaty, Giles Scott and Hannah Mills with Eilidh McIntyre. Emily Campbell also became the first ever female British Olympic weightlifter to medal at a Games.

Several key locations in Tokyo contributed to the team's performance, including the Preparation Camp and Performance Lodge.

Team GB's multi-sport Preparation Camp, based in Yokohama and Kawasaki City prefectures, provided the setting for athletes' final preparations before transitioning into the competition environment. International Federation standard training facilities at Keio University, Yokohama International Pool and Todoroki Stadium enabled athletes and staff to acclimatise to the environment. The Camp was used by the majority of Team GB sports and was a critical component in the achievements of many Team GB athletes.

The Performance Lodge offered athletes a private facility in Tokyo – a High Performance Centre, which became a key location for Team GB to train, recover, refuel, receive medical treatment, and relax in a safe and comfortable environment.

Led by the HQ team within the Olympic Village, a world-leading performance environment was created for Team GB athletes within an exclusively-occupied apartment block, overlooking Tokyo Bay. The performance areas of the Village block provided a dedicated space for training, conditioning, recovery, and treatment. These services were delivered by leading practitioners across all disciplines, from within National Governing Bodies and Home Country Sports Institutes.

The BOA took a delegation of over 1,000 people to Tokyo, and as a result of its Covid mitigation strategy, returned home as one of the only major nations to not record a single positive Covid test. The strategy was built around three major pillars:

- A comprehensive pre-Games Covid testing programme – supported through a new commercial partnership with Randox testing.
- Coordination with the National Health Service to offer all athletes access to the national vaccine rollout, resulting in circa 98% of the delegation being fully vaccinated upon arrival in Japan.
- A focus on the fundamentals of good health and hygiene, with a particular emphasis on 'hands, face and space' messaging.

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Strategic report (continued)

Tokyo 2020 Olympic Games (continued)

The strict Covid mitigation protocols put in place by the Tokyo Organising Committee ultimately led to the curtailment of many of the ancillary projects that would be put in place at the Games. A Team GB shop, in the Aoyama district of Tokyo, was only able to trade for two days before Covid-19 restrictions resulted in non-essential businesses being closed to the general public.

Team GB's own hospitality and dining facilities at the Aoyama Treehouse were also limited to hosting team personnel and invited guests only. However, the BOA made use of the facility to host IOC and international dignitaries as well as the limited numbers of commercial partners and stakeholders that were able to attend the Games.

Further Covid mitigations included increased visa and travel restrictions which meant athletes' friends and families were unable to travel to the Games, whilst the Games itself took place largely behind closed doors following a Japanese Government decision to not allow spectators at venues.

Following the Games, the BOA was notified of an anti-doping rule violation in respect of a positive analytical finding against the sprinter Chijindu Ujah. As a result of the violation Team GB lost a silver medal in the 4x100 metres event.

Beijing 2022 Olympic Winter Games

Preparations for the Beijing 2022 Olympic Winter Games continued through the year. With Tokyo 2020 having been postponed by a year the BOA management ensured a degree of separation and focus for the winter edition with dedicated Beijing appointments. This ensured operations could continue unaffected by the Tokyo Games, and saw the team secure its optimal accommodation and performance environments.

The British Embassy in Beijing supported the BOA throughout the year, during which no one was able to travel into China due to its strict Covid measures having effectively closed its borders. Embassy staff were able to scope and share details of the development of the Games plans, and acted as an intermediary on the ground between the BOA and the local Organising Committee.

The political backdrop to the Games continued to dominate the narrative, with China's human rights record remaining in focus throughout the year, as well as fresh questions being raised in respect of tennis player Peng Shuai's welfare and whereabouts after she raised and later retracted a serious assault claim.

The majority of the financial impact for these Games will be reported in the 2022 Report and Financial Statements.

Business review

Business operations continued to be disrupted in 2021 as the Covid-19 pandemic led to further domestic lockdowns and restrictions to travel, social contact and office working. In-person attendance at meetings and in office space continued to be limited, although essential working requirements ahead of the Tokyo and Beijing Games allowed for the creation of a hybrid mix of home and office working.

Despite having done so in a limited way in 2020, the BOA did not utilise the Government's Coronavirus Job Retention Scheme (CJRS) during 2021. Furthermore, the management agreed to the cancellation of the 2020 bonus scheme for all staff, which would have been payable in 2021.

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Strategic report (continued)

Business review (continued)

As a result of the invasion of Ukraine by Russia, there is an increased level of uncertainty across the financial markets and commercial business in general. This could potentially impact on the Company's ability to generate revenue as well as creating cost pressure from inflation and supply chain issues. These risks have been elevated on the Company's risk register and are being actively managed by the management team, with oversight from the Audit Committee.

Business performance

The BOA's achievements in the period are measured against a number of performance indicators including revenue, cost control, operating profit, cash flow, levels of borrowing and maintenance of reserves, as well as monitoring total contracted and pipeline revenues.

The critical long-term objective of the Company is to generate revenue to fund operations across each quadrennium; year-on-year comparisons are not meaningful due to the cyclical nature of the organisation. Due to the postponement of the Tokyo Games until 2021, the Company's key priority was to ensure sufficient funding for the five-year period from 2017-2021 to deliver a safe and secure, but performance-led environment in Tokyo.

The profit targets for 2021 were significantly exceeded, heavily influenced by healthy commercial growth and a strong cost control discipline. The BOA reported a £0.8m profit for the year, taking reserves to a record £10.2m, despite Tokyo 2020 receiving the highest level of investment for a Summer Games. The strong reserves position has provided the BOA with a sound financial base as attention shifts towards preparations for Paris 2024.

The Company has reverted to its traditional model of measuring revenue over a four-year period. The revenue target for the 2021-2024 quadrennium is £77.1m of which 75% had been secured at the year end. Excluding the effect of the postponed Tokyo 2020 Games, the revenue target is £60.9m with 69% secured. This compares with 63% secured at the equivalent point in the previous four-year cycle (2017).

Following the postponement of the Games the BOA engaged with many of its commercial partners to discuss revised contractual arrangements. For those partners whose contracted terms ended in December 2020 this involved offering a year's extension to December 2021, taking in the rescheduled Games period. This ensured strong support for the BOA during Games-time and led to multiple partner activations prior to and during the Games.

In January 2021, despite a significant impact on their operation due to global travel restrictions, British Airways reconfirmed their commitment to the BOA and were again announced as the official airline carrier of Team GB for both the Tokyo 2020 and Beijing 2022 Olympic Games.

During April, Birds Eye's Green Cuisine brand became the official plant-based supporter of Team GB, promoting meat-free food, incorporating in-store activations, on-pack promotions and social media activity with Team GB athletes.

Yoplait Kids – a General Mills brand – signed a three-year partnership in March 2021 to become the official yoghurt of Team.

Prior to the Games, Randox Health, the United Kingdom's largest Covid-19 PCR testing provider, signed a two-year partnership for Team GB's Covid-19 testing for Tokyo 2020 and Beijing 2022.

Following the year end, Salesforce, the global leader in CRM, also signed as a long-term partner with Team GB until 2028. The partnership will focus on the use of data to further engage fans, through the development of a new CRM system.

