

England and Wales Cricket Board Limited

**Annual report and consolidated
financial statements**

Registered number 3251364

Year ended 31 January 2022



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Strategic report

The group's turnover is derived primarily from cricket related activities carried out in England and Wales and in respect of participation by England teams in international events run by the International Cricket Council (ICC).

In addition to having a highly seasonal business, with the vast majority of income being earned in the summer, the business is also cyclical – with annual revenues varying significantly year on year – as a result of the occurrence of ICC international events and the scheduling of overseas teams touring England and Wales.

Following the 2020 season, where all cricket was played behind closed doors, due to COVID-19 and the second wave of COVID-19 seeing record cases reported over the winter, the ECB entered 2021 with caution.

Amongst all the uncertainty at the start of the year, 2021 was a year with less disruption to the summer than first anticipated. The ECB were able to deliver a near full schedule of international cricket in front of near full crowds, with only the fifth men's LV=Insurance Test Match against India being postponed for COVID-19 related reasons. The ECB launched the first year of the Hundred and delivered a full schedule of the domestic and recreational season. The success in delivering a full summer of cricket meant the ECB could generate all major revenue streams that supports cricket in England and Wales.

In the year ended 31st January 2022, turnover was £303m, an increase of £96m as compared to prior year. The profit on ordinary activities before taxation was £21.5m in the year ended 31st January 2022, compared to a loss of £16.0m in the prior year.

In the year ended 31st January 2022, the ECB concluded the second year of the new County Partnership Agreement (CPA), with distributions to the cricket network and stakeholders at the highest levels seen in the ECB's history.

The ECB made a donation to the England and Wales Cricket Trust of £44.0m during the year ended 31st January 2022. The objectives of the England and Wales Cricket Trust are to: (i) promote community participation in healthy recreation by providing facilities for playing cricket; and (ii) promote all purposes as recognised as charitable under the laws of England and Wales through an association with cricket.

The ECB's main areas of administrative expenditure are:

- Distributions to First Class Counties and other costs to reflect their role in leading and supporting the growth of cricket in their county and providing a pathway for our most talented players to prepare for international cricket;
- Costs incurred to support England teams across our senior men's, women's, disability and Lions teams in the talent Pathway as well as Performance Centre;
- Recreational and grassroots costs including National County and County Board cricket, Premier Leagues and capital and revenue grants to County Cricket Boards;
- Operational delivery costs incurred to deliver cricket in a bio-secure environment; and
- Administration costs incurred by ECB in its role to lead and support the growth of cricket in England and Wales.

At the time of writing this report the continuing impact of the COVID-19 pandemic on the 2022 season is anticipated to be minimal. After a successful 2021 season, which saw the return of crowds in stadia, and the government's announcement to remove all Covid restrictions in England in January 2022, and Wales moving to the lowest tier of Covid rules with few restrictions remaining in March 2022, the ECB are confident the summer of 2022 should return to the pre-pandemic delivery model, with full capacity crowds at all major events across the cricket network, generating all future revenue streams. More detail of this is included in the Going Concern section 1.2 of the Notes.

Currently in 2022, there are scheduled to be seven LV= Insurance men's Test matches, three each against New Zealand and South Africa and one against India; six men's Royal London One Day International Matches, three against India and three against South Africa and six men's Vitality IT20 matches, three against India and three against South Africa. England Women host South Africa in one LV= Insurance Test Match, three Royal London One-Day International

Strategic report (continued)

matches and three Vitality IT20s, and India in five Royal London One-Day International matches and three Vitality IT20s.

Looking further forward, the ECB has secured broadcast revenues for the period 2022-24. These revenues will continue to support our ambition to grow the game through the ECB's growth strategy, Inspiring Generations, as we navigate our way out of the pandemic.

Group Financial results and reserves

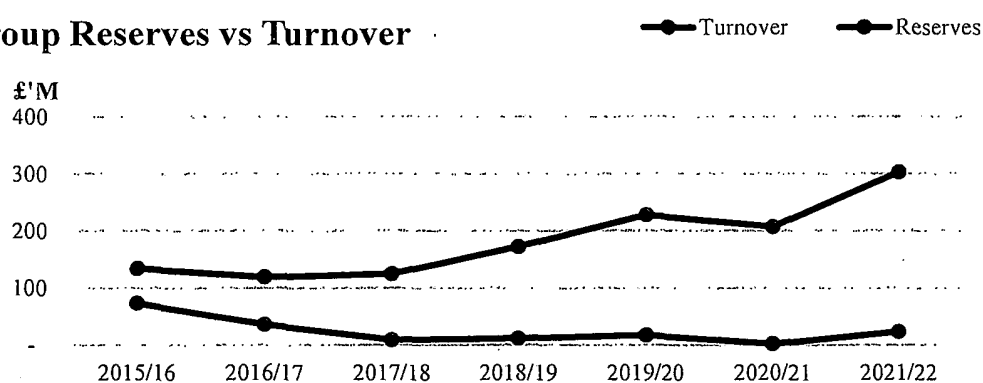
Turnover in the year ended 31/01/2022 amounted to £303m (year ended 31/01/2021: £207.1m). Cost of sales in the year amounted to £76.3m (year ended 31/01/2021: £32.6m), significantly higher than the prior year due to the increased operational delivery costs as match days returned to being delivered at multiple venues around the country, the Hundred was launched and the ECB supported international host venues via a self-insured COVID-19 scheme where social distancing requirements meant refunds were required.

The group's administrative expenditure at £205m was an increase of £14m as compared to the prior year of £191m. This increase was largely due to the additional support funding paid to the First Class County network to underwrite lost sales for the T20 Blast which was unable to be played in front of full crowds due to social distancing requirements.

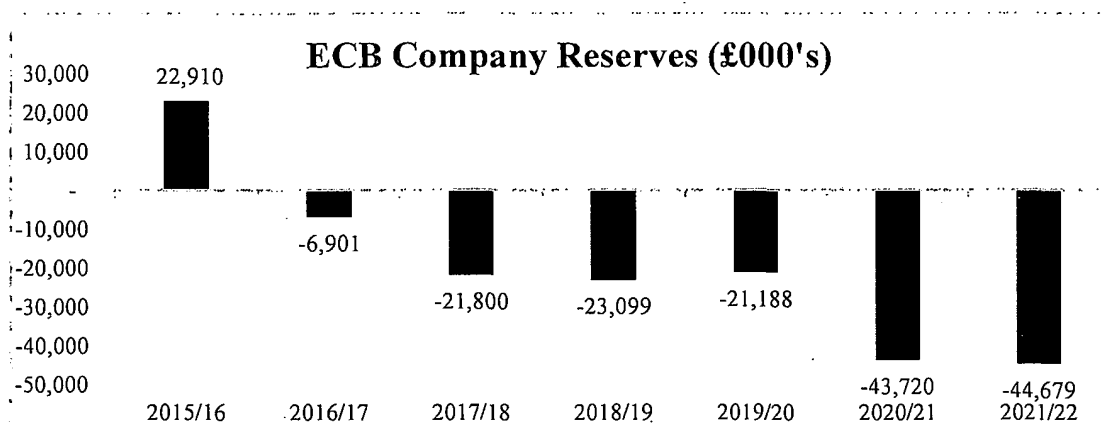
The group made a profit on ordinary activities before taxation of £21.5m (year ended 31/01/2021: loss of £16.1m). The retained profit of £21.5m (year ended 31/01/2021: loss of £16.1m) has been transferred to reserves.

The overall group reserves at year end increased to £22.9m up from prior year reserves of £2.2m. The Group's reserves policy is currently under review following the impact of COVID-19, taking into account group revenue levels, principal business risks and uncertainties in the short, medium and long term, along with the requirements of the cricket network within England and Wales. Equity reserves are tracking below the desired level of 40% of turnover due to the impact of COVID-19, this is however partly offset by significant cash holdings in the short term.

Group Reserves vs Turnover



Strategic report (continued)



KPI's

- Turnover up £96m as compared to 2020/21.
- Consolidated profit before taxation was £21.5m against a loss of £16.1m in 2020/21.
- ECB made distributions to the eighteen First Class Counties, the Marylebone Cricket Club ("MCC"), the National Counties Cricket Association ("NCCA"), the National County Clubs and the County Cricket Boards totalling £87.1m (2021: £78.2m)

Supplier payment policy

The company's policy, which is also applied by the group, is to settle terms of payment with suppliers when agreeing the terms of each transaction, and to ensure that suppliers are made aware of the terms of payment and abide by the terms of payment. Trade creditors of the group at 31 January 2022 were equivalent to 34 days (2021: 32 days) of purchases, based on the average daily amount invoiced by suppliers during the year.

