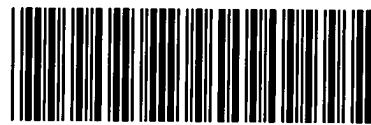


**The All England Lawn Tennis Club  
(Championships) Limited**

**Annual Report and Financial Statements  
Year Ended 31 July 2023**

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

## **Annual report and financial statements 2023**

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

## **Annual report and financial statements 2023**

### **Officers and professional advisers**

#### **Directors**

I L Hewitt (Chairman) (until 31 July 2023)  
D A Jevans CBE (Chair) (appointed Chair 1 August 2023)  
S J Ambrose  
R A Baker  
K J Havelock  
T H Henman OBE  
S A Jones LVO  
A V Keothavong MBE  
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)  
U A Al-Qassab (Marketing and Commercial Director) (from 10 October 2022)  
R G Atkinson FCMA (Company Secretary and Financial Director)  
R C G Deatker (Estate Director) (until 5 August 2022)  
M J Dite (Operations Director)  
M W C Guntrip (Club Director)  
A D G Henderson (Commercial Director) (until 30 September 2022)  
W R Jinks (Information Technology Director)  
A R Willis (Communications and Marketing Director) (until 19 August 2022)

#### **Registered Office**

Church Road  
Wimbledon  
London  
SW19 5AE

#### **Bankers**

Barclays Bank plc	HSBC Bank plc
1 Churchill Place	69 Pall Mall
Canary Wharf	London
London	SW1Y 5EZ
E14 5HP	

#### **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 2023*

The 136<sup>th</sup> Championships were held from Monday 3 July to Sunday 16 July 2023 with players representing 70 different countries across the various qualifying and main draw events. It was a wet Championships, with rain refunds given on two days and the closure of the Queue on the final Saturday due to forecast high winds.

The Gentlemen's Singles was won by Carlos Alcaraz (ESP) who defeated Novak Djokovic (SRB) 1-6, 7-6(8), 6-1, 3-6, 6-4. The Ladies' Singles was won by Marketa Vondrousova (CZE) who defeated Ons Jabeur (TUN) 6-4, 6-4. The Gentlemen's Doubles was won by Wesley Koolhof (NED) and Neal Skupski (GBR), the Ladies' Doubles was won by Su-Wei Hsieh (TPE) and Barbora Strycova (CZE), and the Mixed Doubles was won by Mate Pavic (CRO) and Lyudmyla Kichenok (UKR).

In the UK, the television audience for the Gentlemen's Singles Final peaked at 11.3 million and the Ladies' Singles Final at 4.5 million. A total of 275 million hours were watched on BBC television across the 14 days. Owned Digital Platforms including Wimbledon.com and mobile apps accounted for 14.1 million unique devices making 52.9 million visits.

#### *Significant contracts*

During the year ended 31 July 2023 the company extended several broadcast contracts including ESPN. Official Supplier agreements were extended with existing partners including American Express, Evian and Slazenger and new agreements entered into with Barclays and Stella Artois.

#### *Championships capital expenditure*

During the year, works were undertaken on electrical compliance projects, toilet refurbishments and other smaller capital expenditure projects across the Church Road site. In addition, significant enhancements were made at the Qualifying site at Roehampton including the completion of a new show court and new practice courts, the refurbishment of player dressing rooms and power and electrical infrastructure upgrades. As a result tangible fixed asset additions during the year totalled £11,134,000 (2022: £10,847,000).

# **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 £380,156,000 (2022: £346,640,000).

The company reported an operating profit of £53,776,000 (2022: £47,057,000) and a Net Available Surplus from The Championships available for division under the Championships Agreement to LTA Operations Limited of £48,753,000 (2022: £42,427,000).

After the division of the surplus, the company reported profit before taxation of £5,917,000 (2022: £1,631,000) and profit after taxation of £5,735,000 (2022: £1,867,000). A dividend of £4,000,000 (2022: £4,000,000) was declared and paid during the year.

