ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 JULY 2023

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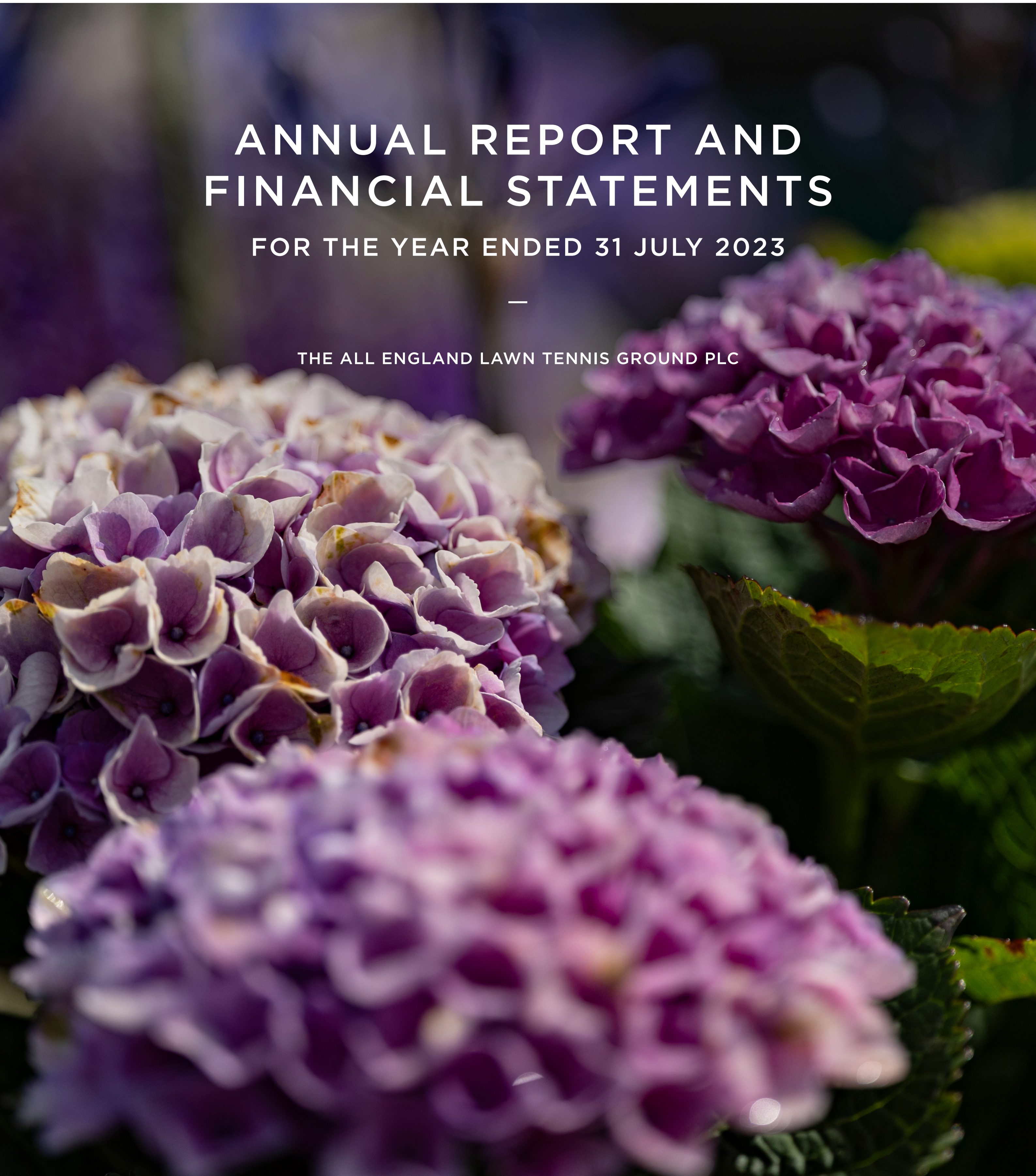
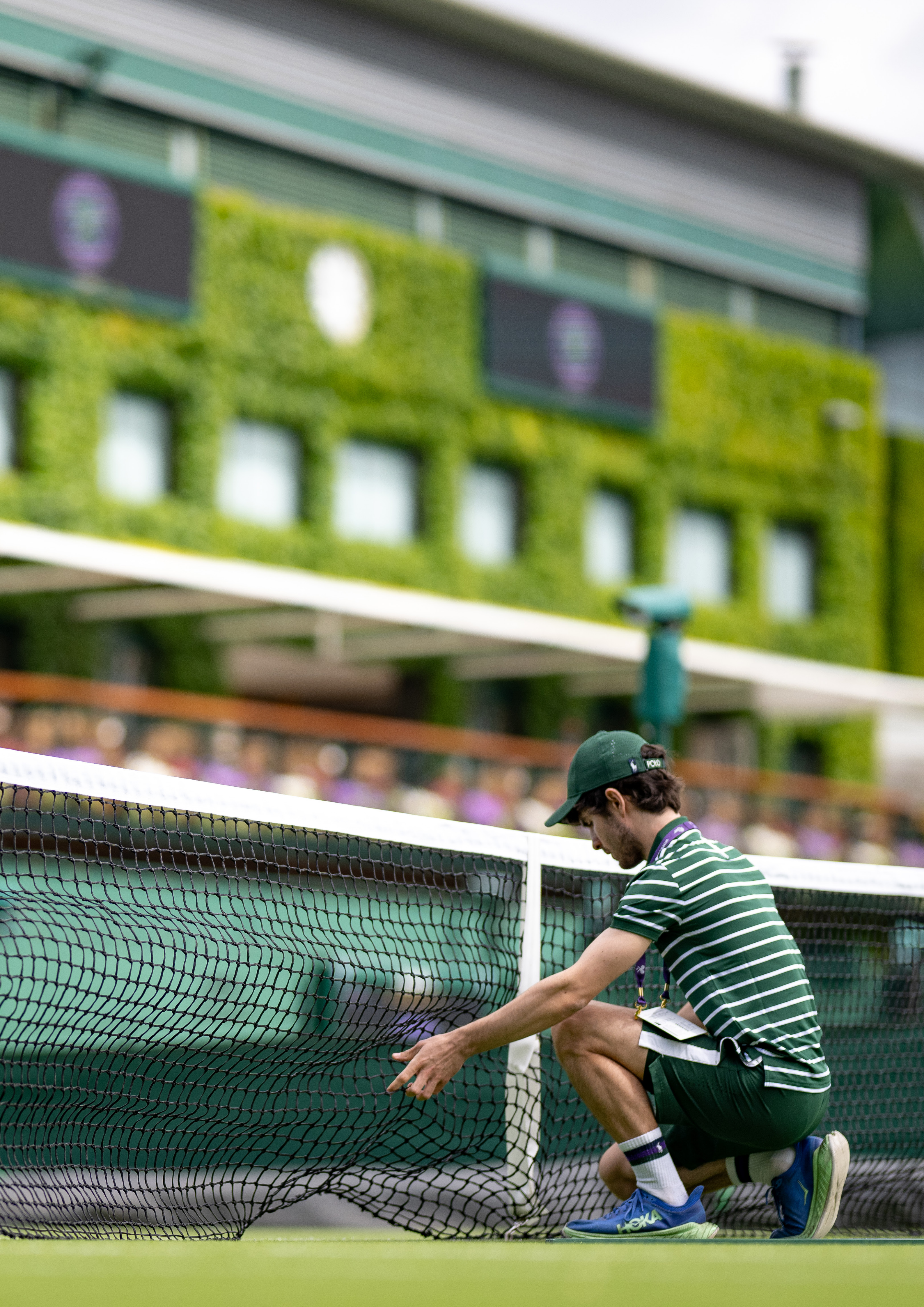
THE ALL ENGLAND LAWN TENNIS GROUND PLC

