

**Chelsea FC plc**

**Directors' report and financial  
statements**

**Registered number 2536231**

**30 June 2010**

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## Directors' report

The Directors present their annual report and the audited financial statements for the year ended 30 June 2010

### Principal activity

The principal activities of the Group are the operation of a professional football club, the provision of catering and function facilities, hoteliers, retailing and media activities, car park management, event organisation and property development and management

### Review of the business

The loss for the year was £70.9m compared to £44.4m for the previous year

The year saw turnover increase to £209.5m from £206.4m, an increase of £3.1m

Operating expenses at £275.9m were £12.2m up on the previous year. Increased payroll costs of £19.6m and other operating expenses of £4.0m were offset by a reduction in player amortisation and depreciation of £11.4m

The football club made a loss on player trading of £1.0m in the year (2009 profit £28.6m) principally due to the sale of Claudio Pizarro to Werder Bremen and Andriy Shevchenko to Dynamo Kiev

### Balance Sheet

Intangible assets have decreased to £64.0m from £77.8m as a result of £29.8m of player acquisitions offset by the net book value of disposals of £6.0m and amortisation of £37.6m

Tangible fixed assets are £190.1m at the year end. As in prior years, the bulk of the £2.8m additions have been spent on improving facilities at Stamford Bridge and the training ground at Cobham

Our net current liabilities at £42.1m have increased by £36.2m. Trade debtors have decreased by £43.6m due to prior year player related debtors being settled during the current year. In addition, trade creditors have increased by £8.1m, the majority of which relates to player purchases during the year. Other debtors and prepayments have decreased by £2.2m and other creditors by £2.9m. Cash at bank and in hand at £20.6m is £14.8m higher than last year

Creditors falling due after more than one year of £47.1m has increased by £15.9m from £31.2m in 2009. This is predominantly due to funding received from the Parent Company Fordstam Limited, which is the group's source of finance

### Principal risks and uncertainties

There are a number of potential risks and uncertainties which could have a material impact on the Group's long term performance. These risks and uncertainties are monitored by the Board on a regular basis

### Income

The Group derives the bulk of its income from football activities and related merchandising of which three principal sources stand out, gate receipts, television and commercial income including merchandising

All three sources of income are dependent on the performance of the first team and its appeal to football supporters. The performance of the first team is significantly influenced by the quality of the coaching staff and the players that the football club can attract in a highly competitive market both on the domestic and European levels

## Directors' report *(continued)*

### *Expenditure*

In order to attract the talent which will continue to win domestic and European trophies and therefore drive increases in our revenue streams, the football club continually invests in the playing staff by way of both transfers and wages

### *Regulatory Environment*

The football club is regulated by the rules of the FA, FAPL, UEFA, and FIFA. These regulations have a direct impact on the football club as they cover areas such as the division of centrally negotiated television deals and the operation of the transfer market. The football club has staff whose roles include ensuring that the football club monitors the evolution of these rules and ensures compliance with them.

### *Funding*

The Group has reduced net debt by £3.8m in the last financial year (2009 increase in net debt of £16.9m). Funds are provided by the football club's parent company Fordstam Limited, which is supported by the ultimate owner, Mr R Abramovich. The football club reviews and updates its forecasts on a regular basis and keeps the owner aware of its financial commitments going forward.

### **Key Performance Indicators**

The principal key performance indicators for 2009/10 of both a financial and non-financial nature were as follows -

#### *Non-Financial*

- Winners of the FAPL (2009 Third place)
- Average league attendance of 41,422 (2009 41,496)
- Winners of the FA Cup (2009 Winners of the FA Cup)
- Champions League 1<sup>st</sup> knock out stage (2009 semi-finalists)

#### *Financial (reviewed by the board on a monthly basis)*

- Revenue growth
- Payroll costs
- Operating result before player trading and amortisation
- Gains/losses on player trading
- Player acquisition costs
- Capital expenditure
- Debt owed to group undertakings

### **Directors**

The Directors who held office during the year were as follows:

B Buck  
E Tenenbaum  
R Gourlay (appointed 27 October 2010)  
PF Kenyon (resigned 9 August 2010)

### **Company Secretary**

AL Shaw served as Company Secretary throughout the year.

### **Results and dividends**

The net loss for the year, after taxation and minority interest, was £70,878,000 (2009 £44,395,000). The Directors do not recommend the payment of a dividend for the financial year (2009 £nil).

### **Going concern basis**

The Company is reliant on its parent undertaking, Fordstam Limited, for its continued financial support. The Company has received confirmation from its parent undertaking that sufficient funds will be provided to finance the business for the foreseeable future. The Directors have therefore adopted the going concern basis in preparing these financial statements.

## Directors' report *(continued)*

### Fixed assets

The movements in fixed assets during the year are as shown in notes 10 to 12 to the financial statements. The intangible fixed assets include the unamortised portion of the cost of players' registrations.

At 30 June 2010 the Directors do not consider there to be any significant difference between the book value and the market value of land and buildings.

Officers of Chelsea Football Club Limited have independently valued the playing staff. The average of their aggregate valuation as at 30 June 2010 was £215,713,000 (2009 £247,475,000). The valuations assume willing buyers for the relevant players' registrations on normal contractual terms and an orderly disposal over a period of time.

### Suppliers

The Company agrees terms and conditions for its goods and services with suppliers and seeks to abide by these payment terms subject to the agreed terms and conditions being met by the supplier. Amounts due to the Company's suppliers at the balance sheet date represent approximately 20 days (2009 40 days) credit based on the total amounts of goods and services invoiced by them.

### Employees

The Group recognises the importance of good employee relations and communications and involves employees as appropriate to each Company's circumstances. Employees are regularly kept informed of and express their view on activities which are of concern to them or are likely to affect their interests.