Principal risks and uncertainties

During the period, the Finance, Audit & Risk Committee and Board reviewed on a quarterly basis the current Risk Register which:

- identifies risks faced;
- estimates the impact of these risks on the business (including financial and reputation impact); and
- considers how major risks can be managed/mitigated.

Major risks identified include:

- loss of cricket due to events outside cricket's control, including the threat of terrorist attack, communicable disease and national mourning;
- the status of Test cricket globally;
- reliance on core income streams;
- integrity, including safeguarding, anti-doping and anti-corruption;

Strategic report (continued)

- Significant breakdown in relations with overseas governing bodies

Financial risk management objective and policies

The group has a policy whereby there are maximum limits that can be invested with any single financial institution. All of the financial institutions that hold cash deposits have 'A' ratings.

The group's credit risk is primarily attributable to its trade receivables and amounts receivable from First Class Counties, International Cricket Boards and other International Cricket Organisations. The amounts presented in the balance sheet are net of allowances for doubtful receivables. An allowance for impairment is made where there is an identified loss event which, based on previous experience, is evidence in a reduction in the recoverability of cash flows. The company holds contracts that expose it to the financial risks of changes in foreign currency exchange rates. The group uses foreign exchange forward contracts to hedge these exposures where appropriate.

Directors' section 172(1) statement

The directors have sought, collectively and individually, to conduct themselves at all times honestly, fairly, impartially and in accordance with the highest ethical standards. These behaviours are considered central to promoting the success of the company, and in exhibiting them the Board have had careful regard to the matters set out in section 172(1)(a-f) of the Companies Act 2006. Examples of how the directors have had regard to each of these matters is set out below, with reference (where relevant) to information found elsewhere in this Strategic Report.

• Making Decisions in the Long Term

Securing the long term health of cricket in England and Wales, at all levels, is vital to the success of the company and is therefore central to the decision making processes of the Board. As a result, consideration of the likely consequences of a decision in the long term permeates the Board's thinking on all issues. Whilst day-to-day management is delegated to the executive management team, the Board retains oversight of matters of strategic importance, including the long term objectives and overall strategic policy of the company. The company's strategy for the period 2022-2024 is set out above under Principal activities, review of operations and future prospects.

• Considering Employees

In addition to the matters set out under Employee Engagement below, directors maintain a close regard for the interests of the company's employees by spending time meeting with senior employees to understand and discuss their areas. The directors provide feedback as a result of those meetings and use the knowledge gained when making relevant decisions.

• Equality, Diversity, and Inclusion (EDI)

Over the past 12 months, the game has heard lived experiences of racism and discrimination in cricket. In response to these experiences, the game came together and created a 12-point action plan to tackle discrimination and promote inclusion and diversity at all levels of the game. Since its launch in November 2021, the whole game has mobilised to take immediate action where we know we can have a positive impact. This includes expansion of existing programmes, taking steps to establish a new Anti-Discrimination Unit and game wide system for reporting discrimination, rolling out game-wide EDI training, investing in facilities to make venues more inclusive and creation of individual county EDI plans. The ECB and the wider game are committed to eradicating any form of racism or discrimination from the sport and the actions already taken are part of a long-term plan and commitment to ensure that everybody feels welcome at our venues and when participating in cricket.

• Fostering Relationships with Suppliers, Customers and Stakeholders

In addition to the matters set out under Stakeholders Participants, Fans and Suppliers and Supplier payment policy, the Board is very conscious of the importance of lasting relationships with participants, fans and other stakeholder groups. Board members discuss the feedback received from the First Class County or County Cricket Board which



Strategic report *(continued)*

they are the contact for. In addition, the ECB executive provide relevant updates to the Board where appropriate on matters connected to these groups. This enables the Board to consider that information when making decisions.

- **Community and Environment**

Contributing to the community is a key part of the company's activities, especially with regard to cricket at recreational and grassroots levels. The company runs various projects and initiatives to support the community and provides funding or donations. The ECB works with Members to mitigate the impact of cricket on the environment. This has included the ECB reviewing all of the first class cricket venues' energy and waste efficiency and creating a fund which includes as part of its aim to improve in this area.

- **Maintaining a Reputation for High Standards of Conduct**

The Board aspires to the highest ethical standards in its management of the company. The Board achieves this internally by strict adherence to (for example) the company's codes of conduct, conflict of interest and anti-bribery policies and by prioritising the integrity of the company in each decision it makes. The Board considers that the reputation of the company and operating it in accordance with high standards of conduct is of paramount importance to safeguarding cricket in the long-term in England and Wales.

- **Acting fairly between Members**

The Board is always aware of the importance of acting fairly between its Members and this is considered whenever a decision is being made which affects one or more of the Members. The Board engages with its Members including as set out under Stakeholders, Participants, Fans and Suppliers to ensure that it is aware of Members' views and to assist it in complying with its duty to act fairly between them. The directors believe it is of great importance to continue to foster good relationships with important groups such as stakeholders, participants, fans, customers and suppliers.

- **Stakeholders**

The company regularly engages with stakeholders through a variety of means. The Partnership Review Process (PRP) is used to discuss performance against Standards within the County Partnership Agreement (CPA) with all 78 County Organisations. Each County submits a self-assessment to the ECB which is reviewed by subject matter advisers within the ECB. The Board receive this information to assess how the network are tracking against the Standards within the CPA. A Professional Game Group was set up which has representatives from the company (including two directors), the First Class Counties and the Professional Cricketers' Association. Feedback from these groups can influence matters in the professional game such as providing the optimum schedule for the forthcoming season. Meetings are also had with the Recreational Assembly where stakeholders from recreational cricket are represented, enabling the company to consult with those groups of developments and seek their views and feedback.

- **Participants and Fans**

Growing the game is a key priority for the company and therefore there is strong engagement with participants and fans to help achieve this. Annual player surveys take place as well as feedback relating to players from meetings with leagues and clubs through the Recreational Assembly. This feedback influences amongst other matters recreational cricket formats and competitions. A customer survey is also sent to fans attending professional matches and the feedback helps the ECB to improve the experience both at the matches and on digital channels.

- **Suppliers**

The ECB runs tender processes for the provision of certain goods and services during which meetings are held with prospective suppliers. This can shape the tender process and improve the service which is then provided. Regular meetings take place with existing suppliers and with prospective suppliers to ensure that they are able to meet the requirements of the ECB and for the ECB to understand any challenges facing the suppliers or their industry. Such feedback and good relations enable the ECB to make decisions knowing any supplier related risks and to put in place plans to mitigate them.

- **Employee Engagement**

Engagement with staff continues through all staff meetings (sometimes hosted by an executive director) where updates on business matters are provided as well as regular internal staff email updates containing information on the latest developments within the organisation. In addition to this, business updates and financial review information is shared

Strategic report *(continued)*

through our internal communications. Various regular forums are held to communicate and cascade information to the business. This includes regular team meetings, where colleagues are encouraged to and do provide feedback to our senior management teams. Feedback from staff was a factor in the organisation introducing a new performance management tool to further improve manager and colleague interactions in this area and as part of that try to link personal with overall business objectives. An update on staff matters is provided to the Board at quarterly Board meetings which allows the directors to input into any such matters and take them into consideration when making decisions.

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



B O'Brien
Director

7 April 2022

Directors' report

The following directors, together with where applicable the positions they hold with related parties, have served the company during the year and since the year end.

Members of the Board

Position with related parties

Baroness Valerie Amos (appointed 11th May 2021)

Katie Bickelkerstaffe

Delia Bushell (resigned 11th May 2021)

Martin Darlow

Alan Dickinson

Tom Harrison

Ron Kalifa

Barry O'Brien

Lucy Pearson

Scott Smith

Brenda Trenowden

Ian Watmore (resigned 07th October 2021)

James Wood

Going concern

At the time of writing this report the continuing impact of the COVID-19 pandemic on the 2022 season is anticipated to be minimal. After a successful 2021 season, which saw the return of crowds in stadia, and the government's announcement to remove all Covid restrictions in January 2022, and Wales moving to the lowest tier of Covid rules with few restrictions remaining in March 2022, the ECB are confident the summer of 2022 will return to the pre-pandemic delivery model, with full capacity crowds at all major events across the cricket network, generating all future revenue streams. More detail of this is included in the Going Concern section 1.2 of the Notes.