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OFFICERS AND PROFESSIONAL ADVISERS

DIRECTORS

I L Hewitt *(Chairman) (until 31 July 2023)*

D A Jevans CBE *(Chair) (appointed Chair 14 September 2023)*

R A Baker

Lord Davies CBE

S A Jones FRICS LVO

Lord O'Donnell GCB KCB CB

D J Rawlinson FCA, FCCA

R T Stoakes

The Hon. H B Weatherill FCA

COMPANY SECRETARY

R G Atkinson FCMA

REGISTRARS AND TRANSFER OFFICE

Church Road
Wimbledon
London
SW19 5AE

REGISTERED OFFICE

Church Road
Wimbledon
London
SW19 5AE

BANKERS

Barclays Bank plc
1 Churchill Place
London
E14 5HP

HSBC Bank plc
69 Pall Mall
London
SW1Y 5EZ

SOLICITORS

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

AUDITOR

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

The All England Lawn Tennis Ground plc is a company incorporated in the United Kingdom and registered in England and Wales. The registered address is Church Road, Wimbledon, London, SW19 5AE.

1. PRINCIPAL ACTIVITIES

The company's principal activities are the ownership and development of the grounds and buildings ("the Grounds") in Wimbledon, London SW19, which are made available for playing lawn tennis and croquet generally and for staging the Wimbledon Championships ('The Championships') specifically. There have not been any significant changes in the company's principal activities in the year under review. The directors are not aware, at the date of this report, of any likely major changes in the company's activities in the next year. As shown in the analysis of turnover on page 20, the majority of the company's income is derived from the facility fee associated with staging The Championships.

2. BUSINESS REVIEW

In late 2011, the company and other entities involved with The Championships began a planning process for further development of the Grounds over the subsequent decade or so. The outcome of this process was the Wimbledon Master Plan which was designed to ensure that the Grounds and buildings would continue to provide The Championships with the best possible facilities and environment and, therefore, help to ensure that The Championships would continue to be widely regarded as being the world's premier tennis tournament.

The key components of the vision outlined in the Wimbledon Master Plan are: the comprehensive redevelopment of the No.1 Court including the installation of a new fixed and retractable roof, which was completed during 2019; the construction of new covered courts and new clay courts on the Grounds to the west of Somerset Road, which opened in April 2022; a thorough refurbishment of the Millennium Building to provide expanded and improved facilities for players, Members and the press; a reorganisation of the Championship courts at the southern end of the Grounds to improve spectator circulation and viewing opportunities; the creation of new accommodation underground for staff and support operations; and a commitment to do all this following the aesthetic of 'tennis in an English garden'.

Additional Master Plan design works began in 2019 to build on the existing Master Plan through the Wimbledon Park Project encompassing the Wimbledon Park Golf Club land for which the members' interests were acquired on 21 December 2018 such that early possession of the land was possible from 1 January 2022 for the northern end of the course and from 1 January 2023 for the southern end of the course.

CAPITAL EXPENDITURE ON THE WIMBLEDON MASTER PLAN

During the year ended 31 July 2023, the Media Pavilion was completed, the Player Tunnel linking the new covered courts to the Millennium Building became fully operational and work continued on the final stage of work at Raynes Park with construction of the club house due to be completed ahead of The Championships in 2024. In addition, design and enabling work continued on the Millennium Building.

The planning application on the development of the Wimbledon Park Project was submitted in July 2021 but had not yet been reviewed by the planning committees as at 31 July 2023. The development will allow the Qualifying event for The Championships to be held on this site as well as deliver a positive impact for local communities and provide public access to some areas of the park year round.

Capital expenditure on these and other activities totalled £39,120,000 for the year ended 31 July 2023 (2022: £43,917,000).

DEPRECIATION

The depreciation charge of £29,498,000 (2022: £25,027,000) includes depreciation on the newly completed Media Pavilion and Player Tunnel projects. The fixed asset register is reviewed annually for any assets that may be impaired.

