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THE READING FOOTBALL CLUB PLC

REPORT and ACCOUNTS

30th JUNE 1987



THE READING FOOTBALL CLUB PLC

Company No. 550703

DIRECTORS: Mr. R. G. Smee (Chairman) Mr. M. J. Lewis (Managing Director Secretary) Mr. J. Campbell F.C.A. Mr. C. M. Brooks

TEAM MANAGER: Mr. I. Branfoor

BANKERS Messre, Lloyde Bank Ltd., 24 Broad Street, Reading SOFTITIONS: Meners. Chifford-Chance, London.

Manners. Brain & Brain, Randing.

AL DELORS Menors. Coopers and Lybraud, Rending.

REGISTERED OFFICE Fiten Park, Norfolk Kond, Reading.

NOTICE OF MEETING

THE READING FOOTBALL CLUB PLC

NOTICE IS HEREBY GIVEN that the eighty ninth Annual General Meeting of the above Company will be held at Elm Park, Norfolk Road, Reading. Berkshire on Thursday, 27th August, 1937 at 7.00pm for the following purposes.

- To receive and adopt the Directors' Report, Annual Statement of Accounts and the Auditors' Report. 1.
- 2-3. To re-elect the following directors who retire in accordance with the Companies Articles of Association:

Mr. R. G. Smee Mr. M.J. Lewis

- 4. To re-appoint the Auditors
- 5. To transact any other ordinary business of the Company.

BY ORDER OF THE BOARD M. J. Lewis Secretary

Registered Office:

Ehn Park Norfolk Road, Reading, Berkshire,

Dated: 4th August, 1987

NOTE

A member of the Company entitled to attend and vote at the Meeting is entitled to appoint a proxy to attend and vote in his place. A proxy need not be a member of the Company. To be valid, the instrument appointing a proxy must be deposited at the Registered Office of the Company not less than 48 hours before the time for holding the Meeting.

CHAIRMAN'S S

Dear Shareholder,

After 4 years of inexor We finished in the hig

Whilst the previous sta our ambition. We wil

You may recall that in that we were still tradi of our commercial act report to you considera and our net position or repeated the exercise of 1984 to a trading profi of everybody involved cash arose out of the tir will be able to emulate wild exposure. We are. We can invest in new ve price is right and that

It has always been our o You will know that dur to report that some £15 construction of the chil our trading position fo

Whilst we reached 13th players and even our ow a cool hand and organ person. 1/2, that Ian has players in order to imprinvest wisely.

It is greatlying to note increased nominally fro likes of Leeds United, / shall continue this tren-

I am delighted to confi League. Not only are the much to the success and

Our First Division Soci membership of 2000, 12 helping the Club and I

We have added a furthe season. Our trading inco go to them all.

In summary, we have n Annie Bassett in particu of lads who comprise ou

Our whole raison d'etre from the middle of Div

R. G. SMEE Chairman

CHAIRMAN'S STATEMENT

Dear Shareholder.

After 4 years of inexorable progress I am proud to be able to tell you that 1986/87 was the most successful playing season we have ever lead. We finished in the highest position in the 116 year history of the Club. This was truly a milestone for everyone concerned.

Whilst the previous statement is entirely true, no one at this Club is satisfied we have reached the limit of our ability or indeed the zenith of our ambition. We will press on.

You may recall the in my statement to you last year, whilst there was justifiable jubilation at our success on the pitch, Lexpressed dismay that we were still trading at a loss, having to continue making sales to balance our books. Whilst steady progress was being made in respect of our commercial activities they, along with gate revenue, were still not covering our basic costs. I am therefore gratified to be able to report to you considerable progress and a substantial profit from these activities this year, resulting in a pure trading profit for the first time in recent history. Last year Helt it useful by way of explanation to include in the accounts a graphic illustration of our trading performance and our net position on buying and selling players in order to show you the trend of the club's linancial performance in recent years. I have repeated the exercise this year to demonstrate to you just how remarkable the turnaround has been. From trading losses of £166,000 in 1984 to a trading profit of £76,000 this year, is an achievement of which any business can be justifiably proud. It is a tribute to the efforts of everybody involved. Our turnover exceeded £1 million for the first time and our overall profit for the year was £127,842. (The extra cash arose out of the timing of selling players by the accounting year end before we had re-invested in new players). Very few other clubs will be able to emulate this feat and it this performance can now be kept up, we have the base from which to make further progress without wild exposure. We are no longer forced to make sales of players or other assets merely to stay alive, we can now plan forward all of the time. We can invest in new ventures or players as surplus funds arise or indeed consider the sale of players, as we have recently, when we feel the price is right and that the cash income may be better utilised.