As at 31 July 2023, the company's cash balance stood at £49,358,000 (2022: £54,670,000) and its net assets at £21,444,000 (2022: £10,471,000).

### **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 2024.

Income from broadcasters represents roughly 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 2035.

# **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. 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; and energy prices. All of which can cause costs to increase significantly faster than the headline inflation rate.

### **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 and reporting on sustainability has been included within the parent company financial statements. 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**

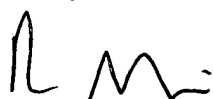
The company considers a range of quantitative performance measures to gauge the success of The Championships including television audiences, ballot applications, attendance figures and the surplus generated. The company also undertakes surveys of tennis fans around the world, players, spectators and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

The board assesses the key performance indicators each year. This year saw delivery of the largest surplus to the LTA. There was also good television audiences and high guest satisfaction survey scores, resulting in the company performing well against its key performance indicators.

### **7. Future developments**

See Directors Report for details of future developments.

The Strategic Report was approved by the board of directors and signed on its behalf by:



R G Atkinson  
Company Secretary  
12 October 2023  
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 2023.

### **1. Company results**

The company reported a profit before tax of £5,917,000 (2022: £1,631,000). A £4,000,000 dividend was declared and paid during the year (2022: £4,000,000). 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) (until 31 July 2023)  
D A Jevans CBE (Chair) (appointed Chair 1 August 2023)  
S J Ambrose  
R A Baker  
K J Havelock  
T H Henman OBE  
S A Jones LVO  
A V Keothavong MBE  
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 2023 will be paid in instalments as discussed with the LTA to ensure appropriate resources remain with The Championships to fund the Championships 2024 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.

There are net current liabilities as at 31 July 2023. A revolving credit facility of £30,000,000 is in place to be used as and when required, to assist with payment of the surplus to the LTA but also other payments. There were no drawdowns on the facility in the year to 31 July 2023. As a result the board does not foresee any issues in paying liabilities as they fall due. 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 2023. The board focused on the available cashflows throughout the year and continues to do so in planning for The Championships 2024. The board continues to plan for The Championships considering external and internal events which may impact income for The Championships 2024 or result in increased costs as a result of increasing prices. 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 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 £1,965,000 (2022: £1,457,000). Donations included funds collected through the resale of show court tickets 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 and cost of living concerns 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. 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, Official Suppliers and all attendees at The Championships. It conducts a survey annually of its Official Suppliers 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](http://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 seven 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 suitably qualified 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 Barclays, 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 2023 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 2024 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. This policy is regularly communicated to staff especially at times which are considered to be heightened risk. 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 2024 to provide further challenges with increasing prices and will continue to monitor these throughout the year. The company will also continue to monitor fluctuation in exchange rates and the impact on broadcast contracts and prize money comparisons.

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  
12 October 2023  
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 2023 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](http://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 and the directors about their own identification and assessment of the risks of irregularities, including those that are specific to the company's business sector.

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 tax, valuations, and pensions 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 procedures performed to address them are described below:

- Recognition of broadcasting and official supplier income:

We identified a potential risk for fraud in respect of the completeness and accuracy of revenue recognised in the period, pinpointed to the recognition of income from broadcasters and official suppliers. To address this risk, 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:

As set out in note 2 to the financial statements, the componentisation of fixed assets is a key source of estimation uncertainty. Determining the useful economic life of components of each asset requires judgement and impacts the result of the company for the current and future periods. To address this risk, we performed substantive testing of the componentisation of fixed assets capitalised in the period by agreement to supporting audit evidence. We also 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**

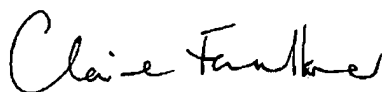
Under the Companies Act 2006 we are required to report in respect of the following matters if, in our opinion:

- 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

12 October 2023



# The All England Lawn Tennis Club (Championships) Limited

## Profit and loss account Year ended 31 July 2023

	Notes	2023 £000	2022 £000
<b>Turnover</b>	1,3	380,156	346,640
Cost of sales		(219,270)	(206,154)
<b>Gross profit</b>		160,886	140,486
Other operating income	4	-	41
Administrative expenses		(107,110)	(93,470)
<b>Operating profit</b>		53,776	47,057
Net finance income/(cost)	5	894	(2,999)
		54,670	44,058
<b>Division of Net Available Surplus arising from The Championships</b>			
To LTA Operations Limited		(48,753)	(42,427)
<b>Profit before taxation</b>	6	5,917	1,631
Taxation (charge)/credit	8	(182)	236
<b>Profit after taxation</b>		5,735	1,867

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 2023

	Notes	2023 £000	2022 £000
<b>Profit for the financial year</b>		5,735	1,867
Cash flow hedges			
Gain/(loss) arising during the period	16	10,282	(6,647)
Actuarial (loss)/gain on defined benefit pension scheme	20	(1,044)	(86)
<b>Total comprehensive income/(loss)</b>		<u>14,973</u>	<u>(4,866)</u>

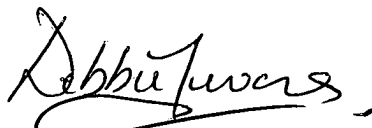
There is no tax effect of the above items.

# The All England Lawn Tennis Club (Championships) Limited

## Balance sheet As at 31 July 2023

	Notes	2023 £000	2022 £000
<b>Fixed assets</b>			
Tangible assets	9	41,280	39,415
Intangible assets	10	2,172	2,687
Investments	11	10,739	10,430
Net pension asset	20	3,871	4,631
		<u>58,062</u>	<u>57,163</u>
<b>Current assets</b>			
Stock	12	2,373	863
Debtors	13	31,897	25,098
Cash at bank and in hand		49,358	54,670
		<u>83,628</u>	<u>80,631</u>
<b>Creditors: amounts falling due within one year</b>	14	(118,812)	(125,966)
<b>Net current liabilities</b>		<u>(35,184)</u>	<u>(45,335)</u>
<b>Total assets less current liabilities</b>		22,878	11,828
Provision for liabilities and charges	17	(1,434)	(1,357)
<b>Net assets</b>		<u>21,444</u>	<u>10,471</u>
<b>Capital and reserves</b>			
Share capital	18	5,000	5,000
Profit and loss account		11,146	10,455
Hedging reserve		5,298	(4,984)
<b>Shareholders' funds</b>		<u>21,444</u>	<u>10,471</u>

These financial statements of The All England Lawn Tennis Club (Championships) Limited, company number 07546773, were approved by the board of directors on 12 October 2023 and signed on its behalf by:

  
D A Jevans  
Chair

# The All England Lawn Tennis Club (Championships) Limited

## Statement of changes in equity As at 31 July 2023

	Share capital £000	Hedging reserve £000	Profit and loss account £000	Total £000
<b>At 1 August 2021</b>	<b>5,000</b>	<b>1,663</b>	<b>12,674</b>	<b>19,337</b>
Profit for the financial year	-	-	1,867	1,867
Change in fair value of forward contract valuation (see note 16)	-	(6,647)	-	(6,647)
Pension charge to comprehensive income (see note 20)	-	-	(86)	(86)
<b>Total comprehensive (loss)/income</b>	<b>-</b>	<b>(6,647)</b>	<b>1,781</b>	<b>(4,866)</b>
Dividend	-	-	(4,000)	(4,000)
<b>At 31 July 2022</b>	<b>5,000</b>	<b>(4,984)</b>	<b>10,455</b>	<b>10,471</b>
Profit for the financial year	-	-	5,735	5,735
Change in fair value of forward contract valuation (see note 16)	-	10,282	-	10,282
Pension credit to comprehensive income (see note 20)	-	-	(1,044)	(1,044)
<b>Total comprehensive income</b>	<b>-</b>	<b>10,282</b>	<b>4,691</b>	<b>14,973</b>
Dividend	-	-	(4,000)	(4,000)
<b>At 31 July 2023</b>	<b>5,000</b>	<b>5,298</b>	<b>11,146</b>	<b>21,444</b>