Disabled employees

Applications for employment by disabled persons are always fully considered, bearing in mind the abilities of the applicant concerned. In the event of members of staff becoming disabled, every effort is made to ensure that their employment with the group continues and that appropriate training is arranged. It is the policy of the group and the company that the training, career development and promotion of disabled persons should, as far as possible, be identical to that of other employees.

Streamlined Energy and Carbon Reporting (SECR)

The SECR disclosure presents the Group's carbon footprint within the United Kingdom for Scope 1, 2 and 3 emissions based on SECR legislation, an appropriate intensity metric and the total energy use of electricity gas and transport fuel for the year ended 31 January 2022.

Energy and Carbon Footprint for 2021/2022 was 9,683,020 kgCO₂e, this is an increase on the baseline 2020/21 figure of 8,733,241 kg CO₂e and reflects the impacts associated with Covid 19 (excluding impacts associated with colleagues working from home). The carbon intensity ratio for 2021/22 is 21,142 kgCO₂e per average number of employees of the Group.

Directors' report *(continued)*

	2022	2021
Scope 1		
Natural Gas (kWh)	795,470	574,773
Natural Gas (kgCO ₂ e)	170,636	119,426
Fuel company vehicles (kWh)	485,599	253,247
Fuel company vehicles (kgCO ₂ e)	119,275	63,637
Total - Scope 1 (kgCO₂e)	289,911	183,064
Scope 2		
Electricity estate consumption (kWh)	454,218	338,474
Electricity estate emissions (location based) (kgCO ₂ e)	132,314	97,524
Electricity company vehicles (kWh)	1,141	194
Electricity company vehicles (kgCO ₂ e)	242	45
Total Scope 2 (kgCO₂e)	132,556	97,570
Total - Scope 1 & 2 (kWh)	1,736,428	1,166,688
Total Scope 1 & 2 emissions (location based) (kgCO₂e)	422,467	280,634
Scope 3		
Company Vehicles (kgCO ₂ e)	29,343	15,374
Business related car travel (incl WTT) (kgCO ₂ e)	182,372	58,243
Air Travel (incl RF & WTT) - total (kgCO ₂ e)	8,927,702	8,129,623
Public Transport - total (kgCO ₂ e)	39,792	19,146
Other Public Transport (kgCO ₂ e)	24,932	15,771
Taxi (kgCO ₂ e)	14,860	3,375
T&D electricity (kgCO ₂ e)	8,535	6,786
Gas & Elec WTT (kgCO ₂ e)	72,809	33,825
Total Scope 3 (kgCO₂e)	9,260,553	8,262,998
Total Scope 1,2 & 3 (kgCO₂e)	9,683,020	8,543,632

Energy Efficiency and Action Taken

In 2021 the ECB employed a full time Sustainability Manager who is working with all ECB departments to develop a carbon reduction plan for the ECB. In April 2021 the ECB commenced transition to ultra-low emissions vehicles for all ECB leased cars once leases reached renewal date. Engagement with key supply chain partners has also been initiated with respect to improvements in their sustainability outcomes and impact on ECB scope 3 emissions. In 2022 the ECB data collection and monitoring systems are being improved with a view to make better informed choices.

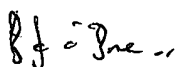
Directors' report *(continued)*

Auditor

Each of the persons who are a director at the date of approval of this report confirm that:

- so far as directors are aware, there is no relevant audit information of which the company's auditor is unaware; and
- the directors have 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 provisions of s418 of the Companies Act 2006. 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.



B O'Brien
Director

7 April 2022

STATEMENT OF DIRECTORS' RESPONSIBILITIES IN RESPECT OF THE ANNUAL REPORT, THE DIRECTORS' REPORT AND THE FINANCIAL STATEMENTS

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

Company law and Trade Union and Labour Relations law as it applies to employer's association requires the directors to prepare financial statements for each financial year. Under those laws 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), including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland*.

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 judgements 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;
- assess the group and parent company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and
- use the going concern basis of accounting unless they either intend to liquidate the group or the parent company or to cease operations, or have no realistic alternative but to do so.

The directors are responsible for keeping adequate and proper accounting records that are sufficient to give a true and fair view of the state of the affairs of the parent employer's association and to explain its transactions, 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 are responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, for establishing and maintaining a satisfactory system of control of its accounting records, its cash holdings and all its receipts and remittances, and 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.

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



INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ENGLAND AND WALES CRICKET BOARD LIMITED

Opinion

We have audited the financial statements of England and Wales Cricket Board Limited ("the Company") for the year ended 31 January 2022 which comprise the Consolidated Profit and Loss Account and Other Comprehensive Income, Consolidated Balance Sheet, Company Balance Sheet, Consolidated Statement of Changes in Equity, Company Statement of Changes in Equity and Consolidated Cash Flow Statement and related notes, including the accounting policies in note 1.

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent Company's affairs as at 31 January 2022 and of the Group's profit for the year then ended;
- have been properly prepared in accordance with UK accounting standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland*; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Trade Union and Labour Relations (Consolidation) Act 1992.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities are described below. We have fulfilled our ethical responsibilities under, and are independent of the Group in accordance with, UK ethical requirements including the FRC Ethical Standard. We believe that the audit evidence we have obtained is a sufficient and appropriate basis for our opinion.

Going concern

The directors have prepared the financial statements on the going concern basis as they do not intend to liquidate the Group or the Company or to cease their operations, and as they have concluded that the Group and the Company's financial position means that this is realistic. They have also concluded that there are no material uncertainties that could have cast significant doubt over their ability to continue as a going concern for at least a year from the date of approval of the financial statements ("the going concern period").

In our evaluation of the directors' conclusions, we considered the inherent risks to the Group's business model and analysed how those risks might affect the Group and Company's financial resources or ability to continue operations over the going concern period.

Our conclusions based on this work:

- we consider that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate;
- we have not identified, and concur with the directors' assessment that there is not, a material uncertainty related to events or conditions that, individually or collectively, may cast significant doubt on the Group or the Company's ability to continue as a going concern for the going concern period.

However, as we cannot predict all future events or conditions and as subsequent events may result in outcomes that are inconsistent with judgements that were reasonable at the time they were made, the above conclusions are not a guarantee that the Group or the Company will continue in operation.



INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ENGLAND AND WALES CRICKET BOARD LIMITED *(continued)*

Fraud and breaches of laws and regulations – ability to detect

Identifying and responding to risks of material misstatement due to fraud

To identify risks of material misstatement due to fraud (“fraud risks”) we assessed events or conditions that could indicate an incentive or pressure to commit fraud or provide an opportunity to commit fraud. Our risk assessment procedures included:

- Enquiring of directors and legal department and inspection of policy documentation as to the Group’s high-level policies and procedures to prevent and detect fraud and the Group’s channel for “whistleblowing”, as well as whether they have knowledge of any actual, suspected or alleged fraud.
- Reading Board minutes.
- Considering remuneration incentive schemes and performance targets for management/directors.
- Using analytical procedures to identify any unusual or unexpected relationships.

We communicated identified fraud risks throughout the audit team and remained alert to any indications of fraud throughout the audit.

As required by auditing standards, and taking into account possible our overall knowledge of the control environment, we perform procedures to address the risk of management override of controls, in particular the risk that management may be in a position to make inappropriate accounting entries and the risk of fraudulent revenue recognition. On this audit we have identified a fraud risk with broadcasting revenue recognition due to the value of broadcasting revenue relative to materiality and the judgement required in determining whether the Group has fulfilled its broadcasting commitments.

We did not identify any additional fraud risks.

We performed procedures including:

- Identifying journal entries and other adjustments to test based on risk criteria and comparing the identified entries to supporting documentation. These included those posted to unusual accounts to revenue and cash balances.

Identifying and responding to risks of material misstatement due to non-compliance with laws and regulations

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial and sector experience, through discussion with the directors and other management (as required by auditing standards), and discussed with the directors and other management the policies and procedures regarding compliance with laws and regulations.

We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit.

The potential effect of these laws and regulations on the financial statements varies considerably.



INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ENGLAND AND WALES CRICKET BOARD LIMITED *(continued)*

Firstly, the Group is subject to laws and regulations that directly affect the financial statements including financial reporting legislation (including related companies legislation), distributable profits legislation and taxation legislation, and we assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

Secondly, the Group is subject to many other laws and regulations where the consequences of non-compliance could have a material effect on amounts or disclosures in the financial statements, for instance through the imposition of fines or litigation. We identified the following areas as those most likely to have such an effect: health and safety, anti-bribery and employment law, recognising the nature of the Group's activities. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the directors and other management and inspection of regulatory and legal correspondence, if any. Therefore if a breach of operational regulations is not disclosed to us or evident from relevant correspondence, an audit will not detect that breach.