FACILITY FEE

The base facility fee increases in line with the June RPI, subject to a cap of 2.5%. The base facility fee of £19,093,000 (2022: £18,628,000) increased by 2.5%. An additional facility fee of £3,623,000 (2022: £1,865,000) was received post year end in accordance with the Amended and Restated Principal Agreement dated 25 July 2011 made between The All England Lawn Tennis & Croquet Club Limited, Lawn Tennis Association Limited, The All England Lawn Tennis Club (Championships) Limited, LTA Operations Limited and the company.

BALANCE SHEET

On 1 July 2019, the company signed a new £200,000,000 loan and revolving credit facility with HSBC to enable financing of capital expenditure projects. As at 13 April 2022 £30,000,000 of the revolving credit facility was cancelled. In the year the £170,000,000 facility was novated to Barclays. As at 31 July 2023, the amount drawn down totalled £90,000,000 (2022: £60,000,000). The loan will continue to be drawn down and repaid, as required, in 2024. The loan is secured on the company's land and buildings and will be repaid from future debenture receipts. The loan maturity date is 31 July 2026.

As at 31 July 2023, the net book value of the company's tangible fixed assets stood at £661,003,000 (2022: £651,865,000), its cash balance stood at £4,932,000 (2022: £4,449,000) and its long term borrowings stood at £95,970,000 (2022: £65,843,000) representing the term loan and drawn down revolving credit facility, the refundable nominal values of the 2021-2025 Centre Court debenture issue and 2022-2026 No.1 Court debenture issue, and in 2022 the WPGC acquisition deferred consideration.

DEBENTURE ISSUES

In October 2021 the company announced the successful issue of 1,250 No.1 Court debentures relating to the five Championships from 2022 to 2026. Proceeds amounting to £57,500,000 (net of VAT) were received during the year ended 31 July 2022 in two instalments.

The balance on the debenture premium reserve as at 31 July 2023 was £587,955,000 (2022: £588,037,000).

WIMBLEDON PARK GOLF CLUB

On 21 December 2018, the company acquired the members' interests in The Wimbledon Park Golf Club Limited ('WPGC'), securing early possession of the land on which WPGC's golf course is located. The company previously only held the freehold of this land as WPGC held the lease which was due to expire in 2041.

In the year to 31 July 2019, consideration of £65,000,000 was paid to acquire the membership interests of WPGC, comprising £44,019,000 in cash and £20,981,000 loan notes. The loan notes were paid in instalments from December 2019 with the final redemption of £5,662,000 paid in December 2022.

On 31 July 2021, the golf club lease was transferred by way of dividend in specie from WPGC to the company, which included the transfer of the land and fixed assets held by WPGC. This resulted in the recognition of £61,992,000 of land asset and £1,234,000 of other fixed assets.

On 1 January 2023 all golfing activities ceased in accordance with the terms of the acquisition and formal legal notice issued in 2022.

RELATED PARTIES

The company, Lawn Tennis Association Limited, LTA Operations Limited, The All England Lawn Tennis & Croquet Club Limited and The All England Lawn Tennis Club (Championships) Limited have a formal agreement which sets out arrangements for the continuation of their relationship in respect of The Championships for at least 40 years from 1 August 2013. Under this agreement the company will receive an annual facility fee.

3. COMPANY RESULT

There was a loss before taxation of £11,934,000 (2022: £8,903,000 loss). Despite this loss, shareholders' funds stood at £551,154,000 (2022: £564,079,000).

4. PRINCIPAL OPERATIONAL RISKS AND UNCERTAINTIES

The key operational risks faced by the company relate to construction work. The directors, along with the directors of the wider The All England Lawn Tennis & Croquet Club Limited group, continue to evaluate and ensure that sufficient levels of reserves are in place to ensure any price rises are able to be met as projects continue.

The construction risk involves the cost of construction materials, the use of sub-contract labour, changes in project scope and design, solvency of specialist sub-contractors, and the pressure to complete the construction work and clear the Grounds in time for each year's Championships.

The company manages these risks by working with experienced contractors, purchasing materials as much in advance as practicable to limit exposure to price changes and by continuing to actively manage and control capital expenditure through regular reporting and management review meetings. In relation to the Media Pavilion, Player Tunnel and Raynes Park club house projects, the company agreed fixed price contracts with the main contractors.

In addition, the experience of the directors and Company Secretary with major construction projects and their financial implications and the employment of staff experienced in procuring and managing construction projects contribute significantly to the management of these risks.

5. KEY PERFORMANCE INDICATORS

At each board meeting the progress on construction projects is reviewed against expected completion date, project budget and changes in scope. These performance indicators are used to ensure that work is completed on time and to budget.

The two major projects planned to be brought into use in 2023 were the Media Pavilion and the Raynes Park Pavilion. The Media Pavilion was completed on time ahead of the 2023 Championships and 2% over budget. The Raynes Park Pavilion, which is now due to be completed ahead of The Championships in 2024 has encountered on-going delays. Whilst the contract is fixed price, we continue to work collaboratively with the contractor to finalise the work together and manage any additional budget requirements.

6. FUTURE DEVELOPMENTS

See Directors Report for details of future developments.

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

R G Atkinson
Company Secretary

17 October 2023
Church Road
Wimbledon
London
SW19 5AE

DIRECTORS' REPORT

The directors submit their annual report and the audited financial statements for the year ended 31 July 2023.

1. COMPANY RESULT

The company reported a loss before tax of £11,934,000 (2022: £8,903,000 loss). There were no dividends paid in the current year (2022: nil) and no dividends proposed for after the year end.

2. DIRECTORS

The directors who served throughout the year and up to the date of signing, except as noted, were as follows:

I L Hewitt *(Chairman) (until 31 July 2023)*

D A Jevans *(Chair) (appointed Chair 14 September 2023)*

R A Baker

Lord Davies CBE

S A Jones FRICS LVO

Lord O'Donnell GCB KCB CB

D J Rawlinson FCA, FCCA

R T Stoakes

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 company is funded on an ongoing basis by the annual facility fee received from The Championships and by the issue of debentures. The company has made a loss for the year, primarily as a result of non-cash depreciation charges. The board receives regular cash flow forecasts to ensure that its capital expenditure can be funded satisfactorily and has a secured loan and revolving credit facility to fund its capital expenditure (see note 1). Future developments are disclosed in note 6 of this report.