It has always been our objective to achieve a sound trading position before embarking on our other plans for the development of the Club. You will know that during last year we successfully won a planning appeal for the development of our new social club house. I am pleased to report that rome £124,000 was raised as a result of our recent rights offer to shareholders and that with the support of our bank the construction of the club house is proceeding. This building will be an impressive addition to our facilities and should add significantly to our trading position for the season 1988/89 onwards.

Whilst we reached 13th position in Division 2, we had awful luck with injuries. For much of the season lan Branfoot was forced to play I am players and even our own squad members out of position. To achieve what they did under such circumstances was a triumph for patience, a cool head and organisation — all of which I can assure you Ian displays in considerable abundance. I am particularly pleased, personally, that Ian has stuck to his task here at Elm Park and that we have now put ourselves into a position where we can buy and sell players in order to improve rather than just maintain survival. This is, without doubt, the springboard for further progress — as long as we invest wisely.

It is gratifying to note that the big jump in attendances achieved during last year's Championship year were maintained, indeed they increased nominally from 6623 to 6663. However, more significantly, income from gate receipts improved by 15% to £542,077. With the tikes of Leeds United, Aston Villa, Manchester City, Ipswich and West Bromwich Albion all visiting Elm Park this season we hope we shall continue this trend.

I am delighted to confirm a further 3 year sponsorship with Messrs Courage who must be just about the best sponsor in the Football League. Not only are their representatives so easy to work with but their hard work and efforts in so many additional directions add so much to the success and good image of our Club across the country.

Our First Division Society which replaced the National Sports Pool has proved to be successful. Although we did not achieve our full membership of 2000, 1200 members joined and we were able to offer very substantial prizes. The Society has proved a pleasurable way of helping the Glub and I commend it to you. I should like to thank Colin Brooks and the Committee who run the Society, for their efforts.

We have added a further 6 Executive Boxes during this summer all of which have been let along with the existing 12 for the forthcoming season. Our trading income depends on the support of our various Box holders, Vice Presidents, Sponsors and various donors. My thanks go to the mall.

In summary, we have now joined an elite handful of clubs who make trading profits. This has been made possible by Mike Lewis and Annie Bassett in particular, supported by other hard working commercial and administrative staff, hand in glove with the excellent bunch of lads who comprise our first team squad. All of their efforts also are much appreciated.

Our whole raison d'etre is to run this business in order to help Ian build a team of footballers capable of taking on anyone. Three years ago from the middle of Division 4 the First Division looked a pipe dream away — it doesn't look so far now, does it?

R. G. SMEE Chairman

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Association:

tE BOARD M. J. Lewis Secretary

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READING FOOTBALL CLUB PLC REPORT OF THE DIRECTORS FOR THE YEAR ENDED 30th JUNE, 1987

The directors present herewith the audited accounts for the year ended 30 June 1987.

Review of Activities and Future Developments

The profit and loss account is set out on page 4.

The principal activity of the company continues to be that of a prefessional Football League Club. The trading profit for the year of £76,067 represents a marked improvement over the trading loss of £36,857 incurred in the previous year. The overall profit for the year of £127,642 shows the benefit of net transfer fee income of £51,775 as opposed to the net transfer expenditure of £130.614 in the previous year. At an extraordinary meeting held on 12 May 1987 the shareholders approved a rights offer of up to 50,000 ordinary

shares of 50p each at £5 per share. The primary purpose of the related issue being to contribute to the cost of building a new club house. The resultant share issue of 24,867 new ordinary shares made on 3 July 1987 brought additional funds of £124,335, which in conjunction with loan finance made available by the club's bankers, allows the development to proceed. The directors are confident that the remaining shares will be taken up within the next twelve months.

The directors consider the level of activity and the year end financial position to be satisfactory and look forward to the improvement in performance seen during the year to be sustained in the year to 30 June 1988.