Context of the ability of the audit to detect fraud or breaches of law or regulation

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it.

In addition, as with any audit, there remained a higher risk of non-detection of fraud, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. Our audit procedures are designed to detect material misstatement. We are not responsible for preventing non-compliance or fraud and cannot be expected to detect non-compliance with all laws and regulations.

Strategic report and directors' report

The directors are responsible for the strategic report and the directors' report. Our opinion on the financial statements does not cover those reports and we do not express an audit opinion thereon.

Our responsibility is to read the strategic report and the directors' report and, in doing so, consider whether, based on our financial statements audit work, the information therein is materially misstated or inconsistent with the financial statements or our audit knowledge. Based solely on that work:

- we have not identified material misstatements in the strategic report and the directors' report;
- in our opinion the information given in those reports for the financial year is consistent with the financial statements; and
- in our opinion those reports have been prepared in accordance with the Companies Act 2006.

Matters on which we are required to report by exception

Under the Companies Act 2006, we are required 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



INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ENGLAND AND WALES CRICKET BOARD LIMITED (*continued*)

- 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.

We have nothing to report in these respects.

Directors' responsibilities

As explained more fully in their statement set out on page 12, the directors are responsible for: the preparation of the financial statements and for being satisfied that they give a true and fair view; such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; assessing the Group and parent 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 they either intend to liquidate the Group or the parent Company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities

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 our opinion in an auditor's report. Reasonable assurance is a high level of assurance, but does not 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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

A fuller description of our responsibilities is provided on the FRC's website at www.frc.org.uk/auditorsresponsibilities.

The purpose of our audit work and to whom we owe our responsibilities

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.

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

14 April 2022

Consolidated Profit and Loss Account and Other Comprehensive Income
for the year ended 31 January 2022

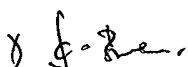
	<i>Note</i>	2022 £000	2021 £000
Turnover	1,2	302,504	207,112
Cost of sales		(76,333)	(32,588)
Gross profit		226,171	174,524
Administrative expenses		(205,400)	(191,097)
Group operating profit / (loss)		20,771	(16,573)
Other interest receivable and similar income	6	674	477
Interest payable and similar expenses	7	-	-
Profit / (loss) before taxation		21,445	(16,096)
Tax on profit / (loss)	8	-	-
Profit / (loss) for the financial year		21,445	(16,096)
Other comprehensive income / (loss)			
Effective portion of changes in fair value of cash flow hedges		(694)	1,221
Other comprehensive income / (loss) for the year net of income tax		(694)	1,221
Total comprehensive income / (loss) for the year		20,751	(14,875)

The notes on pages 23 to 39 form an integral part of the financial statements.

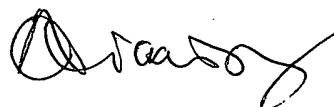
Consolidated Balance Sheet at 31 January 2022

	Note	2022	2021
		£000	£000
Fixed assets			
Intangible assets	9	-	78
Tangible assets	10	1,121	561
		<u>1,121</u>	<u>639</u>
Current assets			
Stocks	12	441	1,790
Debtors (including £4,282,000 (2021: £2,544,000) due after more than one year)	13	39,728	17,987
Financial Instruments (including £136,870 due after more than one year) (2021: £891,309 due after more than one year)	14	552	1,246
Investments	15	70,168	130,194
Cash at bank and in hand		56,877	24,049
		<u>167,766</u>	<u>175,266</u>
Creditors: amounts falling due within one year	16	(83,164)	(68,045)
Net current assets		<u>84,602</u>	<u>107,221</u>
Total assets less current liabilities		<u>85,723</u>	<u>107,860</u>
Creditors: amounts falling due after more than one year	17	(62,750)	(105,638)
		<u>(62,750)</u>	<u>(105,638)</u>
Net assets		<u>22,973</u>	<u>2,222</u>
Reserves			
Profit and loss account		22,421	976
Cash flow hedging reserve		552	1,246
Members' funds		<u>22,973</u>	<u>2,222</u>

These financial statements were approved by the board of directors on 7 April 2022 and were signed on its behalf by:



B O'Brien
Director



A Dickinson
Director

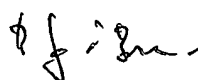
Company registered number: 3251364

The notes on pages 23 to 39 form an integral part of the financial statements.


Company Balance Sheet
at 31 January 2022

	Note	2022	2021
		£000	£000
Fixed assets			
Intangible assets	9	-	78
Tangible assets	10	1,121	561
		<u>1,121</u>	<u>639</u>
Current assets			
Stocks	12	441	1,790
Debtors (including £1,726,000 (2021: £Nil) due after more than one year)	13	35,852	14,395
Financial Instruments (including £136,870 due after more than one year) (2021: £891,309 due after more than one year)	14	552	1,246
Investments	15	49,448	89,429
Cash at bank and in hand		8,934	19,612
		<u>95,227</u>	<u>126,472</u>
Creditors: amounts falling due within one year	16	(78,277)	(65,193)
Net current assets		<u>16,950</u>	<u>61,279</u>
Total assets less current liabilities		<u>18,071</u>	<u>61,918</u>
Creditors: amounts falling due after more than one year	17	(62,750)	(105,638)
		<u>(62,750)</u>	<u>(105,638)</u>
Net liabilities		<u>(44,679)</u>	<u>(43,720)</u>
Reserves			
Profit and loss account		(45,231)	(44,966)
Cash flow hedging reserve		552	1,246
Members' funds		<u>(44,679)</u>	<u>(43,720)</u>

These financial statements were approved by the board of directors on 7 April 2022 and were signed on its behalf by:



B O'Brien
Director



A Dickinson
Director

Company registered number: 3251364

The notes on pages 23 to 39 form an integral part of the financial statements.

Consolidated Statement of Changes in Equity

	Cash flow hedging reserve £000	Profit and loss account £000	Total reserves £000
Balance at 1 February 2020	25	17,072	17,097
Total comprehensive income for the period			
Profit/(Loss)	-	(16,096)	(16,096)
Other comprehensive income	1,221	-	1,221
Total comprehensive income for the period	1,221	(16,096)	(14,875)
Balance at 31 January 2021	1,246	976	2,222

	Cash flow hedging reserve £000	Profit and loss account £000	Total reserves £000
Balance at 1 February 2021	1,246	976	2,222
Total comprehensive income for the period			
Profit/(Loss)	-	21,445	21,445
Other comprehensive expense	(694)	-	(694)
Total comprehensive income for the period	(694)	21,445	20,751
Balance at 31 January 2022	552	22,421	22,973

The notes on pages 23 to 39 form an integral part of the financial statements.

Company Statement of Changes in Equity

	Cash flow hedging reserve £000	Profit and loss account £000	Total reserves £000
Balance at 1 February 2020	25	(21,211)	(21,186)
Total comprehensive income for the period			
Profit	-	(23,755)	(23,755)
Other comprehensive income	1,221	-	1,221
Total comprehensive income for the period	1,221	(23,755)	(22,534)
Balance at 31 January 2021	1,246	(44,966)	(43,720)

	Cash flow hedging reserve £000	Profit and loss account £000	Total reserves £000
Balance at 1 February 2021	1,246	(44,966)	(43,720)
Total comprehensive income for the period			
(Loss)/Profit	-	(265)	(265)
Other comprehensive expense	(694)	-	(694)
Total comprehensive income for the period	(694)	(265)	(959)
Balance at 31 January 2022	552	(45,231)	(44,679)

The notes on pages 23 to 39 form an integral part of the financial statements.

