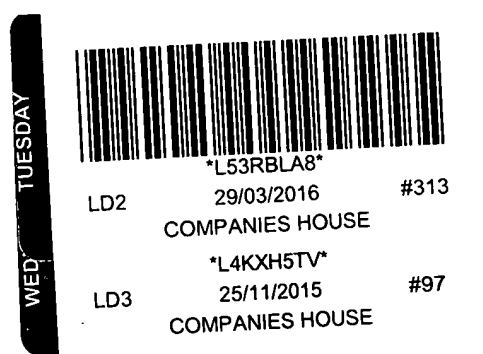


# Fulham Football Club Limited

Annual Report 30 June 2015



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**Fulham Football Club Limited**  
**Offices and Advisors**

For the year ended 30 June 2015

**Registered Office:**

Fulham Football Club Training Ground  
Motspur Park  
New Malden  
Surrey  
KT3 6PT

**Auditor:**

KPMG LLP  
15 Canada Square  
London  
E14 5GL

**Bankers:**

Metro Bank Plc  
One Southampton Row  
London  
WC1B 5HA

**Solicitors:**

Squire Patton Boggs (UK) LLP  
7 Devonshire Square  
Cutlers Gardens  
London  
EC2M 4YH



## Fulham Football Club Limited

### Strategic Report

For the year ended 30 June 2015

#### Review of the business

The 2014/15 financial year was a period of transition for the Club which saw it competing outside the Premier League for the first time since 2001. The season saw significant changes to playing and management staff and despite a challenging start to life in the Football League Championship, the Club finished the season in 17<sup>th</sup> place and secured Championship football for the 2015/16 season. Off the pitch, the Club took steps to reduce payroll and other operating costs to compensate for a reduction in Premier League distributions and other key income streams. This, combined with reduced amortisation and impairment charges and increased profit on disposal of player registrations resulted in a reduced loss for the period of £27.9m.

The Club has continued to invest in the playing squad during the summer of 2015, demonstrating the continuing commitment of the owner and the Club to securing a return to the Premier League whilst developing the Riverside Stand and making numerous other infrastructure improvements to secure the long term success of the Club.

During the year to 30 June 2015, the Company saw the following changes in the key indicators of financial and non-financial performance:

<u>Indicator</u>	<u>Year to 30 June</u>			
	<u>2015</u>	<u>2014</u>	<u>+/- change</u>	<u>%</u>
Gross revenues (£m)	43.3	92.1	(48.8)	(53.0)
Turnover (£m)	42.0	91.3	(49.3)	(54.0)
Total staff costs (£m)	37.1	68.5	(31.4)	(45.8)
Staff costs as % of revenues	85.7%	74.4%	11.3%	15.2
Net operating loss before dep'n & amort'n & impairment (£m)	(9.3)	(0.2)	(9.1)	-
Final position in Championship/Premier League (PL)	17 <sup>th</sup>	19 <sup>th</sup>	-	-
Total Championship/PL attendances	418,761	474,563	(55,802)	(11.8)
Average Championship/PL attendance per game	18,207	24,977	(6,770)	(27.1)

The Directors consider these to be the most useful measures of performance, as they tie on-field performance by the team to financial results achieved by the Company.

#### Financial results

The Company generated a loss after tax of £27,890,000 (2014: £33,306,000) which has been transferred to reserves. Reduced operating costs and amortization and impairment of player registrations, along with an increase in profit on disposal of player registrations were the main factors behind this change in the financial results, partially offset by a reduction in turnover following relegation from the Premier League.



# **Fulham Football Club Limited**

## **Strategic Report (continued)**

For the year ended 30 June 2015

### **Future developments**

The Company's immediate and overriding priority is to gain promotion back to the Premier League and it will continue to invest in the playing squad in order to achieve this aim as quickly as possible. Alongside this, the Company continues to seek to develop the match-day experience for spectators to promote the long-term aim of growing and retaining a large and loyal fan base. Fulham Stadium Limited has a rolling program of increasing and improving facilities at the Craven Cottage stadium, including the proposed redevelopment of the Riverside Stand, which enables the Company to plan for steady increases in attendance and an increase in total seating areas and lounge facilities, which support match-day packages.