Market Value of Land and Buildings

In the opinion of the directors the market value of the freehold property for alternative uses is at least £1,400,000. In view of the specialised nature of these assets it is not considered appropriate to include the valuation in the accounts at the present time.

Dividends

The directors do not recommend payment of a dividend for the year ended 30 June 1987.

Directors

The directors of the company at 30 June 1987 all of whom were directors throughout the year ended on that date, were as follows:

> R G Smee (Chairman) M J Lewis (Managing Director) J Campbell C M Brooks

B D Roach resigned on 28 August 1986

In accordance with the Articles of Association M1 R G Smce and Mr M J Lewis retire by rotation and, being eligible, offer themselves for re-election.

Changes in Fixed Assets

The movements in fixed assets during the year are set out in note 8 on page 10.

Directors' Interests in Shares of the Company

According to the register required to be kept under the provisions of Section 325 of the Companies Act 1985, the interests of the directors holding office at 30 June 1987 in the shares of the company, were as follows:-

	Ordinary shares of 50p each	
	30 June 1987	30 June 1986
R G Smee	11,332	5,500
M J Lewis	50	50
J Campbell	106	106
C M Brooks	150	100

On 30 June 1986 and until his resignation on 28 August 1986, B D Roach held 101 ordinary shares.

Close Company Provisions

As far as the directors are aware, the close company provisions of the Income and Corporation Taxes Act 1970, as amended, do not app' to the company. There has been no change in this respect since the end of the financial year.

Auditors

In accordance with Section 384 of the Companies Act 1985 a resolution to reappoint Coopers & Lybrand as auditors will be proposed at the Annual General Meeting.

BY ORDER OF THE BOARD

M. J. Lewis

Secretary

4th August, 1987

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3. In our opin profit and

Reading: 4th Augus

REPORT OF THE AUDITORS TO THE MEMBERS OF READING FOOTBALL CLUB PLC

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).000 ordinary to the cost of 1987 brought ankers, allows yithin the next

bok forward to

£1,400,000. In in the accounts

- 1. We have audited the accounts on pages 4 to 12 in accordance with approved Auditing Standards.
- 2. As stated in note 2 on page 8 the company is dependent on the continued support of its bankers.
- In our opinion the accounts give a true and fair view of the state of the company's affairs at 30 June 1987 and of its
 profit and source and application of funds for the year then ended and comply with the Companies Act 1985.

COOPERS & LYBRAND.

Chartered Accountants

Reading: 4th August, 1987

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rs & Lybrand as

F THE BOARD M. J. Lewis Secretary

THREE

READING FOOTBALL CLUB PLC PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDED 30th JUNE, 1987

	Notes	1987 £	1986 £
TURNOVER	3a	1,016,198	761,540
PLAYERS AND STAFF COSTS		(525,413)	(507,760)
MATCH, GROUND AND ADMINISTRATIVE EXPENSES		(446,297)	(309,168)
OTHER OPERATING INCOME: DONATIONS		46,939	30,058
INTEREST PAYABLE	4	(15,360)	(5,527)
PROFIT/(LOSS) ON TRADING		76,067	(30,857)
TRANSFER FEES (NET)	3ь	51,775	(130,614)
PROFIT/(L' SS) ON ORDINARY ACTIVITIES BEFORE AND AFTER TAXATION	4	127,842	(161,471)
EXTRAORDINARY INCOME AFTER TAXATION	7		14,471
PROFIT/(LOSS) FOR THE YEAR		£127,842	£(147,000)
ACCUMULATED LOSSES			
		1987	1986
		£	£
RETAINED PROFITS 1 JULY 1986		(136,135)	10,865
PROFIT/(LOSS) FOR THE YEAR		127,842	(147,000)
ACCUMULA "ED LOSSES AT 30 JUNE 1987		£(8,293)	£(136,135)

The notes on pages 7 to 12 form part of these accounts. $\label{eq:Auditors} Auditors' \mbox{ report page 3}.$