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Strategic report (continued)

Business performance (continued)

Following the Games, The National Lottery hosted the inaugural Team GB Homecoming Concert at Wembley Arena. Over 200 athletes attended the live event, in front of an 8,000-strong crowd of Lottery ballot winners, and enjoyed music from top British artists including Anne-Marie, Bastille, Rag'n'Bone Man and Yungblud. The event, held on 15 August, was broadcast later that evening on BBC One.

The Company entered into a licensing agreement with NFT company Tokns, allowing Team GB to become the first Olympic team to create its own 'storefront' for NFTs. The Tokns agreement ran from the beginning of Tokyo 2020 to the end of Beijing 2022.

The Company continued to perform strongly from a commercial perspective, capitalising on the strength of the Team GB brand to build a strong portfolio of official partners and suppliers to support activations and marketing activity in preparation for Tokyo 2020 and Beijing 2022. During the year, the BOA was supported by the following partners and suppliers:

Worldwide Partners:

Airbnb	Alibaba Group	Allianz	ATOS
Bridgestone	Coca-Cola/Mengniu	Dow	GE
Intel	Omega	Panasonic	P&G
Samsung	Toyota	Visa	

Official Partners:

adidas	Aldi	British Airways	Deloitte
DFS	Dreams	GoDaddy	Haven
McVitie's	Ocean Outdoor	Persimmon	Purplebricks
Radox	University of Hull	Yoplait	

Official Suppliers:

Ben Sherman	Camelot	DB Schenker	Green Cuisine
Simon Jersey	STH	Whole Earth	

Financial summary

The BOA completed the year with turnover of £25.0m (2020: £10.5m), profit after taxation of £0.8m (2020: £2.9m) and cash balance of £5.0m (2020: £6.7m).

Going concern

As described in Note 3 to the accounts, in addition to the normal sensitivity analysis around commercial outcomes, the Board has considered events that have occurred both before and after the balance sheet date when determining whether there is a material uncertainty over the ability to continue as a going concern.

The Directors have determined that the going concern basis remains appropriate.

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Strategic report (continued)

British Olympic Foundation

BOF is a registered charity and is instrumental in delivering the BOA's purpose of developing the Olympic Movement and promoting the principles and values of Olympism in the UK. Through its various educational activities, BOF seeks to increase knowledge in all aspects of the Olympic Movement and promote the benefits of sport and other forms of physical education and recreation.

Get Set, the Team GB and ParalympicsGB youth engagement programme managed by BOF, continued its activities in 2021, with a minimum of 3,638 active UK schools and youth groups engaging with the programme, reaching approximately 1,600,000 young people in the 2020-21 school year. Due to the pandemic, Get Set continued to make resources freely available to the general public, to support and supplement home schooling activities.

In 2019 Sport England awarded Get Set £2.6 million of funding to support the Travel to Tokyo initiative, throughout England. To support this a successful application to the Spirit of 2012 Trust funded an additional £193,780 to enable the programme to be rolled out across the Home Nations. After the postponement of the Olympic Games, both Sport England and Spirit of 2012 increased funding by £249,463 and £46,350 respectively to enable the initiative to continue until the end of 2021. Further to this, with the close proximity of the Beijing Olympic Winter Games to the Tokyo Games, Sport England and Spirit of 2012 both agreed to support the 'Bound for Beijing' element to the programme through to Easter 2022 funding £150,000 and £54,114 respectively.

Other activities

In November 2021 the BOA announced the appointment of three new Board members, following an election of the National Olympic Committee. Double-Olympian Jack Buckner, the CEO of British Swimming, was joined by Bill James, the Chair of British Triathlon, in being elected to the Board of the BOA. They were accompanied by the returning Georgina Usher, CEO of British Fencing, who was re-elected by the NOC.

Lizzie Simmonds (Swimming) replaced Ben Hawes (Hockey) as the BOA's Athletes' Commission Chair. Lizzie, who had previously been Vice-Chair, joined the Board of the BOA as a result of becoming the Athletes' Commission Chair.

Six athletes were appointed onto the Athletes' Commission after voting closed on the election of new members in December. Abbie Brown (Rugby Sevens), Andrew Matthews (Bobsleigh), Eve Muirhead (Curling) and Bryony Page (Trampoline) all joined the Commission whilst Adam Gemili (Athletics) and Lizzy Yarnold (Skeleton) were re-elected for a second term. In total, over 600 athletes voted in the election. Four members' terms drew to a close. Katherine Grainger, James Rodwell and Joanna Rowsell Shand's terms all came to a close at the end of 2021.

BOA Vice Chair, Annamarie Phelps CBE, was elected to become Chair of European Rowing, as well as being appointed to the European Olympic Committee's (EOC) Executive Committee in June 2021. Annamarie also took the Chair of the EOC's Gender Equity Commission and sits on the working group for the European Games 2027. Joining her at the EOC, Scott Field, the BOA's Director of Marketing and Communications, was appointed to the EOC's Marketing and Communications Commission.

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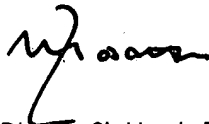
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Strategic report (continued)

Other activities (continued)

The 2021 European Youth Olympic Winter Festival (EYOFW) in Vuokatti, Finland, was further postponed from December 2021 to March 2022.

Approved by the Board of Directors
and signed on behalf of the Board



Rt Hon Sir Hugh Robertson KCMG DL
Chairman

Date 19 May 2022

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Directors' report

The Directors present their annual report and the audited financial statements for the year ended 31 December 2021.

Results

The result for the year was a profit after taxation of £756,434 (2020: £2,880,358).

The financial results for the year are shown in the statement of income and retained earnings on page 23.

A review of the business is provided in the strategic report.

Directors

The Directors of the Company who served throughout the year, except as noted, are shown in the list of officers and professional advisers on page 1.

Directors' indemnity provision

The Company has taken out insurance in respect of claims against Directors arising from the undertaking of their duties as Directors of this company.

Donations

During the year the Company made the following charitable donations:

	2021	2020
	£	£
British Olympic Foundation	81,387	81,985

Financial risk management objectives and policies

The Company uses financial instruments including a bank overdraft facility, bank loan, cash, forward purchase currency arrangements and various other financial assets and financial liabilities, such as trade debtors and trade creditors that arise directly from its operations. The main purpose of these financial instruments is to provide finance for the Company's operations. The existence of these financial instruments exposes the Company to a number of financial risks which are described in more detail below.

The main risks arising from the Company's financial instruments are currency risk, interest rate risk, price risk, liquidity risk and credit risk. The Directors review and agree policies for managing each of these risks and they are summarised below:

Currency risk

The Company receives a portion of its revenues and incurs a portion of its costs in foreign currencies. The Company has established a policy of hedging to protect against exchange rate fluctuations and to provide the Company with increased certainty over its likely Sterling revenue and expense. The application of the hedging policy is overseen by the Investment Committee and the Company has entered into foreign currency derivative financial instruments to execute this policy.

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Directors' report (continued)

Interest rate risk

The Company finances its operations through a combination of retained profits and bank borrowings. The Company's exposure to interest rate fluctuations on its borrowings is small compared to its overall operations. The Directors do not consider it necessary to manage the risk through the use of financial instruments, but keep the position under review.

Price risk

The Company maintains a portfolio of listed investments, which is subject to risk from changes in market valuation. This risk is mitigated by utilising a regulated portfolio management company to manage the risk on the BOA's behalf. The Company has established an Investment Committee comprised of members of the Board, an independent member deemed to have appropriate skills and expertise in this area and management to provide oversight over the investment portfolio.