### **Financial instruments and risks**

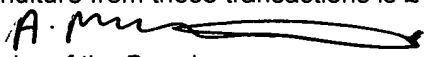
Most of the Company's transactions are in Sterling, although from time to time certain transactions involving the acquisition and disposal of overseas players may be in Euros. In these cases, the Company's policy is to accept the risk of a movement in the exchange rate to Sterling. No forward purchases of currency are made, nor does the Company use hedging instruments.

The Company's main source of finance during the period, for operating losses, working capital and capital expenditure (including player transfers), in excess of funds generated internally, were short term un-secured loan facilities from Cougar BidCo London Limited and Fulham Football Leisure Limited. These are intermediate parent companies under the common control of Mr Shahid Khan, the Company's ultimate controlling party. Assurances have been received from Mr Khan that no repayment demand will be made which would either cause the repayments to be a preference of a creditor or which would cause the Group to become technically insolvent. Mr Khan has also provided comfort that if further funds are needed to meet creditors as they fall due, these will be made available.

Of the Company's total revenues in the year to 30 June 2015, 63% came from sources controlled by the Football Association Premier League (2014: 73%). Following the relegation of Fulham Football Club from the Premier League at the end of 2013/14 season, the Company has experienced a significant reduction in income and will see further reductions in Premier League parachute payments over the next two seasons. In response to this reduction in income, the Directors have taken significant steps to reduce expenditure across the Company and have agreed an operating budget and financing structure with the Company's ultimate controlling party that combines significant operating efficiencies with the flexibility to field a squad capable of achieving the Club's ultimate aim of regaining its Premier League status as quickly as possible.

### **Post balance sheet events**

Since the year-end the Company has acquired and disposed of a number of player registrations. The net committed expenditure from these transactions is £1.9m (2014: £11.7m).

  
By order of the Board

A J Mackintosh

Chief Executive

22 November 2015.



# **Fulham Football Club Limited**

## **Directors' Report**

For the year ended 30 June 2015

The Directors present their report and financial statements for the year ended 30 June 2015.

### **Principal activity**

The Company's principal activity is the operation of a professional football club.

### **Directors**

The Directors who served during the year and up to the signing date of these financial statements were as follows:

S R Khan (Chairman)

M Lamping

A J Mackintosh

S O'Loughlin

### **Disclosure of information to auditor**

Each of the Directors has confirmed that:

- (a) so far as he is aware, there is no relevant audit information of which the Company's auditor is unaware, and
- (b) he has taken all the steps that he ought to have taken as a Director in order to make himself aware of any relevant audit information and to establish that the Company's auditor is aware of that information.

### **The environment**

The Company has continued to adopt policies and procedures which take account of the need to preserve and protect the environment. The Directors are committed to compliance with environmental best practice in all aspects of the business.

### **Policy on payment of creditors**

It is the Company's policy to agree payment terms as part of any formal contract with a supplier and to make every endeavour to abide by the agreed terms. Where a purchase is not covered by a formal contract, and no agreement is reached in advance of raising an order, the policy is that any valid invoice will be paid in full. The Company is sympathetic to, and pays particular attention to, the cash flow needs of its smaller suppliers.

### **Charitable donations**

During the year, the Company donated £15,000 (2014: £41,000) to the Fulham Football Club Foundation.

### **Policy on disabled persons**

It is the Company's policy to provide opportunities for disabled persons to have meaningful employment in the business and to make our facilities available to disabled supporters as far as is possible within the constraints of a concern for the health and safety of all of our staff and customers.



**Fulham Football Club Limited**  
**Directors' Report (continued)**  
For the year ended 30 June 2015

**Policy on employee involvement**

It is the Company's policy to keep all staff informed as to the development of the business and encourage them to contribute their ideas, criticisms and comments through a management process which recognises and rewards genuine involvement in the success of the Company.

