

Annual Report and Financial Statements

for the year ended 30 June 2023 for Brentford FC Ltd



Brentford FC Ltd (Registered number: 03642327)

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for the Year Ended 30 June 2023**

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Brentford FC Ltd

**Company Information
for the Year Ended 30 June 2023**

Directors: C Crown FCA
M Choudhuri (resigned 1 July 2023)
D A Davies
P R Giles
S R Hatcher (appointed 3 February 2023)
S Purvis (resigned 3 February 2023)
N S Raj
P Shetty
J P L Varney (appointed 26 July 2022)

Secretary: L J Skelhorn

Registered office: 27 Great West Road
Brentford
TW8 9BW

Registered number: 03642327 (England and Wales)

Auditors: BDO LLP
55 Baker Street
London
W1U 7EU

**Chair's Report
for the Year Ended 30 June 2023**

Introduction

I am delighted to present my report to accompany our financial results for the 2022/23 season. This year has marked an exceptional period of growth for our club, highlighted by our impressive ninth-placed finish in the Premier League. Our journey has been guided by a commitment to teamwork, continuous development and the dedication and unwavering support of our fans, players, staff, directors and our owner, Matthew Benham. I want to thank them all for the part that they have played and continue to play every day. As we reflect on the milestones of the past year, we eagerly look forward to building upon our successes in the years ahead.

Football Performance

Our second season in the Premier League ended with a ninth-place finish - an improvement of four places from the previous campaign led by our head coach, Thomas Frank and his assistant Claus Norgaard. We also set a new standard for fewest defeats and least goals conceded, in the top division, in a season in our history, whilst recording our highest post-war league finish.

The first home game of the 2022/23 season saw us score four goals against Manchester United in an unforgettable first-half at the Gtech Community Stadium - a game that will live long in my and every other Brentford supporter's memory.

The atmosphere generated by our fans in the stands continued to match the performances of the players on the pitch throughout the campaign, helping us beat the likes of Manchester United, Liverpool, Tottenham and Chelsea.

We also recorded a double over treble winners Manchester City, which saw us become the only team in the division to achieve that feat against Pep Guardiola's European champions.

In the EFL Cup, we were knocked out in the third round at home to Gillingham, after a win away at Colchester United. We were defeated at the same stage of the FA Cup, after a 1-0 home loss to fellow Premier League side West Ham United.

In March, Ivan Toney became the first Brentford player to earn a cap for England in 84 years when he appeared against Ukraine at Wembley. Ivan scored 20 goals in 33 league games and an international call-up was well deserved.

His performances for the Bees won him the Players' Player of the Year award, while his strike partner Bryan Mbeumo picked up the club's Goal of the Season prize for our fourth and final goal against Manchester United. This was a wonderful team goal with the move starting in our own penalty area in that emphatic win at the start of the season.

B team

Our B team, under the continued guidance of head coach Neil MacFarlane and assistant head coach Sam Saunders, continues to thrive. The young Bees celebrated their 2022/23 season by clinching the Premier League Cup following a 2-1 win over Blackburn Rovers Under-21s in the final of the competition at the Gtech Community Stadium. They then finished their season with a memorable comeback in the first-ever Robert Rowan Invitational, defeating Manchester City EDS 3-2 after being two goals down.

Their success last term showcased talent, resilience and teamwork, marking a historic chapter in the team's journey.

**Chair's Report
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Alex Gilbert went on to win the Brentford B Player of the Year award, before departing to Sky Bet Championship side Middlesbrough - another example of how the club develops and sells players.

Midfielders Ryan Trevitt and Yehor Yarmoliuk also earned promotions to the first team, which is a testament to their hard work and talent throughout the last 12 months, so congratulations to them.

Women's team

Brentford Women had a good season in the London South East Division One North, finishing in second place and narrowly missing out on promotion to the Premier Division. Their journey was marked by reaching the Capital Cup final.

Similarly, Brentford Women B team had an impressive run, securing the second spot in the Greater London Division One North and making it to the final of the Capital Cup (Junior Section).

One memorable moment worth highlighting was the historic first game at the Gtech Community Stadium, where they triumphed over Watford Ladies Development with a 4-2 victory in front of a record crowd of 5,116.

Despite falling short in our bids for promotion, both teams demonstrated their talent and spirit, which left a lasting impact on their growing fanbase.

Player trading

It has been another busy year for the club in the transfer market, which saw us break our transfer record three times across the last 12 months.

In the summer of 2022, first Aaron Hickey and then Keane Lewis-Potter became our record signings. The addition of Kevin Schade in January was initially a loan deal, before it was later confirmed as a permanent one, which became our third record-breaking transfer of the season. With all three players linked with top clubs in the Premier League and around Europe, those deals represent Brentford's ability to buy and attract young talent from across the continent to west London.

We also secured the signings of experienced Premier League defender Ben Mee on a free transfer - who would go on to win the club's Supporters' Player of the Season - as well as Thomas Strakosha and Mikkel Damsgaard from Serie A, who both came with international experience.

With us entering our third season in the Premier League and our financial position strengthening, we were also able to retain our top talent for another year. But, just like last year, we will not be averse to selling players in the future if we feel the investment can be used to take the club to the next level.

One player who sadly departed the Bees this summer was club captain Pontus Jansson. He returned to join Swedish side and boyhood club Malmö upon the expiry of his contract, which ended his four-year association here. Undoubtedly the crowning moment of his Brentford career came when he lifted the Sky Bet Championship play-off final trophy at Wembley in May 2021, ending Brentford's 74-year wait for a return to the top tier of English football, something which will never be forgotten by any players, staff or supporters. Everybody connected with the club will want to thank him for what he has done for us and wish him well back home with Malmö. And no one will ever forget his emotional goodbye to the players and fans after our final home game of the season.

We also wish the very best to all of our other departing players and we thank them for playing their part in the Brentford story.

**Chair's Report
for the Year Ended 30 June 2023**

Under-18's

In June 2023, Brentford welcomed the arrivals of new Under-18 staff with head coach Lydia Bedford and assistant head coach Jon-Paul Pittman brought in alongside 12 new players who joined the club from a range of different football backgrounds. Lydia took charge of Brentford's Under-18 side, who compete in the South East Youth Alliance League, with the youngsters formally moving on-site to train full-time at the Robert Rowan Performance Centre from the 2023/24 season.

Five players arrived in the Under-18s squad having departed from academies at either Premier League or Championship level, whilst seven players arrived from non-league or independent academy programmes.

Academy

The club were also granted a licence to open and operate an Academy under the Elite Player Performance Plan earlier this year. The club initially opened a Category Four Academy for the start of the 2022/23 season, which will feed into the club's existing B Team, extending the development pathway for young players.

Having originally taken the decision to close the Academy in 2016 in order to focus on a smaller group of players as part of Brentford B, a recent change in Premier League rules means that, by the start of the 2024/25 season, all Premier League clubs must have an Academy at Category Three level or higher. The club will continue to evolve and adapt to any challenge we may encounter, but always with the intention of being the best club we can possibly be. We are excited by the challenge that re-opening an academy will bring, with the resources already in place to tackle that challenge.

We also knew that promotion moved us one step nearer to European football and, while we still recognise that it is a big challenge to qualify for Europe, if we did manage to achieve it, then we would not want to be prevented from taking part because of a technicality in the UEFA rules.

Fans & Community

There has been welcome, renewed focus on fan engagement across English football following the publication of the Tracey Crouch fan-led review into our game. We have been well-placed as a club to feed into football's response to the recommendations from that review through our discussions with the FA and Premier League. Our commitment to fan engagement remains embedded throughout the club.

To meet the Premier League's new Fan Engagement Standard guidelines, the club has built on its existing fan consultation approach by establishing a fan advisory board and nominating club officials to join it. Our fan advisory board is co-chaired by Stuart Hatcher, chair of Bees United and Adam Hobbs, chair of Brentford Independent Association of Supporters (BIAS). The first board meeting took place in April 2023 and we aim to hold four FAB meetings per year.

In March, the Brentford Disabled Supporters' Association (DSA) held their first meeting. The Brentford DSA was recently formed to promote the needs and interests of disabled supporters. During their first meeting, which included 15 members, the committee laid out their vision for the formation of a DSA constitution ahead of the 2023/24 season, their involvement with the Premier League Disability Advisory Group and potential DSA season events.

**Chair's Report
for the Year Ended 30 June 2023**

Last season, with the cost-of-living crisis biting hard for people across the country and within our communities, we were also pleased to be able to state our commitment to affordable, accessible football. In the spring, we froze season ticket prices ahead of the 23/24 season across all season ticket and matchday ticket pricing categories, helping to ensure that the Gtech Community Stadium remains one of the most affordable places to watch Premier League football.

Building on Brentford FC's work to promote cardiac health in the past, the club launched a new initiative, the Heart of West London. This initiative aims to tackle a crucial issue - heart health - and use the power of football to fund medical research, promote life-saving CPR skills, organise more heart screenings, and offer support to those affected by cardiac issues. In just 12 months, the Heart of West London campaign has proven that the power of football can extend far beyond the pitch. Together, we will continue to use the power of sport and our collective voice to change the game for cardiac health in west London.