Disabled persons are given full and fair consideration in all applications for employment. Equal consideration is also given for training, career development and opportunities for promotion. If an existing employee becomes disabled, such steps that are practical are taken, in respect of adjustments to premises or employment arrangements, to retain him/her in employment. Where appropriate, rehabilitation and suitable training are given.

### Political and charitable donations

The Group made charitable donations of £300,725 (2009 £80,077).

### Auditor

The Directors who held office at the date of approval of this Directors' Report confirm that, so far as they are each aware, there is no relevant audit information of which the Company's auditor is unaware, and each director has taken all the steps that he ought to have taken as a director to make himself aware of any relevant audit information and to establish that the Company's auditor is aware of that information.

Pursuant to Section 487 of the Companies Act 2006, the auditors will be deemed to be re-appointed and KPMG LLP will therefore continue in office.

By order of the Board

  
AL Shaw  
Secretary

Stamford Bridge  
Fulham Road  
LONDON  
SW6 1HS

13 December 2010

## **Statement of directors' responsibilities in respect of the Directors' Report and the Financial Statements**

The Directors are responsible for preparing 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 Group and Parent Company 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 Group and Parent Company and of their profit or loss for that period. In preparing each of the Group and Parent Company 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,
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group and the Parent Company will continue in business

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Parent Company's transactions and disclose with reasonable accuracy at any time the financial position of the Parent Company and enable them to ensure that its 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 Group and to prevent and detect fraud and other irregularities.



## KPMG LLP

St James Square  
Manchester  
M2 6DS

### **Independent auditor's report to the members of Chelsea FC plc**

We have audited the financial statements of Chelsea FC Plc for the year ended 30 June 2010 set out on pages 7 to 28. 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 auditors**

As explained more fully in the Directors' Responsibilities Statement set out on page 4, 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 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 (APB'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 APB's web-site at [www.frc.org.uk/apb/scope/UKNP](http://www.frc.org.uk/apb/scope/UKNP).

#### **Opinion on financial statements**

In our opinion the financial statements

- give a true and fair view of the state of the Group's and the Parent Company's affairs as at 30 June 2010 and of the Group's 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 matters prescribed by the Companies Act 2006**

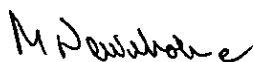
In our opinion the information given in the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

## Independent auditor's report to the members of Chelsea FC Plc (*continued*)

### 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 by the Parent Company, or returns adequate for our audit have not been received from branches not visited by us, or
- the Parent Company 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



M Newsholme (Senior Statutory Auditor)  
for and on behalf of KPMG LLP,  
Statutory Auditor  
Chartered Accountants

17 December 2010

**Consolidated profit and loss account**  
*for the year ended 30 June 2010*

	Note	Operations excluding player trading 2010 £000	Player trading and exceptional items 2010 £000	Total 2010 £000	2009 £000
Turnover Group and share of joint venture	2	209,521	-	209,521	206,424
Less Share of joint venture's turnover		(3,724)	-	(3,724)	(3,120)
<b>Group turnover</b>		<b>205,797</b>	<b>-</b>	<b>205,797</b>	<b>203,304</b>
Operating expenses		(238,298)	(37,647)	(275,945)	(263,698)
Exceptional items	3	-	-	-	(12,613)
<b>Group operating loss</b>		<b>(32,501)</b>	<b>(37,647)</b>	<b>(70,148)</b>	<b>(73,007)</b>
Share of operating profit in joint venture		1,502	-	1,502	712
<b>Total operating loss Group and share of joint venture</b>		<b>(30,999)</b>	<b>(37,647)</b>	<b>(68,646)</b>	<b>(72,295)</b>
(Loss)/profit on disposal of player registrations	3	-	(982)	(982)	28,555
Loss on disposal of tangible fixed assets	3	-	-	-	(1)
<b>Loss before interest and taxation</b>		<b>(30,999)</b>	<b>(38,629)</b>	<b>(69,628)</b>	<b>(43,741)</b>
Other interest receivable and similar income	6	37	-	37	379
Interest payable and similar charges	7				
Group		(751)	-	(751)	(751)
Share of joint venture		(51)	-	(51)	(195)
		<b>(802)</b>	<b>-</b>	<b>(802)</b>	<b>(946)</b>
<b>Loss on ordinary activities before taxation</b>	3	<b>(31,764)</b>	<b>(38,629)</b>	<b>(70,393)</b>	<b>(44,308)</b>
Taxation on loss on ordinary activities	8				
Group		-	-	-	-
Share of joint venture		(485)	-	(485)	(87)
		<b>(485)</b>	<b>-</b>	<b>(485)</b>	<b>(87)</b>
<b>Loss on ordinary activities after taxation</b>		<b>(32,249)</b>	<b>(38,629)</b>	<b>(70,878)</b>	<b>(44,395)</b>
Minority interest		-	-	-	-
<b>Loss for the financial year</b>	20	<b>(32,249)</b>	<b>(38,629)</b>	<b>(70,878)</b>	<b>(44,395)</b>

All activities relate to continuing operations

## Consolidated statement of total recognised gains and losses

for the year ended 30 June 2010

	<i>Note</i>	<b>2010</b> <b>£000</b>	<b>2009</b> <b>£000</b>
Loss for the financial year	20	(70,878)	(44,395)
Deficit on revaluation of fixed assets	20	(3,402)	-
Total recognised gains and losses relating to the year		<u>(74,280)</u>	<u>(44,395)</u>

## Consolidated statement of historical cost profits and losses

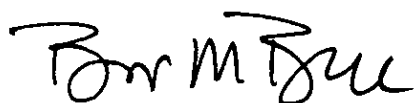
for the year ended 30 June 2010

	<i>Note</i>	<b>2010</b> <b>£000</b>	<b>2009</b> <b>£000</b>
Loss on ordinary activities before taxation	20	(70,878)	(44,395)
Difference between historical cost depreciation charge and depreciation charge based on revalued amounts	20	1,289	1,289
Historical cost loss on ordinary activities before taxation		<u>(69,589)</u>	<u>(43,106)</u>

