

**The All England Lawn Tennis Club
(Championships) Limited**

**Annual Report and Financial Statements
Year Ended 31 July 2021**



The All England Lawn Tennis Club (Championships) Limited

Annual report and financial statements 2021

Contents	Page
Officers and professional advisers	1
Strategic report	2
Directors' report	5
Statement of directors' responsibilities	10
Independent auditor's report	11
Profit and loss account	15
Statement of comprehensive income	16
Balance sheet	17
Statement of changes in equity	18
Cash flow statement	19
Notes to the financial statements	20

The All England Lawn Tennis Club (Championships) Limited

Annual report and financial statements 2021

Officers and professional advisers

Directors

I L Hewitt (Chairman)
S J Ambrose
R A Baker
K J Havelock
T H Henman OBE
A W L Innes (until 1 December 2020)
D A Jevans CBE
S A Jones LVO
A V Keothavong MBE (appointed 1 December 2020)
Lord O'Donnell GCB KCB CB
R T Stoakes
A J K Tatum
The Hon. H B Weatherill FCA

Officers

S L Bolton OBE (Chief Executive)
R G Atkinson FCMA (Company Secretary and Financial Director)
R C G Deatker (Estate Director)
M J Desmond (Commercial Director) (retired 31 July 2021)
M J Dite (Operations Director)
M W C Guntrip (Club Director)
A D G Henderson (Commercial and Media Director) (appointed 1 August 2021)
W R Jinks (Information Technology Director)
A R Willis (Communication and Marketing Director) (appointed 1 August 2021)

Registered Office

Church Road
Wimbledon
London
SW19 5AE

Bankers

HSBC Bank plc
69 Pall Mall
London
SW1Y 5EZ

Solicitors

CMS Cameron McKenna Nabarro Oslwang LLP
78 Cannon Place
London
EC4N 6AF

Independent Auditor

Deloitte LLP
Statutory Auditor
London
1 New Street Square
EC4A 3HQ

The All England Lawn Tennis Club (Championships) Limited

Strategic report

The All England Lawn Tennis Club (Championships) Limited is a company incorporated in the United Kingdom and registered in England and Wales. The registered address is Church Road, Wimbledon SW19 5AE.

1. Principal activities

The company undertakes the day-to-day operations of, and is the principal contracting party for, The Championships. The Championships are controlled, managed and promoted by the Committee of Management consisting of up to twelve members of the board of the company and up to seven nominees of LTA Operations Limited (the "LTA"). The Committee of Management acts in accordance with the Amended and Restated Principal Agreement (the "Championships Agreement") dated 25 July 2011 made between The All England Lawn Tennis & Croquet Club Limited, Lawn Tennis Association Limited, The All England Lawn Tennis Ground plc (the "Ground Company"), the company and the LTA.

2. Business review

The Championships 2021

Following the cancellation of The Championships 2020 the 134th Championships were held from Monday 28 June to Sunday 11 July 2021 with players competing from more than 60 different countries across the various qualifying and main draw events. The Championships took place as part of the UK Government's Event Research Programme with requirements to adhere to restrictions including capacity and conditions of entry. The weather during the fortnight was wetter than in recent years, with most play on the outside courts lost to rain on the second Tuesday.

The Gentlemen's Singles was won by Novak Djokovic (SRB) who defeated Matteo Berrettini (ITA) 6-7(4), 6-4, 6-4, 6-3. The Ladies' Singles was won by Ashleigh Barty (AUS) who defeated Karolína Pliskova (CZE) 6-3, 6-7(4), 6-3. The Gentlemen's Doubles was won by Nikola Pietrangeli (CRO) and Mate Pavić (CRO), the Ladies' Doubles was won by Su-Wei Hsieh (TPE) and Elsie Mertens (BEL) and the Mixed Doubles was won by Neal Skupski (GBR) and Desirae Krawczyk (USA).

In the UK, the television audience for the Gentlemen's Singles Final peaked at 7.8 million. The Gentlemen's Singles Semi-Finals peaked at 3.7 million and the Ladies' Singles Final at 4.5 million. Digital platforms including Wimbledon.com and mobile apps accounted for 14.5 million unique devices making 49.6 million visits.

Significant contracts

During the year ended 31 July 2021 the company extended its broadcast contract with the BBC as well as signing new a new deal with Nine Australia. Official Supplier agreements were extended with existing partners Ralph Lauren, Robinsons, and Lavazza and a new agreement with Sipsmiths.

Championships capital expenditure

During the year, in addition to a number of smaller items of capital expenditure, the multi-year project to replace key components of the Centre Court roof continued, upgrades were made to the Gate 1 entrance and upgrades made to some broadcast areas. As a result tangible fixed asset additions during the year totalled £4,686,000 (2020 - £10,144,000).

The All England Lawn Tennis Club (Championships) Limited

Strategic report (continued)

2. Business review (continued)

Future activities

The company expects The Championships to continue to be its main activity. Accordingly, many long term contracts are in place with customers and suppliers. All decisions with respect to the future activities, long term contracts and operational activities are reviewed and agreed by the relevant committees and presented to the board for approval. The company and its stakeholders are committed to upholding the integrity of tennis acting in the best interests of the sport and hosting The Championships.

Related parties

On 25 July 2011 The All England Lawn Tennis & Croquet Club Limited, Lawn Tennis Association Limited, the Ground Company, the company and LTA signed an agreement setting out arrangements governing their relationship in respect of The Championships for at least 40 years from 1 August 2013.

Under this agreement the company is entitled to a 10% share of the surplus generated by The Championships and the Ground Company has continued to be paid a facility fee in respect of the company's use of the Grounds at Church Road, Wimbledon.

3. Company results

The company reported turnover of £287,970,000 (2020 - £3,810,000).

The company reported an operating profit of £43,331,000 (2020 - £40,452,000) which includes other operating income received from the insurance policy following cancellation of The Championships 2020 totalling £6,673,000, and a Net Available Surplus from The Championships available for division under the Championships Agreement to LTA Operations Limited of £38,829,000 (2020 - £35,892,000).

After the division of the surplus, the company reported profit before taxation of £7,025,000 (2020 - £5,403,000) and profit after taxation of £5,500,000 (2020 - £4,607,000). A dividend of £8,000,000 (2020 - £nil) was declared and paid during the year.

As at 31 July 2021, the company's cash balance stood at £60,253,000 (2020 - £48,884,000) and its net assets at £19,337,000 (2020 - £20,098,000).

4. Principal operational risks and uncertainties

The company has continued to evaluate its principal operational risks and uncertainties. The below remain significant for management and the directors to monitor and are being closely considered in preparation for The Championships 2022.

Income from broadcasters represents more than half of the company's turnover and a small number of key broadcast markets, notably the UK and the USA, provide the majority of that income. The company is, therefore, exposed to the risk that such income may fall, for example, due to changes in market dynamics or regulatory regimes in these key broadcast markets. The company manages these risks by agreeing long term contracts with broadcasters. In this context contracts have been signed with the BBC in the UK up to and including the Championships 2027 and with ESPN in the USA running up to and including the Championships 2023.

The All England Lawn Tennis Club (Championships) Limited

Strategic report (continued)

4. Principal operational risks and uncertainties (continued)

Income from tickets is also a significant source of the company's turnover. Demand for tickets for The Championships has been robust in recent years with applications for tickets through the public ballot meaningfully exceeding supply, and substantial demand for online ticket purchases for the Championships 2021 following the decision to rollover the 2020 ballot to 2022. However, the company accepts that demand is dependent on the popularity of tennis as a sport and the board consciously tries to ensure that tickets are reasonably priced.