# The All England Lawn Tennis Club (Championships) Limited

## Cash flow statement Year ended 31 July 2023

	Notes	2023 £000	2022 £000
<b>Net cash inflow from operating activities prior to division of surplus</b>	19	51,471	46,667
Division to LTA Operations Limited – prior years surplus		(42,427)	(38,829)
<b>Net cash inflow from operating activities after division of surplus</b>		9,044	7,838
<b>Cash flows from investing activities</b>			
Interest received		802	143
Interest paid and similar expenses		(383)	-
Dividend paid		(4,000)	(4,000)
Purchase of fixed assets		(10,775)	(9,564)
<b>Net cash outflows from investing activities</b>		(14,356)	(13,421)
<b>Net decrease in cash</b>		(5,312)	(5,583)
<b>Cash at the beginning of the year</b>		54,670	60,253
<b>Cash at the end of the year</b>		49,358	54,670

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

## **Notes to the financial statements Year ended 31 July 2023**

### **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 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 Ground Company, the company and the LTA.

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 2023 will be paid in instalments as discussed with the LTA to ensure appropriate resources remain with The Championships to fund the 2024 Championships and paid to the LTA for its ongoing operations.

There are net current liabilities as at 31 July 2023. A revolving credit facility of £30 million is in place to be used as and when required, to assist with payment of the surplus to the LTA but also other payments. There were no drawdowns on the facility in the year to 31 July 2023. As a result the board does not foresee any issues in paying liabilities as they fall due. 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 2023. The board focused on the available cashflows throughout the year and continues to do so in planning for The Championships 2024. The board continues to plan for The Championships considering external and internal events which may impact income for The Championships 2024 or result in increased costs as a result of increasing prices. 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 2023

### 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	20% 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 for assets expected to receive the majority of use during The Championships. For assets expected to be used frequently all year round, depreciation is charged accordingly from the point at which the asset was brought into 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.

#### Impairment of assets

Assets are assessed for indicators of impairment at each balance sheet date. If there is evidence of impairment, an impairment loss is recognised in profit or loss.

#### 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.

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

## **Notes to the financial statements (continued)**

**Year ended 31 July 2023**

### **1. Accounting policies (continued)**

#### **Pension costs (continued)**

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.

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.



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

## **Notes to the financial statements (continued)**

**Year ended 31 July 2023**

### **1. Accounting policies (continued)**

#### **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.

#### **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 2023**

### **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 2023**

### **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 2023

### 3. Segmental reporting

	Turnover £000	Operating profit £000	Profit before tax £000	Net assets £000
<b>Year ended 31 July 2023</b>				
Activities in respect of The Championships	380,156	53,776	-	5,263
Other activities of the company	-	-	5,917	16,181
	<u>380,156</u>	<u>53,776</u>	<u>5,917</u>	<u>21,444</u>
Total activities	<u>380,156</u>	<u>53,776</u>	<u>5,917</u>	<u>21,444</u>
<b>Year ended 31 July 2022</b>				
Activities in respect of The Championships	346,640	47,057	-	(3,975)
Other activities of the company	-	-	1,631	14,446
	<u>346,640</u>	<u>47,057</u>	<u>1,631</u>	<u>10,471</u>
Total activities	<u>346,640</u>	<u>47,057</u>	<u>1,631</u>	<u>10,471</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

There was no other operating income received in the year (2022: £41,000).