**Balance sheets**  
at 30 June 2010

	Note	Group		Company	
		2010 £000	2009 £000	2010 £000	2009 £000
<b>Fixed assets</b>					
Intangible assets	10	64,039	77,834	-	-
Tangible assets	11	190,121	199,471	2,876	3,882
Investments	12	-	-	689,699	652,521
		<u>254,160</u>	<u>277,305</u>	<u>692,575</u>	<u>656,403</u>
<b>Current assets</b>					
Stocks	13	760	834	-	-
Debtors Due in one year	14	27,313	62,264	24,643	56,809
Due after one year	14	8,899	19,790	8,899	19,790
		<u>36,212</u>	<u>82,054</u>	<u>33,542</u>	<u>76,599</u>
Total debtors		<u>36,212</u>	<u>82,054</u>	<u>33,542</u>	<u>76,599</u>
Cash at bank and in hand		20,558	5,702	20,542	5,684
		<u>57,530</u>	<u>88,590</u>	<u>54,084</u>	<u>82,283</u>
<b>Creditors</b> Amounts falling due within one year	15	(99,659)	(94,519)	(15,750)	(13,815)
<b>Net current (liabilities)/assets</b>		<u>(42,129)</u>	<u>(5,929)</u>	<u>38,334</u>	<u>68,468</u>
<b>Total assets less current liabilities</b>		<u>212,031</u>	<u>271,376</u>	<u>730,909</u>	<u>724,871</u>
<b>Creditors</b> Amounts falling due after one year	16	(47,136)	(31,234)	(25,232)	(14,994)
<b>Provisions for liabilities and charges</b>	18				
Investment in joint venture					
- share of gross assets		4,197	3,171	-	-
- share of gross liabilities		(6,767)	(6,708)	-	-
	18	<u>(2,570)</u>	<u>(3,537)</u>	<u>-</u>	<u>-</u>
<b>Net assets</b>		<u>162,325</u>	<u>236,605</u>	<u>705,677</u>	<u>709,877</u>
<b>Capital and reserves</b>					
Called up share capital	19	1,830	1,830	1,830	1,830
Share premium account	20	744,995	744,995	744,995	744,995
Revaluation reserve	20	24,147	28,838	6,555	6,555
Profit and loss account	20	(608,684)	(539,095)	(47,703)	(43,503)
<b>Shareholders' funds</b>		<u>162,288</u>	<u>236,568</u>	<u>705,677</u>	<u>709,877</u>
Minority interests		37	37	-	-
		<u>162,325</u>	<u>236,605</u>	<u>705,677</u>	<u>709,877</u>

These financial statements were approved by the Board of Directors on 13 December 2010 and were signed on its behalf by



Mr B Buck  
Director

Registered number 2536231

**Consolidated cash flow statement**  
*for the year ended 30 June 2010*

	<i>Note</i>	<b>2010 £000</b>	<b>2009 £000</b>
Cash outflow from operating activities	21	(11,660)	(13,103)
Returns on investments and servicing of finance	22	37	379
Capital expenditure and financial investment	22	15,455	(4,162)
Financing	22	11,024	17,249
		<hr/>	<hr/>
Increase in cash	23	<b>14,856</b>	<b>363</b>
		<hr/>	<hr/>

**Reconciliation of net cash flow to movement in net debt**  
*for the year ended 30 June 2010*

	<i>Note</i>	<b>2010 £000</b>	<b>£000</b>	<b>2009 £000</b>	<b>£000</b>
Increase in cash	23	14,856		363	
Cash inflow from change in net debt and lease financing	23	(11,024)		(17,249)	
		<hr/>		<hr/>	
			3,832		(16,886)
Debt repaid through issue of equity shares			-		340,000
			<hr/>		<hr/>
Movement in net debt in period			3,832		323,114
Net debt at 1 July	23		(23,501)		(346,615)
			<hr/>		<hr/>
Net debt at 30 June	23		<b>(19,669)</b>		<b>(23,501)</b>
			<hr/>		<hr/>

## Notes

*(forming part of the financial statements)*

### 1 Accounting policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the Group's financial statements

#### *Basis of preparation of financial statements*

The financial statements are prepared in accordance with applicable accounting standards and under the historical cost convention, as modified where applicable to include the revaluation of freehold and long leasehold land and buildings

#### *Basis of consolidation*

The Group financial statements incorporate the financial statements of Chelsea FC plc and all its subsidiary undertakings for the year ended 30 June 2010 (see note 29). Acquisitions are accounted for under the acquisition method of accounting with goodwill representing any excess of the fair value of the consideration given over the fair value of the identifiable assets and liabilities acquired, being capitalised in the consolidated balance sheet and amortised over its expected useful life, being 20 years.

Entities in which the Group holds an interest on a long-term basis, and which are jointly controlled by the Group and other parties, are treated as joint ventures.

On 7 October 2005, the Group's shareholding in the ordinary share capital of Chelsea Digital Media was reduced from 80% to 65%, the remaining 35% being owned by Sky New Media Ventures Limited (SNMV), a wholly owned subsidiary of British Sky Broadcasting Group plc. The Directors believe that the nature of control is that of a joint venture and as such it has been accounted for in accordance with Financial Reporting Standard ('FRS') 9 'Associates and joint ventures'.

A separate profit and loss account dealing with the results of the Company alone has not been presented as permitted by Section 408 of the Companies Act 2006 (see note 9).

#### *Going concern*

The Company is reliant on its parent undertaking, Fordstam Limited, for its continued financial support. The Company has received confirmation from its parent undertaking that sufficient funds will be provided to finance the business for the foreseeable future. The Directors have therefore adopted the going concern basis in preparing these financial statements.

#### *Related party transactions*

The Directors have taken advantage of the exemption in FRS 8, paragraph 3(a), and have therefore not disclosed transactions or balances with entities which form part of the group (or investees of the group qualifying as related parties).