Income from companies who are Official Suppliers of services to The Championships, including the Official Hospitality partner, is another significant source of turnover. The company agrees long term contracts wherever possible with these corporate customers.

Certain costs of staging The Championships are subject to risks: the need to offer competitive and attractive prize money; elevated levels of terrorist threat and related security measures; energy prices; and government regulation including restrictions as a result of the Covid-19 pandemic. All of which can cause costs to increase significantly faster than the headline inflation rate.

Following the Covid-19 pandemic, there is an additional risk in that cancellation insurance against Covid-19 and other communicable diseases may not be obtainable for future years.

5. Section 172 reporting

The directors have always taken decisions for the long term and collectively and individually aim to always uphold the highest standards of conduct. The directors understand that the business can only grow and prosper over the long term by understanding and respecting the views and needs of key stakeholders.

As the principal activity of the company is to undertake the day-to-day operations of The Championships, the board balances outcomes for key stakeholders as set out in the Strategic Report and Directors' Report with respect to the interests of employees, suppliers, the community and the environment. As a wholly owned subsidiary of The All England Lawn Tennis & Croquet Club Limited, key stakeholders are aligned with the ultimate parent company. Reporting requirements in accordance with s172 have been included within the Strategic Report and relevant sections in the Directors' Report with respect to interests of employees, suppliers, the community and the environment.

6. Key performance indicators

The company considers a range of quantitative performance measures to gauge the success of The Championships including television audiences, ballot applications, attendance figures and the surplus generated. The company also undertakes surveys of tennis fans around the world, players, spectators and debenture holders to understand the success and areas for enhancement.

The board assesses the key performance indicators each year. Attendance figures were very pleasing given the uncertainty and hosting of the tournament in accordance with social distancing protocols.

The strategic report was approved by the board of directors and signed on its behalf by:



R G Atkinson
Company Secretary
14 October 2021
Church Road
Wimbledon
London
SW19 5AE

The All England Lawn Tennis Club (Championships) Limited

Directors' report

The directors submit their annual report and the audited financial statements for the year ended 31 July 2021.

1. Company results

The company reported a profit before tax of £7,025,000 (2020 - £5,403,000). An £8,000,000 dividend was declared and paid during the year (2020 - £nil). No dividends have been proposed for after year end.

2. Directors

The directors who served during the year and to the date of this report, except where noted, were as follows:

I L Hewitt (Chairman)
S J Ambrose
R A Baker
K J Havelock
T H Henman OBE
A W L Innes (until 1 December 2020)
D A Jevans CBE
S A Jones LVO
A V Keothavong MBE (appointed 1 December 2020)
Lord O'Donnell GCB KCB CB
R T Stoakes
A J K Tatum
The Hon. H B Weatherill FCA

The company has made qualifying third party indemnity provisions for the benefit of its directors which were made during the period and remain in force at the date of this report.

3. Going concern

The Net Available Surplus arising from The Championships is payable to LTA Operations Limited under the Championships Agreement. The Net Available Surplus arising for The Championships 2021 will be paid in instalments as discussed with the LTA to ensure appropriate resources remain with The Championships to fund the Championships 2022 and paid to the LTA for its ongoing operations. The board monitors the cash flows relating to The Championships to ensure sufficient funds are available for the preparation of the following year's Championships.

A significant surplus was achieved in 2021 following a year of uncertainty. The board focused on the available cashflows throughout the year and continues to do so in planning for The Championships 2022. The board will continue to plan for any Covid-19 protocols which could require additional expenditure to enact such protocols and impact income from The Championships 2022. Following completion of a detailed going concern assessment the board remains confident that sufficient funding is available to continue operations.

The board is satisfied that, on the basis of The Championships' cash flow projections and the funding sources in place, it is appropriate for the financial statements to be prepared on a going concern basis.

The All England Lawn Tennis Club (Championships) Limited

Directors' report (continued)

4. Charitable contributions

During the year the company made charitable donations of £1,031,000 (2020 - £1,040,000). In previous years donations included funds collected through the resale of show court tickets and the sale of tickets to the No.1 Court Celebration which were donated to the Wimbledon Foundation.

5. Disabled employees

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

6. Employee consultation

During the year, the policy of providing employees with information about The Championships including a review of financial and economic factors has been continued through internal media channels in which employees have also been encouraged to present their suggestions and views. Regular meetings are held between management and employees to allow a free flow of information and ideas. In the current year there has continued to be a strong focus on providing support to staff in a remote working environment. With social distancing restrictions being in place for most of the year staff surveys continued to be used to understand the needs and demands of employees. This is in addition to the regular one-to-one meetings and wellbeing workshops.

7. Supplier consultation

The company values its relationships with its suppliers, partners and all attendees at The Championships. It conducts a survey annually of its partners and actions are taken to ensure any issues are resolved to ensure the smooth delivery of future Championships. In addition, ticket holders are invited to complete a feedback survey following attendance at The Championships and workshops are held to discuss and address feedback received.

8. Sustainability and the community

The Streamlined Energy and Carbon Reporting ("SECR") requirement has been disclosed in The All England Lawn Tennis & Croquet Club Limited consolidated financial statements. Details of our wider environment positive approach are outlined in more detail at www.wimbledon.com/sustainability

The company has a strong responsibility to the local community and is committed to fostering the best interests of tennis both nationally and internationally. During the year The Championships worked with five local charities supported by Wimbledon Foundation to provide recruitment opportunities for young people at this year's Championships. Where possible the company will support local businesses and as part of the wider All England Lawn Tennis & Croquet Club Limited group has invested into local tennis facilities at its Sports Ground in Raynes Park which is available to the local community. As set out above the company makes donations to The Wimbledon Foundation annually which makes grants to charities locally, nationally and internationally.

The All England Lawn Tennis Club (Championships) Limited

Directors' report (continued)

9. Financial risk management objectives and policies

The board recognises that the company's activities expose it to a number of financial risks including price risk, credit risk, liquidity and cash flow risk, exchange rate risk and cyber risk. The board recognises these risks and the importance of managing them through the company's Finance and Risk Management Committee.

Price risk

The company is exposed to price risk on some elements of its cost base. With around 5,000 people employed or engaged as contractors at The Championships, labour cost pressures can have an adverse effect. Also, with heavy usage of electricity and gas, energy prices can have an adverse effect.

The board receives reports regularly giving financial projections highlighting any price risks and drawing attention to mitigating measures.

Credit risk

The company's financial assets are primarily investments, cash and receivables. The investments consist of units in a balanced fund managed by Baillie Gifford & Co. The company ensures that suitable custody arrangements are in place.

The credit risk on liquid funds is limited because HSBC, the counterparty, is a bank which has strong credit ratings assigned by international credit rating agencies and which has not required any explicit government support.

The company's credit risk is attributable to receivables with a small number of customers accounting for a large proportion of turnover. The board is aware of this concentration of risk but is reassured that its material receivables are with large companies with strong credit ratings or with government owned broadcasters such as the BBC.

Liquidity and cash flow risk

The Net Available Surplus for division from The Championships in 2021 is payable to the LTA under the Championships Agreement. The surplus for a particular year's Championships is paid in instalments usually prior to the end of the subsequent year. Cash receipts in respect of a particular year's Championships are received, often in instalments, during the calendar year. Cash outlays in respect of a particular year's Championships are made throughout the calendar year in which The Championships take place but start in the second half of the previous calendar year.