The facility fee from The All England Lawn Tennis Club (Championships) Limited is expected to be received in full for the next financial year. The board are satisfied that the company has sufficient headroom in its secured loan and revolving credit facility to continue its operations and fund capital expenditure projects. In addition the company has continued to meet financial covenant requirements. Additional draw downs may be made from the revolving credit facility available, if required, in order to pay any liabilities that fall due.

The board will continue to review cashflow projections and as required take mitigating actions with respect to managing cashflows and drawing down further funding. The board is satisfied that, on the basis of the company's cash flow projections and the funding sources in place, it is appropriate for the financial statements to be prepared on a going concern basis.

4. 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; and liquidity and cash flow risk. The board recognises these risks and the importance of managing them. Accordingly, the company uses a variety of tools to monitor and control these risks including the use of derivative financial instruments, although there were none held as at 31 July 2023.

PRICE RISK

The company is exposed to price risk, including inflation risk, in the construction industry in the context of its Master Plan. The company's cost consultants continue to prepare regular formal reports with forecasts of capital expenditure on future projects for presentation to and review by the board. In relation to the Media Pavilion, Player Tunnel and Raynes Park club house projects, the company agreed fixed price contracts with the main contractors.

CONSTRUCTION RISK

The company is exposed to construction risk in the context of its Master Plan. All construction contracts are put out to formal tender. The company work with experienced contractors, purchasing materials as much in advance as practicable to limit exposure to price changes and to actively manage capital expenditure. In relation to the Media Pavilion, Player Tunnel and Raynes Park club house projects, the company agreed fixed price contracts with the main contractors.

CREDIT RISK

The company's financial assets are primarily cash, short-term deposits and receivables.

The credit risk on cash and liquid funds is limited because Barclays, the counterparty, is a bank which continues to be assigned strong credit ratings by international credit rating agencies.

Substantially all of the credit risk attributable to receivables relates to The All England Lawn Tennis Club (Championships) Limited which stages

The Championships on the company's Grounds and which is a subsidiary of the controlling party (see note 19). In view of this concentration of risk, the company's directors are kept informed of any material changes in the financial strength of The Championships which have, however, been highly profitable for many years.

LIQUIDITY AND CASH FLOW RISK

In order to finance the No.1 Court project and other Master Plan projects a £200,000,000 secured loan with HSBC, consisting of a £50,000,000 term loan and £150,000,000 revolving credit facility, was signed on 1 July 2019. On 13 April 2022 £30,000,000 of the revolving credit facility was cancelled leaving a total revolving credit facility of £120,000,000. In the year the £170,000,000 secured loan and revolving credit facility was novated to Barclays

The loan is due to be repaid primarily using receipts from the future issue of debentures. The board is confident that the receipts from those issues will be sufficient to repay the loan within the terms agreed.

5. 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 have indicated their willingness to be reappointed as auditor of the company for another term in accordance with the provisions of the Companies Act 2006.

6. FUTURE DEVELOPMENTS

Over the next few years the company aims to deliver the key components of the vision outlined in the Master Plan including completion of the Raynes Park club house and ongoing refurbishment of the Millennium Building. It also aims to update the Master Plan to outline development across the enlarged site following the acquisition of The Wimbledon Park Golf Club, and planning application for the Wimbledon Park Project.

7. SUBSEQUENT EVENTS

On 14 September 2023, a Purchase Asset Agreement was signed by both WPGC and GroundCo, with GroundCo agreeing to assume all of WPGC assets and liabilities from 31 July 2023. WPGC intends to become a dormant entity.

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

R G Atkinson
Company Secretary

17 October 2023
Church Road
Wimbledon
London
SW19 5AE

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 Standards 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

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TO THE MEMBERS OF THE ALL ENGLAND LAWN TENNIS GROUND PLC

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

OPINION

In our opinion the financial statements of The All England Lawn Tennis Ground plc (the "company"):

- give a true and fair view of the state of the company's affairs as at 31 July 2023 and of its loss 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 balance sheet;
- the statement of changes in equity;
- the cash flow statement; and
- the related notes 1 to 21.

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.

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.

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 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 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 area, and our procedures performed to address it are described below:

- Componentisation 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 and reviewing correspondence with HMRC.

TO THE MEMBERS OF THE ALL ENGLAND LAWN TENNIS GROUND PLC

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.