READING FOOT BALANCE SHEE

FIXED ASSETS
Tangible assets
CURRENT ASSE

Debtors

Cash at bank and in

Stocks

CREDITORS: amounts falling due

NET CURRENT

Total assets less curr

LESS: Non current CREDITORS: amounts falling due

CAPITAL AND RI
Called up share cap
Profit and loss account

R. G. SMEE

J. CAMPBELL
These accounts we:

FOUR

READING FOOTBALL CLUB PLC BALANCE SHEET AS AT 30 JUNE, 1987

		Notes	1987		1986	
1986			£	£	£	£
£	FIXED ASSETS					
761,540	Tangible assets	8		182,440		110,477
(507,760)	CURRENT ASSETS					
(309,168)	Stocks	9	14,558		1,870	
30,058	Debtors	10	171,519		51,087	
) (5,527)	Cash at bank and in hand		185		391	
Walio and a second			186,262		53,348	
(30,857)	CREDITORS:		100,101		55,515	
(130,614)	amounts falling due within one year	11	346,663		274,960	
	NET CURRENT LIABILITIES			(160,401)		(221,612)
(161,471)	Total assets less current liabilities			22,039		(111,135)
14,471						
£(147,000)	LESS: Non current liabilities					
	CREDITORS:					
_	amounts falling due after more than one year	12		(5,332)		
				£ 16,707		£(111,135)
1986	CAPITAL AND RESERVES					
£ .	Called up share capital	13		25,000		25,000
10,865	Profit and loss account			(8,293)		(136,135)
(147,000)				£ 16,707		£(111,135)
£(136,135)						
	R. G. SMEE			Ces	lifical l	5 be
	J. CAMPBELL Directors			a	lifical l	Colly

These accounts were approved by the Board on 13th July, 1987.

The notes on pages 7 to 12 form part of these accounts.

Auditors' report page 3.

READING FOOTBALL CLUB PLC STATEMENT OF SOURCE AND APPLICATION OF FUNDS FOR THE YEAR ENDED 30th JUNE, 1987

	1987	1986
	£	£
SOURCE OF FUNDS		
Net profit/(loss) before taxation and extraordinar; item	127,842	(161,471)
Adjustment for items not involving the movement of funds:		
Depreciation	15,772	8,567
Loss on sale of fixed assets		408
FUNDS GENERATED/(CONSUMED) BY OPERATIONS	143,614	(152,496)
OTHER SOURCES OF FUNDS		
New hire purchase contracts	11,559	_
Sale of fixed assets	_	30
APPLICATION OF FUNDS		
Hire purchase repayments	(3,288)	_
Purchase of fixed assets	(87,735)	(25,986)
Increase/(decrease) in working capital	£64,150	£(178,452)
INCREASE/(DECREASE) IN WORKING CAPITAL		
Increase/(decrease) in stock	12,688	(420)
Increase/(decrease) in debtors	120,432	(44,503)
Increase in current creditors excluding overdrafts and hire purchase	(145,042)	(70,496)
MOVEMENT IN NET LIQUID FUNDS:		
Bank balance and cash balances	76,072	(63,033)
	£64,150	£(178,452)

Auditors' report page 3.



Principal Account

The accounting ρ

(a) Fixed asset

Depreciatio useful econo principal an

> Equips Floodl Motor Furnit Freeho Execus

(b) Stocks

(c)

Stocks are va

Turnover, w

(d) Transfer fe

Fees payable through the

(e) Taxation

Taxation is extent that the differences and accumulated accounts.

READING FOOTBALL CLUB PLC NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 30 JUNE, 1987

Principal Accounting Policies

1. The accounts have been prepared under the historical cost convention. A summary of the more important accounting policies is set out below.

(a) Fixed assets

E, 1987

986

(471,

8,567 408

2,496)

30

5,986)

78,452)

(420) 14,503)

70,496)

63,033)

78,452)

Depreciation is calculated so as to write off the cost of fixed assets on a reducing balance basis over the expected useful economic lives of the assets concerned. The freehold property is written off on a straight line basis. The principal annual rates used for this purpose, which are consistent with those adopted last year, are as follows:

	% of written down value	% of cos
Equipment	10	
Floodlighting equipment	10	_
Motor vehicles	25	_
Furniture	10	
Freehold buildings	-	2
Executive boxes	_	20

(b) Stocks

Stocks are valued at the lower of net realisable value.

(c) Turnover

Turnover, which excludes value added tax, represents income arising from all activities of the club excluding fees receivable from other football clubs on the transfer of players' registrations.

(d) Transfer fees

Fees payable to and receivable from other football clubs on the transfer of players' registrations are dealt with through the profit and loss account in the period in which the transfer takes place.