This leaves the company exposed to liquidity and cash flow risk as it balances its operating cash flow for the current year's Championships with the need to pay the surplus from the prior year's Championships to the LTA under the Championships Agreement. The board monitors the cash flows relating to The Championships to ensure sufficient funds are available for the preparation of the following year's Championships. Discussions will be regularly held with the LTA to agree timing of payment of the surplus to ensure appropriate resources remain with the company for funding The Championships 2022 and paid to the LTA for its ongoing operations.

The All England Lawn Tennis Club (Championships) Limited

Directors' report (continued)

9. Financial risk management objectives and policies (continued)

Exchange rate risk

A material proportion of the company's income, mostly from broadcast contracts, is denominated in US dollars and euros. The board understands that the company faces an exposure to fluctuations in the sterling value of these contracts as exchange rates change over time.

The company's Finance and Risk Management Committee is tasked with managing this exposure. It has followed a default policy of entering into hedging forward contracts a year or more in advance of cash being received but only doing so when binding income contracts are in place. In certain circumstances the Committee can choose to employ an alternative policy under which certain US dollar exposures are hedged against the US dollar value of The Championships' prize money. Where appropriate spot transactions and forward contracts within the financial year are undertaken for non-contractual receipts. Such forward contracts help eliminate uncertainty and provide a sound basis for financial planning. Note 16 to the financial statements provide details of contracts outstanding at the balance sheet date.

Cyber risk

The company has a large digital presence and attracts significant public interest, particularly in the build up to and during The Championships. The board understands that it faces risk of hostile cyber attacks either to obtain personal data or to cause public relations problems, possibly as a platform to draw attention to any hacker's own causes.

The company has an IT and communications policy and ensures staff are fully compliant with all policies to avoid inadvertent leaks. It undertakes regular tests of the IT infrastructure and works with its Information Technology partner, IBM, to host its website and monitor external systems.

10. Auditor

Each of the persons who is a director at the date of approval of this report confirms that:

- so far as the director is aware, there is no relevant audit information of which the company's auditor is unaware; and
- the director has taken all the steps that he or she ought to have taken as a director in order to make himself or herself aware of any relevant audit information and to establish that the 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.

Deloitte LLP were appointed as auditor on 16 March 2011 and have indicated their willingness to be reappointed for another term. Appropriate arrangements have been put in place for them to be deemed reappointed as auditor in the absence of an AGM.

The All England Lawn Tennis Club (Championships) Limited

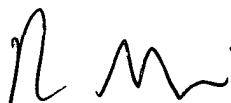
Directors' report (continued)

11. Future developments and post balance sheet events

The directors expect to return to full capacity for The Championships 2022. The general level of activity is expected to return to and exceed the levels of 2019 as broadcast contracts and Official Supplier contracts and relationships are extended and developed. The company will continue to monitor fluctuation in exchange rates and the impact on broadcast contracts and prize money comparisons. The operations of The Championships 2022 will be planned considering any ongoing Covid-19 protocols that are required.

There were no post balance sheet events expected as at the date of this report.

This report was approved by the board of directors and signed on its behalf by:



R G Atkinson
Company Secretary
14 October 2021
Church Road
Wimbledon
London
SW19 5AE

The All England Lawn Tennis Club (Championships) Limited

Statement of directors' responsibilities

The directors are responsible for the preparation of the annual report and financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law), including Financial Reporting Standard 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 company and of the profit or loss of the company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking steps for the prevention and detection of fraud and other irregularities.

Independent auditor's report to the Members of The All England Lawn Tennis Club (Championships) Limited

Report on the audit of the financial statements

Opinion

In our opinion the financial statements of The All England Lawn Tennis Club (Championships) Limited (the "company"):

- give a true and fair view of the state of the company's affairs as at 31 July 2021 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 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.

We have audited the financial statements which comprise:

- the profit and loss account;
- the statement of comprehensive income;
- the balance sheet;
- the statement of changes in equity;
- the cash flow statement; and
- the related notes 1 to 25.

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report.

We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the Financial Reporting Council's (the "FRC's") Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Independent auditor's report to the Members of The All England Lawn Tennis Club (Championships) Limited (continued)

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The directors are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Responsibilities of directors

As explained more fully in the directors' responsibilities statement, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the 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 the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

A further description of our responsibilities for the audit of the financial statements is located on the FRC's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Independent auditor's report to the Members of The All England Lawn Tennis Club (Championships) Limited (continued)

We considered the nature of the company's industry and its control environment, and reviewed the company's documentation of their policies and procedures relating to fraud and compliance with laws and regulations. We also enquired of management about their own identification and assessment of the risks of irregularities.

We obtained an understanding of the legal and regulatory frameworks that the company operates in, and identified the key laws and regulations that:

- had a direct effect on the determination of material amounts and disclosures in the financial statements. These included UK Companies Act, UK pensions legislation and UK tax legislation; and
- do not have a direct effect on the financial statements but compliance with which may be fundamental to the company's ability to operate or to avoid a material penalty.

We discussed among the audit engagement team including relevant internal specialists such as valuations, pensions and IT regarding the opportunities and incentives that may exist within the organisation for fraud and how and where fraud might occur in the financial statements.

As a result of performing the above, we identified the greatest potential for fraud in the following areas, and our specific procedures performed to address them are described below:

- Recognition of broadcasting and official supplier income:
We evaluated the design and implementation of key controls relevant to the income cycle. We reviewed the key broadcasting and official supplier contracts. We audited the completeness and accuracy of revenue recognised in respect of these contracts by agreement to bank statement and other audit evidence.
- Capitalisation of fixed assets:
We evaluated the design and implementation of key controls relevant to the capitalisation cycle. We performed substantive testing of the accuracy and classification of fixed assets capitalised in the period by agreement to supporting audit evidence. We assessed the useful economic lives applied to a sample of additions in the period by comparison to the capitalisation policy.

In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override. In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments; assessed whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluated the business rationale of any significant transactions that are unusual or outside the normal course of business.

In addition to the above, our procedures to respond to the risks identified included the following:

- reviewing financial statement disclosures by testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- enquiring of management and external legal counsel concerning actual and potential litigation and claims, and instances of non-compliance with laws and regulations; and
- reading minutes of meetings of those charged with governance

Independent auditor's report to the Members of The All England Lawn Tennis Club (Championships) Limited (continued)

Report on other legal and regulatory requirements

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the strategic report and the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified any material misstatements in the strategic report or the directors' report.

Matters on which we are required to report by exception

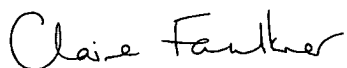
Under the Companies Act 2006 we are required to report in respect of the following matters if, in our opinion:

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

We have nothing to report in respect of these matters.

Use of our report

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.



Claire Faulkner FCA (Senior Statutory Auditor)
For and on behalf of Deloitte LLP
Statutory Auditor
London, United Kingdom

14 October 2021

The All England Lawn Tennis Club (Championships) Limited

Profit and loss account Year ended 31 July 2021

	Notes	2021 £000	2020 £000
Turnover	1,3	287,970	3,810
Cost of sales		(172,004)	(80,874)
Gross profit/(loss)		115,966	(77,064)
Other operating income	4	6,673	174,000
Administrative expenses		(79,308)	(56,484)
Operating profit		43,331	40,452
Net finance income	5	2,523	843
		45,854	41,295
Division of Net Available Surplus arising from The Championships To LTA Operations Limited		(38,829)	(35,892)
Profit before taxation	6	7,025	5,403
Taxation charge	7	(1,525)	(796)
Profit after taxation		5,500	4,607

All results derive from continuing operations in the United Kingdom.