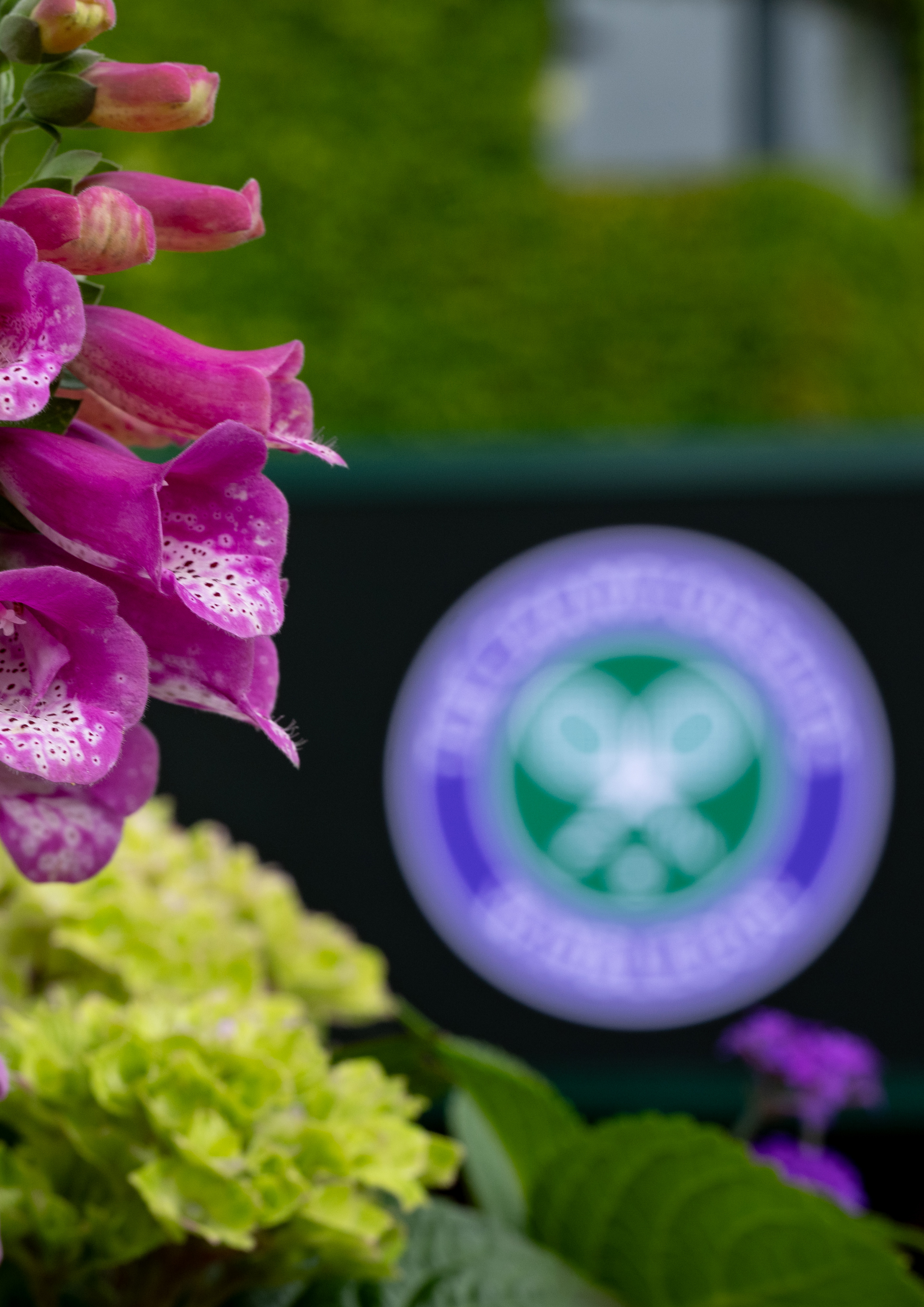
USE OF OUR REPORT

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

Claire Faulkner FCA
Senior Statutory Auditor

For and on behalf of Deloitte LLP
Statutory Auditor
London
17 October 2023



PROFIT AND LOSS ACCOUNT

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YEAR ENDED 31 JULY 2023

	NOTES	2023 £000	2022 £000
Turnover	3	27,171	24,841
Cost of sales		-	-
Gross profit		27,171	24,841
Other operating income	3	-	2,459
Administrative expenses		(35,218)	(34,727)
Operating loss		(8,047)	(7,427)
Net finance costs	4	(3,887)	(1,476)
Loss before taxation	5	(11,934)	(8,903)
Tax credit/(charge) on loss	7	(991)	(1,236)
Loss after taxation		(12,925)	(10,139)

There were no other recognised gains or losses in the year other than those included in the profit and loss account and as a result no separate statement of comprehensive income has been presented.

All results are from continuing operations in the United Kingdom.

BALANCE SHEET

AS AT 31 JULY 2023

	NOTES	2023 £000	2022 £000
Fixed assets			
Tangible assets	8	661,003	651,865
Investments	9	360	1,246
		661,363	653,111
Current assets			
Debtors: amounts falling due within one year	10	6,841	3,287
Cash at bank and in hand		4,932	4,449
		11,773	7,736
Current liabilities			
Creditors: amounts falling due within one year	12	(5,073)	(11,625)
Net current assets/(liabilities)		6,700	(3,889)
Debtors: amounts falling due after more than one year	11	425	558
Total assets less current liabilities		668,488	649,780
Creditors: amounts falling due after more than one year	13	(95,970)	(65,843)
Provisions for liabilities and charges	15	(21,364)	(19,858)
Net assets		551,154	564,079
Capital and reserves			
Called up share capital	16	52	52
Profit and loss account		(36,925)	(24,082)
Capital redemption reserve		16	16
Debenture premium reserve		587,955	588,037
Other reserves		56	56
Shareholders' funds		551,154	564,079

These financial statements of The All England Lawn Tennis Ground plc, company number 0168491, were approved by the Board on 17 October 2023. Signed on behalf of the Board.

D A Jevans
Chair

STATEMENT OF CHANGES IN EQUITY

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AS AT 31 JULY 2023

	SHARE CAPITAL £000	PROFIT AND LOSS ACCOUNT £000	CAPITAL REDEMPTION RESERVE £000	DEBENTURE PREMIUM RESERVE £000	OTHER RESERVES £000	TOTAL £000
At 1 August 2021	52	(14,014)	16	541,193	56	527,303
(Loss) for the year	-	(10,139)	-	-	-	(10,139)
Debenture premiums received	-	-	-	46,875	-	46,875
Debenture fair value adjustment	-	71	-	(31)	-	40
At 1 August 2022	52	(24,082)	16	588,037	56	564,079
(Loss) for the year	-	(12,925)	-	-	-	(12,925)
Debenture fair value adjustment	-	82	-	(82)	-	-
At 31 July 2023	52	(36,925)	16	587,955	56	551,154

CASH FLOW STATEMENT

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YEAR ENDED 31 JULY 2023

	NOTES	2023 £000	2022 £000
Net cash inflow from operating activities	17	19,050	17,726
Cash flows from investing activities			
Purchase of tangible fixed assets		(39,578)	(43,509)
Repayment of loan notes		(5,662)	(5,148)
Net cash flows from investing activities		(45,240)	(48,657)
Cash flows from financing activities			
Revolving credit facility net receipt/(repayment)		30,000	(15,000)
Debentures: Proceeds of 2022-2026 No.1 Court Series		-	46,875
Interest paid		(3,350)	(1,032)
Interest received		23	-
Net cash flows from financing activities		26,673	30,843
Net increase/(decrease) in cash		483	(88)
Cash at the beginning of the year		4,449	4,537
Cash at the end of the year		4,932	4,449

NOTES TO THE FINANCIAL STATEMENTS

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YEAR ENDED 31 JULY 2023

The All England Lawn Tennis Ground plc (the "company") is a public 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 company's principal activities are the ownership and development of the Grounds and buildings in Wimbledon, London SW19, which are made available for playing lawn tennis and croquet generally and for staging the Wimbledon Championships ("The Championships") specifically.