#### *Investment in subsidiaries*

Subsidiary companies are valued in the parent Company balance sheet at cost. Where an impairment in value occurs and it is considered to be permanent, the impairment below the cost of the investment, including loans, is written off to the profit and loss account.

## Notes (continued)

### 1 Accounting policies (continued)

#### *Tangible fixed assets and depreciation*

Tangible fixed assets are stated at cost or valuation less depreciation. Depreciation is provided at rates calculated to write off the cost or valuation less estimated residual value of each asset over its expected useful life, as follows

Freehold land	Not depreciated
Long leasehold land	Not depreciated
Assets in the course of construction	Not depreciated
Freehold and long leasehold buildings	50 years on a straight line basis
Plant and equipment	2 to 10 years on a straight line basis

#### *Players' registrations*

All costs associated with the acquisition of a player's registration are capitalised as intangible fixed assets and are amortised evenly over the period of the players' initial contract of employment with the Group. In the event that the initial contract is renegotiated prior to expiry, the written down value at the date of renegotiation is amortised over the extended period. Fees receivable are set off against the players' net book value at the date of sale, plus any payments made in settlement of the contracts, and the difference is treated as a profit or loss on disposal.

#### *Players' signing on fees*

Players' contracts of employment may include a signing on fee payable in equal instalments over the period of contract. The Group's policy is to charge such fees to the profit and loss account as they fall due under the terms of the contract.

#### *Stadium development*

The Group capitalises all expenditure incurred for the development of the Stamford Bridge Stadium.

#### *Capitalised Interest*

Separately identifiable borrowing costs and interest incurred on the development of specific projects are capitalised as part of the Group's development costs for that project.

#### *Investment properties*

In accordance with Statements of Standard Accounting Practice ("SSAP") 19 "Accounting for Investment Properties", investment properties are revalued periodically and the aggregate surplus or deficit is transferred to a revaluation reserve. No depreciation is provided in respect of investment properties.

Compliance with SSAP 19 requires departure from the requirements of the Companies Act 2006 relating to depreciation and an explanation of the departure is given below.

The Companies Act 2006 requires all properties to be depreciated. However, this requirement conflicts with the generally accepted accounting principle set out in SSAP 19. The Directors consider that, as these properties are held for their investment potential, to depreciate them would not give a true and fair view and that it is necessary to adopt SSAP 19 in order to give a true and fair view.

If this departure from the Act had not been made, the profit for the year would have been decreased by a charge for depreciation. However, the amount of depreciation can not reasonably be quantified because depreciation is only one of many factors reflected in the periodic valuations and the amount which might otherwise have been shown can not be separately identified or quantified.

## Notes (continued)

### 1 Accounting policies (continued)

#### *Taxation*

The charge for tax is based on the loss for the year and takes into account taxation deferred because of timing differences between the treatment of certain items for taxation and accounting purposes

Deferred tax is recognised without discounting in respect of all timing differences between the treatment of certain items for taxation and accounting purposes which have arisen but not reversed by the balance sheet date, except as otherwise required by FRS 19 'Deferred tax'

#### *Turnover*

Turnover represents all income arising from the ordinary activities of the Group excluding transfer fees and excluding Value Added Tax. Principal sources of income include match day, media, commercial and operation of hotel and stadium facilities

#### *Leasing and hire purchase commitments*

Assets held under hire purchase contracts and finance leases, and the related obligations, are recorded in the balance sheet at the fair value of the assets at the inception of each contract or lease. The amounts by which the payments exceed the recorded obligations are amortised over each contract or lease term to give a constant rate of charge on the remaining balance of the obligation

#### *Classification of financial instruments issued by the Group*

Under FRS 25, financial instruments issued by the Group are treated as equity (i.e. forming part of shareholders' funds) only to the extent that they meet the following two conditions

- a) They include no contractual obligations upon the Group to deliver cash or other financial assets or to exchange financial liabilities with another party under conditions that are potentially unfavourable to the Group, and
- b) Where the instrument will or may be settled in the Group's own equity instruments, it is either a non-derivative that includes no obligation to deliver a variable number of the Company's own equity instruments or is a derivative that will be settled by the Company exchanging a fixed amount of cash or other financial assets for a fixed number of its own equity instruments

To the extent that this definition is not met, the proceeds of issue are classified as a financial liability. Where the instrument so classified takes the legal form of the Group's own shares, the amounts presented in these financial statements for called up share capital and share premium account exclude amounts in relation to those shares

Finance payments associated with financial liabilities are dealt with as part of interest payable and similar charges. Finance payments associated with financial instruments that are classified as part of shareholder's funds (see dividend policy) are dealt with as appropriations in the reconciliation of movements in shareholders' funds

#### *Dividends on shares presented within shareholder's funds*

Dividends unpaid at the balance sheet date are only recognised as a liability to the extent that they are appropriately authorised and are no longer at the discretion of the Company. Unpaid dividends that do not meet these criteria are disclosed in the notes to the financial statements

#### *Operating leases*

Payments made under leases regarded as operating leases are charged to the profit and loss account on a straight line basis over the lease term

#### *Pensions*

The Group operates a number of defined contribution schemes. Contributions to these schemes are charged to the profit and loss account as incurred. The Group is one of a number of employers in a shared defined benefit scheme for playing staff. The defined benefit scheme is a multi-employer scheme and in accordance with FRS 17 has been treated as a defined benefit contribution scheme

## Notes (continued)

### 1 Accounting policies (continued)

#### Stocks

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

#### Foreign currencies

Transactions in foreign currencies are translated into sterling at the rate of exchange ruling on the transaction date. Foreign currency monetary assets and liabilities are translated into sterling at the rate of exchange ruling at the balance sheet date. Exchange gains and losses are included in the profit and loss account.

#### Deferred income

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

#### Debt

Debt is initially stated at the amount of the net proceeds after deducting any issue costs which are amortised over the life of the debt, in accordance with FRS 4 'Capital Instruments'.