The All England Lawn Tennis Club (Championships) Limited

Statement of comprehensive income Year ended 31 July 2021

	Notes	2021 £000	2020 £000
Profit for the financial year		5,500	4,607
Cash flow hedges			
Gains arising during the period	16	1,541	1,627
Actuarial gain/(loss) on defined benefit pension scheme	20	198	(2,366)
Total comprehensive income		<u>7,239</u>	<u>3,868</u>

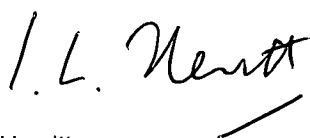
There is no tax effect of the above items.

The All England Lawn Tennis Club (Championships) Limited

Balance sheet As at 31 July 2021

	Notes	2021 £000	2020 £000
Fixed assets			
Tangible assets	9	36,727	39,159
Intangible assets	10	3,203	3,718
Investments	11	13,643	11,011
Net pension asset	20	4,646	4,444
		<u>58,219</u>	<u>58,332</u>
Current assets			
Stock	12	2,270	2,884
Debtors	13	22,908	34,932
Cash at bank and in hand		60,253	48,884
		<u>85,431</u>	<u>86,700</u>
Creditors: amounts falling due within one year	14	(122,152)	(123,792)
Net current liabilities		<u>(36,721)</u>	<u>(37,092)</u>
Total assets less current liabilities		21,498	21,240
Provision for liabilities and charges	17	(2,161)	(1,142)
Net assets		<u>19,337</u>	<u>20,098</u>
Capital and reserves			
Share capital	18	5,000	5,000
Profit and loss account		12,674	14,976
Hedging reserve		1,663	122
Shareholders' funds		<u>19,337</u>	<u>20,098</u>

These financial statements of The All England Lawn Tennis Club (Championships) Limited, company number 07546773, were approved by the board of directors on 14 October 2021 and signed on its behalf by:



I L Hewitt
Chairman

The All England Lawn Tennis Club (Championships) Limited

Statement of changes in equity As at 31 July 2021

	Share capital £000	Hedging reserve £000	Profit and loss account £000	Total £000
At 1 August 2019	5,000	(1,505)	12,735	16,230
Profit for the financial year	-	-	4,607	4,607
Change in fair value of forward contract valuation (see note 16)	-	1,627	-	1,627
Pension charge to comprehensive income (see note 20)	-	-	(2,366)	(2,366)
Total comprehensive income	-	1,627	2,241	3,868
Dividend	-	-	-	-
At 31 July 2020	5,000	122	14,976	20,098
Profit for the financial year	-	-	5,500	5,500
Change in fair value of forward contract valuation (see note 16)	-	1,541	-	1,541
Pension credit to comprehensive income (see note 20)	-	-	198	198
Total comprehensive income	-	1,541	5,698	7,239
Dividend	-	-	(8,000)	(8,000)
At 31 July 2021	5,000	1,663	12,674	19,337

The All England Lawn Tennis Club (Championships) Limited

Cash flow statement Year ended 31 July 2021

	Notes	2021 £000	2020 £000
Net cash inflow from operating activities prior to division of surplus	19	73,035	50,826
Division to LTA Operations Limited – prior years surplus		(47,768)	(33,000)
Net cash inflow from operating activities after division of surplus		25,267	17,826
Cash flows from investing activities			
Interest received		90	127
Interest paid and similar charges		(259)	(711)
Dividend paid		(8,000)	-
Purchase of fixed assets		(5,729)	(13,464)
Net cash outflows from investing activities		(13,898)	(14,048)
Net increase in cash		11,369	3,778
Cash at the beginning of the year		48,884	45,106
Cash at the end of the year		60,253	48,884

The All England Lawn Tennis Club (Championships) Limited

Notes to the financial statements Year ended 31 July 2021

1. Accounting policies

The company undertakes the day-to-day operations of, and is the principal contracting party for, The Championships. The Championships are controlled, managed and promoted by the Committee of Management consisting of twelve members nominated by the company and up to seven nominees of LTA Operations Limited. The Committee of Management acts in accordance with the Amended and Restated Principal Agreement (the "Championships Agreement") dated 25 July 2011 made between The All England Lawn Tennis & Croquet Club Limited, Lawn Tennis Association Limited, The All England Lawn Tennis Ground plc, the company and LTA Operations Limited.

These financial statements reflect the activities of the company, including the results of, and the division of the surplus arising from, The Championships. The company is a private company limited by shares incorporated in the United Kingdom under the Companies Act 2006 and is registered in England and Wales. Its registered address is Church Road, Wimbledon, London SW19 5AE.

The functional currency of the Company is considered to be pounds sterling because that is the currency of the primary economic environment in which the company operates.

The principal accounting policies are summarised below. All have been applied consistently throughout the year and preceding year for the company.

Accounting convention

These financial statements have been prepared under the historical cost convention, modified to include certain items at fair value, and in accordance with the Financial Reporting Standard (FRS 102) issued by the Financial Reporting Council and comply with the Companies Act 2006.

Going concern

The Net Available Surplus arising from The Championships is payable to LTA Operations Limited under the Championships Agreement. The Net Available Surplus arising for The Championships 2021 will be paid in instalments as discussed with the LTA to ensure appropriate resources remain with The Championships to fund the 2022 Championships and paid to the LTA for its ongoing operations. The board monitors the cash flows relating to The Championships to ensure sufficient funds are available for the preparation of the following year's Championships.

A significant surplus was achieved in 2021 following a year of uncertainty. The board focused on the available cashflows throughout the year and continues to do so in planning for The Championships 2022. The board will continue to plan for any Covid-19 protocols which could require additional expenditure to enact such protocols and impact income from The Championships 2022. Following completion of a detailed going concern assessment the board remains confident that sufficient funding is available to continue operations.

The board is satisfied that, on the basis of The Championships' cash flow projections and the funding sources in place, it is appropriate for the financial statements to be prepared on a going concern basis.

The All England Lawn Tennis Club (Championships) Limited

Notes to the financial statements (continued) Year ended 31 July 2021

1. Accounting policies (continued)

Turnover

Turnover represents amounts receivable for ticket, broadcast, marketing, retail, food and drink income arising in the normal course of business, net of trade discounts, VAT and other sales related taxes. Turnover from the supply of services represents the value of services provided under contracts to the extent that there is a right to consideration and is recorded at the value of the consideration due. Where a contract has only been partially completed at the balance sheet date, turnover represents the value of the service provided to date based on a proportion of the total contract value. Where payments are received from customers in advance of services provided, the amounts are recorded as deferred income and included as part of creditors due within one year.

The Championships provides tickets to holders of debentures issued by the Ground Company along with access to debenture facilities during The Championships. Revenue is recognised in respect of these at an assumed rate based on receipts received by Ground Company.

Other operating income

Income from insurance has been recognised in the year only at the point that it is virtually certain.

Tangible fixed assets

Tangible fixed assets are stated at cost, net of depreciation and any provision for impairment. Depreciation is provided on all the cost of each asset on a straight-line basis over its expected useful life, as follows:

Land & buildings	2% - 20% per annum
Motor vehicles	25% per annum
Plant & machinery	10% - 20% per annum
Computer hardware & software	20% - 33% per annum

A full year of depreciation is recorded in the first year of use.

