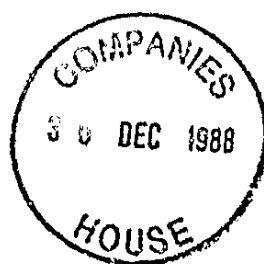


40866

**MANCHESTER CITY
FOOTBALL CLUB P.L.C.**

*Report and
Accounts*

1988



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Notice of Meeting

NOTICE IS HEREBY GIVEN that the ninety fourth Annual General Meeting of the Company will be held on Friday, 26th October, 1988 at the Manchester City Social Club, Maine Road, Moss Side at 12.00 noon

Agenda

- 1 To confirm the Minutes of the last Annual General Meeting.
- 2 To receive the Auditors' Report.
- 3 To receive and consider the Accounts and the Directors' Report.
- 4 (a) To re-elect F. Pye as a Director of the Company.
(b) To re-elect G. J. Doyle as a Director of the Company.
(c) To re-elect W. A. Miles as a Director of the Company.
- 5 To re-appoint Boardman, Woolrich as Auditors.
- 6 To authorise the Directors to fix the remuneration of the Auditors.
- 7 To consider and if thought fit pass the following resolution as an ordinary resolution.
That the authority conferred upon the Directors by a resolution of an Extraordinary General Meeting of the Company dated 29th September, 1983 be renewed to the intent that the Directors shall have the authority to allot or grant rights to subscribe for 250,000 'A' Ordinary Non Voting shares of £1 each in the capital of the Company such authority to expire on 31st May, 1993.

8. Any other business

By Order of the Board
J. B. HALFORD, Secretary
30th September, 1988

Notes

The Company's Articles of Association provide that no person except a retiring Director shall be elected as Director unless seven days previous notice in writing shall be given to the Company of the intention of any member to propose any person other than a retiring Director for the election to the office of Director, stating the name and address of the person who offers himself, or is proposed as a candidate.

Any member entitled to vote at this Meeting may appoint another person, who need not be a member as his proxy to attend and vote on his behalf. The instrument appointing a proxy duly witnessed shall be deposited at the Registered Office of the Company not less than forty-eight hours before the time for holding the Meeting.

Directors

P. J. SWALES (Chairman)
F. PYE (Vice-Chairman)
L. L. G. NIVEN, M.B.E.
G. B. MUIR
M. T. KORWICH
W. C. ADAMS
A. G. THOMAS
G. J. DOYLE
W. A. MILES
B. TURNBULL
J. GREIBACH
J. K. WHITE (Resigned 1st September, 1988)

HONORARY PRESIDENTS
A. E. ALEXANDER, M.S.I.A.
S. S. ROSE, M.B., F.R.C.S.

SECRETARY
J. B. HALFORD

MANAGER
J. FRIZZELL

TEAM MANAGER
M. MACHIN

Registered Office
Maine Road, Moss Side, Manchester M14 7WN

Bankers
THE ROYAL BANK OF SCOTLAND plc

Auditors
BOARDMAN, WOOLRICH
Chartered Accountants

Solicitors
FOX BROOKS MARSHALL

Report of the Directors 1988

...the year, ended 31st May, 1938

Chairman's Report

Chairman's Report

...the two major ... gold currencies in the two major ... the advent of satellite ... division with the trend will

the 1990s, the company has been able to keep its ticket prices low, even as it has expanded its stadium seating to 65,000 seats. "We've been able to do that because we've been able to keep our operating costs low," says the company's president, "and we've been able to do that because we've been able to keep our ticket prices low."

[illegible]

1. The first step is to identify the problem or question that needs to be answered. This involves understanding the context and the specific requirements of the task.

[illegible]

Figure 1. The effect of the concentration of the *Agrobacterium* suspension on the transformation efficiency of *Agrobacterium* strains. The number of transformed cells was determined by the number of colonies obtained on the selective medium. The results are the mean of three independent experiments. Error bars represent the standard deviation.

100

[illegible]

With his passion for his products and ability to work with customers, he has been able to build a successful business and has been recognized as one of the top 100 entrepreneurs in the world.

I am grateful to our supporters for their loyalty and support over the years. The £600,000 raised by the club has enabled us to grow from a small team to a professional football club. We are now working hard to win trophies and bring glory to the name of Manchester City.