(e) Taxation

Taxation is based on the results for the year as adjusted for disallowable items, and for timing differences to the extent that they are unlikely to result in an actual liability in the foreseeable future. The tax effect of other timing differences as reduced by the tax benefit of any accumulated losses is treated as a deferred tax liability. Where accumulated losses exceed the liability to deferred taxation the potential deferred tax asset is not recognised in the accounts.

Auditors' report page 3.

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READING FOOTBALL CLUB PLC NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 30th JUNE, 1987 (Continued)

Going Concern Basis

2. The accounts have been prepared on a going concern basis which assumes the continued support of the company's bankers. Based upon projections of income and expenditure and the substantial security which the company can provide to secure borrowings, principally the ground which is conservatively worth £1,300,000 above its book value, the directors are confident that the club will have sufficient resources to sustain its activities for the foreseeable future. The directors therefore consider a going concern basis of accounting appropriate.

Turnover and Transfer Fees

3. The contributions of the various activities of the club to turnover are set out below:-

(a)	Turnover	1987 £	1 986 £
	Match receipts	542,077	477,104
	Other income	474,121	284,436
		£1,016,198	£761,540
(b)	Transfer fees	1987 £	1986 £
	Transfer fees receivable	196,000	1,499
	Transfer fees paid	(144,225)	(132,113)
		£51,775	£(130,614)

Profit/(loss) on Ordinary Activities

4. Profit/(loss) on ordinary activities is stated after charging:-

	1987 £	1986 £
Auditors' remuneration	3,600	3,300
Depreciation of tangible fixed assets	15,772	8,567
Directors' emoluments including pension contributions:		
For management services	25,150	23,577
Loss on sales of fixed assets		408

Interest payable and similar charges arose on sums wholly repayable within 5 years.

READING FOOTE NOTES TO THE A

Employee Inform

5 (a) The average analysed be

> Player Admi

(b) Employmen

Aggre Empi

(c) The number ranges.

£30.0

Tax on profit on o

6. No provisio These tax lo

Extraordinary Inc

7. The extraor

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READING FOOTBALL CLUB PLC NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 30 JUNE, 1987 (Continued)

Employee Information

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mpany can ve its book ties for the

986 £ 7,104 £,436 1,540

986 £ 1,499 2,113) 0,614)

986 £ 3,300 3,567

i,577 408 5 (a) The average number of persons, including executive directors, employed by the company during the year is analysed below:-

		1987 Number	1986 Number
	Players	19	20
	Administrative staff	18	20
(b)	Employment costs — all employees including executive directors	s:- 1987 £	1986 £
	Aggregate gross wages and salaries Employers' national insurance contributions	484,728 40,685	468,820 38,940
		£525,413	£507,760

(c) The number of employees whose remuneration, excluding pension cost, exceeds £30,000 fell within the following ranges.

	1987 Number	1986 Number
£30,001 to £35,000	1	1
	-	=

Tax on profit on ordinary activities

No provision for taxation is required since the company has computed tax losses of £775,000 (1986 - £963,000).
 These tax losses will be available for offset against taxable profits of the same trade in future years.

Extraordinary Income

7. The extraordinary income in the profit and loss account in 1986 represented:-

	1987 £	£
Release of taxation provision arising from a set back of current year losses	**************************************	1-1,471
	<u>£ —</u>	£14,471

READING FOOTBALL CLUB PLC NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 30 JUNE, 1987 (Continued)

Freehold land and buildings

107,846

65,640

173,486

12,259

9,569

21,828

£151,658

Fixtures, fittings

13,448

10,536

23,984

7,481

1,650

9,131

£14,853

£5,967

The net book value of assets held under hire purchase agreements at 30 June 1987 was £8,669 (1985 £ -). The associated

Floodlighting

22,695

22,695

18,910

19,289

£3.785

379

ivlotor vehicles

12,995

11,559

24,464

7,767

4,174

11,941

£12,523

£5,138

1987

£

4,200

2,101

8,257 £14,558

1987

£

17,473

Total

156,894

87,735

244,629

46,417

15,772

62,189

£182,440

 $\pounds 110,477$

1986

£

1,870

£1,870

1986

Tangible fixed assets

COST At I July 1986

Additions

Disposals

Disposals Charge for year

At 30 June 1987

At 30 June 1987

NET BOOK VALUE At 30 June 1987

NET BOOK VALUE At 30 June 1986

depreciation for the year was £2,890 (1986 £ —).