Intangible assets

Intangible assets are stated at cost, net of amortisation and any provision for impairment. Amortisation is recognised as an administrative expense in the Profit and Loss account and provided on the cost of each asset on a straight-line basis over its expected useful life, as follows:

Website architecture	20% per annum
Tournament sanctions	10% per annum

An assessment for impairment is conducted annually, considering future strategic value.

Pension costs

The company operates a defined benefit pension scheme, which requires contributions to be made to a separately administered fund. The scheme was closed to new entrants with effect from 2002 from which date a defined contribution plan has been operating.

For the defined benefit scheme, the amounts charged to operating profit are the costs arising from employee services rendered during the period and the cost of plan introductions, benefit changes, settlements and curtailments. They are included as part of staff costs. Past service costs are recognised immediately in the profit and loss account. The net interest cost on the net defined benefit liability is charged to profit or loss and included within finance costs. Remeasurement comprising actuarial gains and losses and the return on scheme assets (excluding amounts included in net interest on the net defined benefit liability) are recognised immediately in other comprehensive income.

The All England Lawn Tennis Club (Championships) Limited

Notes to the financial statements (continued) **Year ended 31 July 2021**

1. Accounting policies (continued)

Pension costs (continued)

Defined benefit schemes are funded, with the assets of the scheme held separately from those of the Group, in separate trustee administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit method. The actuarial valuations are obtained at least triennially and are updated at each balance sheet date.

For defined contribution schemes the amount charged to the profit and loss account in respect of pension costs and other retirement benefits is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the balance sheet.

Other long-term employee benefits are measured at the present value of the benefit obligation at the reporting date.

Deferred taxation

Deferred tax is recognised in respect of all timing differences that have originated but not reversed at the balance sheet date where transactions or events that result in an obligation to pay more tax in the future or a right to pay less tax in the future have occurred at the balance sheet date. Timing differences are differences between the company's taxable profits and its results as stated in the financial statements that arise from the inclusion of gains and losses in tax assessments in periods different from those in which they are recognised in the financial statements.

Unrelieved tax losses and other deferred tax assets are recognised only to the extent that, on the basis of all available evidence, it can be regarded as more likely than not that there will be suitable taxable profits from which the future reversal of the underlying timing differences can be deducted.

Deferred tax is measured using the tax rates and laws that have been enacted or substantively enacted by the balance sheet date that are expected to apply to the reversal of the timing difference. Deferred tax relating to property, plant and equipment measured using the revaluation model and investment property is measured using the tax rates and allowances that apply to sale of the asset.

The tax expense or income is presented in the same component of comprehensive income or equity as the transaction or other event that resulted in the tax expense or income.

Current tax assets and liabilities are offset only when there is a legally enforceable right to set off the amounts and the company intends either to settle on a net basis or to realise the asset and settle the liability simultaneously.

Deferred tax assets and liabilities are offset only if: a) the Company has a legally enforceable right to set off current tax assets against current tax liabilities; and b) the deferred tax assets and deferred tax liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities which intend either to settle current tax liabilities and assets on a net basis, or to realise the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

Current taxation

Current taxation, including United Kingdom 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.

Withholding tax deducted from broadcast receipts is included within cost of sales.

The All England Lawn Tennis Club (Championships) Limited

Notes to the financial statements (continued)

Year ended 31 July 2021

1. Accounting policies (continued)

Foreign currency

Transactions in foreign currencies are recorded at the rate of exchange at the date of the transaction, unless covered by a forward exchange contract, in which case the contract rate is used. Monetary assets and liabilities denominated in foreign currencies at the balance sheet date are reported at the rates of exchange prevailing at that date.

Other exchange differences are recognised in profit or loss in the period in which they arise except for exchange differences on transactions entered into to hedge certain foreign currency risks (see below).

Facility fee

A net facility fee is paid to the Ground Company for the use of the Wimbledon Grounds under the Championships Agreement.

Investments

Investments are stated at fair value.

Stock

Stock is stated at the lower of cost based on weighted average and net realisable value. A provision is made for obsolete, slow-moving or defective items where appropriate.

Leases

Rentals under operating leases are charged on a straight-line basis over the lease term, even if the payments are not made on such a basis.

Financial instruments

Financial assets and financial liabilities are recognised when the company becomes a party to the contractual provisions of the instrument.

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting all of its liabilities.

Financial assets and liabilities

All financial assets and liabilities are initially measured at transaction price (including transaction costs), except for those financial assets classified as at fair value through profit or loss, which are initially measured at fair value (which is normally the transaction price excluding transaction costs), unless the arrangement constitutes a financing transaction. If an arrangement constitutes a financing transaction, the financial asset or financial liability is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

The All England Lawn Tennis Club (Championships) Limited

Notes to the financial statements (continued) Year ended 31 July 2021

1. Accounting policies (continued)

Financial instruments (continued)

Non-current debt instruments which meet the following conditions are subsequently measured at amortised cost using the effective interest method:

- (a) Returns to the holder are (i) a fixed amount; or (ii) a fixed rate of return over the life of the instrument; or (iii) a variable return that, throughout the life of the instrument, is equal to a single referenced quoted or observable interest rate; or (iv) some combination of such fixed rate and variable rates, providing that both rates are positive.
- (b) There is no contractual provision that could, by its terms, result in the holder losing the principal amount or any interest attributable to the current period or prior periods.
- (c) Contractual provisions that permit the issuer to prepay a debt instrument or permit the holder to put it back to the issuer before maturity are not contingent on future events, other than to protect the holder against the credit deterioration of the issuer or a change in control of the issuer, or to protect the holder or issuer against changes in relevant taxation or law.
- (d) There are no conditional returns or repayment provisions except for the variable rate return described in (a) and prepayment provisions described in (c).

Debt instruments that are classified as payable or receivable within one year and which meet the above conditions are measured at the undiscounted amount of the cash or other consideration expected to be paid or received, net of impairment. Other debt instruments not meeting these conditions are measured at fair value through the profit and loss account.

Financial assets are derecognised when and only when a) the contractual rights to the cash flows from the financial asset expire or are settled, b) the company transfers to another party substantially all of the risks and rewards of ownership of the financial asset, or c) the company, despite having retained some significant risks and rewards of ownership, has transferred control of the asset to another party and the other party has the practical ability to sell the asset in its entirety to an unrelated third party and is able to exercise that ability unilaterally and without needing to impose additional restrictions on the transfer.

Financial liabilities are derecognised only when the obligation specified in the contract is discharged, cancelled or expires.

Derivative financial instruments

The Championships uses derivative financial instruments to reduce exposure to foreign exchange risk. The Championships does not hold or issue derivative financial instruments for speculative purposes.

Derivatives are initially recognised at fair value at the date the derivative contract is entered into and are subsequently remeasured at their fair value at each reporting date. The resulting gain or loss is recognised in profit and loss immediately unless the derivative is designated and effective as a hedging instrument, in which event the timing of recognition in profit and loss depends on the nature of the hedge relationship.

Fair value measurement

The best evidence of fair value is a quoted price for an identical asset in an active market. When quoted prices are unavailable, the price of a recent transaction for an identical asset provides evidence of fair value as long as there has not been a significant lapse of time since the transaction took place. If the market is not active and recent transactions of an identical asset on their own are not a good estimate of fair value, the fair value is estimated using a valuation method.