### 2 Segmental analysis of turnover

	2010 £000	2009 £000
Football activities	185,469	185,229
Hotel/Catering	8,252	7,689
Merchandising	11,241	9,735
Car parking/Events/Other	709	522
Property sales/leasing	126	129
	<u>205,797</u>	<u>203,304</u>
Share of joint venture turnover – Digital Media	3,724	3,120
	<u>209,521</u>	<u>206,424</u>

All turnover arises in the United Kingdom and relates to continuing operations

### 3 Loss on ordinary activities before taxation

	2010 £000	2009 £000
Loss on ordinary activities before taxation is stated after charging / (crediting)		
Depreciation of tangible fixed assets (see note 11)		
Owned	8,723	8,921
Amortisation of intangible assets	37,647	48,965
Operating lease rentals		
Land and buildings	88	88
Plant and equipment	196	30
Auditor's remuneration		
Fees payable to the Company's auditor for the audit of the Company's annual accounts	29	29
Fees payable to the Company's auditor and its associates for other services		
The audit of the Company's subsidiaries pursuant to legislation	49	49
Tax services	38	38
All other services	70	117
Loss/(profit) on disposal of player registrations	982	(28,555)
Loss on disposal of tangible fixed assets	-	1
Exceptional items	-	12,613

Exceptional items in the prior year consisted of termination payments made to first team manager and assistant coaches.

## Notes (continued)

### 4 Staff numbers and costs

The average number of employ (including directors) of the Group during the year was as follows

	2010 Number	2009 Number
Playing staff, managers and coaches	75	79
Administration and commercial	473	494
	<u>548</u>	<u>573</u>

The Group also employs approximately 550 (2009 550) temporary staff on match days

The aggregate payroll costs of these employees (including directors) were as follows

	2010 £000	2009 £000
Wages and salaries	147,370	148,706
Social security costs	16,176	15,907
Other pension costs	9,007	995
	<u>172,553</u>	<u>165,608</u>

In 2009, wages and salaries included £12,613,000 exceptional items relating to termination payments made during the year to first team manager and assistant coaches

### 5 Directors' remuneration

	2010 £000	2009 £000
Directors' emoluments	750	1,800
Company contributions to money purchase pension schemes	75	200
	<u>825</u>	<u>2,000</u>

The number of directors to whom retirement benefits are accruing is  
 Money purchase schemes

The emoluments of the highest paid director were

	Number	Number
	1	1

	£000	£000
Aggregate emoluments	750	1,800
Money purchase pension contributions	75	200
	<u>825</u>	<u>2,000</u>

### 6 Other interest receivable and similar income

	2010 £000	2009 £000
Bank interest	37	379

## Notes (continued)

### 7 Interest payable and similar charges

	2010 £000	2009 £000
Finance costs on shares classified as liabilities	751	751
Share of joint venture interest	751 51	751 195
	<u>802</u>	<u>946</u>

### 8 Taxation

	2010 £000	2009 £000
<b>Current tax*</b>		
UK corporation tax at 28% (2009 28%)	-	-
Share of joint venture	(485)	(87)
<b>Tax credit for the year</b>	<u>(485)</u>	<u>(87)</u>
Factors affecting the tax charge for the year		
Loss on ordinary activities before taxation	(70,393)	(44,308)
Loss on ordinary activities multiplied by the standard rate of UK corporation tax of 28% (2009 28%)	<u>(19,710)</u>	<u>(12,406)</u>
Effects of		
Non deductible expenditure	5,277	1,274
Losses available to carry forward	14,493	10,486
Group relief (claimed)	(418)	(720)
Utilisation of losses brought forward	(755)	(516)
Movement on deferred tax not provided	1,113	1,882
	<u>19,710</u>	<u>12,406</u>
Current tax charge	-	-
Losses available to carry forward at 30 June	<u>557,023</u>	<u>505,262</u>

### 9 Company result for the financial year

The Company has taken advantage of Section 408 of the Companies Act 2006 and has not presented its own profit and loss account. The loss for the financial year dealt within the accounts of Chelsea FC plc was £4,200,023 (2009 £nil).

## Notes (continued)

### 10 Intangible fixed assets

Group	Cost of players' registrations £000
<b>Cost</b>	
At 1 July 2009	283,657
Additions	29,880
Disposals	(51,588)
At 30 June 2010	261,949
<b>Amortisation</b>	
At 1 July 2009	205,823
Charge for the year	37,647
Disposals	(45,560)
At 30 June 2010	197,910
<b>Net book value</b>	
At 30 June 2010	64,039
At 30 June 2009	77,834

### 11 Tangible fixed assets

Group	Investment property freehold £000	Land and buildings £000	Plant and equipment £000	Assets in the course of construction £000	Total £000
<b>Cost or valuation</b>					
At 1 July 2009	1,858	191,536	33,895	1,056	228,345
Additions	-	79	2,172	524	2,775
Disposals	-	-	(2,742)	-	(2,742)
Completed assets in the course of construction	-	-	1,058	(1,058)	-
Revaluation	-	(3,402)	-	-	(3,402)
At 30 June 2010	1,858	188,213	34,383	522	224,976
<b>Depreciation</b>					
At 1 July 2009	-	17,201	11,673	-	28,874
Charge for the year	-	3,411	5,312	-	8,723
On Disposals	-	-	(2,742)	-	(2,742)
At 30 June 2010	-	20,612	14,243	-	34,855
<b>Net book value</b>					
At 30 June 2010	1,858	167,601	20,140	522	190,121
At 30 June 2009	1,858	174,335	22,222	1,056	199,471

The Group does not hold any fixed assets under hire purchase or finance lease at the year end. Finance costs capitalised included in the value of tangible fixed assets amount to £2,003,000 (2009 £2,003,000)

As required under FRS 11 'Impairment of fixed assets and goodwill' the Directors have re-assessed the carrying value of the freehold buildings and have determined that a revaluation adjustment of £3,401,989 should be made against the value of the hotels. This has been offset against the existing revaluation surplus within reserves.