**Dividends**

The Directors do not recommend the payment of a dividend (2014: £nil).

**Auditor**

Pursuant to Section 487 of the Companies Act 2006, the auditor will be deemed to be reappointed and KPMG LLP will therefore continue in office.



By order of the Board

A J Mackintosh

Chief Executive

22 November 2015



## **Fulham Football Club Limited**

### **Statement of Directors' Responsibilities in respect of the Strategic Report, the Directors' Report and Financial Statements**

For the year ended 30 June 2015

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

Company law requires the directors to prepare financial statements for each financial year. Under that law they have elected to prepare the financial statements in accordance with UK Accounting Standards and applicable law (UK Generally Accepted Accounting Practice).

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 judgments and 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 have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the company and to prevent and detect fraud and other irregularities.



## **Independent Auditor's Report to the Members of Fulham Football Club Limited**

We have audited the financial statements of Fulham Football Club Limited for the year ended 30 June 2015 set out on pages 9 to 23. The financial reporting framework that has been applied in their preparation is applicable law and UK Accounting Standards (UK Generally Accepted Accounting Practice).

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.

### **Respective responsibilities of directors and auditor**

As explained more fully in the Directors' Responsibilities Statement set out on page 7, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. Our responsibility is to audit, and express an opinion on, the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

### **Scope of the audit of the financial statements**

A description of the scope of an audit of financial statements is provided on the Financial Reporting Council's website at [www.frc.org.uk/auditscopeukprivate](http://www.frc.org.uk/auditscopeukprivate).

### **Opinion on financial statements**

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 30 June 2015 and of its loss for the year then ended;
- have been properly prepared in accordance with UK Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### **Opinion on other matter prescribed by the Companies Act 2006**

In our opinion the information given in the Strategic Report and the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

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

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

**Andrew Turner (Senior Statutory Auditor)**  
**for and on behalf of KPMG LLP, Statutory Auditor**  
Chartered Accountants  
15 Canada Square  
London  
E14 5GL

**24** November 2015



**Fulham Football Club Limited**  
**Profit and Loss Account**  
For the year ended 30 June 2015

		2015	2014
	Notes	£'000	£'000
<b>Turnover</b>	<b>2</b>	<b>41,990</b>	91,281
Other operating income		<b>1,352</b>	801
		<b>43,342</b>	92,082
Operating expenses before depreciation, amortisation and impairment	<b>3</b>	<b>(52,594)</b>	(92,288)
<b>Operating loss before depreciation, amortisation and impairment</b>		<b>(9,252)</b>	(206)
Depreciation and amortisation	<b>3</b>	<b>(11,467)</b>	(16,242)
Impairment	<b>4</b>	<b>(11,256)</b>	(16,908)
<b>Operating loss after depreciation, amortisation and impairment</b>		<b>(31,975)</b>	(33,356)
Profit on disposal of players' registrations		<b>4,245</b>	301
Profit on disposal of other assets		<b>4</b>	12
<b>Loss before interest and taxation</b>		<b>(27,726)</b>	(33,043)
Net interest payable	<b>7</b>	<b>(164)</b>	(263)
<b>Loss on ordinary activities before taxation</b>		<b>(27,890)</b>	(33,306)
Taxation of loss on ordinary activities	<b>8</b>	<b>-</b>	-
<b>Loss for the year</b>		<b>(27,890)</b>	(33,306)

All amounts relate to continuing operations.

The Company has no recognised gains or losses other than the loss for the year.

The notes on pages 11 to 23 form a part of these financial statements.