The All England Lawn Tennis Club (Championships) Limited

Notes to the financial statements (continued)

Year ended 31 July 2021

1. Accounting policies (continued)

Financial instruments (continued)

Hedge accounting

The Championships designates certain derivatives as hedging instruments in cash flow hedges.

At the inception of the hedge relationship, The Championships documents the economic relationship between the hedging instrument and the hedged item, along with its risk management objectives and clear identification of the risk in the hedged item that is being hedged by the hedging instrument. Furthermore, at the inception of the hedge The Championships determines and documents causes for hedge ineffectiveness.

The effective portion of changes in the fair value of derivatives that are designated and qualify as cash flow hedges is recognised in other comprehensive income. The gain or loss relating to the ineffective portion is recognised immediately in profit or loss. Amounts previously recognised in other comprehensive income and accumulated in equity are reclassified to profit or loss in the periods in which the hedged item affects profit or loss or when the hedging relationship ends.

Hedge accounting is discontinued when the Group revokes the hedging relationship, the hedging instrument expires or is sold, terminated, or exercised, or no longer qualifies for hedge accounting. Any gain or loss accumulated in equity at that time is reclassified to profit or loss when the hedged item is recognised in profit or loss. When a forecast transaction is no longer expected to occur, any gain or loss that was recognised in other comprehensive income is reclassified immediately to profit or loss.

2. Critical accounting judgements and key sources of estimation uncertainty

In the application of the company accounting policies, which are described in note 1, the directors are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. 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.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period of the revision and future periods if the revision affects both current and future periods.

The following is the key source of estimation uncertainty that the board have made in the process of agreeing the accounting policies and that have the most significant effect on the amounts recognised in the financial statements:

Depreciation

Determining the appropriate componentisation and useful economic life of fixed assets held in order to attribute appropriate depreciation rates. This is in addition to understanding the remaining useful economic lives of the components of each asset to identify that the remaining period over which they are depreciated is appropriate.

No critical judgements have been identified.

The All England Lawn Tennis Club (Championships) Limited

Notes to the financial statements (continued)

Year ended 31 July 2021

3. Segmental reporting

	Turnover £000	Operating profit £000	Profit before tax £000	Net assets £000
Year ended 31 July 2021				
Activities in respect of The Championships	287,970	43,331	-	2,758
Other activities of the company	-	-	7,025	16,579
	<u>287,970</u>	<u>43,331</u>	<u>7,025</u>	<u>19,337</u>
Total activities	<u>287,970</u>	<u>43,331</u>	<u>7,025</u>	<u>19,337</u>
Year ended 31 July 2020				
Activities in respect of The Championships	3,810	40,452	-	1,019
Other activities of the company	-	-	5,403	19,079
	<u>3,810</u>	<u>40,452</u>	<u>5,403</u>	<u>20,098</u>
Total activities	<u>3,810</u>	<u>40,452</u>	<u>5,403</u>	<u>20,098</u>

There are no geographical segments as all turnover is recognised in the UK.

Other activities consist of investing activities in listed investments.

Operating profit includes other operating income, see note 4.

4. Other operating income

Other operating income received in the year reflects income from insurance receipts of £6,673,000 (2020 - £174,000,000) following cancellation of The Championships 2020.

5. Net finance income

	2021 £000	2020 £000
Income from investments	90	128
Movement in fair value of investments	2,632	1,290
Other finance income (see note 20)	60	136
	<u>2,782</u>	<u>1,554</u>
Total finance income	<u>2,782</u>	<u>1,554</u>
Interest payable and similar charges	(259)	(711)
	<u>(259)</u>	<u>(711)</u>
Total finance cost	<u>(259)</u>	<u>(711)</u>
	<u>2,523</u>	<u>843</u>
Net finance income	<u>2,523</u>	<u>843</u>

The All England Lawn Tennis Club (Championships) Limited

Notes to the financial statements (continued)

Year ended 31 July 2021

6. Profit on ordinary activities before taxation

	2021 £000	2020 £000
The profit on ordinary activities before taxation is stated after charging/ (crediting):		
Depreciation of tangible assets	7,082	6,231
Amortisation of intangible assets	515	516
Net facility fee payable to The All England Lawn Tennis Ground plc	19,039	17,805
Operating lease rentals	41	69
Foreign exchange loss	523	1,222
	<u>19,082</u>	<u>19,843</u>
Fees payable to the company auditors for the audit of the company's financial statements	139	86
Total audit fees	<u>139</u>	<u>86</u>
Other services – tax compliance	67	44
Other services – capital allowances	23	38
Total non-audit fees	<u>90</u>	<u>82</u>

The All England Lawn Tennis Club (Championships) Limited

Notes to the financial statements (continued) Year ended 31 July 2021

7. Tax on profit on ordinary activities

	2021 £000	2020 £000
Current tax		
United Kingdom corporation tax at 19% (2020 – 19%)	506	462
Adjustment in respect of prior years	-	(6)
Current year tax charge for the year	506	456
Deferred Tax		
Unrealised gains on investments	500	245
Impact of change in tax rate	519	95
Deferred tax charge	1,019	340
Total tax charge on profit on ordinary activities	1,525	796
Reconciliation of total taxation charge		
Profit on ordinary activities before taxation	7,025	5,403
Tax charge on profit on ordinary activities at 19% (2020 - 19%)	1,335	1,026
Factors affecting charge:		
Non-taxable income	(18)	(24)
Group relief claimed for nil consideration	(311)	(295)
Impact of change in tax rate	519	95
Adjustment in respect of prior years	-	(6)
Current taxation charge for the year	1,525	796

The standard rate of UK corporation tax applied throughout the year was 19%.

An increase in the rate of corporation tax to 25% will be effective from April 2023. This was substantively enacted at the balance sheet date and therefore deferred tax has been calculated at the rate of 25% (2020:19%).

The All England Lawn Tennis Club (Championships) Limited

Notes to the financial statements (continued) Year ended 31 July 2021

8. Staff costs

The average monthly number of employees was:

	2021 No.	2020 No.
Year round staff	372	403

Their aggregate remuneration comprised:

	2021 £000	2020 £000
Wages and salaries	19,362	18,255
Social security costs	2,247	2,158
Other pension costs	1,625	1,438
	23,234	21,851

In the current year 838 further staff were employed on short term contracts to support The Championships during June and July (June and July 2020 - nil).

Directors' emoluments

The directors received no remuneration during the year (2020 - £nil).

9. Tangible assets

	Land & buildings £000	Computer equipment £000	Plant & machinery £000	Motor vehicles £000	Total £000
Cost					
At 1 August 2020	63,107	5,512	4,034	424	73,077
Additions	4,532	-	131	23	4,686
Disposals	(36)	-	-	-	(36)
At 31 July 2021	67,603	5,512	4,165	447	77,727
Accumulated depreciation					
At 1 August 2020	(25,072)	(5,362)	(3,133)	(351)	(33,918)
Disposals	-	-	-	-	-
Charge for the year	(6,682)	(104)	(272)	(24)	(7,082)
At 31 July 2021	(31,754)	(5,466)	(3,405)	(375)	(41,000)
Net book value					
At 31 July 2020	38,035	150	901	73	39,159
At 31 July 2021	35,849	46	760	72	36,727

Depreciation was not charged on assets totalling £nil (2020: £9,092,000) which were completed by 31 July 2021 but did not become available for use prior to that date.