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.

1. ACCOUNTING POLICIES

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

ACCOUNTING CONVENTION

The financial statements are prepared under the historical cost convention, modified to include certain items at fair value, and in accordance with Financial Reporting Standard 102 ("FRS102") issued by the Financial Reporting Council, and comply with the Companies Act 2006.

GOING CONCERN

The company is funded on an ongoing basis by the annual facility fee received from The Championships and by the issue of debentures. The company has made a loss for the year, primarily as a result of non-cash depreciation charges. The board receives regular cash flow forecasts to ensure that its capital expenditure can be funded satisfactorily and has a fully drawn secured loan of £50 million and a revolving credit facility of £120 million, both of which expire on 31 July 2026. A total of £90 million was drawn down as at 31 July 2023, to fund its capital expenditure. The facility fee from The All England Lawn Tennis Club (Championships) Limited is expected to be received in full for the next financial year. The board are satisfied that the company has sufficient headroom in its secured loan and revolving credit facility to continue its operations and fund capital expenditure projects. In addition the company has continued to meet financial covenant requirements. Additional draw downs may be made from the revolving credit facility available, if required, in order to pay any liabilities that fall due.

The board will continue to review cashflow projections and as required take mitigating actions with respect to managing cashflows and drawing down further funding. The board is satisfied that, on the basis of the company's cash flow projections and the funding sources in place, it is appropriate for the financial statements to be prepared on a going concern basis.

TURNOVER

Turnover represents sales to third parties net of value added tax and facility fees payable by The Championships. Base facility fees payable by The Championships accrue evenly over the course of the year, reflecting the directors' judgement of the most appropriate revenue recognition based on their understanding of the governing agreement between the company and The Championships. 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.

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 not provided on freehold land or on museum exhibits, library books, films etc. On other assets, it is provided on cost of each asset on a straight-line basis over its expected useful life, as follows:

Freehold buildings	2% per annum
Plant & machinery, fixtures and fittings	5% - 20% per annum

Assets under development are not depreciated. Once an asset is completed it is transferred to the relevant fixed asset category and depreciation is applied at the appropriate rate.

In respect of assets which have been identified as being replaced as part of the Wimbledon Master Plan, their useful life has been amended and as a result depreciation has been accelerated over the remaining life as follows:

Freehold buildings - Aorangi Pavilion	10% per annum through to the year ending 31 July 2024

A full year of depreciation is recorded in the first year of Championships 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 when the asset was brought into use.

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.

A provision is recognised for those matters for which the tax determination is uncertain but it is considered probable that there will be a future outflow of funds to a tax authority. The provisions are measured at the best estimate of the amount expected to become payable. The assessment is based on the judgement of tax professionals within the company supported by previous experience in respect of such activities and in certain cases based on specialist independent tax advice.

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.

INVESTMENTS

Investments are stated at cost less provision for impairment.

The company has taken advantage of the exemption to prepare group accounts required by s401 under the Companies Act 2006. Details of the parent company and the availability of the consolidated financial statements is detailed in note 20.

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.

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.

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 company uses derivative financial instruments to reduce exposure to interest rate risk. The company 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 measure 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.

DEBENTURES

The nominal value in respect of debentures issued is considered a liability and classified as a basic financial instrument and is consequently measured at present value of future payments discounted at a market rate of interest for a similar debt instrument.

The privilege to receive tickets for future Championships is conveyed by another subsidiary of The All England Lawn Tennis & Croquet Club Limited, rather than by the company itself, and accordingly the premiums received on the issue of debentures are treated as a capital contribution and recognised as a movement in Shareholders' Funds.

2. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of the company's 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 company's 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.

Critical accounting judgements

The company has a number of assets under development as it continues to enhance the grounds and facilities.

Fixed assets under development are not depreciated and are reviewed by management to ensure that they continue to be expected to generate future economic benefit and are not impaired. Management consider this a key accounting judgement as management are required to assess whether these assets are likely to provide future economic benefit. Management have satisfied themselves that the amount held on the balance sheet of £48.350 million is expected to generate economic benefit and value for the ongoing development and enhancement of the grounds.

3. ANALYSIS OF TURNOVER AND OTHER INCOME

	2023 £000	2022 £000
Facility fee payable by The Championships	19,093	18,628
Additional facility fee payable by The Championships	3,623	1,865
	22,716	20,493
Other income including licence fee for suites	4,455	4,348
	27,171	24,841
Other operating income		
Business interruption insurance proceeds	-	2,459
	27,171	27,300

All turnover is derived in the United Kingdom.

4. NET FINANCE COST

	2023 £000	2022 £000
Interest payable	3,391	859
Revolving credit facility commitment fees	238	296
Loan note guarantee fees	18	64
Revolving credit facility and term loan amortisation	188	186
At undiscounted amount and amortised cost	3,835	1,405
Debenture finance cost	82	71
Other interest receivable	(30)	-
At fair value through profit and loss	52	71
	3,887	1,476

5. LOSS BEFORE TAXATION

	2023 £000	2022 £000
Loss before taxation is stated after charging:		
Depreciation on tangible fixed assets	29,498	25,027
Investment write-down	886	1,553
Fees payable to the company's auditor for the audit of the company's annual accounts	50	47
Total audit fees	50	47
Other services – tax compliance	17	16
Other services – tax advisory	59	65
Total non-audit fees	76	81

6. INFORMATION REGARDING DIRECTORS AND EMPLOYEES

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

There were no employees during the current or preceding year.