Important work has also been done across a range of projects looking at improving inclusion for women and girls within Brentford and also tackling discrimination that sadly continues to be a scourge on our society and online.

Using the club's Premier League status as a platform, Brentford FC Community Sports Trust (BFC CST) has been able to offer a wider portfolio of projects and engage with more people in the community than ever before. The Trust focuses on using the power of sport and education to inspire people, raise the aspirations of our local community, develop community facilities and to give local people the confidence and skills to reach their full potential. With the new Sports Hub and offices at Gunnersbury Park already activated, the Trust moved into a new office and education hub adjacent to the Gtech Community Stadium in June 2022. The new facility offers more space and helps create a campus concept across Trust and Club. Between April 2022 and March 2023, the Trust supported 13,947 individual participants from the London boroughs of Hounslow, Ealing, and Richmond. Of that number, 8,335 participants were under the age of 18.

Governance

The Audit and Risk Committee, chaired by our non-executive director Deji Davies, ensures strong corporate governance. It oversees financial reporting, internal controls, and risk management. By reviewing financial statements and assessing risks, the committee promotes transparency and resilience, supporting the club's continued growth.

Our Safeguarding Board assumes responsibility for ensuring that we adhere to statutory safeguarding standards while also fostering an environment of continuous improvement in this area. This Board also plays a pivotal role in cultivating a proactive safeguarding culture and provide oversight, strategic guidance, and support staff development.

In our 2022 Gender Pay Gap report we also reported that our mean gender pay gap results have increased from 2021 and this is largely due to a rise in player salaries upon transitioning into the Premier League. The composition of our playing squad, football management, and coaching staff significantly impacts the results due to varying salaries. As a signatory of the FA's Football Leadership Diversity Code, we are continuing to work hard to recruit more women at all levels.

**Chair's Report
for the Year Ended 30 June 2023**

We recognise the importance of protecting our local environment and that we have a responsibility to operate in a sustainable way and use our club to promote sustainability. Last season we completed the development of a three-year sustainability plan and have recruited our first sustainability manager to lead that work. Our approach is built around the following five elements: management and reporting; climate; circularity; nature and engagement. Our energy and carbon reporting follow later in this document. It will show that energy use and emissions increased compared to the previous year. This rise is due to more matches played at the Gtech Community Stadium leading to higher consumption of natural gas and electricity. Additionally, increased fixtures by the first team and B team resulted in more travel, causing an additional rise in emissions.

Finance

In this report, I am also pleased to report a club record turnover of £166.5m (2022: £140.9m). This helped to generate an operating profit before player trading of £4.4m (2022: profit of £25.1m).

Profit before taxation was £9.2m (2022: profit of £29.9m), including the profit on disposal of players which was £5.6m (2022: profit of £4.6m).

Cash held at the balance sheet date was £15.0m (2022: £15.7m) while third-party debt at the end of the financial year was £0.5m (2022: £0.7m).

Matthew Benham's total investment in the group on 30 June 2023, comprised of equity and loans, stood at £104.4m (2022: £104.4m). This sum includes £22.8m (2022: £22.8m) of loans specifically in relation to the stadium project.

Commercial

Last summer we announced a new ten-year stadium naming rights partnership with Grey Technology Limited (Gtech) with our stadium renamed as the Gtech Community Stadium. The deal, delivered by Jon Varney and the commercial team, is the largest sponsorship deal in Brentford's history and will help to drive further investment into our ambitious plans on and off the field. Gtech, as a progressive, community-minded organisation, are a great fit for us and we look forward to working with them in the years ahead.

The Gtech deal helped to contribute to a record turnover for the club, which is broken down later in this report. Our central distributions from the Premier League, mainly driven by their global broadcasting deals continue to be fundamental to our business model. Our matchday revenues have grown too, thanks to the backing of our amazing fans. We will continue to reinvest as much as we can, in a sustainable and responsible way, while giving the team the opportunity to compete and thrive in the Premier League.

Stadium & Facilities

In the summer of 2022, we were honoured to be part of the UEFA Women's Euro Tournament. We hosted four matches in the tournament in total including a quarter-final tie. The quality of football on show was excellent and we received terrific feedback for the quality of our facilities and our staff. It was a brilliant experience for us all and a fantastic showcase for the club.

This led on to us hosting the Lionesses play Australia as they prepared for their appearance at the FIFA World Cup in April 2023. Their success continues to inspire girls and women across the country and we are pleased to see that interest grow locally too with the Trust's girls and women's programmes continuing to prosper.

**Chair's Report
for the Year Ended 30 June 2023**

Sadly, last season was the final season of us hosting London Irish. Their financial difficulties have been well-documented and we feel for the staff, players and fans who have been affected by their recent troubles, which ultimately led to London Irish going into administration.

For the start of last season, we were able to introduce safe standing at the stadium, something which our fans wanted. Barriers have been installed across the West Stand, Block S100 in the South Stand, and a section covering around 1,700 seats which are also in place in the away end to satisfy the authorities' safe standing licensing criteria.

For the second season running, the Gtech Community Stadium received the top marks in the Premier League's Matchday Fan Experience survey. Thanks to the warm welcome which fans and guests receive, alongside first-class staff and our facilities we are proud that our club has been acknowledged as being a leader in this area. Our matchday team should be applauded for keeping our fans safe and ensuring that the Gtech Community Stadium is a great place to watch football. We will continue to work hard to maintain and improve these standards going forward.

In December, the Robert Rowan Performance Centre was officially opened with members of Robert's family, including his wife Suzanne and mum Jackie, part of the ceremony. The naming of our new training facility after Robert is a fitting way to remember his immense legacy.

Equality, Diversity and Inclusion

At Brentford FC, we believe that football is for everyone. We aim to uphold fairness and respect throughout our club, whether that's with our supporters, our staff or our players. Ensuring football is inclusive is at the heart of the club.

Over the last year we have continued to amplify our work in this space. Our EDI agenda is supported by our EDI Sub-Committee who are responsible for the oversight of the club's delivery outcomes in this area.

I am very pleased to acknowledge that we were awarded the preliminary level of the Premier League Equality, Diversity and Inclusion Standard (PLEDIS). The accreditation was formally received during half-time at our home fixture against Bournemouth in January.

As a signatory of the Football Leadership Diversity Code, in our third season we have exceeded our targets in several areas. During the 2022/23 period, 23 per cent of our senior leadership hires, 18 per cent of our team operations hires and 25 percent of our men's club coaching staff are Black, Asian or of Mixed Heritage. 30 per cent of team operations targets are also female. We still have room for improvement, and we recognise the need to improve in respect to hiring more females in senior positions.

We continue to run initiatives to support our female colleagues such as our Women's Network which allows female staff to raise any issues and to develop our female staff. We're also working hard to make sure our male colleagues are aware of their own behaviours. This International Women's Day, we held an all-staff education session which looked at gender equity. We also launched our Menopause Policy to ensure we provide better support, flexibility and understanding for our female staff. As pleased as we are of the progress we've made, there's more to do. We're committed to helping our female employees prosper - whether through fostering a better workplace environment, creating allyship or improving recruitment processes.

**Chair's Report
for the Year Ended 30 June 2023**

Our people

The club's recent success has provided additional resources to develop the club through investment. Our workforce has continued to grow to further add expertise and I have also been proud to see a number of staff secure their own promotions or take on new roles as they develop within the club. I want to thank our staff for their ongoing dedication and hard work. As I write this report, I reflect with pride on the amount of progress which has been made in this financial year – all of which is down to them.

There were a number of positive accolades throughout the season for the club, which is testament to the collective hard work of all our staff. This includes receiving the highest matchday fan experience score in the Premier League for the second season running. Brentford was also nominated in four categories at the London Football Awards. The Brentford FC Community Trust picked up the award for Community Project of the Year for its anti-discrimination workshops at primary schools led by our Club Ambassador Marcus Gayle and former Brentford Women player Salma Mahamud.

At the Bees United AGM in December, it was announced that Stewart Purvis, chair of Bees United, would be standing down in the New Year after nearly four years. It was confirmed that his successor, Stuart Hatcher, would take up his place on the club board. As I said at the time, I would like to thank Stewart for his contribution to the work of the board during his time on it. His representation of Bees United and their membership was first-class, helping to steer and to challenge our decision-making, ensuring that the fans' voice was heard.

Stuart Hatcher is well known to us through his previous work, particularly in setting up the 'special share' scheme which has recently been acknowledged as being best practice in the government's recent fan-led review.

At the end of the season, Monique Choudhuri stepped down from Brentford's board of directors, after serving the club since 2017. She has helped to make us a better, more progressive club and we extend our thanks to her for that.

Preeti has already picked up the baton from Monique to chair our EDI, mental health and wellbeing sub-committee of the board. The purpose of that group is to oversee our plans in this area and promote these aspects throughout the club.