## Notes (continued)

### 11 Tangible fixed assets (continued)

	2010 £000	2009 £000
<b>The net book value of land and buildings comprises:</b>		
Freehold	39,599	44,261
Long leasehold	129,850	131,922
Short leasehold	10	10
	<u>169,459</u>	<u>176,193</u>

#### Company

	Freehold land £000	Plant and Equipment £000	Total £000
<b>Cost or valuation</b>			
At 1 July 2009	312	7,026	7,338
Additions	-	506	506
Disposals	-	(1,554)	(1,554)
At 30 June 2010	<u>312</u>	<u>5,978</u>	<u>6,290</u>
<b>Depreciation</b>			
At 1 July 2009	-	3,456	3,456
Charge for the year	-	1,512	1,512
Disposals	-	(1,554)	(1,554)
At 30 June 2010	<u>-</u>	<u>3,414</u>	<u>3,414</u>
<b>Net book value</b>			
At 30 June 2010	<u>312</u>	<u>2,564</u>	<u>2,876</u>
At 30 June 2009	<u>312</u>	<u>3,570</u>	<u>3,882</u>

The value of land and buildings determined according to the historical cost accounting rules is as follows

Group	2010 £000	2009 £000
<b>Cost</b>		
Freehold property	40,984	40,905
Long leasehold property	122,495	122,495
	<u>163,479</u>	<u>163,400</u>
<b>Depreciation</b>		
Freehold property	6,399	5,779
Long leasehold property	16,281	13,832
	<u>22,680</u>	<u>19,611</u>
<b>Net book value</b>		
Freehold property	34,585	35,126
Long leasehold property	106,214	108,663
	<u>140,799</u>	<u>143,789</u>

## Notes (continued)

### 12 Fixed asset investments

Group	Joint Venture £000
<b>Cost</b>	
At 1 July 2009	-
Share of profit of joint venture	967
Transfer from provision for liabilities and charges	(967)
At 30 June 2010	-
<b>Net book value</b>	
At 30 June 2009 and 30 June 2010	-

The Directors believe it to be appropriate to account for Chelsea Digital Media Limited, of which the Group owned 65% of the ordinary share capital at the year end, as a joint venture in accordance with FRS 9 'Associates and joint ventures'. Chelsea Digital Media Limited is currently funded by way of preference share capital subscribed for by SNMV.

In accordance with FRS 9, 'Associates and joint ventures', the Group's share of profits from its investment in the joint venture of £967,000 (2009 £429,000) has been calculated by reference to the proportion of ordinary shares it owned. The Group's cash investment is £1,000, of which £1,000 has been fully paid.

Company	Subsidiary undertakings £000	Loan to group undertaking £000	Total £000
<b>Cost</b>			
At 1 July 2009	110,771	546,034	656,805
Additions	-	37,178	37,178
At 30 June 2010	110,771	583,212	693,983
<b>Provision</b>			
At 1 July 2009 and 30 June 2010	2,922	1,362	4,284
<b>Net book value</b>			
At 30 June 2010	107,849	581,850	689,699
At 30 June 2009	107,849	544,672	652,521

As required under FRS 11 'Impairment of fixed assets and goodwill', the Directors have assessed the carrying values and believe the current investment values to be appropriate.

## Notes (continued)

### 13 Stocks

	Group		Company	
	2010	2009	2010	2009
	£000	£000	£000	£000
Goods held for resale	760	834	-	-

### 14 Debtors

	Group		Company	
	2010	2009	2010	2009
	£000	£000	£000	£000
<b>Due in less than one year</b>				
Trade debtors	24,469	57,005	23,996	56,414
Other debtors	945	1,337	-	-
Prepayments and accrued income	1,899	3,922	647	395
	<u>27,313</u>	<u>62,264</u>	<u>24,643</u>	<u>56,809</u>
<b>Due after one year:</b>				
Trade debtors	53	11,144	53	11,144
Other debtors	8,846	8,646	8,846	8,646
	<u>8,899</u>	<u>19,790</u>	<u>8,899</u>	<u>19,790</u>

As part of the Eurobond issue in 1997 the Company made a loan to Chelsea Pitch Owners plc of £11,151,000, which is interest free and has an unspecified repayment date. This was used to acquire the share capital of Chelsea Stadium Limited (previously Stardust Investments Limited) and discharge the debts of that Company in order to leave the freehold interest in the stadium site unencumbered.

On the same date, Chelsea Stadium Limited (previously Stardust Investments Limited) granted a long leasehold interest over the stadium site at a peppercorn rent to Chelsea Football Club Limited. Chelsea Pitch Owners plc is obliged to repay the debt in full. The balance outstanding at 30 June 2010 was £8,645,944 (2009 £8,645,944). The directors believe that the balance outstanding will be ultimately recovered.

### 15 Creditors: amounts falling due within one year

	Group		Company	
	2010	2009	2010	2009
	£000	£000	£000	£000
Trade creditors	15,963	7,893	3,492	2,205
Other taxes and social security	11,733	11,619	9,438	9,271
Other creditors	2,488	6,286	69	69
Accruals and deferred income	69,475	68,721	2,751	2,270
	<u>99,659</u>	<u>94,519</u>	<u>15,750</u>	<u>13,815</u>

£31,511,000 (2009 £35,953,000) of the accruals and deferred income balance represents season ticket sales for the 2010/11 season.