କୃଷକମାନଙ୍କୁ ସୁରକ୍ଷିତ କରିବା ପାଇଁ ଏହି ପଦକ୍ଷେପ ଗ୍ରହଣ କରାଯାଇଛି।

STYMS 1

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1. Principal Activity and Review of the Business

The primary focus of the business and future developments are:

2. **Results and Dividends**
The trading profit for the year amounted to £165,559. No dividends are proposed.

3. **Directors**
The Directors and their interests in the shares of the Company at the end of each financial year or 1st January were as set out below:-

	Ordinary Shares		Non-Voting Shares	
	1986	1987	1988	1987
P. J. Swales	226,850	206,450	2,500	
I. L. G. Niven	31,004	31,004	2,000	
C. B. Muir	5,235	5,235	500	
M. T. Horwich	8,850	8,850	1,250	
W. C. Adams	8,170	8,210		
A. G. Thomas	150	150		
G. J. Doyle	15	15		
F. Pye	1,064	1,066	250	
W. A. Miles	10,045	9,045	250	
B. Turnbull	10	10		
J. Griebach	10	10		

J. K. White
September 1st September, 1999

Prof. G. J. Doyle and W. A. Miles retire and being engaged

4. Fixed Assets

5. **Auditors** The auditors, Boardman, Woolrich have expressed their willingness to continue in office and a resolution for their re-appointment will be submitted at the Annual General Meeting.

By Order of the Board
J. B. HALFORD
Secretary.
20th September, 1938.

Manchester City Football Club p.l.c.

Report of the Auditors

The Directors of Manchester City Football Club p.l.c.

We have audited the accounts of Manchester City Football Club p.l.c. for the year ended 31st May 1988, in accordance with approved auditing practice.

The accounts, which have been prepared under the historical cost convention, show a turnover of £2,386,391, a profit before taxation of £145,317 and a profit for the financial year of £65,539.

Our report is made in accordance with the provisions of the Companies Act 1985.

Profit and Loss Account

Year Ended 31st May, 1988

	1988	1987
	£	£
TURNOVER		
Administrative Expenses	594,851	511,313
Staff costs	181,705	866,143
Transfer Fees - Net expenditure (income)	245,667	376,143
Payments to other Clubs, Leagues and Associations	315,231	73,533
	<u>2,136,554</u>	<u>1,727,132</u>
OPERATING PROFIT		
Donations from Development Associations	145,317	31,000
	<u>145,317</u>	<u>31,000</u>
Interest Payable		
	<u>340,191</u>	<u>340,191</u>
PROFIT ON ORDINARY ACTIVITIES BEFORE TAXATION		
Tax on profit on ordinary activities	<u>145,317</u>	<u>31,000</u>
	<u>145,317</u>	<u>31,000</u>
PROFIT FOR THE FINANCIAL YEAR		
	<u>145,317</u>	<u>31,000</u>

Balance Sheet

As at 31st May, 1988

Statement of Source and Application of Funds

Year Ended 31st May, 1988

	1988	1987
£	£	£
SOURCE OF FUNDS		
Profit before taxation	165,559	578,739
Adjustment for items not involving the movement of funds:		
Depreciation	11,375	12,631
Loss on sale of asset	176,934	1,909
	<u>176,934</u>	<u>590,270</u>
Funds from other sources	114,514	590,270
Net proceeds from issue of shares	<u>29,149</u>	
	<u>208,493</u>	<u>229,922</u>
APPLICATION OF FUNDS		
Purchase of Fixed Assets	12,523	29,124
Mortgage Repayments	18,916	10,084
Decrease in Deferred Income	(111,000)	65,870
Swirey Loan Repayments	108,000	104,000
Here Purchase Repayments	198	3,584
Repayment of Loans	155,256	65,270
Repayment of City Bonds	26,610	31,050
	<u>208,493</u>	<u>229,922</u>
INCREASE IN WORKING CAPITAL		
Repayment by	500	500
Inv. in assets	(1,398)	1,766
Stock	7,680	1,000,025
Debtors	169,282	1182,801
Others	<u>176,064</u>	<u>1280,560</u>
	<u>193,109</u>	<u>571,941</u>
Net Liquid Funds	<u>£82,955</u>	<u>£291,238</u>

J B Halford SECRETARY

[Handwritten signature]

P. J. Smith } DIRECTOR
A. G. Thomas }
20th September 1988

Notes to the Accounts 1988

1. The accounts are prepared in accordance with the provisions of the Companies Act 1985 and the provisions of the Companies (Accounts) Regulations 1987. The accounts are prepared on a going concern basis.