7. TAX ON LOSS

	2023 £000	2022 £000
Current Tax		
United Kingdom corporation tax rate of 25% (2022: 19%)	60	706
Adjustment in respect of prior years – corporation tax	(575)	36
Total current tax (credit)/charge	(515)	742
Deferred Tax		
Depreciation in excess of capital allowances	250	148
Adjustment in respect of prior years – deferred taxation	1,208	299
Impact of change in tax rate	48	47
Deferred tax charge	1,506	494
Total tax charge	991	1,236

RECONCILIATION OF TOTAL TAXATION CHARGE

	2023 £000	2022 £000
Loss before taxation	(11,934)	(8,903)
Tax credit on loss at the UK corporation tax rate of 21% (2022: 19%)	(2,507)	(1,692)
Factors affecting charge:		
Effects of group relief/other reliefs	-	(287)
Expenses not deductible for taxation purposes	2,957	2,834
Income not taxable	(140)	-
Effect of tax rate changes	48	47
Adjustments to tax charge in respect of previous periods	633	334
Total taxation charge for the year	991	1,236

The standard rate of UK corporation tax applied from 1 April 2023 was 25%, prior to that the rate of 19% applied. Since this change came into effect in the period, a blended rate of 21% has been charged.

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

8. TANGIBLE FIXED ASSETS

	FREEHOLD LAND & BUILDINGS £000	ASSETS UNDER DEVELOPMENT £000	MUSEUM ARTEFACTS £000	TOTAL £000
Cost				
At 1 August 2022	856,271	49,168	1,992	907,431
Completed assets	20,891	(20,813)	(78)	-
Additions	18,593	20,479	48	39,120
Disposals	-	(484)	-	(484)
At 31 July 2023	895,755	48,350	1,962	946,067
Accumulated depreciation				
At 1 August 2022	(255,566)	-	-	(255,566)
Charge for the period	(29,498)	-	-	(29,498)
At 31 July 2023	(285,064)	-	-	(285,064)
Net book value				
At 31 July 2022	600,705	49,168	1,992	651,865
At 31 July 2023	610,691	48,350	1,962	661,003

Depreciation is not charged on freehold land with a cost of £70,841,000.

Depreciation is not charged on Museum artefacts with a cost of £1,962,000.

Freehold land and buildings have been provided as security against the amended £170,000,000 loan and revolving credit facility which was signed on 13 April 2022 and subsequently novated to Barclays in the year.

Freehold land and buildings includes £2,218,000 of borrowing costs capitalised against the No.1 Court project. There were no capitalised borrowing costs in 2023 (2022: £nil).

9. INVESTMENTS

	2023 £000	2022 £000
Cost b/f	1,246	2,799
Investment write down	(886)	(1,553)
Cost as at 31 July	360	1,246

	2023 £000	2022 £000
The Queen's Club	360	360
The Wimbledon Park Golf Club	-	886
	360	1,246

At 31 July 2023, the following undertaking was a subsidiary of the company:

	COUNTRY OF INCORPORATION	ACTIVITY	CLASS OF SHARE	% SHARES HELD
The Wimbledon Park Golf Club	England & Wales	Golf club	Ordinary	100

This investment is registered at the same address as The All England Lawn Tennis Ground plc as disclosed on page 1 within these financial statements.

As at 31 July 2021 the golf club lease was transferred from WPGC to the company by way of dividend in specie. This resulted in a write down of the investment to the remaining net assets of WPGC at 31 July 2021. An additional write down of £886,000 (2022: £1,553,000) was recorded at 31 July 2023, to write down the investment to £nil, with WPGC being in a net liability position as at 31 July 2023. The company has committed to cover the WPGC liability position.

10. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2023 £000	2022 £000
Trade debtors	-	96
VAT receivable	685	1,293
Prepayments and accrued income	1,025	22
Net amount due from The All England Lawn Tennis Club (Championships) Limited	3,622	1,876
Net amount due from The Wimbledon Park Golf Club	90	-
Corporation tax debtor	1,419	-
	6,841	3,287

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

11. DEBTORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2023 £000	2022 £000
Capitalised loan costs	425	558
	425	558

12. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2023 £000	2022 £000
WPGC acquisition deferred consideration	-	5,662
Trade creditors	1,319	910
Corporation tax creditor	-	319
Debenture creditors	-	12
Accruals, sundry creditors and deferred income	3,754	3,923
Net amount due to The Wimbledon Park Golf Club	-	799
	5,073	11,625

The WPGC acquisition deferred consideration related to the guaranteed loan notes which were payable in equal 25% instalments not less than fourteen days prior to the redemption dates of 31 December 2019, 31 December 2020, 31 December 2021 and the final redemption date of 31 December 2022.

13. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2023 £000	2022 £000
Bank loan	89,858	59,814
Debentures: 2021-2025 Centre Court Series	4,892	4,820
Debentures: 2022-2026 No.1 Court Series	1,220	1,209
	95,970	65,843

	2023 £000	2022 £000
Bank loan and WPGC acquisition deferred consideration:		
On demand or within one year	-	5,662
Between one and five years	89,858	59,814
	89,858	65,476

The bank loan maturing on 31 July 2026 amounts to £170,000,000 and comprises a £50,000,000 term loan and a £120,000,000 revolving credit facility. As at 31 July 2023, all the term loan had been drawn down (2022: £50,000,000), £40,000,000 of the revolving credit facility had been drawn down in cash (2022: £10,000,000) and £nil had been drawn down in loan note guarantees (2022: £5,662,000). The loan is secured against the freehold land and buildings with a carrying value of £610,691,000 (2022: £600,705,000). The terms of the loan restrict the company from making significant acquisitions or disposals without the consent of the lender. Interest is payable on the bank loan at a variable rate of SONIA, using a historical spread adjustment, plus a margin of 0.75% on the principal amount.

The loan repayment terms require the term loan to be reduced by an amount equal to 90% of the net proceeds of all instalments of the 2026-2030 Centre Court debenture issue and of the subsequent No.1 Court issue. As and when the term loan is reduced to zero, repayment terms are such that the revolving credit facility is to be reduced by an amount equal to 90% of the net proceeds of all further such instalments, until the revolving credit facility is less than £75,000,000.