## Notes (continued)

### 16 Creditors amounts falling due after more than one year

	Group		Company	
	2010	2009	2010	2009
	£000	£000	£000	£000
Trade creditors	2,229	2,031	-	-
Amounts owed to group undertakings	25,227	14,203	25,232	14,994
Other creditors	2,627	-	-	-
Deferred income	2,053	-	-	-
Preference shares classified as liabilities	15,000	15,000	-	-
	<u>47,136</u>	<u>31,234</u>	<u>25,232</u>	<u>14,994</u>

Under FRS 25 the preference share capital is classified as a financial liability. The preference share capital of £15,000,000 is in the Company's subsidiary, Chelsea Football Club Limited

	2010	2009	2010	2009
	Number	Number	£000	£000
<b>Preference share capital</b>				
<i>Authorised</i>				
Cumulative preference shares of £1 each	<u>15,000,000</u>	<u>15,000,000</u>	<u>15,000</u>	<u>15,000</u>
<i>Allotted, called up and fully paid</i>				
Cumulative preference shares of £1 each	<u>15,000,000</u>	<u>15,000,000</u>	<u>15,000</u>	<u>15,000</u>

The cumulative preference shares attract a fixed cumulative preferential dividend at the rate of 5p per share per annum, with the first such dividend accruing in respect of the period 1 January 2007 to 31 December 2007. On the winding-up of Chelsea Football Club Limited, the assets of that company available for distribution among the members shall be applied, in priority to any payment to holders of any other class of shares, in repaying the holders of the cumulative preference shares a sum equal to the nominal capital paid up or credited as paid up thereon.

### 17 Borrowings and secured liabilities

	Group		Company	
	2010	2009	2010	2009
	£000	£000	£000	£000
The aggregate borrowings amounted to				
Preference shares classified as liabilities	<u>15,000</u>	<u>15,000</u>	<u>-</u>	<u>-</u>
	<u>15,000</u>	<u>15,000</u>	<u>-</u>	<u>-</u>

## Notes (continued)

### 17 Borrowings and secured liabilities (continued)

Borrowings are repayable as follows

	Group		Company	
	2010	2009	2010	2009
	£000	£000	£000	£000
Repayable between two and five years				
Preference shares classified as liabilities	15,000	15,000	-	-

### 18 Provisions for liabilities and changes

#### Deferred tax

No deferred tax asset has been recognised in either year for the Company or the Group due to the uncertainty over the ability to utilise losses against future profits

The Group and the Company have unrecognised deferred tax assets as follows

	Group		Company	
	2010	2009	2010	2009
	£000	£000	£000	£000
Accelerated capital allowances	2,194	739	2,419	1,902
Tax losses	151,542	137,348	629	2
Unrecognised deferred tax asset	153,736	138,087	3,048	1,904

#### Investment in joint ventures

	Group £000
At 1 July 2009	(3,537)
Profit for the year transferred from fixed asset investment	967
At 30 June 2010	(2,570)

## Notes (continued)

### 19 Called up share capital

	Company		Company	
	2010 Number	2009 Number	2010 £000	2009 £000
<i>Authorised</i>				
Ordinary shares of 1p each	200,000,000	200,000,000	2,000	2,000
<i>Allotted, issued and fully paid</i>				
Ordinary shares of 1p each	183,005,000	183,005,000	1,830	1,830

### 20 Reconciliation of movement in equity shareholders' funds

Group	Share Capital £000	Share premium account £000	Revaluation reserve £000	Profit and loss account £000	Equity shareholders' funds £000
At 1 July 2009	1,830	744,995	28,838	(539,095)	236,568
Loss for the financial year	-	-	-	(70,878)	(70,878)
Difference on depreciation	-	-	(1,289)	1,289	-
Deficit on revaluation	-	-	(3,402)	-	(3,402)
<b>Shareholders' funds at 30 June 2010</b>	<b>1,830</b>	<b>744,995</b>	<b>24,147</b>	<b>(608,684)</b>	<b>162,288</b>
<b>Company</b>					
Equity shareholders' funds at 1 July 2009 and 30 June 2010	1,830	744,995	6,555	(47,703)	705,677

### 21 Reconciliation of operating loss to net cash outflow from operating activities

	2010 £000	2009 £000
Operating loss	(70,148)	(73,007)
Depreciation	8,723	8,921
Amortisation of intangible fixed assets	37,647	48,965
Decrease / (increase) in stocks	74	(233)
Decrease in debtors	8,994	22,687
Increase/(decrease) in creditors	3,050	(20,436)
<b>Net cash outflow from operating activities</b>	<b>(11,660)</b>	<b>(13,103)</b>

## Notes (continued)

### 22 Analysis of cash flows for headings netted in the cash flow statement

	2010 £000	2009 £000
<b>Returns on investments and servicing of finance</b>		
Interest received	37	379
<b>Capital expenditure</b>		
Purchase of tangible fixed assets	(2,775)	(7,156)
Purchase of intangible fixed assets	(23,716)	(18,275)
Sale of intangible fixed assets	41,946	21,269
	<u>15,455</u>	<u>(4,162)</u>
<b>Financing</b>		
Repayment of loans	(18,000)	(15,500)
Receipt from borrowings	29,024	32,749
	<u>11,024</u>	<u>17,249</u>

### 23 Analysis of net debt

	At 1 July 2009 £000	Cash flow £000	Other non-cash changes £000	At 30 June 2010 £000
<b>Cash movements</b>				
Cash at bank and in hand	5,702	14,856	-	20,558
	<u>5,702</u>	<u>14,856</u>	<u>-</u>	<u>20,558</u>
Debt due after one year	(29,203)	(11,024)	-	(40,227)
Net debt	(29,203)	(11,024)	-	(40,227)
	<u>(23,501)</u>	<u>3,832</u>	<u>-</u>	<u>(19,669)</u>

## Notes (continued)

### 24 Pension Commitments

#### a) Defined Benefit Scheme

Certain employees of the Group are members of The Football League Limited Pension and Life Assurance Scheme ('the scheme'). Accrual of benefits under a final salary basis was suspended with effect from 31 August 1999 following an actuarial review which revealed a substantial deficit.