Consolidated Cash Flow Statement

for year ended 31 January 2022

	<i>Notes</i>	2022 £000	2021 £000
Cash flows from operating activities			
Profit/(loss) for the year		21,445	(16,096)
<i>Adjustments for:</i>			
Depreciation, amortisation and impairment		281	238
Foreign exchange gains		-	1,207
Interest receivable and similar income		(674)	(477)
Interest payable and similar charges		-	-
Pension scheme charges		-	96
Pension contributions paid	18	-	(919)
Taxation		-	-
 (Increase)/decrease in trade and other debtors	13	(21,741)	40,826
Decrease/(increase) in stocks	12	1,349	(1,176)
(Decrease)/increase in trade and other creditors	16	(27,769)	26,801
 Interest paid		-	-
Tax paid		-	-
 Net cash from operating activities		(27,109)	50,500
 Cash flows from investing activities			
Interest received		674	477
Acquisition of tangible fixed assets	10	(763)	-
Acquisition of other intangible assets	9	-	-
 Net cash from investing activities		(89)	477
 Net (decrease)/increase/ in cash and cash equivalents		(27,198)	50,977
Cash and cash equivalents at 01 February		154,243	103,266
 Cash and cash equivalents at 31 January		127,045	154,243
		2022 £000	2021 £000
 The cash and equivalents at 31 January is made up as follows:			
Investments		70,168	130,194
Cash at bank and in hand		56,877	24,049
 Cash and cash equivalents at 31 January		127,045	154,243

The notes on pages 23 to 39 form an integral part of the financial statements.

Notes

(forming part of the financial statements)

1

Accounting policies

England and Wales Cricket Board Limited (the “Company”) is a private company limited by guarantee and incorporated, domiciled and registered in England, in the UK. The registered address is Lord’s Cricket Ground, St John’s Wood, London, NW8 8QZ.

These Group and parent company financial statements were prepared in accordance with Financial Reporting Standard 102 *The Financial Reporting Standard* applicable in the UK and Republic of Ireland (“FRS 102”) as issued in August 2014. The presentation currency of these financial statements is sterling. All amounts in the financial statements have been rounded to the nearest £1,000.

The parent company is included in the consolidated financial statements, and is considered to be a qualifying entity under FRS 102 paragraphs 1.8 to 1.12. The following exemptions available under FRS 102 in respect of certain disclosures for the parent company financial statements have been applied:

- No separate parent company Cash Flow Statement with related notes is included.

The Company proposes to continue to adopt the reduced disclosure framework of FRS 102 in its next financial statements.

Per FRS 102, a public benefit entity (PBE) is an entity whose primary purpose is for public and social benefit and not to provide a financial return to its members. The directors have assessed that the Group and Company meet this definition, thus have accounted for any interest free loans as concessionary loans under section PBE34 of FRS 102 for the purposes of these financial statements.

The accounting policies set out below have, unless otherwise stated, been applied consistently to all periods presented in these financial statements.

1.1

Measurement convention

The financial statements are prepared on the historical cost basis, except for financial instruments, that are classified at fair value through the profit or loss are stated at their fair value.

1.2

Going concern

The ECB mitigated significant financial risk through delivering a full 2021 season of international cricket. After a successful 2021 season, which saw the return of crowds and the government’s announcement to remove all Covid restrictions in England in January 2022, and Wales moving to the lowest tier of Covid rules with few restrictions remaining in March 2022, the ECB and its Partners are confident the summer of 2022 should be a return to the pre-pandemic delivery model, with full capacity crowds at all major events across the cricket network, generating all future revenue streams.

At the balance sheet date the Group had net assets of £22.9 million (2021: £2.2 million), including deferred income balances of £111.9 million (2021: £140.5 million), and was holding combined cash and investments (including accrued interest) of £127.0 million (2021: £154.2 million). At the balance sheet date, the Company had net liabilities of £44.7 million (2021: £43.7 million), including deferred income balances of £111.5 million (2021: £139.7 million), and was holding combined cash and investments (including accrued interest) of £58.4 million (2021: £109.0 million). The difference in cash and investments between Group and Company reflects the balances held in the England and Wales Cricket Trust, which cannot be accessed by the Company, having been donated previously. The Group and Company continue to have strong visibility of its broadcasting and sponsorship income for the period 2022-2024.

The Directors have completed a risk assessment, which included preparing cash flow forecasts, and considered the continued potential impact of COVID-19 on the Group and Company as well as current levels of inflation on its cost base. Following the removal of all COVID-19 restrictions in January 2022 the assessment and outlook for the 2022 season has been modelled on a basis whereby the entire 2022 professional cricket season will be played in front of full capacity stadia.

Under this scenario, the ECB would generate all material revenue streams through the delivery of international cricket similar to the match day delivery model in 2021.

Notes (continued)

Going concern (continued)

The Group and Company have significant cash balances on hand at the commencement of the new financial year, following substantial receipts received in February 2022, therefore the Group and Company have sufficient cash to continue operating. The Group and Company have significant deferred income balances reflecting upfront payments received in relation to their broadcasting and sponsorship agreements for the years 2022-2024.

In consideration of the above, and having made appropriate enquiries, the directors have a reasonable expectation that the Company and the Group have adequate resources with particular reference to cash and liquid investments to continue in existence and to meet their liabilities as they fall due for at least 12 months from the date of approval of the financial statements. For this reason, the directors continue to adopt the going concern basis in preparing the accounts.

1.3 *Basis of consolidation*

The consolidated financial statements include the financial statements of the Company and its subsidiary undertakings, made up to 31 January 2022.

Under section 408 of the Companies Act 2016 the company is exempt from the requirement to present its own profit and loss account.

In the parent financial statements, investments in subsidiaries, are carried at cost less impairment.

1.4 *Foreign currency*

Transactions in foreign currencies are translated to the Group companies' functional currency at the foreign exchange rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies at the balance sheet date are retranslated to the functional currency at the foreign exchange rate ruling at that date. Non-monetary assets and liabilities that are measured in terms of historical cost in a foreign currency are translated using the exchange rate at the date of the transaction. Non-monetary assets and liabilities denominated in foreign currencies that are stated at fair value are retranslated to the functional currency at foreign exchange rates ruling at the dates the fair value was determined. Foreign exchange differences arising on translation are recognised in the profit and loss account.

1.5 *Basic financial instruments*

Trade and other debtors / creditors

Trade and other debtors are recognised initially at transaction price less attributable transaction costs. Trade and other creditors are recognised initially at transaction price plus attributable transaction costs. Subsequent to initial recognition they are measured at amortised cost using the effective interest method, less any impairment losses in the case of trade debtors. If the arrangement constitutes a financing transaction, for example if payment is deferred beyond normal business terms, then it is measured at the present value of future payments discounted at a market rate of instrument for a similar debt instrument.

The allocation of deferred revenue between falling due within one year and falling due after one year is determined on the planned fixture list for the upcoming season and associated allocation of revenue to be recognised.

Cash and cash equivalents

Cash and cash equivalents comprise cash balances and call deposits. Bank overdrafts that are repayable on demand and form an integral part of the Company's cash management are included as a component of cash and cash equivalents for the purpose only of the cash flow statement.

Notes (continued)

Investments

Cash deposits are stated at cost.

Fixed asset investments are shown at cost less provision for impairment.

1.6 Other Financial Instruments

Derivative financial instruments and cash flow hedges

Where a derivative financial instrument is designated as a hedge of the variability in cash flows of a recognised asset or liability, or a highly probable forecast transaction, the effective part of any gain or loss on the derivative financial instrument is recognised directly in other comprehensive income. Any ineffective portion of the hedge is recognised immediately in profit or loss.

1.7 Other Financial Instruments

Fixed assets are stated at cost less accumulated depreciation and any recognised impairment loss.

Depreciation is provided on all tangible fixed assets at rates calculated to write each asset down to its estimated residual value over its useful economic life on the straight-line method. The estimated useful lives are as follows:

- Leasehold improvements 10 years
- Fixtures, fittings and office equipment 3 – 5 years

1.8 Intangible fixed assets

Intangible fixed assets represent the purchase of perimeter advertising rights from certain First Class Counties covering the period from 2011 to 2019 and are stated at amortised cost. At the time of purchase, cost was split by year and amortisation is charged based on this split, subject to an increase if any impairment loss is recognised.

In addition to the perimeter advertising rights the Intangible fixed assets included the ECB website that was completed in October 2016.

The company reviews the amortisation period and method when events and circumstances indicate that the useful life may have changed since the last reporting date.

1.9 Government grants

Government grants are included within accruals and deferred income in the balance sheet and credited to the profit and loss account over the expected useful lives of the assets to which they relate or in periods in which the related costs are incurred.

1.10 Stocks

Stocks are stated at the lower of cost and net realisable value.

1.11 Employee Benefits

The Group operates both a defined contribution pension scheme and a defined benefit pension scheme.

Defined contribution plan

A defined contribution plan is a post-employment benefit plan under which the company pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. Obligations for contributions to defined contribution pension plans are recognised as an expense in the profit and loss account in the periods during which services are rendered by employees.