Liquidity risk

The principal liquidity risk facing the Company relates to its ability to raise sufficient funding to fully meet its objectives as described under 'Principal activities'. Since the year end, this risk has been elevated due to the worsening economic situation potentially effecting both the opportunity to raise revenue and creating cost pressure from inflation and supply chain issues.

The BOA funds its programme of activities in support of Team GB and the Olympic Movement through a number of revenue initiatives and is expecting to secure circa £77.1m of revenue to meet the requirements for the four-year period 2021-2024. The BOA manages the expenditure element of this cash flow risk through rigorous internal cost controls.

The Company manages the remaining risk by ensuring sufficient liquidity is available to meet foreseeable needs and by investing cash assets safely and profitably. Short-term flexibility is achieved through a bank overdraft facility. At the end of the financial year, the Company had access to facilities totalling £8.6m comprised of cash at bank and in hand of £5.0m and an overdraft of £3.6m. The overdraft facility has been renewed at £2.0m until December 2022. The Company has put in place contingency plans to deal with a shortfall in funding should the situation arise. These plans include pro-active working capital management to deal with short-term pressure points, expenditure controls to limit expenditure in 2022, utilisation of cash reserves and controlled realisation of investment assets.

Credit risk

The Company's principal financial assets are cash and trade debtors. The credit risk associated with cash is limited, as cash is held with the Company's bank which has a high credit rating. The principal credit risk arises, therefore, from its trade debtors.

In order to manage credit risk, the Company assesses customers based on a due diligence process including third party credit references. Outstanding balances are reviewed on a regular basis in conjunction with debt ageing and collection history. The Directors recognise that there is an elevated risk of bad debts to the business in the current economic climate. The Company provided £Nil on 31 December 2021 (2020: £Nil) in relation to bad and doubtful debts. 92% of year end trade debts had been recovered by 30 April 2022.

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Directors' report (continued)

Strategic and operational risk management

The BOA maintains a risk register which captures strategic and operational risks for both business-as-usual and Games-related activities. All risks and mitigating actions are reviewed quarterly by the Senior Leadership Team. Three key risks were identified at the year-end:

- The ongoing risks related to the successful delivery of the Beijing 2022 Winter Games, including Covid and the mitigation measures required.
- Cyber Security, relating to both Games-Time and business-as-usual operations.
- The risk that the BOA is operational in a foreign country when there is a major crisis or incident (e.g., natural disaster, terrorist attack, pandemic, or disease outbreak).

The Games-related risks are reviewed monthly by the Games Leadership Team and project area leads. The key operational risks are escalated internally as appropriate, to ensure that appropriate actions have been taken to manage those risks. Risks identified as being likely to cause a material impact on BOA operations or reputation are escalated immediately to the Audit Committee. Management report quarterly to the Audit Committee commenting on any risks altered, added, or removed and provide the full risk register for review.

Disclosure of information to auditor

Each of the persons who is a Director at the date of approval of this report confirms that:

- so far as the Director is aware, there is no relevant audit information of which the Company's auditor is not aware; and
- the Director has taken all the steps that he/she ought to have taken as a Director in order to make himself/herself aware of any relevant audit information and to establish that the Company's auditor is aware of that information.

This confirmation is given and should be interpreted in accordance with the provision of s418 of the Companies Act 2006.

Auditor

The auditor, BDO LLP, will be proposed for reappointment in accordance with section 485 of the Companies Act 2006.

Corporate governance

The Board of Directors continues to apply the principles of good corporate governance.

The Board holds regular meetings and is responsible for formulating, reviewing, and approving the Company's strategy, budgets, major items of expenditure and performance indicators, as referenced within the business review in the strategic report.

The Board has established four committees to deal with specific aspects of the Company's affairs and comply with specific obligations under the Olympic Charter.

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Directors' report (continued)

The Athletes' Commission is made up of Olympians who have competed for Team GB at an Olympic Games within the last 12 years. Members are elected by British Athletes. The Commission Chair is elected by the members of the Commission and is an ex-officio board member and company Director; the Chair is Lizzie Simmonds. The Commission met six times during the year and three times since the year end. Members of the Commission:

Directors:	E Simmonds (Chair) (Appointed December 2021) B Hawes (Chair) (Resigned December 2021)
Athletes' representatives:	E Boateng A Brown (Appointed December 2021) A Brownlee MBE (EOC Athletes' Commission Representative) (Appointed October 2021) J Eley (Resigned December 2021) A Fuller A Gemili Dame Katherine Grainger (Resigned December 2021) A Matthews (Appointed December 2021) E Muirhead (Appointed December 2021) B Page (Appointed December 2021) J Rodwell (Resigned December 2021) J Rowsell Shand MBE (Resigned December 2021) E Simmonds (Vice-Chair) (Resigned December 2021) C Skinner (Resigned May 2021) L Tancock K Thomas (Vice-Chair) (Appointed December 2021) G Twigg MBE, E Yarnold OBE (Appointed December 2021)

The Commission's primary purpose is to:

- ensure that every decision taken by the Company is informed by the Olympic athletes' perspective and that the interests of the athletes are part of the DNA of the Company;
- advise the Board and executive management on all matters relating to Olympic operations, performance, and policy from the perspective of Olympic athletes; and
- represent agreed policy concerning athletes' interests within the Olympic Family and other forums, as approved by the Board.

The Audit Committee has the responsibility to support and add value in the areas of, amongst other things, governance, strategy, finance, and risk mitigation. The composition of the Committee and details of the activities undertaken are set out in the Audit Committee report on pages 15-16.

The Remuneration Committee determines and agrees, in conjunction with the Board, the framework and policy for the remuneration of the Company's management and staff. The composition of the Committee and details of the activities undertaken are set out in the Directors' remuneration report on pages 17-18.

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Directors' report (continued)

The Investment Committee, comprising at least two independent non-executive Directors, is appointed by the Board, and is chaired by Gill Whitehead. It met once during the year. Members of the Committee:

Directors:	G Whitehead (Chair) (Appointed 24 September 2021) D Ross (Chair) (Resigned 24 September 2021) A Phelps CBE
Independent member:	R Geffen
Management representatives	A Anson OBE D Glassey

The primary role of the Committee is to provide oversight over the investment portfolio and the Company's foreign currency hedging arrangements. The Investment Committee meets regularly with the portfolio management company and reports to the Board on matters relating to the portfolio performance, including monitoring the BOA's responsible investment policy.

The committee Chairs report regularly to the Board on matters pertaining to those committees.

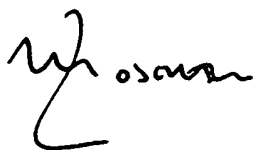
The Directors acknowledge that they are responsible for the Company's system of internal control and consider that the maintenance of effective internal controls is of fundamental importance to achieving the Company's objectives. The Company's system of internal control is designed to manage rather than eliminate the risk of failure to achieve the Company's strategic objectives and can only provide reasonable and not absolute assurance against material misstatement or loss.

The Company ensures that all transactions and commitments to pay or receive value are subject to appropriate review and approval, including scrutiny of all significant transactions by a sub-group of the Board comprised of at least two independent non-executive Directors.

The Company has established an International Relations sub-group comprised of members of the Board and management. The International Relations sub-group meets at least bi-annually with the primary purpose of contributing to the development and governance of international sport, influencing reform, sharing best practice, and building collaborative partnerships that benefit the UK and the global sporting system, acting in collaboration with its domestic and international stakeholders.