As one of a number of participating employers, the Group is advised only of its share of the deficit in the scheme. The latest actuarial valuation as at 31 August 2008 highlighted that the Group share of the deficit was £199,443. The revised deficit is being paid off over a period of 10 years from 01 September 2009. The charge for the year is £19,944 (2009 £28,087).

#### b) Defined Contribution Schemes

The Group also contributes to other schemes providing benefits based upon contributions made. The assets of these other schemes are held separately from those of the Company in independently administered funds. The pension charge for the year was £8,986,742 (2009 £966,913). Amounts owed to the Scheme at the year end amounted to £105,076 (2009 £99,476).

### 25 Operating leases and capital commitments

The annual commitments under non-cancellable operating leases are as follows for the Group

	Group		Company	
	2010	2009	2010	2009
	£000	£000	£000	£000
<b>Land and buildings</b>				
Leases expiring in more than five years	70	88	-	-
	<u>70</u>	<u>88</u>	<u>-</u>	<u>-</u>
	<u><u>70</u></u>	<u><u>88</u></u>	<u><u>-</u></u>	<u><u>-</u></u>
<b>Plant and equipment</b>				
Leases expiring in one year	151	30	140	-
Leases expiring between two to five years	51	-	45	-
	<u>202</u>	<u>30</u>	<u>185</u>	<u>-</u>
	<u><u>202</u></u>	<u><u>30</u></u>	<u><u>185</u></u>	<u><u>-</u></u>
<b>Capital expenditure commitments were as follows:</b>				
Contracted for but not provided				
Tangible fixed assets	4,400	-	-	-
	<u>4,400</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u><u>4,400</u></u>	<u><u>-</u></u>	<u><u>-</u></u>	<u><u>-</u></u>

### 26 Contingent liabilities

Under the terms of certain contracts with other football clubs in respect of player transfers, additional amounts would be payable by the Group if certain conditions are met. The maximum amount that could be payable is £3,755,000 (2009 £4,282,000).

## Notes (continued)

### 26 Contingent liabilities (continued)

HMRC is currently performing an industry wide investigation into the taxation of payments under image rights contracts. As part of this investigation, HMRC has focused on image rights payments made to our players in the financial years 2003/2004 to 2008/2009 inclusive. HMRC's position is that payments in relation to image rights may be a form of remuneration and, as such, should be taxed as income. There is a possibility that this matter may lead to litigation. Should HMRC succeed in any such litigation the club may be liable for, amongst other things, approximately £3.8 million (which relates to employer's NIC contributions during the period 2003/2004 to 2008/2009).

### 27 Control

The Directors consider Fordstam Limited to be the ultimate parent company of the Group, and the ultimate controlling party is Mr R Abramovich. The largest group of undertakings for which group accounts have been drawn up is that headed by Fordstam Limited.

The consolidated accounts of this Company and its parent Company may be obtained from the Registrar of Companies, Companies House, Crown Way, Cardiff, CF14 3UZ.

### 28 Post balance sheet events

#### *Acquisition and disposal of players*

Since the year end the Group has acquired the registration of three football players at an initial cost of £26,521,000 (2009 £12,416,000) and disposed of the registrations of players at a profit of £15,411,700 (2009 £2,643,000).

The Group also received £1,000,000 (2009 £nil) in respect of sell on clauses for players disposed of in previous years.

### 29 Principal subsidiary undertakings

The Company has the following subsidiary undertakings

#### **Trading**

Chelsea Car Parks Limited  
Chelsea Digital Media Limited  
Chelsea Football Club Limited  
The Hotel at Chelsea Limited  
Chelsea FC Merchandising Limited  
Stamford Bridge Securities Limited

#### **Nature of Business**

Car park management  
Television and Internet broadcasters  
Professional football club  
Hotel management and catering services  
Merchandising, mail order and publications  
Property holding

#### **Dormant**

Chelsea TV Limited  
Chelsea Village Radio Limited  
Fulham Holdings Limited  
Briskspring Limited

All the subsidiary undertakings are incorporated in Great Britain and registered in England and Wales.

## Notes (continued)

### 29 Principal subsidiary undertakings (continued)

The entire ordinary share capital and control of 100% of the voting rights of all the subsidiary undertakings are held by the Company, with the exception of Chelsea Digital Media Limited which was 65% owned at year end

£15,000,000 of non-equity preference shares in Chelsea Football Club Limited are owned by British Sky Broadcasting Group plc

### 30 Transactions with related parties

The Company conducts business transactions on a normal commercial basis with, and receives a number of services from the following related Companies

Group	2010 Sales to related party £000	2010 Purchases from related party £000	2010 Balance receivable £000	2010 Balance payable £000
Chelsea Digital Media Limited	662	1,496	47	482
Skadden, Arps, Slate, Meagher & Flom UK	-	228	-	-
Company	2010 Sales to related party £000	2010 Purchases from related party £000	2010 Balance receivable £000	2010 Balance payable £000
Chelsea Digital Media Limited	104	89	-	-
Skadden, Arps, Slate, Meagher & Flom UK	-	11	-	-
Group	2009 Sales to related party £000	2009 Purchases from related party £000	2009 Balance receivable £000	2009 Balance payable £000
Chelsea Digital Media Limited	742	1,100	445	593
Skadden, Arps, Slate, Meagher & Flom UK	-	79	-	-

**Notes (continued)**

**30 Transactions with related parties (continued)**

Company	2009 Sales to related party £000	2009 Purchases from related party £000	2009 Balance receivable £000	2009 Balance payable £000
Chelsea Digital Media Limited	228	3	445	593
Skadden, Arps, Slate, Meagher & Flom UK	-	42	-	-

Sales to Chelsea Digital Media Limited included recharges for studio hire and staff costs. Purchases included advertising, sponsorship and merchandising. Purchases from Skadden, Arps, Slate, Meagher & Flom UK were in relation to legal and professional fees.

Chelsea Digital Media are a joint venture.

Mr Buck is a partner at Skadden, Arps, Slate, Meagher & Flom.