The nominal value of the debentures issued is measured at fair value by applying an effective interest rate.

The nominal value of the 2021-2025 Centre Court debentures which are free of interest and unsecured are repayable at par on 1 August 2025. The interest charged for the year is calculated by applying an effective interest rate of 1.50% to the liability component.

The nominal value of the 2022-2026 No.1 Court debentures which are free of interest and unsecured are repayable at par on 2 August 2026. The interest charged for the year is calculated by applying an effective interest rate of 0.83% to the liability component.

The current fair value of the amount that falls due after more than five years is £nil (2022: £6,029,000).

14. FINANCIAL INSTRUMENTS

	2023 £000	2022 £000
Financial assets		
Measured at undiscounted amount receivable		
Trade debtors (see note 10)	-	96
VAT receivable (see note 10)	685	1,293
Amounts due from related parties (see note 10)	3,712	1,876
Measured at fair value through profit and loss		
Cash at bank and in hand	4,932	4,449
Total financial assets due	9,329	7,714

	2023 £000	2022 £000
Financial liabilities		
Measured at undiscounted amount payable		
Trade creditors (see note 12)	1,319	910
Debenture creditors (see note 12)	-	12
Accruals, sundry creditors and deferred income (see note 12)	3,754	3,923
Amounts due to related parties (see note 12)	-	799
WPGC acquisition deferred consideration (see notes 12 and 13)	-	5,662
Measured at amortised cost		
Bank loan (see notes 13)	89,858	59,814
Measured at fair value		
Debentures: 2021-2025 Centre Court Series (see note 13)	4,892	4,820
Debentures: 2022-2026 No.1 Court Series (see note 13)	1,220	1,209
Total financial liabilities	101,043	77,149

15. PROVISIONS FOR LIABILITIES AND CHARGES

Deferred taxation movement for the year:

	2023 £000	2022 £000
At 1 August	19,858	19,364
Charge to profit and loss account		
Deferred taxation:		
Current year	250	148
Prior year	1,208	299
Due to rate change	48	47
At 31 July	21,364	19,858
Analysis of deferred tax		
Capital allowances in excess of depreciation	21,364	19,858
Closing balance	21,364	19,858

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%).

During the year beginning 1 August 2023, the net increase of the deferred tax liability on fixed asset timing differences is expected to be a £298,000 increase (2022: £196,000 increase).

16. CALLED UP SHARE CAPITAL AND RESERVES

	'A' ORDINARY SHARES NO.	'A' ORDINARY SHARES £	'B' ORDINARY SHARES NO.	'B' ORDINARY SHARES £
Authorised, called up, allotted and fully paid				
At 1 August 2022 and 31 July 2023	39,078	39,078	13,217	13,217

Both A and B ordinary shares have the same voting rights and carry no right to fixed income.

The company's other reserves are as follows:

The profit and loss reserve represents cumulative profits or losses, net of dividends and other adjustments.

The capital redemption reserve represents the buy back of 15,861 of the company's own 'B' ordinary £1 shares at 1 August 2013.

The debenture premium reserve represents the premiums received on debentures which carry the privilege to receive Centre and No.1 Court tickets for The Championships during the specified period and the fair value adjustment on the initial recognition of debenture liabilities. The face value of the Centre and No.1 Court tickets for The Championships 2023 was £6,225,000 (2022: £5,846,000).

Other reserves comprise the Lord Ritchie Library Fund and General Reserve.

17. RECONCILIATION OF OPERATING LOSS TO OPERATING CASH FLOWS

	2023 £000	2022 £000
Operating loss	(8,047)	(7,427)
Investment write-down	886	1,553
Depreciation and other amounts written off tangible fixed assets	29,498	25,027
Operating cash flow before movement in working capital	22,337	19,153
(Increase)/decrease in net amount owed from The All England Lawn Tennis Club (Championships) Limited	(1,746)	47
(Decrease) in net amount owed to The Wimbledon Park Golf Club	(889)	(950)
(Increase) in debtors	(610)	(257)
Increase in creditors	1,253	376
(Decrease) in debenture fair value adjustment	(83)	(30)
Cash generated from operations	20,262	18,339
UK corporation tax paid	(1,212)	(613)
Net cash from operating activities	19,050	17,726

NET DEBT RECONCILIATION

	2022 £000	CASH FLOWS £000	OTHER NON-CASH CHANGES £000	2023 £000
Cash at bank	4,449	483	-	4,932
Bank loan	(59,814)	(30,000)	(44)	(89,858)
WPGC acquisition deferred consideration	(5,662)	5,662	-	-
Net debt from operating activities	(61,027)	(23,855)	(44)	(84,926)

18. CAPITAL COMMITMENTS

	2023 £000	2022 £000
Capital commitments are as follows:		
Committed but not provided for in these accounts	11,000	25,015
Total capital commitments	11,000	25,015
Future minimum lease payments under non-cancellable operating leases are as follows:		
Expiry within one year	350	350
Expiry date between one and five years	1,421	1,407
Other lease commitments	1,137	1,501
	2,908	3,258

19. RELATED PARTY TRANSACTIONS

The profit and loss account includes the facility fee due from The All England Lawn Tennis Club (Championships) Limited as set out in note 3.

The balance due from The All England Lawn Tennis Club (Championships) Limited at 31 July 2023 was £3,622,000 (2022: £1,876,000).

The balance due from The Wimbledon Park Golf Club at 31 July 2023 was £90,000 (2022: £799,000 payable to).

There are no other related party transactions.

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

20. ULTIMATE PARENT COMPANY

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 Ground plc as disclosed on page 1 within these financial statements.

21. POST BALANCE SHEET EVENTS

On 14 September 2023, a Purchase Asset Agreement was signed by both WPGC and GroundCo, with GroundCo agreeing to assume all of WPGC assets and liabilities from 31 July 2023. WPGC intends to become a dormant entity.