I was also inspired to see our non-executive director Deji Davies named on the Football Black List 2022. The Football Black List is an important industry initiative that acknowledges leaders working across all areas of the game from the Black community.

Finally, I also want to reiterate my thanks to our director of football, Phil Giles and chief executive, Jon Varney for leading the club on and off the field. Both of them, and the staff who work with them, should take great credit for the progress that the club has made and the many achievements detailed in this report.



C Crown FCA
Chair

19 December 2023

**Group Strategic Report
for the Year Ended 30 June 2023**

Group strategic report

The directors present their strategic report of the company and the group for the year-ended 30 June 2023.

The main strands of the Club's strategy are as follows:

- Continue to improve the quality of live football and perform at the highest possible level;
- Deliver outstanding fan and local community engagement;
- Achieve financial stability via revenue growth and cost control; and
- Develop our people and provide them with an environment to succeed.

On the pitch the Club achieved a 9th position finish in the Premier League with one of the lowest wage cost in the division.

The Club will not shy away from selling players, when it is considered appropriate to do so, but only when the right valuation has been met. This continues to be a part of our success story, albeit promotion to the Premier League has meant that only two first-team players were sold in the 22/23 season.

Business review

Brentford FC uses a variety of key performance indicators in order to monitor and manage the business effectively.

Indicator	2022/23	2021/22
Turnover (£m)	166.5	140.9
Player Trading (£m)	5.6	4.6
Profit before tax (£m)	9.2	29.9
Wages: Turnover ratio (%)	59	48
Season tickets	11,193	11,111
Actual league position	9th	13th
xG league position*	7th	7th

* This metric relates to the underlying performance of the men's 1st team and stands for "expected goals". It is a statistical measurement of the quality of goalscoring chances (created and conceded) and the likelihood of them being scored.

Turnover increased by £25.6m in the year to £166.5m (2022: £140.9m) on the back of a 9th position finish in the Premier League. The majority of this increase is driven by Central income, now at £135.2m, with Broadcasting income at Premier League level consistently the highest of any league in the world. Commercial income increased by £3.9m off the back of improved commercial deals in our second season as a Premier League club, including stadium naming rights.

Profit on player trading is at a similar level to the prior period as the focus this season has been to consolidate and expand the squad rather than sell. The profit for the year is a mix of player sales and contingent triggers in contracts on sales that were made in prior periods.

Costs continued to increase significantly in the current year, with investment in the playing squad driving an increase in salary costs of £30.6m and an increase in player amortisation of £8.1m. The output of the above factors resulted in the Group producing a profit before tax in the year of £9.2m (2022: £29.9m).

**Group Strategic Report
for the Year Ended 30 June 2023**

The Group is in a net assets position of £85.2m as at 30th June 23 (2022: £47.3m). The upwards movement is a combination of profit for the year and an upwards revaluation of the Gtech Community Stadium of £27.0m.

Principal risks and uncertainties

There are several risks and uncertainties inherent within professional football to which Brentford FC is exposed.

The key areas of risk are considered to be:

- Reliance on the First Team's performance to maintain the Club's league status;
- In the current year Central Income contributed £135.2m (2022: £114.9m), which is outside the Club's direct control, representing 81% of the Club's turnover;
- Recruitment and retention of key employees to be able to operate the Club in a fashion that will achieve financial stability;
- Impact of supporter attendance levels at First Team matches, both in financial terms during the current Cost of Living Crisis, and player performance;
- Compliance with rules and regulations of applicable football governing bodies; and
- Managing working capital and tax affairs that require complex forecasting and scenario planning.

The above risks are considered to be mitigated by the following actions:

- Further investment in players to replace those that have moved on, improving the squad depth;
- There is a growing focus by the Club to bring in funds through other revenue streams, primarily on the Commercial side of the business;
- Additional staff have been recruited to help with the growing nature of the organisation;
- Fan engagement continues to be a key objective of the club - the 22/23 season generated sell-out crowds for every league game;
- The Club has a proactive approach to any changes in the regulatory environment and has recruited qualified staff to manage compliance in those areas; and
- The maintenance of detailed cash forecasts including application of appropriate sensitivities, together with engagement with third party tax specialists on a regular basis.

On behalf of the board:



C Crown FCA - Director

19 December 2023

**Group Strategic Report
for the Year Ended 30 June 2023**

Section 172(1) statement

Section 172 of the Companies Act 2006 requires Brentford FC's board of directors to take into consideration the interests of stakeholders and other matters in their decision-making.

Brentford FC endeavours to put our fans first and we believe we are a true community club. We take huge pride in the culture within the club which focuses on development, inclusion and not being afraid to think differently. Being progressive, humble and respectful while sticking together as one team across the Club guides how we work and the decisions we make each day. We also firmly believe that a diverse workforce is a better workforce which will help us develop ideas, solve problems and ultimately grow Brentford FC.

A summary is presented below of how we engage with our key stakeholders to take into consideration their interests and to support our strategic decision-making.

Our supporters

Brentford Football Club is committed to delivering outstanding fan engagement – it is one of the club's core business objectives. Brentford FC fully supports the Premier League's work to introduce the Fan Engagement Standard. To meet the Fan Engagement Standard guidelines, the club has built on its existing fan consultation approach by establishing a Fan Advisory Board involving representatives of the club's supporters' trust, Bees United (representing circa 3,800 members) and the Brentford Independent Association of Supporters, known as BIAS (representing circa 3,100 members) and nominated club officials.

Brentford FC has a long history of working closely with its fans. Indeed, from 2003 the club's Supporters Trust, Bees United took over management control before buying the controlling shareholding in 2006 to become the first London club to be owned by its supporters. In 2012, Bees United agreed to allow long-term Brentford supporter Matthew Benham to purchase the controlling shareholding but, crucially, Bees United maintained a 'special share' in the club giving it the right to veto the sale of the stadium unless certain conditions are met. Bees United also maintained the right to have a fans' representative on the main Brentford FC Board of Directors, currently Stuart Hatcher who is also the Chair of Bees United.

The club has also set up a Disabled Supporters Association which now meets regularly with club officials to improve the experience of fans and visitors with any disabilities.

Bees United and BIAS are also consulted by the club on a range of matters, on an informal basis, and pursuant to the club's Supporter Charter. Sub-groups have also been established to address particular issues of interest to supporters – such as the club's ticketing system and policies; to review how the club deals with discriminatory behaviour; to assess food and drink provision at the stadium; and to take forward the club's support for women and girls.

Supporters' views are also gathered and considered via a series of fan surveys, fan forums, market research and frequent email and telephone dialogue. These insights and conversations feed into all aspects of our off-field operations to support of decision-making processes. An essential part of this continues to be our focus on providing an accessible and inclusive environment for all fans and visitors, ensuring our fans experience inclusivity the Brentford way.

Our employees

Football is for everyone, it belongs to and should be enjoyed by anyone who wants to participate in it, whether a player, official, staff member or spectator. We aim, therefore, to bring people together in a way that supports positive change, makes people feel valued and improves the lives and inclusive experience of our fans and wider community.

**Group Strategic Report
for the Year Ended 30 June 2023**

Section 172(1) statement (continued)

Our Equity, Diversity & Inclusion agenda is supported by our EDI Sub-Committee, which includes members of the Board who are responsible for the oversight of the club's delivery and are in place to check, challenge and provide strategic support for the clubs' aims in this area.

Briefing sessions and staff events have been established internally where staff can come together in a safe space to discuss topical issues and projects. We also have established a women's network and multicultural inclusion group to come together to support each other and promote their shared goals. The club carries out all-staff surveys to gather feedback on a range of issues in relation to the organisation's culture, working environment and employee support.

The football family

Brentford FC is subject to the regulations of the various football authorities who regulate and organise the competitions in which our teams play including the FA, the Premier League and the EFL alongside local bodies including the Middlesex FA, the London FA and the international bodies, UEFA and FIFA. We engage with all of these organisations to ensure that we contribute positively to the development and sustainability of the game of football.

Our Chair and CEO represent the Club in a number of strategic forums across the Premier League and the FA. Both attend the Premier League's Shareholders Meetings while the Chair sits on its Fan-Led Review of Football Governance Advisory Group and the CEO sits on its Commercial Advisory Group. The Chair is also a member of the FA's Professional Game Board and the FA Council.

Throughout the year, members of the Club's executive team participate in various club meetings and working groups to contribute to the discussions on key issues and challenges within the industry.

Our community

Engaging the local community is important to the Club. Brentford FC Community Sports Trust has been in operation for many decades to progress health, education and social care initiatives across the local community. The Club's Fan & Community Relations team are also very active, supporting local events, business and community projects.

We have strong working relationships with our local MPs and councillors and frequently discuss specific matters impacting on their constituents and on broader, more strategic issues which are important to the community. Our links with the London Borough of Hounslow are obviously vital with several employees and departments having regular dialogue with their local authority counterparts. On top of this, we meet with local political leaders, residents and local interest groups through our Brentford FC Community Engagement Group meetings which are held at least twice a year.