2. The accounts are prepared on a historical cost basis. The carrying amount of assets and liabilities is based on their historical cost, less any depreciation, amortisation or impairment losses.

3. The depreciation policy is as follows: Depreciation is charged on a straight line basis over the estimated useful life of the asset. The estimated useful life of property, plant and equipment is generally 5 to 25 years.

4. The amortisation policy is as follows: Amortisation is charged on a straight line basis over the estimated useful life of the intangible asset. The estimated useful life of intangible assets is generally 5 to 10 years.

5. The provisions for doubtful debts are based on the ageing of the receivables and the experience of the company.

6. The provisions for stock losses are based on the physical inventory count and the experience of the company.

7. The provisions for other losses are based on the experience of the company.

8. The provisions for other losses are based on the experience of the company.

Notes to the Accounts 1988

3. OPERATING PROFIT

Operating profit is stated after charging:

	1988	1987
(a) Administrative Expenses	£	£
General Overheads	588,560	496,767
Depreciation	11,375	12,631
Auditors Remuneration	2,200	2,100
Vehicle Leasing and Hire	14,726	6,300
	<u>£594,861</u>	<u>£517,818</u>

(b) Staff Costs during the year amounted to:

	1988	1987
Staff Costs during the year	£	£
Wages and Salaries	901,151	789,768
Social Security Costs	79,954	78,895
	<u>£981,105</u>	<u>£868,663</u>

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

	1988	1987
Number of Employees		
Office and Management	25	23
Playing Staff	38	36
Other	20	20
	<u>83</u>	<u>79</u>

Employments (excluding pension contributions) of all employees earning more than £20,000 were as follows:

	1988	1987
Number of Employees		
£20,001 to £25,000	2	7
£25,001 to £30,000	4	1
£30,001 to £35,000	2	1
£35,001 to £40,000	1	0
£40,001 to £45,000	0	1
£45,001 to £50,000	0	1
	<u>9</u>	<u>11</u>

4. INTEREST PAYABLE

(a) Bank Overdraft

	1988	1987
Bank Overdraft	£	£
Building Loan	163,553	234,529
Mortgage Interest	70,661	92,532
Loan and other interest	6,641	9,100
Hire Purchase Interest	54	849
	<u>£240,811</u>	<u>£337,010</u>

Notes to the Accounts 1988

	1988	1987
DEBTORS	£	£
Trade Debtors	104,477	95,227
Prepayments	90,340	101,556
Other Debtors	59,433	46,727
	254,250	243,510

	1988	1987
CREDITORS — Amounts falling due within one year	£	£
Building Loan Installments	104,000	104,000
Mortgage Installments	13,913	13,913
Bank Overdraft	2,065	1,128
Trade Creditors	565,368	649,437
Accruals	107,930	162,540
Hire Purchase Installments	—	19
Taxation and Social Security Costs	139,100	189,704
Loans	97,469	22,477
Deferred Income	301,239	186,934
Unclaimed Dividends	660	68
City Bonds	14,900	19,250
	1,228,272	1,228,272

The bank overdrafts are secured by charges on the land and premises at Marine Road and on the completion of that loan.

	1988	1987
CREDITORS — Amounts falling due after more than one year	£	£
Building Loan	460,000	500,000
Mortgage secured	181,278	181,278
City Bonds	43,300	43,300
Loans	749,959	807,200
Deferred Income	13,235	16,000
	1,447,772	1,547,778

Building Loan
The Building loan bears interest at 2.5% over base

Amounts repayable within five years
Amounts repayable after five years

The current portion of the building loan amounting to £104,000 is shown in current liabilities 1987 — £104,000

Notes to the Accounts 1988

	1988	1987
FIXED ASSETS	£	£

	1988	1987
Freehold Land and Buildings	7,354,185	6,292,283
Fixtures and Fittings	10,978	1,545
Motor Vehicles	7,385,88	4,824
	17,749,051	11,117,852

	1988	1987
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The current portion of the building loan amounting to £104,000 is shown in current liabilities 1987 — £104,000