The Company continues to operate with a Senior Leadership Team, which has responsibility for recommending strategies to be approved by the Board and overseeing their implementation, it has established cross-functional working groups which are responsible for the operational execution of the agreed strategies.

Approved by the Board of Directors
and signed on behalf of the Board



Rt Hon Sir Hugh Robertson KCMG DL
Chair

Date 19 May 2022

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Audit Committee report

The Audit Committee, comprising at least three non-executive Directors, is appointed by the Board, and is chaired by Gill Whitehead. It met three times during the year and has met twice since the year end. Membership is set out below:

Directors:	G Whitehead (Chair) (Appointed 24 September 2021)
	D Ross (Chair) (Resigned 24 September 2021)
	W James (Appointed 1 January 2022)
	A Scoular
	S Treseder OBE (Resigned 20 August 2021)
Independent member:	D Cox

The Committee regularly invites the external audit lead Director, the Chief Executive Officer, the Chief Financial Officer, and other non-members to attend its meetings. The Audit Committee meets privately with the external auditor at least once a year and liaises with Company management in considering areas for review.

The Committee's primary purpose is to assist the Board with the discharge of its responsibilities in relation to external audit and controls. This includes monitoring and reviewing the integrity of the financial statements of the Company in advance of its consideration by the Board, reviewing the adequacy of the Company's internal controls and risk management systems, and making recommendations to the Board in relation to the external auditor.

The Committee regularly reviews whether the members have the right blend of skills and experience within the Committee or at its disposal to carry out its role.

The key matters considered by the Committee are summarised below:

Financial and narrative reporting

- Reviewed the Annual Report and Financial Statements and considered whether, taken as a whole, 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 the period and provide the information necessary for members to assess the company's performance, business model and strategy.
- Reviewed BDO's Completion Report.
- Reviewed the suitability of the Company's accounting policies and practices including the judgements associated with the application of the Company's income recognition policy.
- Reviewed the Company's going concern assessment and statement.

Internal controls and risk management Systems

- Quarterly reviews of the Company's risk register.
- Reviewed the effectiveness of the risk management system and instigated a program of "deep-dive" reviews to cover areas of potential risk.
- Reviewed the system of financial controls and considered the view of the external auditor in relation to the effectiveness of such controls.
- Received updates on the Company's General Data Protection Regulations compliance

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Audit Committee report (continued)

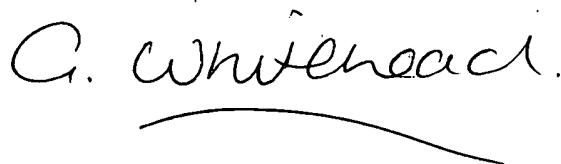
Compliance, whistleblowing, and fraud

No incidents were reported during 2021.

External Audit

- Considered the audit planning report, including the scope, materiality, and fees for the 2021 audit.
- Reviewed the external auditor report on the Annual Report and Financial Statements.
- Considered the effectiveness of the external audit process.
- Considered the non-audit work, relating to Corporation Tax compliance, carried out by the external auditor and its impact on safeguarding audit independence.

On behalf of the Audit Committee

A handwritten signature in black ink that reads "G. Whitehead". The signature is written in a cursive style and is underlined with a single horizontal stroke.

Gill Whitehead
Chair of the Audit Committee

Date 19 May 2022

The British Olympic Association

Report and financial statements 2021

Directors' remuneration report

The Remuneration Committee, comprising at least two non-executive Directors, is appointed by the Board, and is chaired by Vinai Venkatesham. It met twice during the year and has met twice since the year end. Membership is set out below:

Directors:	V Venkatesham (Chair)
	G Usher
Independent Member	H Beck

The Committee regularly invites the Chief Executive Officer, the Chief Financial Officer, and the Head of Human Resources to attend its meetings.

The Committee's primary purpose is to determine and agree with the Board the framework and policy for the remuneration of the Company's management and staff, including an ongoing review of the appropriateness of the remuneration policy, approval of any bonus schemes, and total payments made pursuant to such schemes. It has specific responsibility to advise on the remuneration for the Company's Chair, Vice-Chair, the Chief Executive Officer and any other executive Directors, any members of the Company's Athletes' Commission, the Secretary of the Company, and other designated senior executives.

The remuneration of independent non-executive Directors for serving as members of the Board is a matter for the Board.

No Director or manager is involved in any decisions relating to their own remuneration.

The key matters considered by the Committee are summarised below:

Base salary

Base salaries are reviewed annually. In considering the cost-of-living increase, the Remuneration Committee takes into account affordability, price inflation and wage inflation.

In November 2021, the Board approved the Committee's recommendation for a cost-of-living increase of 2.5% of salary for all eligible staff with effect from 1 January 2022 plus an additional allowance of 1.0% to allow management discretion to award additional salary increases during 2022. In 2021, the cost-of-living increase awarded was 1.0% plus a discretionary amount of 0.4%.

Following the onset of the Covid-19 global pandemic and the subsequent impact on the Company's financial position, the Chair requested that his remuneration be reduced for 2020. The Chair's remuneration was reinstated to its previous level with effect from 1 January 2021.

Bonus plans

All employees are entitled to participate in one of three bonus schemes operated by the Company, which cover each of the Senior Leadership Team, the Commercial Team, and all other staff. The three schemes only become payable if the Company meets its budget targets. Amounts awarded are based on each individuals' performance against key performance indicators (KPIs).

2020 Bonus:

Following the uncertainty caused by Covid-19, it was agreed that all bonus schemes would be suspended for 2020. Consequently, there were no payments relating to the 2020 Bonus in 2021.

The British Olympic Association

Report and financial statements 2021

Directors' remuneration report (continued)

Bonus plans (continued)

2021 Bonus:

The parameters for the 2021 bonus schemes were agreed with the Board in November 2020 and confirmed in April 2021.

The Committee considered overall business performance as well as individual performances, including both financial and operational measures. Taking into consideration the overall performance, the committee considered that the criteria for the bonus payments had been achieved.

The Senior Leadership Team qualified for additional bonus in respect of above budget financial performance. In addition, in light of the exceptional financial and operational performance, it was felt appropriate for a discretionary bonus payment to be made to members of the Commercial and other staff bonus schemes.

The 2021 bonus proposals were approved by the Board in February 2022 and paid in March 2022. The results for 2021 include a full bonus provision for the year.

2022 Bonus:

The parameters for the 2022 bonus schemes were agreed with the Board in November 2021 and confirmed in March 2022.

Gender pay gap

Equality and Diversity has been identified as one of the eight priority areas of focus in the BOA's strategic review, which continues to be developed in conjunction with the Board.

Whilst the Company is not required to report formally on the gender pay gap, the Committee consider it good practice to keep this area under regular review. The absolute gender pay gap as at 31 December 2021 was 43.8% (2020: 40.8%).

On behalf of the Remuneration Committee



Vinai Venkatesham
Chair of the Remuneration Committee

Date 19 May 2021

The British Olympic Association

Report and financial statements 2021

Statement of Directors' responsibilities in respect of the financial statements

The Directors are responsible for preparing the Strategic Report, the Directors' Annual Report and the financial statements in accordance with applicable law and regulations.

The UK Companies Act 2006 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 that 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;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- 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.