In order to ensure that we can operate our stadium and all associated events in a safe and compliant manner, we engage regularly with our Safety Advisory Group in line with our issued safety certificate. We also work closely with the Metropolitan Police and all other local emergency services.

In relation to our training ground at Jersey Road, we have hosted a number of public consultation sessions to ensure that we take into consideration any concerns or issues that the local community may have as we continue to develop that site.

**Group Strategic Report
for the Year Ended 30 June 2023**

Section 172(1) statement (continued)

Our local environment

At Brentford FC, we're proud to call west London our home. We recognise the importance of protecting our local environment and that we have a responsibility to operate in a sustainable way and use our platform to promote sustainability.

To that end, we have developed our first Sustainability Strategy for the club and hired our first Sustainability Manager. This new role will play an important role in promoting environmental sustainability across all areas of our operations. The Sustainability Manager will be responsible for developing and implementing sustainability strategies and initiatives, monitoring our environmental performance, and ensuring that we meet our sustainability targets. They'll also be responsible for engaging with our fans and the wider community to promote sustainable practices and inspire positive change.

Our catering supplier, Levy, has a commitment towards achieving net zero carbon by 2027. They are actively partnering with suppliers that use locally sourced, seasonal products, and provide plant-based options. Brentford FC know that the production of meat can substantially increase our carbon emissions, and so we are looking for methods to reduce this impact. Other initiatives include highlighting the carbon footprint of meals to guests and sharing unused food items that can be reused.

The recent development of the Robert Rowan Performance Centre was constructed using reusable, low-carbon construction materials (for example, the gym is a wooden, reusable, structure). This minimised energy used during construction and will reduce our ongoing carbon footprint.

We recognise that the travel choices of our fans, players and staff also contribute to our carbon footprint. The location of the stadium supports active travel through easy pedestrian access and bike racks as well as access to good public transport options. We conduct regular post-match fan surveys, and from our analysis, 60% of home fans this season either use public transport, walk or cycle to attend home matches. A recent Premier League survey also found that 34% of Brentford fans travel by car, significantly lower than the league average. We have also installed electric vehicle charging points at our training ground, and we have set up a cycle to work scheme to encourage employees to commute by bicycle.

A highly publicised and well received initiative to roll over kit has been welcomed from fans, not only saving costs for fans but creating less environmental impact.

The Brentford FC Community Sports Trust has also recently launched its own sustainability strategy which aligns with the United Nations Sustainable Development Goals.

Partners and suppliers

Brentford FC has a range of different commercial partners who the Club works with to promote their brands and products using the Club's appeal, platform, values and audiences. These relationships are managed by our executive team, overseen ultimately by the Club's CEO. We engage regularly with our commercial partners to discuss relevant issues relating to our plans and core objectives.

Over the years, Brentford FC has also engaged with a number of partners that aim to promote issues such as sustainability, equality, diversity and inclusion.

**Group Strategic Report
for the Year Ended 30 June 2023**

Streamlined energy and carbon reporting (SECR)

In accordance with the Companies (Directors Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2019 we are required to disclose our UK energy and Greenhouse Gas emissions.

The Group has followed the 2020 HM Government Environmental Reporting Guidelines and has used the 2023 UK Government's Conversion Factors for Company Reporting.

The electricity and gas data has been recorded over a 12-month period from July 2022 to June 2023. The data was collated directly from monthly invoices and a consumption report. Emissions from electricity are location based and report grid purchased electricity (Scope 2). Gross calorific values have been applied to the conversion of natural gas (Scope 1). Company transport data was collated from mileage claims made by members of staff assuming an average sized car and unknown fuel type for the same period (Scope 3) and the total mileage driven for the club's kit van assuming a large car and diesel fuel type (Scope 1). Flight and coach travel data was obtained from invoices issued by the respective travel companies for the same period (Scope 3).

The club has chosen "Total kilograms of Carbon dioxide equivalent per fan visit to the Gtech Community Stadium" for its Intensity Ratio. The number of fan visits in the year under review was 504,323 (2022: 430,498).

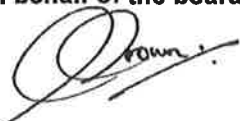
Comparative data for the previous year is provided reflecting an increase in our reported energy use and emissions for year ended 30 June 23 when compared to prior year. For our scope 1 and 2 emissions this is due to more matches being played at the Gtech Community Stadium including by London Irish Rugby Football Club in the Gallagher Premiership and for the UEFA Women's Euro 2022 competition, requiring greater consumption of natural gas and electricity than compared to year ended 2022. For our scope 3 emissions the increase is due to more fixtures being played by both the first team and the B team over the reporting period, resulting in more journeys travelled.

The club is seeking to calculate a comprehensive GHG emissions footprint in the future, beyond our SECR reporting obligation. We remain active in identifying opportunities for energy efficiency and implementing emissions reduction initiatives and will continue to do so over the reporting period.

	Year ended 30 June 2023		Year ended 30 June 2022	
	Energy Equivalent – KWh	Carbon Emissions – tonnes CO ₂ e	Energy Equivalent – KWh	Carbon Emissions – tonnes CO ₂ e
Scope 1 - Direct emissions	1,908,505	351	1,607,626	293
Scope 2 – Indirect emissions	3,898,427	807	3,752,890	726
Scope 3 – Other indirect emissions	86.056	24	74,809	22*
Total	5,892,988	1,182	5,435,325	1,041
Intensity Ratio: Kg CO ₂ e per fan visit		2.34		2.42

*The scope 3 other direct emissions tonnes CO₂e total for year ended 30 June 2022 has been amended from 200 as reported in the prior year's report due to a revised calculation methodology used for the current reporting period.

On behalf of the board:



C Crown FCA – Director

19 December 2023

**Report of the Directors
for the Year Ended 30 June 2023**

The directors present their report with the financial statements of the company and the group for the year-ended 30 June 2023.

Dividends

No dividends will be distributed for the year-ended 30 June 2023.

Events since the end of the year

Information relating to events since the end of the year is given in the notes to the financial statements.

Directors

The directors shown below have held office during the whole of the period from 1 July 2022 to the date of this report.

C Crown FCA
P R Giles
N S Raj
P Shetty
D A Davies

Other changes in directors holding office are as follows:

S P Purvis - resigned 3 February 2023
M Choudhuri – resigned 1 July 2023
J P L Varney - appointed 26 July 2022
S R Hatcher - appointed 3 February 2023

Donations

Donations made by the Group include donations made to Brentford FC Community Sports Trust as well as a number of smaller donations to various organisations.

Going concern

In assessing the appropriateness of the going concern assumption, the Directors have produced detailed cash flow projections which extend through until the end of the 2024/25 football season, taking into account both Premier League retention and relegation scenarios at the end of the 2023/24 season.

The directors have not identified any material uncertainty that may give rise to significant doubt with regard to going concern. They therefore consider it appropriate to continue to prepare the financial statements on a going concern basis. The financial statements make no provision for any adjustment should the going concern basis not be appropriate.

**Report of the Directors
for the Year Ended 30 June 2023**

Statement of directors' responsibilities

The directors are responsible for preparing the Annual Report and the 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). 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 the group and of the profit or loss of the group 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 accounting estimates that are reasonable and prudent;
- 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 and the group's transactions and disclose with reasonable accuracy at any time the financial position of the company and the group 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 the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Statement as to disclosure of information to auditors

So far as the directors are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the group's auditors are unaware, and each 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 group's auditors are aware of that information.

Auditors

The auditors, BDO LLP, have expressed their willingness to continue in office. A resolution to re-appoint them will be proposed at the Annual General Meeting.

On behalf of the board:



C Crown FCA - Director

19 December 2023

Report of the Independent Auditors to the Members of Brentford FC Ltd

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BRENTFORD FC LTD

Opinion on the financial statements

In our opinion:

- the financial statements give a true and fair view of the state of the Group's and of the Parent Company's affairs as at 30 June 2023 and of the Group's profit for the year then ended;
- the financial statements have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- the financial statements have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements of Brentford FC Ltd ("the Parent Company") and its subsidiary ("the Group") for the year-ended 30 June 2023 which comprise the Consolidated Income Statement, the Consolidated Statement of Other Comprehensive Income, the Consolidated Balance Sheet, the Company Balance Sheet, the Consolidated Statement of Changes in Equity, the Company Statement of Changes in Equity, the Consolidated Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. 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 believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of the Group and the Parent Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

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 Group or Parent 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.

Report of the Independent Auditors to the Members of Brentford FC Ltd

Other information

The Directors are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our auditor's report thereon. 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.

Other Companies Act 2006 reporting

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 Group and the Parent Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic report or the Directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the Parent Company, or returns adequate for our audit have not been received from branches not visited by us; or
- the Parent Company 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.

Responsibilities of Directors

As explained more fully in the Statement of Directors Responsibilities, 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 Group's and the Parent 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 Group or the Parent Company or to cease operations, or have no realistic alternative but to do so.

Report of the Independent Auditors to the Members of Brentford FC Ltd

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.