Notes to the Accounts 1988

11 SHARE PREMIUM

	1988	1987
	£	£
Premium arising from the issue of 25,000 Ordinary Non-Voting shares of 10p each	25,000	-

12 REVALUATION RESERVE

	1988	1987
	£	£
Arising on the 1979 revaluation of Freehold land and buildings at Molineux Road	24,489,710	24,489,710

13 PROFIT AND LOSS ACCOUNT

	1988	1987
	£	£
At 31st May 1987	11,765,843	12,341,582
Surplus for the year	185,559	575,739
At 31st May 1988	11,951,402	12,917,321

14 CONTINGENT LIABILITIES

There were no contingent liabilities as at 31st May 1988 and 1987.

15 TAX STATUS

The Company is considered to be a close company.

16 APPROVAL OF ACCOUNTS

These accounts were approved by the Board of Directors on 28th September 1988.

Notes to the Accounts 1988

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16 APPROVAL OF ACCOUNTS

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17 DIVIDENDS

	1988	1987
	£	£
Dividend paid to shareholders	750,000	750,000
Dividend payable to shareholders	750,000	750,000
Total	1,500,000	1,500,000

18 DIVIDENDS

	1988	1987
	£	£
Dividend paid to shareholders	702,000	702,000
Dividend payable to shareholders	702,000	702,000
Total	1,404,000	1,404,000

19 DIVIDENDS

These accounts were approved by the Board of Directors on 28th September 1988.

minutes

Minutes

Present

Mr. C. J. New, Director, Mr. M. Y. Niven, Director, Mr. W. A. Miles, Director,
Mr. G. Davis, Director, Mr. A. T. Adams, Director, Mr. S. H. Smith, Director, Mr. E. F. Smith, Director, Mr. J. H. Smith, Director, Mr. L. H. Smith, Director, Mr. O. H. Smith, Director, Mr. P. H. Smith, Director, Mr. Q. H. Smith, Director, Mr. R. H. Smith, Director, Mr. S. H. Smith, Director, Mr. T. H. Smith, Director, Mr. U. H. Smith, Director, Mr. V. H. Smith, Director, Mr. W. H. Smith, Director, Mr. X. H. Smith, Director, Mr. Y. H. Smith, Director, Mr. Z. H. Smith, Director.

Copyright in the work of the author.

Apologies
 1. I am sorry for the delay in getting back to you.
 2. I am sorry for the inconvenience caused by the change in the date of the meeting.
 3. I am sorry for the confusion caused by the change in the date of the meeting.

Notice

minutes
in 1985 reviewed by Mr. E. Robinson and delivered to the 1985 Annual
Meeting of the Board of Directors. A copy of which was given to the shareholders would be taken
into account in the 1986 Annual Meeting. The Board of Directors, however, was not
informed of the existence of the minutes until the 1986 Annual Meeting.

Subject's Report

[illegible][illegible][illegible]

Participation of the Authors
The author is a full-time professor at the University of California, Los Angeles, and is also a part-time professor at the University of California, San Diego.

Any Other Business

There was no business of this kind.

1. The first step in the process of creating a new product is to identify a market need. This is often done through market research, which can involve surveys, focus groups, and other methods of gathering information from potential customers.

2. Once a market need has been identified, the next step is to develop a concept for the new product. This involves brainstorming ideas and determining the key features and benefits of the product.

3. The third step is to create a prototype of the product. This can be done using a variety of methods, including 3D printing, computer-aided design (CAD), and other manufacturing techniques.

4. The fourth step is to conduct a feasibility study. This involves evaluating the technical, financial, and market viability of the product.

5. The fifth step is to develop a business plan for the new product. This includes determining the production costs, pricing strategy, and marketing plan.

6. The sixth step is to secure funding for the product. This can be done through a variety of methods, including venture capital, angel investors, and crowdfunding.

7. The seventh step is to manufacture the product. This involves setting up a production line and ensuring that the product is manufactured to the highest quality standards.

8. The eighth step is to launch the product. This involves marketing the product to the target market and ensuring that it is available to customers.

9. The ninth step is to monitor the product's performance. This involves tracking sales, customer feedback, and other metrics to ensure that the product is meeting market needs.

10. The tenth step is to iterate on the product. This involves making improvements to the product based on customer feedback and market trends.