Notes (continued)

Defined benefit plan

A defined benefit plan is a post-employment benefit plan other than a defined contribution plan. The entity's net obligation in respect of defined benefit plans is calculated by estimating the amount of future benefit that employees have earned in return for their service in the current and prior periods; that benefit is discounted to determine its present value. The fair value of any plan assets is deducted. The entity determines the net interest expense (income) on the net defined benefit asset for the period by applying the discount rate as determined at the beginning of the annual period to the net defined benefit asset taking account of changes arising as a result of contributions and benefit payments.

The discount rate is the yield at the balance sheet date on AA credit rated bonds denominated in the currency of Pound Sterling, and having maturity dates approximating to the terms of the entity's obligations. A valuation is performed triennially by a qualified actuary using the projected unit credit method, and updated at the balance sheet date. The entity recognises net defined benefit plan assets to the extent that it is able to recover the surplus either through reduced contributions in the future or through refunds from the plan.

Changes in the net defined benefit liability arising from employee service rendered during the period, net interest on net defined benefit liability, and the cost of plan introductions, benefit changes, curtailments and settlements during the period are recognised in profit or loss.

Remeasurement of the net defined benefit liability/asset is recognised in other comprehensive income in the period in which it occurs.

Long Term Incentive Plan

Long Term Incentive Plan accrues annual contributions under which become payable after five years provided that the employee remains in full time employment.

1.12 Turnover

The group's turnover is derived primarily from cricket related activities carried out in the UK and in respect of England Cricket Team tours, after deduction of value added tax. Revenue recognition policies for specific revenue streams are as follows:

Broadcasting revenue – turnover from broadcasting contracts is recognised in line with the contractual terms and period, which reflect the value of the rights provided in any given year to the broadcaster.

Sponsorship revenue – turnover from sponsorship agreements is recognised in line with the contractual terms and period, which reflect the value of the rights provided.

Match returns – turnover from staging agreements with grounds is recognised once matches have taken place, and in line with contractual terms.

Value in kind – turnover is recognised on a gross basis in respect of significant goods or services received from sponsors in return for sponsorship benefits, based on the fair value of the goods and services received by the ECB. The related costs are also shown gross to reflect the value of such goods and services.

Royalties – the ECB receives royalties from a number of partners with particular reference to the sales of products. Royalties are recognised in the period in which they are earned.

1.13 Expenses

Operating lease

Payments (excluding costs for services and insurance) made under operating leases are recognised in the profit and loss account on a straight-line basis over the term of the lease unless the payments to the lessor are structured to increase in line with expected general inflation; in which case the payments related to the structured increases are recognised as incurred. Lease incentives received are recognised in profit and loss over the term of the lease as an integral part of the total lease expense.

Notes (continued)

1.14 Taxation

Current tax, including UK corporation tax and foreign tax, is provided at amounts expected to be paid (or recovered) using the tax rates and laws that have been enacted or substantively enacted by the balance sheet date.

Deferred tax is provided in full on timing differences that result in an obligation at the balance sheet date to pay more tax, or a right to pay less tax, at a future date, at rates expected to apply when they crystallise based on current tax rates and law. Timing differences arise from the inclusion of items of income and expenditure in taxation computations in periods different from those in which they are included in the financial statements.

Deferred tax assets are recognised to the extent that it is regarded as more likely than not that they will be recovered.

Deferred tax assets and liabilities are not discounted.

1.15 Critical accounting judgments and key sources of estimation uncertainty

In application of the Group and Companies accounting policies, described in notes 1 to 1.14, the directors are required to make judgements, estimates and assumptions about carrying amounts of assets and liabilities that are not readily apparent from other sources at balance sheet date. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

Valuation of derivative financial instruments at fair value

For the Group and Companies derivative financial instruments, management have considered the assumptions on valuation techniques commonly used by market practitioners. At year end the assumptions on derivative financial instruments are made based on quoted market foreign exchange rates.

Pension Assumptions

There are several assumptions management have considered on the advice of actuaries which have an impact on the results of the valuation of the pension scheme liabilities at year end. The most significant assumptions are those relating to the discount rate of return on pension investments, mortality rates, demographics of scheme participants and the rates of increase in salaries and pensions.

2 Turnover

	2022 £000	2021 £000
Rendering of services	302,504	207,112
Total turnover	302,504	207,112
	2022 £000	2021 £000
By geographical market:		
UK	277,114	187,596
Overseas	25,390	19,516
	302,504	207,112

In accordance with the Companies Act 2006, paragraph 68, schedule 1, the directors consider that the disclosure of turnover by activity would be seriously prejudicial to the interests of the company, and as such, this has not been disclosed.

Notes (continued)

3 Expenses and auditor's remuneration

Included in profit are the following:

	2022 £000	2021 £000
Profit/(Loss) on foreign currency exchange	-	1,207
Operating lease rentals:		
Land & Buildings	447	454
Other Equipment	310	562
Depreciation of tangible fixed assets (note 10)	203	121
Amortisation of intangible fixed assets (note 9)	78	117
	<hr/>	<hr/>

Auditor's remuneration:

	2022 £000	2021 £000
Audit of these financial statements	93	91
<i>Disclosures below based on amounts receivable in respect of other services to the company and its subsidiaries</i>		
<i>Amounts receivable by the company's auditor and its associates in respect of:</i>		
Audit of financial statements of subsidiaries of the company	67	38
Taxation compliance services	42	20
Tax advisory services	8	17
Other assurance services	-	15
	<hr/>	<hr/>

4 Staff numbers and costs

The average number of persons employed by the Group (including directors) during the year, analysed by category, was as follows:

	Number of employees	
	2022	2021
Cricketers	128	74
Umpires	25	29
Development Staff	58	82
Coaching Staff	49	47
Business Administration	62	61
Commercial, Communications & Events	81	82
Game Support	55	41
	<hr/>	<hr/>
	458	416
	<hr/>	<hr/>

The average number of employees in the year was 458 compared to an average of 416 during the prior year. The average number reflects seasonal fluctuations, fixed term contracts, maternity and sickness cover throughout the year. The increase in the average number of employees is attributable to the employment of players and coaching staff of the Hundred entities in the first full year of the competition.

Notes (continued)

The aggregate payroll costs of these persons were as follows:

	2022	2021
	£000	£000
Wages and salaries	46,070	36,331
Social security costs	5,805	4,441
Other pension costs	2,162	2,279
	<u>54,037</u>	<u>43,051</u>

Aggregate payroll costs increased by £11.0m in 2021 versus the prior year. As well as the change in the average number of employees, the increase is due to salaries for the players and coaching staff for The Hundred competition in the first full year of the competition.

5 Directors' remuneration

	2022	2021
	£000	£000
Directors' remuneration	1,073	1,067
Company contributions to money purchase pension plans	16	18
	<u>1,089</u>	<u>1,085</u>

The aggregate of remuneration of the highest paid director was £496,180 (2021: £512,356), and company pension contributions of £5,666 (2021: £8,333) were made to a money purchase scheme on their behalf.

6 Other interest receivable and similar income

	2022	2021
	£000	£000
Investment income	674	477
	<u>674</u>	<u>477</u>

7 Interest payable and similar expenses

	2022	2021
	£000	£000
Total interest payable and similar expenses	-	-
	<u>-</u>	<u>-</u>

Notes (continued)

8 Taxation

Total tax expense recognised in the profit and loss account, other comprehensive income and equity

	2022 £000	2021 £000
<i>Current tax</i>		
Current tax on income for the period	-	-
	<hr/>	<hr/>
Total current tax	-	-
	<hr/>	<hr/>
Total tax	-	-
	<hr/> <hr/>	<hr/> <hr/>

Analysis of current tax recognised in profit and loss

	2022 £000	2021 £000
UK corporation tax	-	-
Foreign tax	-	-
	<hr/>	<hr/>
Total current tax recognised in profit and loss	-	-

A deferred tax asset has not been recognised in respect of tax losses carried forward and other timing differences, as in the opinion of the directors, it is not possible to conclude that it is more likely than not that any deferred tax asset would be recovered in the foreseeable future.

Reconciliation of effective tax rate

	2022 £000	2021 £000
Profit/(loss) for the year	21,445	(16,096)
Total tax expense	-	-
	<hr/>	<hr/>
Profit excluding taxation	21,445	(16,096)
Tax using the UK corporation tax rate of 19% (2021: 19 %)	4,075	(3,058)
Non-deductible expenses	117	151
Other permanent differences	-	4,198
Tax exempt revenues	(4,066)	(1,461)
Effect of change of tax rate for deferred tax previously unrecognised	(126)	-
Deferred tax not provided – other timing differences	-	170
	<hr/>	<hr/>
Total tax expense included in profit or loss	-	-

The Group has unrelieved tax losses of £19.7m (2021: £19.9m) which can be recovered against tax profits in the future. A deferred tax asset has not been recognised as it is uncertain that the Group will generate suitable taxable profits in the future.