### 5. Net finance income/cost

	2023 £000	2022 £000
Income from investments	203	143
Movement in fair value of investments	309	(3,214)
Interest receivable	599	-
Other finance income (see note 20)	166	72
	<u>1,277</u>	<u>(2,999)</u>
Total finance income/(cost)	<u>1,277</u>	<u>(2,999)</u>
Interest payable and similar expenses	(383)	-
	<u>(383)</u>	<u>-</u>
Total finance cost	<u>(383)</u>	<u>-</u>
	<u>894</u>	<u>(2,999)</u>
Net finance income/(cost)	<u>894</u>	<u>(2,999)</u>

# The All England Lawn Tennis Club (Championships) Limited

## Notes to the financial statements (continued) Year ended 31 July 2023

### 6. Profit before taxation

	2023 £000	2022 £000
The profit before taxation is stated after charging/ (crediting):		
Depreciation of tangible assets	9,269	8,146
Amortisation of intangible assets	515	516
Net facility fee payable to The All England Lawn Tennis Ground plc	22,716	20,493
Operating lease rentals	33	40
Foreign exchange gain	(1,485)	(504)
	<u>          </u>	<u>          </u>
Fees payable to the company auditors for the audit of the company's financial statements	121	113
	<u>          </u>	<u>          </u>
Total audit fees	121	113
	<u>          </u>	<u>          </u>
Other services – tax compliance	57	58
Other services – capital allowances	47	27
	<u>          </u>	<u>          </u>
Total non-audit fees	104	85
	<u>          </u>	<u>          </u>

### 7. Staff costs

The average monthly number of employees was:

	2023 No.	2022 No.
Year round staff	478	404
	<u>          </u>	<u>          </u>

Their aggregate remuneration comprised:

	2023 £000	2022 £000
Wages and salaries	24,970	21,422
Social security costs	2,861	2,519
Other pension costs	1,898	1,758
	<u>          </u>	<u>          </u>
	29,729	25,699
	<u>          </u>	<u>          </u>

In the current year 1,849 further staff were employed on short term contracts to support The Championships during June and July (June and July 2022: 1,854).

### Directors' emoluments

The directors received no remuneration during the year (2022: £nil).

# The All England Lawn Tennis Club (Championships) Limited

## Notes to the financial statements (continued) Year ended 31 July 2023

### 8. Tax on profit

	2023 £000	2022 £000
<b>Current tax</b>		
United Kingdom corporation tax at 21% (2022: 19%)	431	585
Adjustment in respect of prior years	(326)	(17)
	<hr/>	<hr/>
Current year tax charge for the year	105	568
<b>Deferred Tax</b>		
Unrealised gain/(loss) on investments	65	(611)
Impact of change in tax rate	12	(193)
	<hr/>	<hr/>
Deferred tax charge/(credit)	77	(804)
	<hr/>	<hr/>
<b>Total tax charge/(credit) on profit</b>	<b>182</b>	<b>(236)</b>
	<hr/>	<hr/>
<b>Reconciliation of total taxation charge/(credit)</b>		
Profit before taxation	5,917	1,631
	<hr/>	<hr/>
Tax charge on profit at 21% (2022: 19%)	1,243	310
Factors affecting charge:		
Non-taxable income	(43)	(27)
Group relief claimed for nil consideration	(704)	(309)
Impact of change in tax rate	12	(193)
Adjustment in respect of prior years	(326)	(17)
	<hr/>	<hr/>
<b>Total taxation charge/(credit) for the year</b>	<b>182</b>	<b>(236)</b>
	<hr/>	<hr/>

The standard rate of UK corporation tax applied from 1 April 2023 was 25%, prior to that the rate of 19% applied.

Deferred tax rate balances are measured at the full 25% rate.

# The All England Lawn Tennis Club (Championships) Limited

## Notes to the financial statements (continued)

Year ended 31 July 2023

### 9. Tangible assets

	Land & buildings £000	Computer equipment £000	Plant & machinery £000	Motor vehicles £000	Total £000
<b>Cost</b>					
At 1 August 2022	75,990	6,613	4,607	629	87,839
Additions	9,138	1,535	204	257	11,134
At 31 July 2023	85,128	8,148	4,811	886	98,973
<b>Accumulated depreciation</b>					
At 1 August 2022	(38,512)	(5,880)	(3,658)	(374)	(48,424)
Charge for the year	(7,946)	(878)	(338)	(107)	(9,269)
At 31 July 2023	(46,458)	(6,758)	(3,996)	(481)	(57,693)
<b>Net book value</b>					
At 31 July 2022	37,478	733	949	255	39,415
At 31 July 2023	38,670	1,390	815	405	41,280

Depreciation was not charged on assets totalling £nil (2022: £nil) which were completed by 31 July 2023 but did not become available for use prior to that date.