The Directors are responsible for the maintenance and integrity of the corporate and financial information included on the Company's website. Legislation in the United Kingdom governing the preparation and dissemination of the financial statements may differ from legislation in other jurisdictions.

The British Olympic Association

Report and financial statements 2021

Independent Auditor's Report to the Members of The British Olympic Association

Opinion on the financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the Company's affairs as at 31 December 2021 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.

We have audited the financial statements of The British Olympic Association ("the Company") for the year ended 31 December 2021 which comprise the Statement of Income and Retained Earnings, the Statement of Financial Position, the Statement of Cash Flows and 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).

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 Auditor's responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

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.

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.

The British Olympic Association

Report and financial statements 2021

Independent Auditor's Report to the Members of The British Olympic Association (continued)

Other information

The Directors are responsible for the other information. The other information comprises the information included in the Annual Report, which comprises Officers and Professional Advisors, the Strategic Report, the Directors' Report, the Audit Committee Report, and the Directors' Remuneration Report, other than the financial statements and our auditor's report 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. 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 course of 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.

Other Companies Act 2006 reporting

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

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

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 Directors' report.

We have nothing to report in respect of the following matters in relation to which 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.

The British Olympic Association

Report and financial statements 2021

Independent Auditor's Report to the Members of The British Olympic Association (continued)

Responsibilities of Directors

As explained more fully in the Statement of Directors' Responsibilities, 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 is 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.

Auditor's 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 an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (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.

Extent to which the audit was capable of detecting irregularities, including fraud

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 identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our sector experience through discussion with the Directors and other management (as required by auditing standards).
- We had regard to laws and regulations in areas that directly affect the financial statements including financial reporting and taxation legislation. We considered that extent of compliance with those laws and regulations as part of our procedures on the related financial statement items.
- With the exception of any known or possible non-compliance, and as required by auditing standards, our work in respect of these was limited to enquiry of the Directors.
- We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit.
- We addressed the risk of fraud through management override of controls, by 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.

The British Olympic Association

Report and financial statements 2021

Independent Auditor's Report to the Members of The British Olympic Association (continued)

Auditor's responsibilities for the audit of the financial statements (continued)

- In addressing the risk of fraud in revenue, we tested the existence and accuracy of a sample of transactions and the appropriateness of cut-off in revenue recognised around the year-end.

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it.

A further description of our responsibilities is available on the Financial Reporting Council's website at:

<https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

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 an auditor's report 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.



Laurence Elliott (Senior Statutory Auditor)
For and on behalf of BDO LLP, Statutory Auditor

London

Date 16 June 2022

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).

The British Olympic Association

Report and financial statements 2021

Statement of Income and Retained Earnings For the year ended 31 December 2021

	Notes	2021 £	2020 £
Turnover	3,5	24,990,146	10,542,645
Cost of sales		(16,664,984)	(1,712,824)
Gross profit		8,325,162	8,829,821
Other operating income	6	-	347,179
Administrative expenses		(7,896,437)	(6,812,273)
Fair-value movement in fixed asset investments	13	537,886	770,190
Gain/(Loss) on disposal of fixed asset investments	13	33,336	(195,379)
Dividend income from equity instruments		48,079	60,787
Foreign exchange (loss)/gain		(27,961)	30,818
Profit before interest		1,020,065	3,031,143
Interest receivable and similar income	3	39	3,910
Interest payable and similar charges	8	(11,873)	(35,963)
Profit before taxation	9	1,008,231	2,999,090
Taxation	11	(251,897)	(118,732)
Profit after taxation		756,334	2,880,358
Retained Earnings – Beginning of Year		9,423,740	6,543,382
Retained Earnings – End of Year		10,180,074	9,423,740

All activities derive from continuing operations.

The British Olympic Association

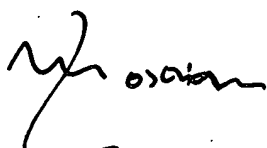
Report and financial statements 2021

Statement of Financial Position

As at 31 December 2021

	Notes	2021 £	2020 £
Fixed assets			
Property, plant & equipment	12	1,120,611	1,242,083
Investments: Financial assets measured at fair value through profit or loss	13	5,895,588	5,211,622
Other financial assets	14	303,019	859,533
Total fixed assets		7,319,218	7,313,238
Current assets			
Debtors	15	4,682,877	3,065,532
Other financial assets	14	269,983	181,680
Cash at bank and in hand		5,006,277	6,742,652
Total current assets		9,959,137	9,989,864
Creditors: amounts falling due within one year	16	(6,397,838)	(6,389,690)
Net current assets		3,561,299	3,600,174
Total assets less current liabilities		10,880,517	10,913,412
Creditors: amounts falling due after more than one year	16	(303,019)	(1,139,358)
Provisions for liabilities	18	(397,424)	(350,314)
Net Assets		10,180,074	9,423,740
Reserves		10,180,074	9,423,740

The financial statements of the British Olympic Association (registered number 01576093) were approved and authorised for issue by the Board of Directors on 19 May 2022 and signed on their behalf by Rt Hon Sir Hugh Robertson KCMG DL.



Rt Hon Sir Hugh Robertson KCMG DL
Chair

The British Olympic Association

Report and financial statements 2021

Statement of Cash Flows Year ended 31 December 2021

	2021 £	2020 £
Cash flows from operating activities		
Profit before interest	1,020,065	3,031,143
Adjusted for movements in:		
Foreign exchange loss/(gain) on cash	26,013	(23,256)
Depreciation charges	277,002	234,662
Loss on disposal of Fixed Assets	-	-
Fair-value movement in fixed asset investments	(537,886)	(770,190)
(Gain)/loss on disposal of fixed asset investments	(33,336)	195,379
Dividend income from equity instruments	(48,079)	(60,787)
Interest paid	(11,873)	(35,963)
Changes in working capital:		
(Increase)/decrease in trade and other receivables	(1,149,134)	530,107
Increase in trade and other payables	27,888	286,245
Tax Paid	(96,853)	(3,565)
Net cash flow (used in)/generated from operating activities	(526,193)	3,383,775
Cash flows from investing activities		
Purchases of property, plant & equipment	(155,530)	(176,843)
Purchases of financial assets	(809,150)	(1,340,770)
Proceeds from sale of financial assets	696,406	1,330,172
Interest received	39	3,910
Dividends received	48,079	60,787
Net cash flow used in investing activities	(220,156)	(122,744)
Cash flows from financing activities		
Loan Repayments	(964,012)	(660,008)
Net cash flow used in financing activities	(964,012)	(660,008)
Net (decrease)/increase in cash, cash equivalents and bank overdrafts	(1,710,361)	2,601,023
Cash, cash equivalents and bank overdrafts - Beginning of Year	6,742,652	4,118,373
Foreign exchange (loss)/gain on cash	(26,014)	23,256
Cash, cash equivalents and bank overdrafts - End of Year	5,006,277	6,742,652

The British Olympic Association

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Notes to the accounts

Year ended 31 December 2021

1. General information

The Company is a United Kingdom company (registered number 01576093) with no share capital but limited by a guarantee from each member up to a maximum of £10 per member. It is incorporated and domiciled in England and Wales. Its registered office is at 101 New Cavendish Street, London, W1W 6XH.

The Company is the NOC for Great Britain, Northern Ireland and UK dependent territories that do not have their own NOC. The BOA provides services to the National Governing Bodies of Olympic Sports who are its members, to help support the development of their sports and the ultimate success of their athletes at the Olympic Games.