The All England Lawn Tennis Club (Championships) Limited

Notes to the financial statements (continued) Year ended 31 July 2021

10. Intangible Assets

	Website development £000	Tournament Sanctions £000	Total £000
Cost			
At 31 July 2020	768	3,620	4,388
Additions	-	-	-
At 31 July 2021	768	3,620	4,388
Accumulated amortisation			
At 31 July 2020	(308)	(362)	(670)
Charge for the year	(153)	(362)	(515)
At 31 July 2021	(461)	(724)	(1,185)
Net book value			
At 31 July 2020	460	3,258	3,718
At 31 July 2021	307	2,896	3,203

11. Investments

	2021		2020	
	Fair value £000	Cost £000	Fair value £000	Cost £000
Listed Investments:				
Unitised investment funds	13,643	5,000	11,011	5,000
	<u>13,643</u>	<u>5,000</u>	<u>11,011</u>	<u>5,000</u>

The fair value of listed investments was determined with reference to quoted market price at reporting date.

12. Stock

Stock of £2,270,000 (2020: £2,884,000) was held at the year end. Stock recognised in cost of sales during the year as an expense was £2,237,000 (2020 - £526,000).

A gain of £5,000 (2020 – loss £1,143,000) was recognised in cost of sales during the year due to gains on stock previously written off. In the prior year this related to obsolete stock following cancellation of The Championships 2020 and shrinkage.

The All England Lawn Tennis Club (Championships) Limited

Notes to the financial statements (continued)

Year ended 31 July 2021

13. Debtors: Amounts falling due within one year

	2021 £000	2020 £000
Trade debtors	14,758	1,136
Amount due from The All England Lawn Tennis & Croquet Club Limited	1	11
Amount due from The Wimbledon Foundation	11	5
Amount due from The Wimbledon Park Golf Club	-	92
VAT and other debtors	4,568	17,755
Prepayments and accrued income	1,838	15,535
Derivative financial instrument (see note 16)	1,732	398
	<u>22,908</u>	<u>34,932</u>

Related party balances are repayable on demand, and do not incur interest.

14. Creditors: amounts falling due within one year

	2021 £000	2020 £000
Trade creditors	14,910	62,995
Amount due to The All England Lawn Tennis Ground plc	1,923	95
Amount due to The Wimbledon Park Golf Club	2	-
Amount payable to LTA Operations Limited	38,708	53,769
Corporation tax	330	122
Taxation and social security	2,721	626
Accruals, sundry creditors and deferred income	63,489	5,909
Derivative financial instruments (see note 16)	69	276
	<u>122,152</u>	<u>123,792</u>

Related party balances are repayable on demand, and do not incur interest.

The All England Lawn Tennis Club (Championships) Limited

Notes to the financial statements (continued)

Year ended 31 July 2021

15. Financial instruments

The carrying value of financial assets and liabilities are summarised by category below

	2021 £000	2020 £000
Financial assets		
Measured at fair value and designate in an effective hedging relationship		
Derivative financial assets – forward currency contracts (see note 16)	1,732	398
Measured at undiscounted amount receivable		
Trade and other debtors (see note 13)	14,758	1,136
Other debtors (see note 13)	4,568	17,755
Accrued income (see note 4)	-	12,000
Amounts due from related parties (see note 13)	12	108
Measured at amortised cost		
Cash at bank and in hand	60,253	48,884
	<u>81,323</u>	<u>80,281</u>
Financial liabilities		
Measured at fair value and designate in an effective hedging relationship		
Derivative financial liabilities – forward currency contracts (see note 16)	69	276
Measured at undiscounted amount payable		
Trade creditors (see note 14)	14,910	62,995
Accruals (see note 14)	33,290	5,930
Amounts due to related parties (see note 14)	40,633	53,864
	<u>88,902</u>	<u>123,065</u>

16. Derivative financial instruments

	Due within one year		Due after one year	
	2021 £000	2020 £000	2021 £000	2020 £000
Financial assets				
Measured at fair value and designate in an effective hedging relationship				
Derivative financial assets – forward currency contracts	1,732	398	-	-
	<u>1,732</u>	<u>398</u>	<u>-</u>	<u>-</u>
Financial liabilities				
Measured at fair value and designate in an effective hedging relationship				
Derivative financial liabilities – forward currency contracts	(69)	(276)	-	-
	<u>(69)</u>	<u>(276)</u>	<u>-</u>	<u>-</u>
Net hedging reserve	<u>1,663</u>	<u>122</u>	<u>-</u>	<u>-</u>

The All England Lawn Tennis Club (Championships) Limited

Notes to the financial statements (continued) Year ended 31 July 2021

16. Derivative financial instruments (continued)

Foreign currency contracts

Forward foreign currency contracts are valued using quoted forward exchange rates.

The Championships have entered into a number of forward contracts to sell US dollars and Euros to manage the effect of future exchange rate fluctuations on foreign currency receipts from contracted income in the years to 2022.

	Average contractual exchange rate		Notional value		Fair value	
	2021	2020	2021 £000	2020 £000	2021 £000	2020 £000
Sell Euros						
Less than one year	1.12	1.14	8,920	7,881	9,274	7,628
Sell US dollars						
Less than one year	1.35	1.28	41,501	13,277	42,810	13,652
Total foreign currency contracts			<u>50,421</u>	<u>21,158</u>	<u>52,084</u>	<u>21,280</u>

17. Provisions for liabilities

	2021 £000	2020 £000
Deferred taxation movement in the year		
At 1 August	1,142	802
Deferred taxation charge to profit and loss account		
Current year	500	245
Due to rate change	519	95
	<u>2,161</u>	<u>1,142</u>
Analysis of deferred tax		
Unrealised gains on investments	<u>2,161</u>	<u>1,142</u>
Closing balance	<u>2,161</u>	<u>1,142</u>

Deferred taxation is provided for at rates expected to apply when the timing differences reverse, based on current tax rates and law. The deferred tax balances carried forward reflect UK corporation tax rate of 25% (2020: 19%).

An increase in the rate of corporation tax to 25% effective from April 2023 was substantively enacted at the balance sheet date and therefore deferred tax has been calculated at the rate of 25% (2020: 19%).

During the year beginning 1 August 2021, the net reversal of the deferred tax liability on fixed asset timing differences is expected to be £nil.

The All England Lawn Tennis Club (Championships) Limited

Notes to the financial statements (continued) Year ended 31 July 2021

18. Called up share capital

	2021 £000	2020 £000
Authorised, called up, allotted and fully paid 5,000,000 Ordinary shares of £1 each	5,000	5,000

19. Cash flow statement

Reconciliation of operating profit to operating cash flows:

	2021 £000	2020 £000
Operating profit	43,331	40,452
Depreciation and other amounts written off tangible fixed assets	7,082	6,231
Amortisation and other amounts written off intangible fixed assets	515	516
Difference between pension charge and cash contributions	56	46
Non-cash FX derivative movement	1,627	(1,294)
Decrease/(increase) in amount owed by The All England Lawn Tennis & Croquet Club Limited	10	(2)
Increase in amount owed by The Wimbledon Foundation	(6)	(2)
Decrease/(increase) in amount owed by Wimbledon Park Golf Club	94	(121)
Increase/(decrease) in amount owed to The All England Lawn Tennis Ground Plc	1,828	(2,306)
Decrease in amount owed to LTA Operations Limited	(6,122)	(1,729)
Decrease/(increase) in stock	614	(1,483)
Decrease/(increase) in debtors	12,864	(17,293)
Increase in creditors	11,441	28,667
Corporation tax paid	(299)	(856)
Net cash inflow from operating activities prior to division of surplus	73,035	50,826

20. Pension schemes

Defined contribution schemes

A defined contribution scheme operates for all qualifying employees. The total expense charged to profit and loss in the year ended 31 July 2021 was £1,288,000 (2020 - £1,122,000). The unpaid employer's contributions outstanding at year end were £130,000 (2020 - £114,000).