### 10. Intangible Assets

	Website development £000	Tournament Sanctions £000	Total £000
<b>Cost</b>			
At 31 July 2022	768	3,620	4,388
Additions	-	-	-
At 31 July 2023	768	3,620	4,388
<b>Accumulated amortisation</b>			
At 31 July 2022	(615)	(1,086)	(1,701)
Charge for the year	(153)	(362)	(515)
At 31 July 2023	(768)	(1,448)	(2,216)
<b>Net book value</b>			
At 31 July 2022	153	2,534	2,687
At 31 July 2023	-	2,172	2,172

# The All England Lawn Tennis Club (Championships) Limited

## Notes to the financial statements (continued)

Year ended 31 July 2023

### 11. Investments

	2023		2022	
	Fair value	Cost	Fair value	Cost
	£000	£000	£000	£000
Listed Investments:				
Unitised investment funds	10,739	5,000	10,430	5,000
	<u>10,739</u>	<u>5,000</u>	<u>10,430</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 £2,373,000 (2022: £863,000) was held at the year end. Stock recognised in cost of sales during the year as an expense was £5,840,000 (2022: £4,274,000).

### 13. Debtors: Amounts falling due within one year

	2023 £000	2022 £000
Trade debtors	9,206	9,796
Amount due from The All England Lawn Tennis & Croquet Club Limited	30	90
Amount due from The Wimbledon Foundation	34	-
Amount due from The Wimbledon Park Golf Club	746	61
Corporation tax	239	-
VAT and other debtors	11,186	11,671
Prepayments and accrued income	5,158	3,322
Derivative financial instrument (see note 16)	5,298	158
	<u>31,897</u>	<u>25,098</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 2023

### 14. Creditors: amounts falling due within one year

	2023 £000	2022 £000
Trade creditors	18,376	18,791
Amount due to The All England Lawn Tennis Ground plc	3,622	1,876
Amount due to The Wimbledon Foundation	-	4
Amount payable to LTA Operations Limited	47,221	41,092
Corporation tax	-	264
Taxation and social security	2,523	2,357
Accruals, sundry creditors and deferred income	47,070	56,440
Derivative financial instruments (see note 16)	-	5,142
	<u>118,812</u>	<u>125,966</u>

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

On 13 April 2022 the company signed a £30,000,000 revolving credit facility with HSBC, this was novated to Barclays in the year. As at 31 July 2023 £nil was drawn down. The facility has a floating charge registered at Companies House. Interest is payable on the drawn facility at a variable rate of SONIA plus a margin of 2.25%-2.65%. The margin varies dependent on the aggregate amount of drawings. Additionally there is a commitment fee on the undrawn facility of 40% on the agreed margin of 2.25%.

### 15. Financial instruments

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

	2023 £000	2022 £000
<b>Financial assets</b>		
Measured at fair value and designate in an effective hedging relationship:		
Derivative financial assets – forward currency contracts (see note 16)	5,298	158
Measured at undiscounted amount receivable:		
Trade and other debtors (see note 13)	9,206	9,796
Other debtors (see note 13)	11,186	11,671
Accrued income	1,016	569
Amounts due from related parties (see note 13)	810	151
Measured at amortised cost:		
Cash at bank and in hand	49,358	54,670
	<u>76,874</u>	<u>77,015</u>
<b>Financial liabilities</b>		
Measured at fair value and designate in an effective hedging relationship:		
Derivative financial liabilities – forward currency contracts (see note 16)	-	5,142
Measured at undiscounted amount payable:		
Trade creditors (see note 14)	18,376	18,791
Accruals (see note 14)	30,693	32,784
Amounts due to related parties (see note 14)	50,843	42,972
	<u>99,912</u>	<u>99,689</u>