**Fulham Football Club Limited****Balance Sheet**

Company number: 2114486

As at 30 June 2015

	Notes	2015 £'000	2014 £'000
<b>Fixed assets</b>			
Intangible assets	9	10,981	12,177
Tangible assets	10	926	1,233
		<u>11,907</u>	<u>13,410</u>
<b>Current assets</b>			
Stocks		295	178
Debtors	11	2,283	4,635
Cash at bank and in hand		2,477	1,892
		<u>5,055</u>	<u>6,705</u>
<b>Creditors: amounts falling due within one year</b>	12	<u>(17,755)</u>	<u>(48,421)</u>
<b>Net current liabilities</b>		<u>(12,700)</u>	<u>(41,716)</u>
<b>Total assets less current liabilities</b>		<b>(793)</b>	<b>(28,306)</b>
<b>Creditors: amounts falling due after more than one year</b>	12	<u>(17,771)</u>	<u>(10,460)</u>
<b>Deferred income</b>	13	<u>(3,399)</u>	<u>(5,084)</u>
<b>Net liabilities</b>		<u><u>(21,963)</u></u>	<u><u>(43,850)</u></u>
<b>Capital and reserves</b>			
Called up share capital	14	237,295	187,518
Profit and loss account	15	(259,258)	(231,368)
<b>Shareholders' deficit</b>	16	<u><u>(21,963)</u></u>	<u><u>(43,850)</u></u>

The notes on pages 11 to 23 form part of these financial statements.

Approved and authorised for issue by the board on 22 November 2015.



A J Mackintosh  
Director



# **Fulham Football Club Limited**

## **Accompanying Notes to the Financial Statements**

For the year ended 30 June 2015

### **1 Accounting policies**

#### **(a) Accounting convention**

The financial statements are prepared under the historical cost convention and in accordance with applicable accounting standards.

#### **(b) Going concern**

Following the relegation of Fulham Football Club from the Premier League at the end of the 2013/14 season, the Company's revenues have decreased significantly and the Directors have taken action to significantly reduce operating costs.

The financial statements have been prepared on the going concern basis, notwithstanding net current liabilities of £12,700,000 (2014: £41,716,000), net liabilities of £21,963,000 (2014: £43,850,000) and a loss after tax for the year ended 30 June 2015 of £27,890,000 (2014: £33,306,000).

The Directors believe the use of the going concern basis to be appropriate, having received written indications from Mr Shahid Khan that continued funding will be made available to finance the Company's working capital requirements throughout the 2015/16 Championship season and for the foreseeable future, if required, irrespective as to which league Fulham Football Club is competing in during the 2016/17 season. Although there is no legal obligation for Mr Khan to provide this continued financial support, the Directors are confident that such funding, if required, will be forthcoming.

#### **(c) Turnover**

Turnover represents broadcasting, sponsorship, gate receipts, hospitality, and all other income associated with the principal activity of running a professional football club. Match related income is only recognised as revenue once the match is completed. Broadcasting and central sponsorship income is recognised in the financial year which contains the football season to which it relates. Other sponsorship income is recognised over the period of the underlying contract.

#### **(d) Deferred income**

Income from season tickets, sponsorship and other commercial contracts which has been received prior to the year end in respect of future football seasons is treated as deferred income.



# Fulham Football Club Limited

## Accompanying Notes to the Financial Statements (continued)

For the year ended 30 June 2015

### 1 Accounting policies (continued)

#### (e) Tangible fixed assets and depreciation

Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost, less estimated residual value, of each asset over its expected useful life. The depreciation rates used are as follows:

Leasehold improvements	- Over period of lease
Fixtures, fittings, plant and equipment	- 20% – 33.3% p.a.

#### (f) Stocks

Stocks, which comprise of goods held for resale, are valued at the lower of cost and net realisable value.

#### (g) Deferred taxation

Deferred taxation is provided on material timing differences between the incidence of income and expenditure for taxation and accounts purposes using a full provision basis in accordance with the provisions set out in Financial Reporting Standard No. 19 "Deferred Tax". Deferred tax assets are only recognised when they arise from timing differences where their recoverability is regarded as more likely than not. Deferred tax balances are not discounted.