The March 2020 Budget announced that a rate of 19% would continue to apply with effect from 1 April 2020, and this change was substantively enacted on 17 March 2020. In the 03 March 2021 Budget it was announced that the UK tax rate will increase to 25% from 1 April 2023. This will have a consequential effect on the Group's future tax charge.

Notes (continued)

9 Intangible fixed assets

Group and company

	Software £000	Perimeter Advertising £000	Total £000
Cost			
Balance at 1 February 2021	585	3,449	4,034
	<hr/>	<hr/>	<hr/>
Amortisation and impairment			
Balance at 1 February 2021	507	3,449	3,956
Amortisation for the year	78	-	78
	<hr/>	<hr/>	<hr/>
Balance at 31 January 2022	585	3,449	4,034
	<hr/>	<hr/>	<hr/>
Net book value			
At 31 January 2022	-	-	-
	<hr/>	<hr/>	<hr/>
At 31 January 2021	78	-	78
	<hr/>	<hr/>	<hr/>

Amortisation and impairment charge

The amortisation and impairment charge are recognised in the following line item in the profit and loss account:

	2022 £000	2021 £000
Administrative Expenses	78	117
	<hr/>	<hr/>

10 Tangible fixed assets

Group and Company

	Leasehold improvements £000	Fixtures, fittings & equipment £000	Total £000
Cost			
Balance at 1 February 2021	983	465	1,448
Additions	403	360	763
	<hr/>	<hr/>	<hr/>
Balance at 31 January 2022	1,386	825	2,211
	<hr/>	<hr/>	<hr/>
Depreciation and impairment			
Balance at 1 February 2021	448	439	887
Depreciation charge for the year	133	70	203
	<hr/>	<hr/>	<hr/>
Balance at 31 January 2022	581	509	1,090
	<hr/>	<hr/>	<hr/>
Net book value			
At 31 January 2022	805	316	1,121
	<hr/>	<hr/>	<hr/>
At 31 January 2021	535	26	561
	<hr/>	<hr/>	<hr/>

Notes (continued)

11 Fixed asset investments

Fixed asset investments – Company

During 2005 the ECB became a £1 guarantor of the England and Wales Cricket Trust Limited, a company limited by guarantee and a registered charity, which was incorporated on 17 June 2005. The investment is held at cost in the company balance sheet and is treated as a wholly owned subsidiary for the purpose of the group accounts. The England and Wales Cricket Trust Limited is incorporated in England and Wales and its principal activity is to promote community participation in healthy recreation by providing facilities for playing cricket through charitable donations and interest free loans to amateur cricket clubs.

During 2019 the ECB became a shareholder of the eight Hundred Team companies, the companies are private companies limited by shares, which were incorporated on the 10 May 2019. The investment is held at cost in the company balance sheet and is treated as a wholly owned subsidiary for the purpose of the group accounts. The Hundred Team Companies are incorporated in England and Wales and their principal activity is to oversee the delivery of all on-field activities for their Men's and Women's team competing in the Hundred.

Company	Shares in group undertakings £	Total £
Cost		
At beginning of year	8	8
Additions	-	-
Disposals	-	-
Transfers between items	-	-
	8	8
At end of year	8	8
Net book value		
At 31 January 2022	8	8
At 31 January 2021	8	8

The undertakings in which the Group's and Company's interest at the year-end is more than 20% are as follows.

Name of Undertaking	Country of Incorporation	Registered number	Principal activity	Class and percentage of shares held
England & Wales Cricket Trust Limited*	United Kingdom	1112540	Charity	£1 guarantor
Cricket World Cup 2019 Limited*	United Kingdom	09856949	Dissolved	100% held Ordinary Shares
Birmingham Phoenix Limited*	United Kingdom	11988999	Sports activities	100% held Ordinary Shares
Northern Superchargers Limited*	United Kingdom	11989383	Sports activities	100% held Ordinary Shares
Manchester Originals Limited*	United Kingdom	11989075	Sports activities	100% held Ordinary Shares
London Spirit (The Hundred) Limited*	United Kingdom	11988484	Sports activities	100% held Ordinary Shares
Welsh Fire Limited*	United Kingdom	11989021	Sports activities	100% held Ordinary Shares
Southern Brave Limited*	United Kingdom	11989083	Sports activities	100% held

				Ordinary Shares
Oval Invincibles Limited*	United Kingdom	11988519	Sports activities	100% held Ordinary Shares
Trent Rockets Limited*	United Kingdom	11988532	Sports activities	100% held Ordinary Shares

*Registered address for England & Wales Cricket Trust Limited, Cricket World Cup 2019 Limited and the eight Hundred Subsidiaries is Lord's Cricket Ground, St John's Wood London, NW8 8QZ.

12 Stocks

<i>Group and Company</i>	2022 £000	2021 £000
Finished goods	441	1,790

13 Debtors

	Group 2022 £000	2021 £000	Company 2022 £000	2021 £000
Trade debtors	15,098	7,465	11,497	7,351
Other debtors	16,395	4,616	16,414	1,138
Prepayments and accrued income	8,235	5,906	7,941	5,906
	<u>39,728</u>	<u>17,987</u>	<u>35,852</u>	<u>14,395</u>
Due within one year	35,446	15,433	34,126	14,395
Due after more than one year	4,282	2,554	1,726	-
	<u>39,728</u>	<u>17,987</u>	<u>35,852</u>	<u>14,395</u>

14 Financial instruments

14 (a) Carrying amount of financial instruments

The carrying amounts of the financial assets and liabilities include:

	Group 2022 £000	2021 £000	Company 2022 £000	2021 £000
Assets measured at fair value through profit or loss	552	1,246	552	1,246
Liabilities measured at fair value through profit or loss	-	-	-	-

Notes (continued)

14 Financial instruments (continued)

14 (b) Financial instruments measured at fair value

Derivative financial instruments and cash flow hedges

The group and company have entered six forward contracts exchanging US\$35,460,000 for pounds sterling and AUD\$13,600,000, due to be settled on the following dates:

8 th April 2022	US\$8,865,000
8 th June 2022	US\$8,865,000
22 nd July 2022	US\$8,865,000
7 th October 2022	US\$8,865,000
31 st July 2023	AUD\$6,800,000
29 th September 2023	AUD\$6,800,000

These forward contracts are to hedge future cash flows contracted for years 2020 & 2021. Cash flow hedge accounting has been applied to this hedging instrument with profits associated with the effective portion being recognised in other comprehensive income of (£694,000).

The amounts for all financial assets and financial liabilities are carried at fair value based on their listed market price, as follows:

	Group		Company	
	Fair Value 2022 £000	Fair Value 2021 £000	Fair Value 2022 £000	Fair Value 2021 £000
Forward Contracts Assets	552	1,246	552	1,246
Forward Contract Liabilities	-	-	-	-
FX Swaps Assets	-	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>

15 Investments

	Group		Company	
	2022 £000	2021 £000	2022 £000	2021 £000
Cash deposits with terms less than one year	70,168	130,194	49,448	89,429
	<hr/>	<hr/>	<hr/>	<hr/>

The England & Wales Cricket Board has a treasury policy whereby only £50m can be retained in any one bank and thus funds have been invested in 'A' rated banks which have maturity periods ranging from 30 days to 95 days.

Notes (continued)

16 Creditors: amounts falling due within one year

	Group 2022 £000	2021 £000	Company 2022 £000	2021 £000
Trade creditors	15,018	7,029	14,935	5,960
Taxation and social security	1,593	1,421	1,576	1,397
Other creditors	3,399	17,267	1,025	16,868
Accruals and deferred income	63,154	42,328	45,214	40,968
	<u>83,164</u>	<u>68,045</u>	<u>62,750</u>	<u>65,193</u>

17 Creditors: amounts falling due after one year

	Group 2022 £000	2021 £000	Company 2022 £000	2021 £000
Accruals and deferred income	62,750	105,638	62,750	105,638
Financial Instruments	-	-	-	-
	<u>62,750</u>	<u>105,638</u>	<u>62,750</u>	<u>105,638</u>

18 Employee benefits

Defined benefit plans

Group and Company

The group operates a defined benefit pension scheme, the ECB Retirement and Death Benefits Scheme ("the Scheme"). Assets are held in independent trustee administered funds. Standard contributions are determined by a qualified actuary on the basis of triennial valuations using the attained age method. The most recent full valuation of the Scheme was as at 30 September 2019. The information below has been updated to 31 January 2022 by an independent professional actuary.