# The All England Lawn Tennis Club (Championships) Limited

## Notes to the financial statements (continued) Year ended 31 July 2023

### 16. Derivative financial instruments

	Due within one year		Due after one year	
	2023	2022	2023	2022
	£000	£000	£000	£000
<b>Financial assets</b>				
Measured at fair value and designate in an effective hedging relationship				
Derivative financial assets – forward currency contracts	5,298	158	-	-
	<u>5,298</u>	<u>158</u>	<u>-</u>	<u>-</u>
<b>Financial liabilities</b>				
Measured at fair value and designate in an effective hedging relationship				
Derivative financial liabilities – forward currency contracts	-	(5,142)	-	-
	<u>-</u>	<u>(5,142)</u>	<u>-</u>	<u>-</u>
Net hedging reserve	<u>5,298</u>	<u>(4,984)</u>	<u>-</u>	<u>-</u>

#### 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 year to 31 July 2024.

	Average contractual exchange rate		Notional value		Fair value	
	2023	2022	2023	2022	2023	2022
			£000	£000	£000	£000
Sell Euros						
Less than one year	1.12	1.15	10,687	10,400	10,910	10,558
Sell US dollars						
Less than one year	1.16	1.36	55,073	44,052	60,148	38,910
Total foreign currency contracts			<u>65,760</u>	<u>54,452</u>	<u>71,058</u>	<u>49,468</u>

# The All England Lawn Tennis Club (Championships) Limited

## Notes to the financial statements (continued)

Year ended 31 July 2023

### 17. Provisions for liabilities

	2023 £000	2022 £000
Deferred taxation movement in the year		
At 1 August	1,357	2,161
Deferred taxation charge to profit and loss account		
Current year	65	(611)
Due to rate change	12	(193)
	<u>1,434</u>	<u>1,357</u>
Analysis of deferred tax		
Unrealised gains on investments	<u>1,434</u>	<u>1,357</u>
Closing balance	<u>1,434</u>	<u>1,357</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% (2022: 25%).

The expected increase in the corporation tax rate from 19% to 25% took place during the period. Consequently, there is no need to calculate the effect of reversing the increase in the corporation tax rate on the deferred tax liability (2022: £81,000).

During the year beginning 1 August 2023, the net reversal of the deferred tax liability on fixed asset timing differences is expected to be £nil (2022: £nil).

# The All England Lawn Tennis Club (Championships) Limited

## Notes to the financial statements (continued) Year ended 31 July 2023

### 18. Called up share capital

	2023 £000	2022 £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:

	2023 £000	2022 £000
<b>Operating profit</b>	53,776	47,057
Adjustment for:		
Depreciation and other amounts written off tangible fixed assets	9,269	8,146
Amortisation and other amounts written off intangible fixed assets	515	516
Difference between pension charge and cash contributions	(118)	1
Non-cash FX derivative movement	(6,647)	1,541
Decrease/(increase) in amount owed by The All England Lawn Tennis & Croquet Club Limited	60	(89)
(Increase)/decrease in amount owed by Wimbledon Park Golf Club	(685)	(63)
(Increase)/decrease in amount owed by The Wimbledon Foundation	(38)	15
Increase/(decrease) in amount owed to The All England Lawn Tennis Ground Plc	1,746	(47)
(Increase) in amount owed to LTA Operations Limited	(197)	(1,214)
(Increase)/decrease in stock	(1,510)	1,407
Decrease/(increase) in debtors	814	(4,959)
(Decrease) in creditors	(4,906)	(5,011)
Corporation tax paid	(608)	(633)
<b>Net cash inflow from operating activities prior to division of surplus</b>	51,471	46,667

### 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 2023 was £1,531,000 (2022: £1,368,000). The unpaid employer's contributions outstanding at year end were £266,000 (2022: £134,000).