The financial statements are presented in Pounds Sterling (£), the Company's functional currency and rounded to the nearest £.

2. Basis of preparation

The financial statements have been prepared in accordance with Financial Reporting Standard 102 as issued by the Financial Reporting Council.

The particular accounting policies adopted are described below.

The Company is exempt from the obligation to prepare and deliver group accounts on the grounds that its sole subsidiary, Team GB Limited, is immaterial under Schedule 4 to the Accounting Regulations.

These accounts are prepared under the historical cost convention, except for the revaluation of certain financial assets and liabilities.

3. Principal accounting policies

Going concern

The BOA's business activities, together with the factors likely to affect its future development, performance and position are set out in the Strategic Report on page 3. At the year end, the BOA had a £3.6m bank overdraft facility available to support its day-to-day working capital requirements. This facility was renewed at £2m until December 2022. As disclosed in notes 13 and 16, the facility is secured on the BOA's investment portfolio.

The Directors have considered events that have occurred both before and after the balance sheet date when determining whether there is a material uncertainty over the ability to continue as a going concern.

The Company's projections, after allowing for reasonable changes in performance, show that it is expected to operate within the level of resources available.

Accordingly, the Directors have adopted the going concern basis in the preparation of these financial statements.

The British Olympic Association

Report and financial statements 2021

Notes to the accounts

Year ended 31 December 2021

3. Principal accounting policies (continued)

Revenue

Revenue received from sponsorship income in the form of cash is recognised on a straight-line basis over the life of the relevant contractual term. The specified period of time over which the related services are performed is the sponsorship term, as set out in each individual contract. Whilst the supply of certain rights and performance obligations of the Company are weighted towards the Olympic and Olympic Winter Games, the benefit that the sponsor receives from its association with the Company is spread evenly over the contract term. Where the cash is conditional upon the delivery of an event, income is recognised at the date of delivery of that event.

Revenue received from sponsorship in the form of value in kind (VIK) is recognised on a straight-line basis over the life of the relevant contractual term. Where the VIK is directly related to the supply of goods or services linked to an event, income is recognised at the date of supply of those goods or services.

Grants are recognised over the period necessary to match the costs to which they relate. Grants are not recognised until it is probable that the Company will comply with the conditions attaching to them and that the grants will be receivable.

Royalty revenue agreements include minimum guaranteed amounts receivable from licensed merchandise and retail sales. Minimum guaranteed amounts are recognised when receivable and invoiced to the customer. Royalty revenue over and above the minimum guaranteed amount is recognised on an accrual basis in accordance with the substance of the relevant agreement provided that it is probable that the economic benefits will flow to the Company and the amount of revenue can be measured reliably.

Interest income is recognised as it accrues using the effective interest rate method.

Income from fundraising, donations, members' annual subscriptions, affiliation fees and investments is taken to revenue when entitlement exists and amounts receivable can be estimated with reasonable accuracy.

Depreciation

Fixed assets are recorded at cost less accumulated depreciation. Depreciation of fixed assets is calculated to write off their cost over their estimated useful lives, which are considered to be:

Leasehold improvements	- over the remaining lifetime of the lease
Office furniture	- 5 years
Equipment	- 3 years
Website	- 3 years

Foreign currency

Transactions denominated in foreign currencies are translated into Sterling and recorded at the rate of exchange ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currency are translated into sterling at the rates of exchange ruling at the date of the statement of financial position. Exchange profits and losses arising during the year are dealt with through the income statement.

The British Olympic Association

Report and financial statements 2021

Notes to the accounts

Year ended 31 December 2021

3. Principal accounting policies (continued)

Pension fund costs

Employees of the BOA are able to participate in a group personal pension arrangement. The pension costs represent the contributions payable to the pension in respect of the accounting period. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the statement of financial position.

Investments

Investments in listed securities are classified as basic financial instruments and are measured at fair value at the end of the reporting period, with the resulting changes recognised in profit or loss. Where their fair value cannot be reliably measured, they are recognised at cost less impairment.

Leases

Where the BOA enters into a lease which entails taking substantially all the risks and rewards of ownership of an asset, the lease is treated as a finance lease. The asset is recorded in the statement of financial position as a tangible fixed asset and is depreciated over its estimated useful life. Future instalments under such leases, net of finance charges, are included in creditors. Rentals payable are apportioned between the finance element representing a constant proportion of the capital balance outstanding, which is charged to the income statement, and the capital element which reduces the outstanding obligation for future instalments. All other leases are accounted for as operating leases.

Rentals under operating leases are charged to the income statement on a straight-line basis over the period of the lease.

Financial assets and liabilities

General

Financial instruments are recognised on the Company's Statement of Financial Position when the Company becomes a party to the contractual provisions of the instrument. Financial instruments are initially measured at transaction price unless the arrangement constitutes a financing transaction which includes transaction costs for financial instruments not subsequently measured at fair value. Subsequent to initial recognition, they are measured as set out below.

Classification

Financial instruments are classified as either 'basic' or 'other' in accordance with Chapter 11 of FRS 102.

Derecognition

Financial assets are derecognised when the contractual rights to the cash flows from the asset expire, or when the Company has transferred substantially all the risks and rewards of ownership. Financial liabilities are derecognised only once the liability has been extinguished through discharge, cancellation, or expiry.

The British Olympic Association

Report and financial statements 2021

Notes to the accounts

Year ended 31 December 2021

3. Principal accounting policies (continued)

Derivative financial instruments and hedging activities

The Company uses derivative financial instruments to manage exposures to foreign currency risks, including exposures arising from unrecognised committed future transactions.

Derivative financial instruments are classified as other financial instruments.

Hedging

The Company uses derivative financial instruments to provide a fair value hedge.

This instrument hedges the exposure to changes in fair value of a recognised or unrecognised asset or liability.

The gain or loss on the hedging instrument is recognised in income or expenditure and as an adjustment to the carrying amount, or as an asset or liability for a firm commitment. This treatment is discontinued if the hedging instrument expires or is sold, terminated, or exercised, or if the Company has elected to discontinue and has documented that decision, or the hedge no longer meets the criteria for hedge accounting. Any gains or losses recognised as adjustments to the carrying amount of the asset or liability are amortised into profit or loss using the effective interest method if the asset or liability is a financial instrument carried at amortised cost.

4. Significant judgements and estimates

In preparing the financial statements, management is required to make estimates and assumptions which affect reported income, expenses, assets, liabilities and disclosure of contingent assets and liabilities. Use of available information and application of judgement are inherent in the formation of estimates, together with past experience and expectations of future events that are believed to be reasonable under the circumstances. Actual results in the future could differ from such estimates.

Critical judgements in applying the Company's policies:

In applying the Company's revenue recognition policy for sponsorship income, the BOA has made the judgement that sponsors will fulfil their obligations in terms of both cash and VIK consideration which may be receivable at a future date. This is believed to be reasonable given the Company's good relationships with, and the sound financial standing of those sponsors. Where revenue is contingent on an uncertain specific event, it is recognised once the event has occurred.

The Company's going concern status has been considered by the Directors and is detailed within the strategic report and principal accounting policies.

Following the Tokyo 2020 Games, the Company was able to make a claim for the repayment of Japanese Consumption Tax. The claim was submitted through professional tax advisors, to validate before being submitted to the Japanese Tax Authority.