Extent to which the audit was 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:

Non-compliance with laws and regulations

Based on:

- Our understanding of the Group and the industry in which it operates;
- Discussion with management and those charged with governance; and
- Obtaining and understanding of the Group's policies and procedures regarding compliance with laws and regulations

we considered the significant laws and regulations to be UK Accounting Standards (FRS102) and the Companies Act 2006.

The Group is also subject to laws and regulations where the consequence of non-compliance could have a material effect on the amount or disclosures in the financial statements, for example through the imposition of fines or litigation. We identified such laws and regulations to be applicable employment law, data protection and health and safety legislation, the Bribery Act 2010, as well as compliance with the English Premier League and Football Association rules.

Our procedures in respect of the above included:

- Review of minutes of meeting of those charged with governance for any instances of non-compliance with laws and regulations;
- Review of correspondence with tax authorities for any instances of non-compliance with laws and regulations;
- Review of financial statement disclosures and agreeing to supporting documentation; and
- Review of legal expenditure accounts to understand the nature of expenditure incurred.

Fraud

We assessed the susceptibility of the financial statements to material misstatement, including fraud. Our risk assessment procedures included:

- Enquiry with management and those charged with governance regarding any known or suspected instances of fraud;
- Obtaining an understanding of the Group's policies and procedures relating to:
 - Detecting and responding to the risks of fraud; and
 - Internal controls established to mitigate risks related to fraud.
- Review of minutes of meeting of those charged with governance for any known or suspected instances of fraud;
- Discussion amongst the engagement team as to how and where fraud might occur in the financial statements;

Report of the Independent Auditors to the Members of Brentford FC Ltd

- Performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.

Based on our risk assessment, we considered the areas most susceptible to fraud to be management override of controls, management bias in accounting estimates and judgements, manual journals posted to revenue nominal ledger accounts, manipulation of the match ticketing system and the completeness and accuracy of commercial income.

Our procedures in respect of the above included:

- Identifying and testing journal entries throughout the year, based on defined risk criteria, in particular journal entries posted with unusual account combinations, manual journals to revenue that fall outside of our expectations and material manual journals;
- Setting an expectation for season ticket and matchday ticket income, using published ticket prices and ticket sales data, and comparing to actual income recognised;
- Selecting a sample of revenue transactions across different revenue streams and agreeing these to supporting third party documentation and/or cash receipts;
- Comparing the list of commercial sponsors on the club website to the commercial income received in the year to confirm completeness, and
- Challenging assumptions and judgements made by management for bias in their significant accounting estimates, in particular in relation to impairment of intangible assets, recoverability of financial assets, and revaluation of stadium assets.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members who were all deemed to have appropriate competence and capabilities and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the Parent 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 Parent 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 Parent Company and the Parent Company's members as a body, for our audit work, for this report, or for the opinions we have formed.

**Report of the Independent Auditors to the Members of
Brentford FC Ltd**

DocuSigned by:

Ian Clayden

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**Ian Clayden (Senior Statutory Auditor)
For and on behalf of BDO LLP, Statutory Auditor
London, UK**

20 December 2023

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).

Brentford FC Ltd (Registered number: 03642327)**Consolidated Income Statement
for the Year Ended 30 June 2023**

	Notes	30/6/23 £'000	30/6/22 £'000
Turnover	2	166,508	140,913
Administrative expenses		<u>(165,585)</u>	<u>(116,751)</u>
		923	24,162
Other operating income	3	3,598	1,883
Loss on sale of tangible fixed assets		<u>(76)</u>	<u>(955)</u>
Operating profit before player trading	5	4,445	25,090
Gain on disposal of players' registrations	6	<u>5,561</u>	<u>4,583</u>
Operating profit		10,006	29,673
Interest receivable and similar income	7	1,165	1,412
Interest payable and similar expenses	8	<u>(2,008)</u>	<u>(1,197)</u>
Profit before taxation		9,163	29,888
Tax credit / (charge) on profit	9	<u>1,746</u>	<u>(4,221)</u>
Profit for the financial year		10,909	<u>25,667</u>
Profit attributable to: Owners of the parent		<u>10,909</u>	<u>25,667</u>

The notes form part of these financial statements

Brentford FC Ltd (Registered number: 03642327)

Consolidated Statement of Other Comprehensive Income
for the Year Ended 30 June 2023

	Notes	30/6/23 £'000	30/6/22 £'000
Profit for the year		10,909	25,667
Other comprehensive income			
Revaluation of freehold property	12	36,031	-
Deferred tax on revaluation		(9,008)	-
Other comprehensive income for the year, net of income tax		<u>27,023</u>	<u>-</u>
Total comprehensive income for the year		<u>37,932</u>	<u>25,667</u>
Total comprehensive income attributable to: Owners of the parent		<u>37,932</u>	<u>25,667</u>

The notes form part of these financial statements

Brentford FC Ltd (Registered number: 03642327)

Consolidated Balance Sheet
30 June 2023

	Notes	30/6/23 £'000	30/6/22 £'000
Fixed assets			
Intangible assets	11	107,035	55,168
Tangible assets	12	<u>121,474</u>	<u>79,917</u>
		<u>228,509</u>	<u>135,085</u>
Current assets			
Stocks	14	1,230	1,033
Debtors	15	29,100	25,091
Cash in hand		<u>15,042</u>	<u>15,670</u>
		45,372	41,794
Creditors			
Amounts falling due within one year	16	<u>(101,148)</u>	<u>(67,139)</u>
Net current liabilities		<u>(55,776)</u>	<u>(25,345)</u>
Total assets less current liabilities		172,733	109,740
Creditors			
Amounts falling due after more than one year	17	(71,649)	(54,300)
Provisions for liabilities	18	<u>(15,867)</u>	<u>(8,155)</u>
Net assets		<u>85,217</u>	<u>47,285</u>
Capital and reserves			
Called up share capital	19	38,487	38,487
Revaluation reserve		27,023	-
Retained earnings		<u>19,707</u>	<u>8,798</u>
Shareholder funds		<u>85,217</u>	<u>47,285</u>

The financial statements were approved by the Board of Directors and authorised for issue on 19/12/2023 and were signed on its behalf by:



C Crown FCA - Director

The notes form part of these financial statements

Brentford FC Ltd (Registered number: 03642327)

Company Balance Sheet
30 June 2023

	Notes	30/6/23 £'000	30/6/22 £'000
Fixed assets			
Intangible assets	11	107,035	55,168
Tangible assets	12	119,093	77,822
Investments	13	<u>53</u>	<u>53</u>
		<u>226,181</u>	<u>133,043</u>
Current assets			
Stocks	14	1,230	1,033
Debtors	15	29,100	24,891
Cash in hand		<u>15,028</u>	<u>15,657</u>
		45,358	41,581
Creditors			
Amounts falling due within one year	16	<u>(95,958)</u>	<u>(62,473)</u>
Net current liabilities		<u>(50,600)</u>	<u>(20,892)</u>
Total assets less current liabilities		175,581	112,151
Creditors			
Amounts falling due after more than one year	17	<u>(71,649)</u>	<u>(54,300)</u>
Provisions for liabilities	18	<u>(15,867)</u>	<u>(8,155)</u>
Net assets		<u>88,065</u>	<u>49,696</u>
Capital and reserves			
Called up share capital	19	38,487	38,487
Revaluation reserve		27,023	-
Retained earnings		<u>22,555</u>	<u>11,209</u>
Shareholders' funds		<u>88,065</u>	<u>49,696</u>
Company's profit for the financial year		<u>11,346</u>	<u>26,277</u>

The notes form part of these financial statements

Brentford FC Ltd (Registered number: 03642327)

Company Balance Sheet - continued
30 June 2023

The financial statements were approved by the Board of Directors and authorised for issue on 19/12/2023 and were signed on its behalf by:

A handwritten signature in black ink, appearing to read 'C Crown', is written over a horizontal line.