#### (h) Leases and hire purchase contracts

Assets acquired under finance leases and hire purchase contracts are capitalised and depreciated over their useful lives. The interest element of the rental obligations is charged to the profit and loss account over the period of the lease and represents a constant proportion of the balance of capital repayments outstanding. Rentals paid under operating leases are charged to the profit and loss account as incurred.

#### (i) Pension costs

The pension cost charged in the year represents contributions payable by the Company to a number of defined contribution schemes.

#### (j) Signing on fees

Signing on fees relating to players' contracts are charged to the profit and loss account in the period in which they become due. Signing on fees are considered to be part of players' emoluments packages and are included in these financial statements as part of staff costs.

#### (k) Player registrations

Fees payable to other football clubs on the transfer of players' registrations, including agents' fees and league levies, are recorded as intangible fixed assets. Any other associated costs are dealt with through the profit and loss account in the year in which the transfer takes place.



# **Fulham Football Club Limited**

## **Accompanying Notes to the Financial Statements (continued)**

For the year ended 30 June 2015

### **1 Accounting policies (continued)**

#### **(k) Player registrations (continued)**

Fees payable which are contingent on a future event are recorded as intangible fixed assets, if in the opinion of the Directors, the future event is more likely than not to occur during the life of the player's contract. Fees contingent on a future event which has a material uncertainty are only brought into intangible fixed assets when the event actually occurs. Player registration costs are amortised over the life of the player's contract with the club. These intangible assets are written down for impairment when the carrying amount exceeds the amount recoverable through use or sale.

Fees receivable which are contingent on certain performance criteria are not recognised in the profit and loss account until the relevant criteria have been met.

#### **(l) Foreign currency**

Transactions in foreign currencies are recorded at the rate of exchange at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies at the balance sheet date are reported at the rates of exchange prevailing at that date. Any gain or loss arising from a change in exchange rates subsequent to the date of the transaction is included as an exchange gain or loss in the profit and loss account.



# Fulham Football Club Limited

## Accompanying Notes to the Financial Statements (continued)

For the year ended 30 June 2015

### 2 Turnover

	2015	2014
	£'000	£'000
Gate Receipts	7,035	12,301
Central Awards	29,198	57,584
Broadcasting	392	9,047
Compensation	151	200
Sponsorship and Commercial activities	5,214	12,149
	<b>41,990</b>	<b>91,281</b>

### 3 Operating expenses

	2015	2014
	£'000	£'000
Auditor's remuneration for audit services	24	20
Auditor's remuneration for non-audit services	13	14
Staff costs	37,068	68,519
Amounts paid under operating leases		
- Plant and machinery	48	86
- Land and buildings	2,220	2,526
Other external charges	13,221	21,123
	<b>52,594</b>	<b>92,288</b>
Depreciation		
- Owned fixed assets	734	849
- Assets under finance leases	4	2
- Amortisation of player registrations	10,729	15,391
	<b>11,467</b>	<b>16,242</b>
	<b>64,061</b>	<b>108,530</b>

### 4 Impairment

	2015	2014
	£'000	£'000
Impairment loss	11,256	16,908

The impairment loss arose from a write down of certain players' registrations to reflect their estimated net realisable value. The revised carrying amounts are based on the Directors' assessments of achievable sale values, taking into account current conditions in the transfer market.



# Fulham Football Club Limited

## Accompanying Notes to the Financial Statements (continued)

For the year ended 30 June 2015

### 5 Staff numbers and costs

Staff costs during the year (including Director's emoluments) amounted to:

	2015 £'000	2014 £'000
Wages and salaries	32,128	60,450
Social security costs	4,612	7,704
Pension costs	328	365
	<u>37,068</u>	<u>68,519</u>

The average monthly number of employees during the year was made up as follows:

	2015 Number	2014 Number
Administrative and ground staff	143	179
Players	65	67
	<u>208</u>	<u>246</u>
Part-time staff for match days	<u>334</u>	<u>702</u>

### 6 Directors' emoluments

Aggregate Directors' emoluments during the year totalled £747,000 (2014: £747,000) excluding pension contributions of £56,000 (2014: £59,000). The highest paid Director's emoluments totalled £555,000 (2014: £555,000) excluding pension contributions of £43,000 (2014: £49,000).