At the year end, information had been provided to the advisor in relation to the potential claim. Subsequently work was ongoing to finalise the quantum of the claim as well as dealing with technical points to confirm eligibility. On the 7 March 2022 the amount of the claim was assessed at JPY 44.8m (£299k) and was submitted to the Japanese Tax Authority on 9 March 2022. The claim was received on 5 April 2022.

The British Olympic Association

Report and financial statements 2021

Notes to the accounts

Year ended 31 December 2021

4. Significant judgements and estimates (continued)

Having examined the facts and sequence of events, management has come to the conclusion that despite the claim having been received after the year end, both the measurement and probability criteria were not met as at 31 December 2021 and therefore the claim has not been recognised in the 2021 Financial Statements.

Critical accounting estimates and assumptions:

There are no accounting estimates or assumptions which have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

5. Revenue

Revenue recognised in the statement of income and retained earnings is analysed as follows:

	2021 £	2020 £
Sponsorship income	16,054,909	8,451,666
Royalty income	928,271	146,372
Olympic Solidarity, IOC, OCOG & EOC grants (note 10)	1,887,857	635,444
Recharges	2,321,148	56,693
Events	1,105,270	326,108
Fundraising & Donations	707,830	501,502
Other income	1,984,861	424,860
	<u>24,990,146</u>	<u>10,542,645</u>

6. Other operating income

Government grants are accounted for under the accruals model as permitted by FRS 102. This includes the Coronavirus Job Retention Scheme ('Furlough'). The company has not directly benefited from any other forms of government assistance.

Other operating income recognised in the statement of income and retained earnings is analysed as follows:

	2021 £	2020 £
Coronavirus Job Retention Scheme	-	347,179
	<u>-</u>	<u>347,179</u>

The British Olympic Association

Report and financial statements 2021

Notes to the accounts

Year ended 31 December 2021

7. Employees and Directors

	2021 No.	2020 No.
The average number employed by the BOA was:	60	58
The costs incurred in respect of these employees (including directors) were:	£	£
Wages and salaries	4,383,473	3,530,166
Social security costs	535,724	418,988
Pension costs	495,594	474,124
Other staff costs	89,260	93,085
	5,504,051	4,516,363

Directors' emoluments during the year amounted to £548,806 (2020: £374,044). Directors' pension contributions were £Nil (2020: £Nil). The highest paid Director received £471,806 by way of remuneration during the year (2020: £307,044) and pension contributions of £Nil (2020: £ Nil).

The aggregate emoluments of key management staff amounted to £471,806 (2020: £307,044).

8. Interest payable and similar charges

	2021 £	2020 £
Interest payable on overdrafts and loans	11,873	35,963

9. Profit before taxation

Profit before taxation is stated after charging / (crediting):

	2021 £	2020 £
Foreign exchange loss/(gain)	27,961	(30,818)
Depreciation on owned assets	277,002	234,662
Operating leases	545,997	552,652

The analysis of auditor's remuneration is as follows:

Fees payable to the Company's auditor for the audit of the Company's annual accounts	30,000	26,000
Total audit fees	30,000	26,000
Fees payable to the Company's auditor for tax and other professional services	10,279	6,500
Total non-audit fees	10,279	6,500

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10. Olympic Solidarity, IOC, OCOG & EOC grants

The aim of Olympic Solidarity (OS), IOC, Organising Committee of the Olympic Games (OCOG) and the EOC grants is to organise financial assistance to all the National Olympic Committees, through multi-faceted programmes to help develop Olympic sport and the Olympic Movement worldwide. The funds which are distributed by Olympic Solidarity are those funds raised from broadcasting rights at the Olympic Summer Games and Olympic Winter Games. It enjoys financial, technical, and administrative autonomy, and reports to the International Olympic Committee Executive Board and President.

During the year, the following grants were receivable:

	2021 £	2020 £
IOC Olympic Games subsidies	900,983	8,534
IOC Boxing qualification event grant	148,252	211,500
IOC Team support grants	12,198	87,901
OCOG Olympic Games subsidies	520,567	-
OS Scholarship grants for athletes	166,363	187,027
EOC Administration and development grant	139,494	140,482
	<u>1,887,857</u>	<u>635,444</u>

11. Taxation

	2021 £	2020 £
(i) <i>Current tax:</i>		
UK corporation tax at 19.00% (2020: 19.00%)	204,787	95,715
Total current tax charge	<u>204,787</u>	<u>95,715</u>
(ii) <i>Deferred tax (Note 18):</i>		
Current year relating to the origination and reversal of timing differences	47,110	23,017
Total deferred tax charge	<u>47,110</u>	<u>23,017</u>
Total tax charge	<u>251,897</u>	<u>118,732</u>

(iii) *Factors affecting tax charge for the current year*

The tax assessed for the year is different than that resulting from applying the standard rate of corporation tax in the year of 19.00% (2020: 19.00%).

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11. Taxation (continued)

The differences are explained below:

	2021 £	2020 £
Profit on ordinary activities before tax	1,008,231	2,999,090
Tax at 19.00% (2020: 19.00%) thereon:	191,564	569,827
Effects of:		
Expenses not deductible for tax purposes	225,718	191,455
Non-taxable UK dividend income	(9,135)	(11,550)
Chargeable gains	58,423	74,714
Tax losses utilised	-	(465,288)
Non-taxable income	(166,096)	(130,821)
Short term timing differences	12,845	(22,270)
Profit on sale of investments and similar income	(61,422)	(86,197)
Adjustment to tax charge in respect of prior period	-	(1,138)
Tax expense	251,897	118,732

12. Property, plant & equipment

Cost:	Leasehold Improvements £	Office Furniture £	Website £	Equipment £	Total £
At 1 January 2021	1,114,558	241,816	131,283	552,747	2,040,404
Additions	-	-	153,163	2,367	155,530
Disposals	-	-	-	(1,158)	(1,158)
At 31 December 2021	1,114,558	241,816	284,446	553,956	2,194,776
Depreciation:					
At 1 January 2021	176,323	148,067	21,880	452,051	798,321
Charge for the year	111,455	27,272	72,328	65,947	277,002
Disposals	-	-	-	(1,158)	(1,158)
At 31 December 2021	287,778	175,339	94,208	516,840	1,074,165
Net book value:					
At 31 December 2020	938,235	93,749	109,403	100,696	1,242,083
At 31 December 2021	826,780	66,477	190,238	37,116	1,120,611

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13. Fixed asset investments

	Listed Investments £	Subsidiary undertaking £	Total Investments £
Cost / Valuation:			
At 1 January 2021	5,211,620	2	5,211,622
Disposals	(696,406)	-	(696,406)
Additions	809,150	-	809,150
Fair value gain	537,886	-	537,886
Gain on disposal	33,336	-	33,336
At 31 December 2021	<u>5,895,586</u>	<u>2</u>	<u>5,895,588</u>

The BOA's credit facilities are secured on the listed investments portfolio. The portfolio is held at fair value, with movements in fair value recognised in the income statement. The fair value has been determined using the quoted market price in an active market. Disposals are recognised using sales proceeds received.

Between the year end and the 30 April 2022, the portfolio had lost £642,784 or 11% of the year end portfolio value. This loss has been largely attributed to the general market conditions as a result of the Russian invasion of Ukraine.