C Crown FCA - Director

The notes form part of these financial statements

Consolidated Statement of Changes in Equity
for the Year Ended 30 June 2023

	Called up share capital £'000	Retained earnings £'000	Revaluation reserve £'000	Total equity £'000
Balance at 1 July 2021	38,487	(16,869)	-	21,618
Changes in equity				
Profit for the year	-	25,667	-	25,667
Total comprehensive income	-	25,667	-	25,667
Balance at 30 June 2022	<u>38,487</u>	<u>8,798</u>	-	<u>47,285</u>
Changes in equity				
Profit for the year	-	10,909	-	10,909
Other comprehensive income	-	-	27,023	27,023
Total comprehensive income	-	10,909	27,023	37,932
Balance at 30 June 2023	<u>38,487</u>	<u>19,707</u>	<u>27,023</u>	<u>85,217</u>

The notes form part of these financial statements

Brentford FC Ltd (Registered number: 03642327)

**Company Statement of Changes in Equity
for the Year Ended 30 June 2023**

	Called up share capital £'000	Retained earnings £'000	Revaluation reserve £'000	Total equity £'000
Balance at 1 July 2021	38,487	(15,068)	-	23,419
Changes in equity				
Profit for the year	-	26,277	-	26,277
Total comprehensive income	-	26,277	-	26,277
Balance at 30 June 2022	<u>38,487</u>	<u>11,209</u>	<u>-</u>	<u>49,696</u>
Changes in equity				
Profit for the year	-	11,346	-	11,346
Other comprehensive income	-	-	27,023	27,023
Total comprehensive income	-	11,346	27,023	38,369
Balance at 30 June 2023	<u>38,487</u>	<u>22,555</u>	<u>27,023</u>	<u>88,065</u>

The notes form part of these financial statements

**Consolidated Cash Flow Statement
for the Year Ended 30 June 2023**

	Notes	30/6/23 £'000	30/6/22 £'000
Cash flows from operating activities			
Cash generated from operations	1	51,164	51,263
Tax paid		(954)	(1,874)
Net interest		197	(80)
Net cash from operating activities		<u>50,407</u>	<u>49,309</u>
Cash flows from investing activities			
Purchase of intangible fixed assets		(55,457)	(42,369)
Purchase of tangible fixed assets		(10,983)	(7,111)
Sale of intangible fixed assets		15,521	21,646
Sale of tangible fixed assets		64	158
Net cash from investing activities		<u>(50,855)</u>	<u>(27,676)</u>
Cash flows from financing activities			
New loans in year		-	355
Loan repayments in year		(180)	(19,225)
Net cash from financing activities		<u>(180)</u>	<u>(18,870)</u>
(Decrease)/increase in cash and cash equivalents			
Cash and cash equivalents at beginning of year	2	15,670	12,907
Cash and cash equivalents at end of year	2	<u>15,042</u>	<u>15,670</u>

The notes form part of these financial statements

Notes to the Consolidated Cash Flow Statement
for the Year Ended 30 June 2023

1. Reconciliation of profit before taxation to cash generated from operations

	30/6/23	30/6/22
	£'000	£'000
Profit before taxation	9,163	29,888
Depreciation charges	5,317	3,593
Amortisation of intangible assets	30,903	22,851
Gain on disposal of intangible assets	(5,561)	(4,583)
Loss on disposal of tangible assets	76	955
Finance costs	2,008	1,197
Finance income	<u>(1,165)</u>	<u>(1,412)</u>
	40,741	52,489
Increase in stocks	(197)	(821)
(Increase)/decrease in trade and other debtors	(11,241)	592
Increase/(decrease) in trade and other creditors	<u>21,861</u>	<u>(997)</u>
Cash generated from operations	<u>51,164</u>	<u>51,263</u>

2. Cash and cash equivalents

The amounts disclosed on the Cash Flow Statement in respect of cash and cash equivalents are in respect of these Balance Sheet amounts:

Year ended 30 June 2023

	30/6/23	30/6/22
	£'000	£'000
Cash and cash equivalents	<u>15,042</u>	<u>15,670</u>

3. Analysis of changes in net (debt)/funds

	At 1/7/22	Cash flow	At 30/6/23
	£'000	£'000	£'000
Cash			
Cash and cash equivalents	<u>15,670</u>	<u>(628)</u>	<u>15,042</u>
	<u>15,670</u>	<u>(628)</u>	<u>15,042</u>
Debt			
Debts falling due within one year	(23,438)	180	(23,258)
Debts falling due after one year	<u>(38,340)</u>	-	<u>(38,340)</u>
	<u>(61,778)</u>	<u>180</u>	<u>(61,598)</u>
Total	<u>(46,108)</u>	<u>(448)</u>	<u>(46,556)</u>

The notes form part of these financial statements

**Notes to the Consolidated Financial Statements
for the Year Ended 30 June 2023**

1. Accounting policies

Basis of preparing the financial statements

The financial statements have been prepared in accordance with FRS 102, the Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland.

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires group management to exercise judgement in applying the group's accounting policies.

Going concern

In assessing the appropriateness of the going concern assumption, the Directors have produced detailed cash flow projections which extend through until the end of the 2024/25 football season, taking into account both Premier League retention and relegation scenarios at the end of the 2023/24 season.

The Club retained its Premier League status for the 23/24 season providing a continuation of significant financial benefit, by way of strong central distributions, supplemented by growth in commercial and matchday revenue.

Naturally with a continued presence in the Premier League the Club's cost base continues to increase, primarily due to further investment in the playing squad and an increase in player wage bill (including potential Premier League retention bonuses).

These outgoings, combined with the uneven spread of central distributions across the year, means the Club has executed a £30m overdraft facility with Barclays to fund any monthly cash shortfalls in the 23/24 season. Should the Club require it, this facility will be available until at least July 2024. Premier League retention scenarios show that the Company and Group will operate within the terms of this facility throughout the going concern period.

In the event of a reasonable downside relegation scenario, Barclays have indicated a willingness to extend the facility, with a reduced cap of £15m in year 1 of parachute payments (24/25 season) and £7.5m in year 2 of parachute payments (25/26 season). In this scenario, as is often the case for relegated clubs, forecasts include assumptions with regard to reductions in player wages, net cash inflows from player trading and a contingency plan of additional shareholder funding.

In addition to the Barclays facility there are two alternative sources of funds available to the club, namely player trading, in the ordinary course of football operations, and the continued support of the shareholder. Historically, the Club has demonstrated significant success in the player transfer market and, with a squad proving its capabilities in the Premier League, would expect to do so again if required. This would more likely be required in a relegation scenario. Furthermore, the Directors are in constant communication with the shareholder, and he has provided assurances of his intention to provide further funds to the company and group if required. Based on management's forecasts for the period to 30 June 25, if Premier League status is retained, neither of these two additional funding sources is expected to be required outside of making further investment in the squad at the Board's discretion.

**Notes to the Consolidated Financial Statements - continued
for the Year Ended 30 June 2023**

Taking the above factors into account, the Directors have not identified any material uncertainty that may give rise to significant doubt with regard to going concern. They therefore consider it appropriate to continue to prepare the financial statements on a going concern basis. The financial statements make no provision for any adjustment should the going concern basis not be appropriate.

Parent company disclosure exemptions

In preparing the separate financial statements of the parent company, advantage has been taken of the following disclosure exemptions available in FRS 102:

- Only one reconciliation of the number of shares outstanding at the beginning and end of the period has been presented as the reconciliations for the group and the parent company would be identical; and
- No cash flow statement has been presented for the parent company.

The following principal accounting policies have been applied:

Basis of consolidation

The consolidated financial statements incorporate the results of Brentford FC Limited and all of its subsidiary undertakings as at 30 June 2023 using the acquisition method of accounting. Where the acquisition method is used, the results of subsidiary undertakings are included from the date of acquisition and cease to be included from the date that control is lost.

Judgements in applying accounting policies and key sources of estimation uncertainty:

In preparing the financial statements, management has made the following judgements:

(a) Player impairments

Management assesses whether, at the year-end, players are available for selection to play for the club. In circumstances where it is apparent that the player would not be available to play for the club and is yet to be sold, that player is valued on a "recoverable amount" basis which is management's best estimate of his valuation at the next available transfer window. Any resulting impairment charge is recorded within operating expenses.

Examples of such circumstances can include the player sustaining a career threatening injury, or if a player has fallen out of favour with senior football management.

(b) Onerous contracts

Management reviews all contracts, including player employment contracts, and determine whether the minimum unavoidable costs of meeting the obligations under the contract exceed the economic benefits expected to be received under it. Present obligations under onerous contracts are measured as provisions.

In relation to players, if a player's valuation has been impaired (as per (a) above), an onerous contract provision will be considered, and if appropriate, made for the period of time in which management reasonably expect the player to remain at the club.

**Notes to the Consolidated Financial Statements - continued
for the Year Ended 30 June 2023**

(c) Assets

The useful life of each asset has been considered and the depreciation rates have been assessed to reflect management's best estimate for the assets capitalised within each category.

Revenue

Turnover comprises revenue recognised by the company and group in respect of goods and services supplied during the year, exclusive of Value Added Tax and trade discounts.

Match day revenue is recognised over the period of the football season as games are played. League income is spread over the financial year to which it relates in line with matches played. Sponsorship and similar commercial income is recognised over the duration and in accordance with the terms of the respective contracts. Facility fees for live television coverage of games are recognised when earned.

Income from matchday activity, memberships, media and commercial contracts which have been received prior to the year-end in respect of future football seasons (including in relation to the community stadium) is treated as deferred income.

Provisions

Provisions are recognised when the company has a present legal or constructive obligation as a result of past events for which an outflow of resources is more than likely to settle the obligation and the amount can be reliably estimated.

Tangible fixed assets

Land & Buildings - Stadium

This category of tangible fixed assets is a new category in the year and all assets in this category are held on the revaluation basis. Items in this category are initially recognised at cost and then revalued periodically to market value and then stated at revalued cost less accumulated depreciation and, where appropriate, a provision for impairment.

On transition from the depreciated cost basis to the revaluation basis the entity has used the Net Replacement Cost model, whereby, on transition / revaluation, accumulated depreciation on revalued assets have been reversed (with the corresponding debit taken to asset cost) and the balance of the revaluation above previous carrying value has been taken to asset cost and other comprehensive income.