### 7 Net interest payable

	2015 £'000	2014 £'000
<b>Interest receivable on deposits:</b>		
Other interest receivable	23	-
Bank interest	1	131
	<u>24</u>	<u>131</u>
<b>Interest payable on borrowings repayable within five years:</b>		
Term loan interest	(183)	(394)
Other interest payable	(5)	-
	<u>(188)</u>	<u>(394)</u>
<b>Net interest payable</b>	<u>(164)</u>	<u>(263)</u>



# Fulham Football Club Limited

## Accompanying Notes to the Financial Statements (continued)

For the year ended 30 June 2015

### 8 Tax on loss on ordinary activities

	<b>2015</b>	2014
	<b>£'000</b>	£'000
(a) The tax for the year comprises:		
Current tax charge	-	-
Total current tax (note 8 (b))	<u>-</u>	<u>-</u>

#### (b) Factors affecting tax charge for the year

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

Loss on ordinary activities before tax	<u>(27,890)</u>	<u>(33,306)</u>
Loss on ordinary activities at standard rate of corporation tax in the UK of 20.75% (2014: 22.5%)	<b>(5,787)</b>	(7,494)
Effects of:		
Expenses not deductible for tax purposes - fixed assets	<b>48</b>	68
Expenses not allowable for tax purposes	<b>2</b>	17
Depreciation in excess of capital allowances	<b>320</b>	213
Other short-term timing differences	<b>(82)</b>	216
Group relief surrendered	<b>451</b>	484
Timing differences due to reinvestment relief	-	447
Other permanent differences	<b>1</b>	10
Losses in the year carried forward	<u><b>5,047</b></u>	<u>6,039</u>
Current tax charge for the year	<u>-</u>	<u>-</u>

#### (c) Factors that may affect future tax charges

At the year end, the Company has an unrecognised deferred tax asset of approximately £46.7m (2014: £41.7m.), as analysed overleaf. This asset has not been recognised as the Company is currently incurring operating losses and recoverability is dependent on there being future taxable trading profits against which to offset the asset.

Reductions in the UK corporation tax rate from 23% to 21% (effective from 1 April 2014) and 20% (effective from 1 April 2015) were substantively enacted on 2 July 2013. Further reductions to 19% (effective from 1 April 2017) and to 18% (effective 1 April 2020) were substantively enacted on 26 October 2015. This will reduce the company's future current tax charge accordingly.



# Fulham Football Club Limited

## Accompanying Notes to the Financial Statements (continued)

For the year ended 30 June 2015

### 8 Tax on loss on ordinary activities (continued)

(c) Factors that may affect future tax charges (continued)

The unrecognised deferred tax asset is analysed below:

	2015	2014
	£'000	£'000
Depreciation in excess of capital allowances	1,077	1,095
Short term timing differences	250	329
Tax losses carried forward	45,434	40,440
Rollover relief	-	(139)
	<u>46,761</u>	<u>41,725</u>

### 9 Intangible fixed assets

	Player registrations £'000
<b>Cost</b>	
1 July 2014	59,956
Additions	22,807
Disposals	(16,199)
<b>30 June 2015</b>	<u><b>66,564</b></u>
<b>Amortisation</b>	
1 July 2014	47,779
Disposals	(14,181)
Impairment expense	11,256
Charge for the year	10,729
<b>30 June 2015</b>	<u><b>55,583</b></u>
<b>Net book amount</b>	
<b>30 June 2015</b>	<u><b>10,981</b></u>
1 July 2014	<u>12,177</u>

Further details of the impairment expense are provided in note 4.