The subsidiary undertaking relates to Team GB Limited, which is wholly owned by the BOA. Team GB Limited is a dormant company and the registered office is 101 New Cavendish Street, London, W1W 6XH

14. Derivative financial instruments at fair value through profit or loss

The Company utilises forward exchange rate contracts to hedge the risk of variability in the Sterling value of foreign currency to be received due to variances in future GBP / USD foreign exchange rates. The financial instruments designated as hedging instruments and their fair values are shown below:

Counterparty	Value Date	Nominal Value	Fair value Asset / (Liability) 2021 £	Fair value Asset 2020 £
Money Corp	31/12/2021	\$500,000	-	41,733
Argentex	31/12/2021	\$2,500,000	-	139,947
Money Corp	30/12/2022	\$2,500,000	166,840	-
Argentex	31/12/2022	\$2,500,000	103,143	-
Current Financial Asset			<u>269,983</u>	<u>181,680</u>

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14. Derivative financial instruments at fair value through profit or loss (continued)

Money Corp	30/12/2022	\$2,500,000	-	199,770
Argentex	31/12/2022	\$2,500,000	-	136,837
Lloyds Banking Group	29/12/2023	\$3,000,000	166,610	222,198
Money Corp	29/12/2023	\$2,000,000	102,789	132,746
Alpha FX	29/12/2023	\$800,000	(10,378)	1,564
Lloyds Banking Group	31/12/2024	\$2,000,000	122,305	162,888
Alpha FX	31/12/2024	\$4,500,000	(78,307)	3,530
Non-Current Financial Asset			<u>303,019</u>	<u>859,533</u>

The hedged items represent unrecognised committed future foreign currency receivables as shown below:

Counterparty	Value Date	Nominal Value	Fair value Liability 2021 £	Fair value Liability 2020 £
International Olympic Committee	31/12/2021	\$2,922,750	-	(175,232)
International Olympic Committee	31/12/2022	\$4,871,250	(264,671)	-
Current Financial Liability			<u>(264,671)</u>	<u>(175,232)</u>
International Olympic Committee	31/12/2022	\$4,871,250	-	(329,560)
International Olympic Committee	31/12/2023	\$5,800,000	(259,020)	(356,508)
International Olympic Committee	31/12/2024	\$6,500,000	(43,999)	(166,418)
Non-Current Financial Liability			<u>(303,019)</u>	<u>(852,486)</u>

15. Debtors: amounts falling due within one year

	2021 £	2020 £
Trade receivables	2,187,070	631,251
Allowance for estimated irrecoverable amounts of trade receivables	-	-
Net trade receivables	<u>2,187,070</u>	<u>631,251</u>
Other debtors	1,491	219
Prepayments and accrued income	2,494,316	2,434,062
	<u>4,682,877</u>	<u>3,065,532</u>

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16. Creditors

	2021	2020
	£	£
Amounts falling due within one year		
Trade payables	455,351	129,035
Other taxation and social security	636,039	597,420
Other creditors	98,112	58,658
Current cumulative hedging gain (note 14)	264,671	175,232
Current loan financial liability	-	677,140
Accruals and deferred income	4,943,665	4,752,205
	<u>6,397,838</u>	<u>6,389,690</u>
Amounts falling due after more than one year		
Non-current cumulative hedging gain (note 14)	303,019	852,486
Non-current loan financial liability	-	286,872
	<u>303,019</u>	<u>1,139,358</u>

The BOA had a £3.6m overdraft facility (2020: £2m) with its bankers at the date of the statement of financial position. No value had been drawn against the facility at the year-end (2020: £Nil).

The overdraft is secured on the listed investments portfolio (note 13).

17. Financial Instruments

	2021	2020
	£	£
Financial assets:		
Financial assets measured at amortised cost	9,041,153	7,396,191
Financial assets measured at fair value through profit or loss account	5,895,588	5,211,622
Other financial assets	661,687	1,027,718
	<u>15,598,428</u>	<u>13,635,531</u>
Financial liabilities:		
Financial liabilities measured at amortised cost	4,454,273	3,135,041
Cumulative hedging gain	567,690	1,041,213
Other financial liabilities	88,685	-
	<u>5,110,648</u>	<u>4,176,254</u>

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18. Deferred tax

The deferred tax assets and liabilities at the end of the reporting period arise on the following timing differences, tax losses or tax credits:

	Fair value gains	Total
<i>Deferred tax liabilities:</i>		
At 1 January 2020	327,297	327,297
Charged to the income statement	<u>23,017</u>	<u>23,017</u>
At 31 December 2020	350,314	350,314
Charged to the income statement	<u>47,110</u>	<u>47,110</u>
At 31 December 2021	<u>397,424</u>	<u>397,424</u>

Deferred taxation is provided on the liability method to take account of timing differences between certain items for accounts purposes and their treatment for tax purposes.

19. Operating lease arrangements

Non-cancellable operating lease rentals are payable as follows:

	2021 £	2020 £
Within one year	679,863	681,298
Within two to five years	2,706,285	2,709,701
Over five years	<u>1,211,455</u>	<u>1,881,901</u>
Total	<u>4,597,603</u>	<u>5,272,900</u>

20. Pension costs

The BOA contributes 10% of pensionable salary in respect of eligible employees to a group personal pension arrangement. From April 2018 the BOA introduced a pension salary exchange scheme which was taken up by all eligible staff. The BOA's contributions in the year were £495,594 (2020: £474,124) and outstanding contributions as at 31 December 2021 were £Nil (2020: £ Nil).

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21. Related parties

British Olympic Foundation (BOF)

BOF is a registered charity and a company limited by guarantee whose main objective is the promotion and advancement of public education to increase knowledge in all aspects of the Olympic Movement, sport, sporting activity and other forms of physical education and recreation.

Andrew Anson OBE is a Director of the BOA and Trustee of BOF and Shahab Uddin MBE is the BOA Company Secretary and a BOF Trustee. A number of employees of the BOA support BOF on a part time basis.

During 2021, a donation of £81,387 (2020: £81,985) was made to BOF in relation to staffing costs covering the employees of the BOA who provide a service to the BOF. The BOA made a non-restricted cash donation in the year of £110,000 (2020: £Nil).

As at 31 December 2021 there was £Nil outstanding balances between the BOA and BOF (2020: £ Nil).

2016 Crest Holding Limited

During 2016, in collaboration with the British Paralympic Association, the BOA formed a joint venture company, 2016 Crest Holding Limited, a company limited by guarantee which has remained dormant since incorporation. The BOA's liability on winding up is limited to £10.

GB Sport Media Limited

The BOA is a founding member of GB Sport Media Limited (GBSM) with the BPA and ten National Governing Bodies. As of the year end there was £Nil outstanding balances between the BOA and GBSM (2020: £Nil).

Other related parties

As at 31 December 2021, there was £15 in respect of expenses outstanding to Directors who had served during the year (2020: £23) and there was £Nil outstanding from Directors to the BOA (2020: £Nil).

22. Analysis of Net Funds

	At 1 January 2021	Cash flows	Foreign exchange gains/(loss)	At 31 December 2021
	£	£	£	£
Cash at bank and in hand	6,742,652	(1,710,361)	(26,014)	5,006,277
Loans	(964,012)	964,012	-	-
At 31 December 2021	<u>5,778,640</u>	<u>(746,349)</u>	<u>(26,014)</u>	<u>5,006,277</u>

23. Controlling Party

The Company does not have a controlling party.

24. Subsequent Events

There are no subsequent events to report.