Outlits and equipment

Amounts failing due within one year:-

Prepayments and accrued income

Amounts falling due after one year:

Bar stocks

Souvenirs

Trade debtors

Other debtors

Other debtors

DEPRECIATION At 1 July 1986

8.

Stocks 9.

Debtors 10.

READ NOTE:

Credit

11.

(a)

(b)

Credito 12.

Called 1

13.

£ 11,309

151,401	34,987
2,645	291
171,519	46,587
	4,500
£171,519	£51,087

TEN

READING FOGTBALL CLUB PLC NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 30th JUNE, 1987 (Continued)

	Creditors: amounts falling due within one year		
Total	11.	1987 £	1986 .£
£ 156,894 87,735 — 244,629	Bank loans and overdrafts (see (a) below) Payments received on account Trade creditors Applications received in respect of rights issue Other creditors including taxation and social security	53,852 49,411 15,884 124,335	130,130 59,700 23,416 — 61,714
46,417	. (see (b) below)	£346.663	£274,960
15,772	(a) The bank loans and overdraft are secured by a first charge on the	freehold property.	
62,189 £182,440	(b) Other creditors including taxation and social security is made up	1987 £	₹
£110,477 The associated	Hire purchase creditor — current portion Social security and other taxes Other creditors and accruals	2,939 11,798 88,444 £103,181	17,526 44,188 £61,714
THE HISTOCIATED	Creditors: amounts falling due after more than one year		
1986			1000
£ 1,870	12.	1987 £	1986 £
<u>£1,870</u>	Hire purchase creditor	£5,332	
	Called up share capital		
1986 £	· 13.	Ordinary sha 1987	res of 50p each 1986
11,309 34,987	Authorised: Value	£50,000	£50,000 100,000
291	Number	100,000	100,000
46,587	Allound, called up and fully paid: Value	$\frac{\cancel{£25,000}}{50,000}$	£25,000 50,000
4,500 £51,087	Number	-	

READING FOOTBALL CLUB PLC NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 30th JUNE, 1987 (Continued)

Deferred Taxation

4. The potential deferred tax asset at 27% (1986 29%) is in respect of the following:-

	1987 £	1986 £
Accelerated capital allowances	22,015	15,887
Trading losses carried forward	(209,511)	(274,977)
	£(187,496)	£(259,090)

£'00

120-

100 -

60 -

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20

40

60 -

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100-

120-

160-170-

In accordance with the accounting policy of the company the potential asset is not recognised in the accounts.

Capital Expenditure Commitments

 At 30 June, 1987 the company was committed to capital expenditure of approximately £300,000 (1986 £22,500) on the construction of the new clubhouse.

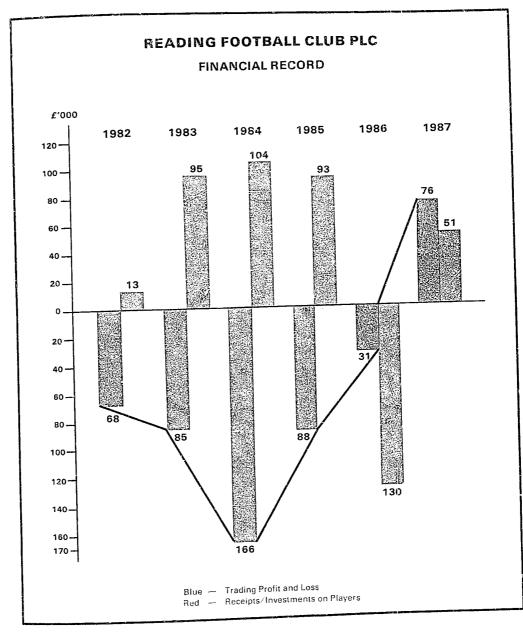
Auditors' report page 3.

TWELVE

1986 £ 15,887 (274,977) £(259,090)

in the accounts.

(1986£22,500) on



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NOTICE OF ILLEGIBLE DOCUMENT ON THE MICROFICHE RECORD

Companies House regrets that the microfiche record for this company contains some data which is illegible.

The poor quality has been noted but unfortunately the steps taken to improve the quality have been unsuccessful.

Companies House would like to apologise for any inconvenience this may cause.