A formal revaluation will be undertaken by a qualified independent expert on a periodic basis, not exceeding three years with an internal desktop review performed during the intervening years. Where a desktop review indicates a material difference to the net book value then a full valuation by a qualified expert will take place.

Other tangible fixed assets

Other tangible fixed assets are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable

**Notes to the Consolidated Financial Statements - continued
for the Year Ended 30 June 2023**

to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

The group adds to the carrying amount of an item of fixed assets the cost of replacing part of such an item when that cost is incurred if the replacement part is expected to provide incremental future benefits to the group. The carrying amount of the replaced part is derecognised. Repairs and maintenance are charged to profit and loss during the period in which they are incurred.

Tangible fixed assets are assessed at each reporting date to determine whether there is any indication that the assets are impaired. Where there is any indication that an asset may be impaired, the carrying value of the asset is tested for impairment. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

Tangible fixed assets that have been previously impaired are reviewed at each reporting date to assess whether there is any indication that the impairment losses recognised in prior periods may no longer exist or may have decreased.

Depreciation

Depreciation is provided to write off the cost, less estimated residual values, of all tangible fixed assets, except for assets in the course of construction and freehold land, evenly over their expected useful lives. It is calculated at the following rates:

Land & Buildings – Stadium	3 - 50 years on a straight line basis
Land & Buildings - Other	3 - 50 years on a straight line basis
Plant and machinery	5 - 30 years on a straight line basis
Fixtures and fittings	5 - 30 years on a straight line basis
Pitch turfing and drainage	5 - 20 years on a straight line basis
Freehold land	Nil on cost
Asset in course of construction	Nil on cost

When there is a foreseeable cessation of use for a tangible fixed asset, this end date will be applied to calculate the depreciation rate.

Impairment of fixed assets

Where indicators of impairment are identified by management, impairment reviews are carried out. No indicators of impairment were identified in the year.

Valuation of investments

Investments held as fixed assets are stated at cost less any provision for impairment.

Stocks

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow-moving stocks.

**Notes to the Consolidated Financial Statements - continued
for the Year Ended 30 June 2023**

Cash and cash equivalents

Cash represents cash in hand and deposits with banks and other financial institutions repayable without penalty on notice of not more than 24 hours.

Cash equivalents include short-term deposits with banks and other financial institutions with a maturity date of three months or less from the date of acquisition.

The Group Cash Flow Statement shows the cash and cash equivalents net of bank overdrafts that are repayable on demand and form an integral part of the cash flow management.

Deferred taxation

Deferred tax balances are recognised in respect of all timing differences that have originated but not reversed by the balance sheet date, except that:

- The recognition of deferred tax assets is limited to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits;
- Any deferred tax balances are reversed if and when all conditions for retaining associated tax allowances have been met; and
- Any deferred tax liabilities on chargeable gains rolled-over against the base cost of allowable asset acquisitions are recognised as deferred tax liabilities at the future rate that they may crystallise.

Deferred income tax is determined using tax rates and laws that have been enacted or substantively enacted by the reporting date.

Government grants

All grants to which the company and group are entitled are grants of a revenue nature, rather than grants relating to capital expenditure.

Government grants are recognised on the performance model, that is, when the associated cost is recorded in the income statement. Grant income is included in other operating income.

Leased assets

Where assets are financed by leasing agreements that give rights approximating to ownership (finance leases), the assets are treated as if they had been purchased outright. The amount capitalised is the present value of the minimum lease payments payable over the term of the lease. The corresponding leasing commitments are shown as amounts payable to the lessor. Depreciation on the relevant assets is charged to profit or loss over the shorter of the estimated useful economic life and the term of the lease.

All other leases are treated as operating leases.

Rentals paid under operating leases are charged to profit and loss on a straight-line basis over the lease term.

**Notes to the Consolidated Financial Statements - continued
for the Year Ended 30 June 2023**

Pension costs

The company operates a defined contribution scheme for the benefit of its employees. The assets of the scheme are held in an independently administered fund. The pension costs charge represents contributions payable by the company to the fund. There were no amounts outstanding at the year-end.

Intangible fixed assets

In accordance with FRS 102, player registrations, which includes transfer fees, transfer levies and agents' fees, are capitalised at their present value, where payments are deferred, and written off over the period of the player's contract. Under the conditions of certain transfer agreements, further fees will be payable in the event of certain other specified future events. These associated costs are capitalised and written off over the remaining period of the contract once the conditions have become probable, which in most cases is when they have been met. Until such time the conditions are met, such costs are disclosed as a contingent liability.

Profit or losses on the sale of players represent the transfer fee receivable, net of any transaction costs such as sell-on fees, less the unamortised discounted cost of the applicable player's registration.

Signing on fees in respect of player contracts are expensed to the profit and loss account over the length of the contract. Signing on fees are considered to be part of players' emoluments packages and are therefore included in these financial statements as part of staff costs.

Loan players

Loan player costs or income are recognised over the loan period on a straight-line basis. Where a player loaned out becomes a permanent transfer within the original loan period the remaining loan fee, where not repayable, is recognised as part of the profit or loss on disposal. Where a player loaned in becomes a permanent transfer within the original loan period any costs yet to be released, where not repayable, are capitalised as part of the asset value associated with the player.

Financial instruments

The group's financial instruments comprise its trade, other and player debtors, cash, loans and overdrafts, trade, other and player creditors and accruals. Short term balances are initially recognised and measured at the transaction price and subsequently at amortised cost.

Amounts due to creditors or due from debtors after more than one year are measured using the effective interest method. This applies to the group's player debtors and creditors as well as certain shareholder loans.

The group's player creditors and player receivables are discounted on initial recognition. The unwinding of the discount is calculated using the effective interest rate method and is recognised in finance costs and finance income respectively.

Notes to the Consolidated Financial Statements - continued
for the Year Ended 30 June 2023

2. Turnover

The turnover and profit before taxation are attributable to the one principal activity of the group.

	30/6/23 £'000	30/6/22 £'000
Analysis by class of business:		
Central Distributions	135,175	114,944
Commercial	18,905	14,975
Matchday	11,250	10,415
Other	1,178	579
	<u>166,508</u>	<u>140,913</u>

Turnover arises solely within the United Kingdom.

3. Other operating income

	30/6/23 £'000	30/6/22 £'000
Rents received	83	84
Grant income	160	12
Loan player revenue	2,510	1,507
Other Income	845	280
	<u>3,598</u>	<u>1,883</u>

For the 2022/23 period grant income comprises solely of an academy related grant from the Premier League that is based on the category of academy in place at the Club. For the 2021/22 period grant income relates exclusively to a grant from London Borough of Hounslow.

Other income includes £0.85m of compensation from FIFA in consideration for those players, registered with the Club, who competed in the 2022 World Cup finals.

In the prior period other income comprised of compensation from UEFA in consideration for those players, registered with the Club, who competed in the European Championship qualifying and final stages.

4. Employees and directors

	30/6/23 £'000	30/6/22 £'000
Wages and salaries	86,152	59,727
Social security costs	11,948	8,186
Other pension costs	700	239
	<u>98,800</u>	<u>68,152</u>

Notes to the Consolidated Financial Statements - continued
for the Year Ended 30 June 2023

4. **Employees and directors - continued**

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

	30/6/23	30/6/22
Administration and Commercial Staff	114	84
Player and training staff	<u>129</u>	<u>106</u>
	<u>243</u>	<u>190</u>

Directors' emoluments during the current year, which were all in respect of executive services, amounted to £1.9m (2022: £1.5m). The highest paid executive director received £0.8m (2022: £0.7m) in the year. Within these amounts are payments to Smartodds Limited, a related party, for the services of individuals who are directors of the company, of which more details are included in note 22.

Remuneration in respect of Key Management Personnel (excluding directors) was £5.0m (2022: £3.2m).

Amounts totalling £98,569 were paid to the group's defined contribution pension scheme relating to directors during the year (2022: £10,635).

5. **Operating profit before player trading**

The operating profit is stated after charging/(crediting):

	30/6/23	30/6/22
	£'000	£'000
Other operating leases	1,986	394
Depreciation - owned assets	5,317	3,593
Player Registrations amortisation	30,903	22,851
Auditor's remuneration for services in respect of these financial statements	84	59
Fees paid to auditors for tax advice	25	15
Fees paid to auditors for other audit related services	13	12
Other services relating to taxation	26	14
Foreign exchange differences	<u>(120)</u>	<u>26</u>

6. **Gain on disposal of players' registrations**

	30/6/23	30/6/22
	£'000	£'000
Gain on disposal of players' registrations	<u>5,561</u>	<u>4,583</u>

Notes to the Consolidated Financial Statements - continued
for the Year Ended 30 June 2023

7. Interest receivable and similar income	30/6/23	30/6/22
	£'000	£'000
Unwinding of discount on player debtors	921	1,404
Other interest received	244	8
	<u>1,165</u>	<u>1,412</u>
8. Interest payable and similar expenses	30/6/23	30/6/22
	£'000	£'000
Other interest	3	16
Loan interest	44	73
Interest on factoring of player debtors	-	41
Unwinding of discount on player creditors	1,961	1,067
	<u>2,008</u>	<u>1,197</u>

Notes to the Consolidated Financial Statements - continued
for the Year Ended 30 June 2023

9. Taxation

Current tax of £0.6m has been credited (2022: £1.4m charge) to the statement of comprehensive income, inclusive of a credit adjustment in respect of prior periods of £0.6m (2022: £0.6m).