# Fulham Football Club Limited

## Accompanying Notes to the Financial Statements (continued)

For the year ended 30 June 2015

### 10 Tangible fixed assets

	Leasehold improvements £'000	Fixtures, Fittings, Plant & Equipment £'000	Total £'000
<b>Cost</b>			
1 July 2014	153	8,726	8,879
Additions	-	434	434
Disposals	-	(23)	(23)
<b>30 June 2015</b>	<b>153</b>	<b>9,137</b>	<b>9,290</b>
<b>Depreciation</b>			
1 July 2014	153	7,493	7,646
Disposals	-	(20)	(20)
Charge for the year	-	738	738
<b>30 June 2015</b>	<b>153</b>	<b>8,211</b>	<b>8,364</b>
<b>Net book amount</b>			
<b>30 June 2015</b>	<b>-</b>	<b>926</b>	<b>926</b>
1 July 2014	-	1,233	1,233

The net book amount of fixed assets includes an amount of £20,000 (2014: £10,000) in respect of equipment assets held under hire and lease purchase contracts. Depreciation charged on these assets was £4,000 (2014: £2,000).



# Fulham Football Club Limited

## Accompanying Notes to the Financial Statements (continued)

For the year ended 30 June 2015

### 11 Debtors

	2015	2014
	£'000	£'000
Trade debtors	460	1,069
Player transfer debtors	952	1,972
Other debtors	12	55
Taxes and other social security	38	-
Amounts due from related parties	-	1
Prepayments and accrued income	821	1,538
	<b>2,283</b>	<b>4,635</b>

### 12 Creditors

	2015	2014
	£'000	£'000
<b>Due within one year:</b>		
Hire and lease purchase obligations	10	3
Trade creditors	2,916	3,484
Player transfer creditors	9,290	10,704
Taxes and other social security	2,239	4,743
Amounts due to related parties	387	349
Amounts due to intermediate parent undertaking	-	26,030
Accruals & other creditors	2,913	3,108
	<b>17,755</b>	<b>48,421</b>

Amounts due to the Company's intermediate parent undertaking (Cougar BidCo London Limited) at the prior year end represented unsecured loans with no fixed repayment date. Interest was payable at 0.25% above LIBOR.

	2015	2014
	£'000	£'000
<b>Due after more than one year:</b>		
Player transfer creditors	-	5,283
Trade creditors	469	802
Hire and lease purchase obligations	19	5
Amounts due to immediate parent undertaking	17,283	4,370
	<b>17,771</b>	<b>10,460</b>

Amounts due to the parent undertaking (Fulham Football Leisure Limited) are unsecured and interest free.



# Fulham Football Club Limited

## Accompanying Notes to the Financial Statements (continued)

For the year ended 30 June 2015

### 13 Deferred income

	2015	2014
	£'000	£'000
Season ticket sales in advance	2,430	3,313
Commercial income and sponsorship	969	1,771
	<u>3,399</u>	<u>5,084</u>

### 14 Share Capital

	2015	2014
	'000	'000
<b>Allotted, called up and fully paid</b>		
Ordinary shares of £1 each	<u>237,295</u>	<u>187,518</u>

On 6<sup>th</sup> January 2015, 49,776,574 new ordinary shares of £1 each were issued to Fulham Football Leisure Limited. In consideration for these shares, Fulham Football Leisure Limited cancelled loans to the Company of the same value.

### 15 Profit and loss account

	2015	2014
	£'000	£'000
1 July 2014	(231,368)	(198,062)
Loss for the year	(27,890)	(33,306)
<b>30 June 2015</b>	<u>(259,258)</u>	<u>(231,368)</u>

### 16 Reconciliation of movements in Shareholders' deficit

The reconciliation of movement in equity shareholders' funds is as follows:

	2015	2014
	£'000	£'000
1 July 2014	(43,850)	(198,062)
Loss for the year	(27,890)	(33,306)
Issue of new share capital (see note 14)	49,777	187,518
<b>30 June 2015</b>	<u>(21,963)</u>	<u>(43,850)</u>



# Fulham Football Club Limited

## Accompanying Notes to the Financial Statements (continued)

For the year ended 30 June 2015

### 17 Financial commitments

#### a) Operating leases

At 30 June 2015, the Company had annual commitments under non-cancellable operating leases as follows:

	Land and buildings 2015 £'000	Other 2015 £'000	Land and buildings 2014 £'000	Other 2014 £'000
Operating leases which expire:				
Within one year	-	4	80	7
In the second to fifth years inclusive	205	51	205	33
Over five years	2,000	-	-	-
	<u>2,205</u>	<u>55</u>	<u>285</u>	<u>40</u>

#### b) Other commitments

The estimated commitment for additional transfer fees payable in respect of future possible appearances and other criteria yet to be satisfied amounts to £532,000 (2014: £634,000). These amounts have not been included in the financial statements.

#### c) Future receipts

In the course of normal business the Company enters into contracts that include clauses contingent upon future events. The Directors have assessed such contracts and determined that the Company can receive additional transfer fees in respect of future events in relation to those contracts up to a maximum of £216,000 (2014: £351,000). These amounts have not been included in the financial statements.

#### d) Capital commitments

Amounts contracted for but not provided for in the accounts amounted to £140,000 (2014: £60,000).



# Fulham Football Club Limited

## Accompanying Notes to the Financial Statements (continued)

For the year ended 30 June 2015

### 18 Related party information

During the year there were arm's length trading transactions between the Company and Flex-N-Gate Corporation and Jacksonville Jaguars, companies incorporated in the USA and under the common control of the Company's current ultimate controlling party. Liberty Publishing and Media Ltd and Hyde Park Residence Ltd are companies under the control of Company's former ultimate controlling party. These companies ceased to be related parties during the prior year. The value of these transactions during the period was:

	<b>2015</b>	<b>2015</b>	2014	2014
	<b>Purchases</b>	<b>Sales</b>	Purchases	Sales
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Flex-N-Gate Corporation	-	2	-	3
Jacksonville Jaguars	-	162	-	-
Liberty Publishing and Media Ltd	-	-	3	-
Hyde Park Residence Ltd	-	-	4	-
<b>Total</b>	<b>-</b>	<b>164</b>	<b>7</b>	<b>3</b>

Balances with related parties as at 30 June 2015 are as follows:

	<b>2015</b>	<b>2015</b>	2014	2014
	<b>Due To</b>	<b>Due From</b>	Due To	Due From
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Flex-N-Gate Corporation	-	-	-	1
Fulham Football Club Foundation	387	-	349	-
<b>Total</b>	<b>387</b>	<b>-</b>	<b>349</b>	<b>1</b>

During the year, the Company donated £15,000 (2014: £41,000) to the Fulham Football Club Foundation. The balance outstanding as at 30 June 2015 represents donations from players received by the Company on behalf of Fulham Football Club Foundation.

No disclosure has been made of any transactions within these financial statements with the immediate parent company or fellow subsidiaries in accordance with the exemptions allowed under Financial Reporting Standard No. 8.



# **Fulham Football Club Limited**

## **Accompanying Notes to the Financial Statements (continued)**

For the year ended 30 June 2015

### **19 Pension scheme**

Payments are made into a number of defined contribution schemes. Total contributions charged during the year amounted to £328,000 (2014: £365,000). An amount of £31,000 (2014: £37,000) remained outstanding at the balance sheet date.

### **20 Post balance sheet events**

Since the year-end the Company has acquired and disposed of a number of player registrations. The net expenditure from these transactions is £1.9m (2014: £11.7m).

### **21 Parent undertaking and ultimate controlling party**

The Company's immediate parent undertaking is Fulham Football Leisure Limited, which is incorporated in Great Britain. It is also the parent company of the smallest group for which group accounts have been prepared.

The ultimate parent company is Cougar HoldCo London Limited, a company incorporated in the United Kingdom, which is the parent company for the largest group for which group accounts have been prepared. All interests in the company are held for the benefit of Mr Shahid Khan, the company's ultimate controlling party.

Copies of the consolidated accounts may be obtained from Companies House, Cardiff, CF4 3UZ.