In total, contributions paid to the Scheme were nil (2021: £919,000).

The surplus has been treated as irrecoverable for the purposes of the financial statements. FRS102 is not prescriptive in this area, as such the directors have reverted to the principles as set out in IFRIC14. Per the Scheme rules, there is a unilateral power for the Trustees to wind up the Scheme, which prevents recognition of the surplus on the grounds of a future refund. Furthermore, the value of the contributions due under the current funding agreement towards the accrual of benefits for active members exceeds the corresponding value of those benefits on the FRS102 basis (i.e. the service cost). Under IFRIC14, we consider it suitable to assume the current rate of contributions persists beyond the end of the period covered by the Schedule of Contributions. As such, this prevents the recognition of the surplus on the grounds of future contribution reductions.

The information disclosed below is in respect of the whole of the plans of the Group, for which the parent Company is legally responsible.

Notes (continued)

18 Employee benefits (continued)

Movements in present value of defined benefit obligation

	2022 £000
At 1 February 2021	28,602
Current service cost	-
Past service cost	-
Interest expense	423
Remeasurement actuarial gains	(2,368)
Benefits paid	(846)
	<hr/>
At 31 January 2022	25,811
	<hr/> <hr/>

Movements in fair value of plan assets

	2022 £000
At 1 February 2021	31,342
Interest income	423
Remeasurement: return on plan assets less interest income	467
Contributions by employer	-0
Benefits paid	(846)
	<hr/>
At 31 January 2022	31,386
	<hr/> <hr/>

Expense recognised in the profit and loss account

	2022 £000	2021 £000
Current service cost	-	96
Net interest on net defined benefit asset not recognised	-	-
	<hr/>	<hr/>
Total expense recognised in profit or (loss)	-	96
	<hr/> <hr/>	<hr/> <hr/>

The fair value of the plan assets and the return on those assets were as follows:

	2022 Fair value £000	2021 Fair value £000
Asset class		
Equities	8,349	8,024
Government debt	1,194	1,752
Corporate bonds	10,538	10,633
Property	3,801	3,494
Insured annuities	5,767	6,520
Cash and Deposits & Other	1,737	919
	<hr/>	<hr/>
	31,386	31,342
	<hr/> <hr/>	<hr/> <hr/>
Actual return on plan assets	890	1,246
	<hr/> <hr/>	<hr/> <hr/>

Notes (continued)

18 Employee benefits (continued)

Principal actuarial assumptions (expressed as weighted averages) at the year-end were as follows:

	2022 %	2021 %
Discount rate	2.25	1.50
Future pensionable salary increases	3.55	3.10
Inflation assumption (RPI)	3.55	3.10

Last full actuarial valuation was performed on 30 September 2019. To measure the defined benefit obligation as at 31 January 2022, the Company employed an independent professional actuary to update the full actuarial valuation.

In valuing the liabilities of the pension fund at 31 January 2022, mortality assumptions relating to longevity underlying the pension liabilities at the balance sheet date are based on standard actuarial mortality tables and include an allowance for future improvements in longevity. The assumptions are equivalent to expecting a 65-year old to live for a number of years as follows:

- Current pensioner aged 65: 22.3 years (male), 24.7 years (female).
- Future retiree upon reaching 65: 23.1 years (male), 25.6 years (female).

Defined contribution plans

Group and Company

The group has made contributions to the ECB Group Pension Plan and the ECB Group Pension Plan for Professional Cricketers, both defined contributions schemes, amounting to £1,995,727 (2021: £2,112,000) and £166,425 (2021: £168,000) respectively.

Long term incentive plan

Included within accruals falling due within one year is an amount of £2,205,502 (2021: £1,695,646) relating to a Long Term Incentive Plan. As at 31 January 2022 the fair value of the plan obligation, which will be cash settled in 2022, is calculated to be £2,205,502 (2021: £2,119,557).

19 Operating leases

Group and Company

Non-cancellable operating lease rentals are payable as follows:

	Land and buildings £000	Other £000	2022 Total £000	Land and buildings £000	Other £000	2021 Total £000
Less than one year	402	211	613	241	313	554
Between one and five years	120	247	367	158	221	379
More than five years	-	-	-	-	-	-
	<u>522</u>	<u>458</u>	<u>980</u>	<u>399</u>	<u>534</u>	<u>933</u>

During the year £757,000 was recognised as an expense in the profit and loss account in respect of operating leases (2021: £1,017,000).

Notes (continued)

20 Related parties

Group and Company

Identity of related parties with which the Group has transacted

The directors have identified a number of cricketing organisations for which payments and receipts by the group represent a significant transaction.

1. The eighteen First Class Counties, the Marylebone Cricket Club ("MCC"), the Minor Counties Cricket Association ("NCCA"), the Minor County Clubs and the County Cricket Boards have charged the ECB amounts totalling £87,080,000 (2021: £78,231,000) in respect of fees for the provision of ground facilities and cricketers for matches under the control of ECB, amounts payable under the terms of Cricket Partnership Agreement, licence fees and other commercial agreements. As at 31 January 2022 the ECB owed these parties £nil (2021: £nil) of unpaid fees. Such charges and fees include amounts in relation to the staging of international and domestic matches. The ECB has received income in relation to these matches of £10,937,311 (2021: £nil). In addition, the EWCT paid grants totalling £11,597,745 (2021: £10,824,245) to the County Cricket Boards.
2. ECB has loans of £2,510,551 (2021: £3,662,323) in aggregate due from the eighteen First Class Counties and the Professional Cricketers' Association. Interest is charged on the loans at varying rates ranging from zero for short-term loan to base rate plus 2%.
3. The directors have identified the Professional Cricketers' Association as also being related and to which ECB has made payments. During the period, amounts totalling £1,845,000 (2021: £1,902,500) were paid to this organisation.
4. Premiums payable by ECB to Reigndei Limited, an insurance company beneficially owned by the eighteen first class counties, MCC and the MCCA, were £648,994 (2021: £2,554,776). Claims receivable during the year from Reigndei Limited amounted to £60,000 (2021: £6,312,000). As at 31 January 2022 the ECB was owed nil from Reigndei Limited £nil (2021: £nil).
5. The group made donations amounting to £2,287,000 (2021: £2,189,000) to Chance to Shine during the year.
6. During the year ended 31st January 2022, the ECB made payments to:
 - Birmingham Phoenix Ltd of £1,483,431 of which nil was owed to ECB at year end,
 - London Spirit Ltd of £1,307,691 of which nil was owed to ECB at year end,
 - Manchester Originals Ltd of £1,350,037 of which nil was owed to ECB at year end,
 - Northern Superchargers Ltd of £1,410,782 of which nil was owed to ECB at year end,
 - Oval Invincibles Ltd of £1,570,843 of which nil was owed to ECB at year end,
 - Southern Brave Ltd of £1,513,000 of which nil was owed to ECB at year end,
 - Trent Rockets Ltd of £1,420,688 of which nil was owed to ECB at year end,
 - Welsh Fire Ltd of £1,326,183 of which nil was owed to ECB at year end.

Transactions with key management personnel

Total compensation of key management personnel (including the directors) in the year amounted to £2,521,782 (2021: £2,496,178).

Notes *(continued)*

21 Liability of members

England and Wales Cricket Board Limited is a company limited by guarantee and has no share capital. Each member has guaranteed to contribute a sum not exceeding £10 for payment of the company's debts and liabilities should the company be wound up. There were 41 members as at 31 January 2021 and 31 January 2022.

22 Sports Governance Code

The England & Wales Cricket Board received the following funding from public investors:

	2022	2021
	£000	£000
ESC Lottery Fund	983	1,928
Skills Funding Agency	170	190
	<hr/>	<hr/>
Total Received	1,153	2,118
	<hr/> <hr/>	<hr/> <hr/>

The ESC Lottery funding was used in the following areas:

	2022	2021
	£000	£000
Participation & Growth	-	760
South Asian Community	294	168
Women Pathway	84	67
Women Talent Management	-	-
More Play	155	25
Capital funding	337	420
South Asian City Programmes	-	268
Disabilities	113	220
	<hr/>	<hr/>
Total Spent	983	1,928
	<hr/> <hr/>	<hr/> <hr/>

Skills Funding Agency

The total amount received was used to run the Apprenticeship Scheme for young cricketers.