#### 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 2023

#### 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 2023. The defined benefit scheme was closed to new entrants with effect from 2002.

The key assumptions used for the actuarial valuation were:

	<b>Valuation at 31 July:</b>	
	<b>2023</b>	<b>2022</b>
Discount rate	5.20%	3.45%
Rate of increase in salaries	4.00%	4.25%
Rate of increase in pensions in payment (5% cap)	3.15%	3.35%
Rate of increase in pensions in payment (3% cap)	2.50%	2.6%
Inflation assumption (increase in RPI)	3.25%	3.5%

##### 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:

	<b>As at 31 July:</b>	
	<b>2023 years</b>	<b>2022 years</b>
Retiring today		
Males	21.9	22.5
Females	24.1	24.7
Retiring in 20 years		
Males	23.2	23.8
Females	25.2	25.9

# The All England Lawn Tennis Club (Championships) Limited

## Notes to the financial statements (continued) Year ended 31 July 2023

### 20. Pension schemes (continued)

Amounts recognised in the profit and loss account in respect of this defined benefit scheme are as follows:	2023 £000	2022 £000
Current service cost	(222)	(380)
Net interest income	166	72
	<u>(56)</u>	<u>(308)</u>
Recognised in other comprehensive income	(1,044)	(86)
Total movement in P&L reserve	<u>(1,100)</u>	<u>(394)</u>

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

	2023 £000	2022 £000
Present value of defined benefit obligations	(25,485)	(32,241)
Fair value of scheme assets	29,356	36,872
Surplus in the scheme	<u>3,871</u>	<u>4,631</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:	2023 £000	2022 £000
At 1 August	32,241	41,639
Current service cost	222	380
Scheme participants contributions	40	41
Net interest cost	1,095	620
Actuarial loss on experience	7	284
(Gain) on changes in assumptions	(7,103)	(9,987)
Benefits paid	(1,017)	(736)
At 31 July	<u>25,485</u>	<u>32,241</u>

# The All England Lawn Tennis Club (Championships) Limited

## Notes to the financial statements (continued) Year ended 31 July 2023

### 20. Pension schemes (continued)

Movements in the fair value of scheme assets were as follows:	2023 £000	2022 £000
At 1 August	36,872	46,285
Expected return on scheme assets	1,261	692
Loss on asset return	(8,140)	(9,789)
Contributions from principal employer	340	379
Death in service insurance premiums paid	-	-
Contributions from scheme members	40	41
Benefits paid	(1,017)	(736)
At 31 July	<u>29,356</u>	<u>36,872</u>

Analysis of scheme assets at the balance sheet date	2023 £000	2022 £000
Gilts and bonds	21,062	28,378
Equities	1,745	1,615
Net current assets	1,096	734
Secured pensions	5,453	6,145
Total fair value	<u>29,356</u>	<u>36,872</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 2024 financial year is £190,000.

### 21. Financial commitments

Capital commitments are as follows:	2023 £000	2022 £000
Contracted for but not provided for tangible fixed assets	<u>1,019</u>	<u>824</u>
Total future payment under non-cancellable operating leases are as follows:		
Within one year	32	10
Between one and five years	<u>18</u>	<u>-</u>

# The All England Lawn Tennis Club (Championships) Limited

## Notes to the financial statements (continued)

### Year ended 31 July 2023

#### 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:

	2023 £000	2022 £000
The All England Lawn Tennis Ground plc		
Net facility fee	22,716	20,493
Licence fee	1,840	1,795
LTA Operations Limited		
Subvention fees	5,000	5,000
Officiating fees	1,791	1,637

In addition the face value of tickets for The Championships sold through the LTA, or in conjunction with the LTA, exclusive of VAT was £11,568,000 (2022: £5,779,000).

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 £6,979,000 (2022: £6,920,000).

#### 23. Dividends

A dividend of £4,000,000 was paid and declared to The All England Lawn Tennis & Croquet Club Limited in the year (2022: £4,000,000).

#### 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.