Defined benefit schemes

The AELTC operates a defined benefit pension scheme on behalf of The Championships. The assets of the scheme are held in a separate trustee administered fund.

The Scheme is a defined benefit pension scheme. Benefits due to members are linked to their pensionable salaries at, and pensionable service to, the date of retirement or earlier date of death or withdrawal. The Scheme's liabilities thus originate from benefits due to active members, deferred members and pensioners. These are not directly dependent on the return achieved on the Scheme's investments.

The All England Lawn Tennis Club (Championships) Limited

Notes to the financial statements (continued)

Year ended 31 July 2021

20. Pension schemes (continued)

Defined benefit schemes (continued)

The Scheme's Trustees recognise that pension liabilities are essentially bond-like in their characteristics and so bonds represent the closest investable "matching asset". As such, a portfolio of bond type investments is the strategy that will best protect the funding level against changes in the value of the liabilities. Over the longer term, the Trustees aim to achieve a return on the investments that is consistent with the long-term assumptions of the actuary in determining the funding on the Scheme.

The present value of the defined benefit obligation is determined by an independent qualified actuary on the basis of triennial valuations, using the attained age method. The most recent valuation of the Scheme's assets and the present value of the defined benefit obligation were carried out at 10 January 2020. The defined benefit scheme was closed to new entrants with effect from 2002.

The key assumptions used for the actuarial valuation were:

	Valuation at 31 July:	
	2021	2020
Discount rate	1.5%	1.30%
Rate of increase in salaries	4.15%	3.65%
Rate of increase in pensions in payment (5% cap)	3.3%	2.90%
Rate of increase in pensions in payment (3% cap)	2.6%	2.40%
Inflation assumption (increase in RPI)	3.4%	2.90%

Mortality assumptions

Investigations have been carried out within the past three years into the mortality experience of The Championships' defined benefit scheme. These investigations concluded that the current mortality assumptions include sufficient allowance for future improvements in mortality rates. The assumed life expectancies on retirement at age 65 are:

	Valuation at:	
	2021 years	2020 years
Retiring today		
Males	22.4	22.4
Females	24.7	23.7
Retiring in 20 years		
Males	23.7	24.6
Females	25.8	25.7

The All England Lawn Tennis Club (Championships) Limited

Notes to the financial statements (continued) Year ended 31 July 2021

20. Pension schemes (continued)

Amounts recognised in the profit and loss account in respect of this defined benefit scheme are as follows:	2021 £000	2020 £000
Current service cost	(385)	(294)
Net interest income	60	136
	<u>(325)</u>	<u>(158)</u>
Recognised in other comprehensive income	198	(2,366)
Total movement in P&L reserve	<u>(127)</u>	<u>(2,524)</u>

The assets and liabilities of the defined benefit pension scheme operated by the AELTC at 31 July are shown below:

	2021 £000	2020 £000
Present value of defined benefit obligations	(41,639)	(43,029)
Fair value of scheme assets	<u>46,285</u>	<u>47,473</u>
Surplus in the scheme	<u>4,646</u>	<u>4,444</u>

The pension asset has been recognised in the current year as the board believes the asset is recoverable due to the fact that the trust deed and rules will permit repayment of the surplus to the principal employer in the future.

Movements in the present value of defined benefit obligations were as follows:	2021 £000	2020 £000
At 1 August	43,029	37,488
Current service cost	427	328
Net interest cost	553	744
Actuarial (gains) on experience	(2,005)	(77)
Loss on changes in assumptions	560	5,180
Benefits paid	<u>(925)</u>	<u>(634)</u>
At 31 July	<u>41,639</u>	<u>43,029</u>

The All England Lawn Tennis Club (Championships) Limited

Notes to the financial statements (continued) Year ended 31 July 2021

20. Pension schemes (continued)

Movements in the fair value of scheme assets were as follows:	2021 £000	2020 £000
At 1 August	47,473	44,207
Expected return on scheme assets	613	880
(Loss)/gain on asset return	(1,248)	2,738
Contributions from principal employer	330	248
Death in service insurance premiums paid	-	(6)
Contributions from scheme members	42	40
Benefits paid	(925)	(634)
At 31 July	<u>46,285</u>	<u>47,473</u>

Analysis of scheme assets at the balance sheet date	2021 £000	2020 £000
Gilts and bonds	36,244	34,856
Equities	1,821	3,212
Net current assets	549	603
Secured pensions	7,671	8,802
Total fair value	<u>46,285</u>	<u>47,473</u>

The overall rate of return has been determined on a weighted average basis.

The estimated amount of contributions expected to be paid by the employer to the scheme during the 2022 financial year is £388,000.

21. Financial commitments

Capital commitments are as follows:	2021 £000	2020 £000
Contracted for but not provided for tangible fixed assets	<u>1,532</u>	<u>1,955</u>
Total future payment under non-cancellable operating leases are as follows:		
Within one year	40	37
Between one and five years	<u>10</u>	<u>83</u>

The All England Lawn Tennis Club (Championships) Limited

Notes to the financial statements (continued)

Year ended 31 July 2021

22. Related parties

The company undertakes the day-to-day operations of, and is the principal contracting party for, The Championships. The Championships are controlled, managed and promoted by the Committee of Management, consisting of twelve members nominated by the company and up to seven nominees of LTA Operations Limited. The Committee of Management acts in accordance with the Amended and Restated Principal Agreement (the "Championships Agreement") dated 25 July 2011 made between The All England Lawn Tennis & Croquet Club Limited, Lawn Tennis Association Limited, The All England Lawn Tennis Ground plc, the company and LTA Operations Limited.

The value of goods and services bought by the company during the period from related parties is listed below:

	2021 £000	2020 £000
The All England Lawn Tennis Ground plc		
- Net facility fee	19,039	17,805
Wimbledon Park Golf Club		
- Licence fee	1,750	1,705
LTA Operations Limited		
- Subvention fees	5,000	5,000
- Officiating fees	1,025	450

In addition the face value of tickets for The Championships sold to the LTA exclusive of VAT was £4,282,000 (2020 - £nil).

Balances owed at year end are shown within debtors and creditors in notes 13 and 14 respectively.

The total remuneration for key management personnel for the year was £6,062,000 (2020 - £6,763,000).

23. Dividends

A dividend of £8,000,000 was paid and declared to The All England Lawn Tennis & Croquet Club Limited in the year (2020 - £nil).

24. Ultimate controlling party

The beneficial ownership and control of the company rests with The All England Lawn Tennis & Croquet Club Limited, a company incorporated in the United Kingdom. The All England Lawn Tennis & Croquet Club Limited is the smallest and largest group into which the results of the company are consolidated. The All England Lawn Tennis & Croquet Club Limited is registered at the same address as The All England Lawn Tennis Club (Championships) Limited as disclosed on page 1 within these financial statements.

25. Post balance sheet event

There are no post balance sheet events to report.