The total tax assessed for the year differs from the standard rate of corporation tax in the UK applied to the loss before tax. The differences are explained below.

	30/6/23 £'000	30/6/22 £'000
Profit on ordinary activities before tax	<u>9,163</u>	<u>29,888</u>
Tax on ordinary activities at the standard average rate of corporation tax in the UK of 20.5% (2022: 19%)	1,878	5,679
Effect of:		
Fixed asset differences	485	(404)
Expenses not deductible for tax purposes	46	720
Other tax adjustments, reliefs and transfers	(4,873)	129
Adjustments in respect of prior periods	(615)	(650)
Adjustments in respect of prior periods (deferred tax)	2,234	(557)
Remeasurement of deferred tax for changes in tax rates	146	(357)
Deferred tax asset (recognition) / non-recognition on trading losses	<u>(1,047)</u>	<u>(339)</u>
Total tax (credit)/charge for the year	<u><u>(1,746)</u></u>	<u><u>4,221</u></u>

Recognised and unrecognised deferred tax assets and liabilities are disclosed in note 18.

Factors affecting future tax charges

The Finance Act 2021 was substantively enacted in May 2021 and has increased the corporation tax rate from 19% to 25% with effect from 1 April 2023. The deferred taxation balances have been measured using the rates expected to apply in the reporting periods when the timing differences reverse.

10. Individual income statement

As permitted by Section 408 of the Companies Act 2006, the Income Statement of the parent company is not presented as part of these financial statements.

Notes to the Consolidated Financial Statements - continued
for the Year Ended 30 June 2023

11. Intangible fixed assets

Group & Company

	Player Registrations £'000
Cost	
At 1 July 2022	101,112
Additions	83,008
Disposals	<u>(15,795)</u>
At 30 June 2023	<u>168,325</u>
Amortisation	
At 1 July 2022	45,944
Amortisation for year	30,903
Eliminated on disposal	<u>(15,557)</u>
At 30 June 2023	<u>61,290</u>
Net book value	
At 30 June 2023	<u>107,035</u>
At 30 June 2022	<u>55,168</u>

Notes to the Consolidated Financial Statements - continued
for the Year Ended 30 June 2023

12. Tangible fixed assets	Group	Land & Buildings - Stadium £'000	Land & Buildings - Other £'000	Pitch & Drainage £'000	Plant & Machinery £'000	Fixtures & Fittings £'000	Assets in the course of construction £'000	Totals £'000
Cost or valuation								
At 1 July 2022 (restated)		48,157	2,154	2,653	12,541	18,069	5,588	89,162
Additions		1,063	-	1,285	1,464	6,813	358	10,983
Disposals		-	-	-	-	(89)	(53)	(142)
Reclassification/transfer		29,355	695	121	(10,068)	(16,707)	(3,396)	-
Revaluations		27,640	-	-	-	-	-	27,640
At 30 June 2023		106,215	2,849	4,059	3,937	8,086	2,497	127,643
Depreciation								
At 1 July 2022 (restated)		1,714	1,890	881	2,830	1,930	-	9,245
Charge for year		1,015	-	1,052	1,383	1,867	-	5,317
Eliminated on disposal		-	-	-	-	(3)	-	(3)
Reclassification/transfer		5,661	74	(505)	(2,635)	(2,595)	-	-
Revaluation adjustments		(8,390)	-	-	-	-	-	(8,390)
At 30 June 2023		-	1,964	1,428	1,578	1,199	-	6,169
Net book value								
At 30 June 2023		106,215	885	2,631	2,359	6,887	2,497	121,474
At 30 June 2022		46,443	264	1,772	9,711	16,139	5,588	79,917

**Notes to the Consolidated Financial Statements - continued
for the Year Ended 30 June 2023**

12. Tangible fixed assets - continued

Group

Land & Buildings – Other includes a piece of land, adjacent to the Gtech Community Stadium, which is held on a long sub-lease by Brentford FC Ltd from its subsidiary company Lionel Road Developments. The ultimate owner of this land is Hounslow Borough Council.

In the year the Group has adopted the revaluation model with regards to the Land & Buildings – Stadium category. In doing so, the Group is reporting two new classes of assets, 'Land & Buildings – Stadium' and 'Land & Buildings – Other' that i) represents a reclassification of assets previously included in separate 'Freehold Land & Buildings' and 'Leasehold Property' asset classes (that have now been removed) and ii) now includes assets related directly to the stadium, that (as can be seen in the fixed asset table above) have previously been included in Plant & Machinery or Fixtures & Fittings.

Freehold Land & Buildings and Leasehold Property as previously stated had cost, accumulated depreciation and net book value as at 30 June 2022 of £48.4m, £1.7m, £46.7m and £1.9m, £1.9m, £nil respectively.

The directors believe these reclassifications and subsequent revaluation of stadium assets better reflects the balance sheet position of the Group.

In accordance with FRS102, the change in accounting policy for the stadium assets from the cost model to the revaluation model is applied prospectively. The reclassification as discussed above has been applied retrospectively in the restated opening balances in the fixed asset table. There has been no impact on aggregate net book value of tangible fixed assets as at 30 June 2022.

The Group has revalued the Gtech Community Stadium to £106.2m as at the year end. This revaluation was performed by Montagu Evans, an external, independent valuer, as at 30 June 2023. The valuation has been performed on the depreciated replacement cost method. If the revalued assets were to have been carried at cost less accumulated depreciation the net book value of these assets as at 30 June 2023 would have been £70.2m.

All other asset categories remain on the cost model.

All fixed assets at year-end are held at cost / revalued amount less accumulated depreciation.

Notes to the Consolidated Financial Statements - continued
for the Year Ended 30 June 2023

12. Tangible fixed assets – continued

Company	Land & Buildings - Stadium £'000	Land & Buildings - Other £'000	Pitch & Drainage £'000	Plant & Machinery £'000	Fixtures & Fittings £'000	Assets in the course of construction £'000	Totals £'000
Cost or valuation							
At 1 July 2022 (restated)	48,157	1,890	2,653	12,541	18,069	3,757	87,067
Additions	1,063	-	1,285	1,464	6,813	72	10,697
Disposals	-	-	-	-	(89)	(53)	(142)
Reclassification/transfer	29,355	695	121	(10,068)	(16,707)	(3,396)	-
Revaluations	27,640	-	-	-	-	-	27,640
At 30 June 2023	106,215	2,585	4,059	3,937	8,086	380	125,262
Depreciation							
At 1 July 2022 (restated)	1,714	1,890	881	2,830	1,930	-	9,245
Charge for year	1,015	-	1,052	1,383	1,867	-	5,317
Eliminated on disposal	-	-	-	-	(3)	-	(3)
Reclassification/transfer	5,661	74	(505)	(2,635)	(2,595)	-	-
Revaluation adjustments	(8,390)	-	-	-	-	-	(8,390)
At 30 June 2023	-	1,964	1,428	1,578	1,199	-	6,169
Net book value							
At 30 June 2023	106,215	621	2,631	2,359	6,887	380	119,093
At 30 June 2022	46,443	-	1,772	9,711	16,139	3,757	77,822

Notes to the Consolidated Financial Statements - continued
for the Year Ended 30 June 2023

12. **Tangible fixed assets - continued**

Land & Buildings – Other includes a piece of land, adjacent to the Gtech Community Stadium, which is held on a long sub-lease by Brentford FC Ltd from its subsidiary company Lionel Road Developments. The ultimate owner of this land is Hounslow Borough Council.

In the year the Company has adopted the revaluation model with regards to the Land & Buildings – Stadium category. In doing so, the Company is reporting two new classes of assets, 'Land & Buildings – Stadium' and 'Land & Buildings – Other' that i) represents a reclassification of assets previously included in separate 'Freehold Land & Buildings' and 'Leasehold Property' asset classes (that have now been removed) and ii) now includes assets related directly to the stadium, that (as can be seen in the fixed asset table above) have previously been included in Plant & Machinery or Fixtures & Fittings.

Freehold Land & Buildings and Leasehold Property as previously stated had cost, accumulated depreciation and net book value as at 30 June 2022 of £48.4m, £1.7m, £46.7m and £1.9m, £1.9m, £nil respectively.

The directors believe these reclassifications and subsequent revaluation of stadium assets better reflects the balance sheet position of the Company.

In accordance with FRS102, the change in accounting policy for the stadium assets from the cost model to the revaluation model is applied prospectively. The reclassification as discussed above has been applied retrospectively in the restated opening balances in the fixed asset table. There has been no impact on aggregate net book value of tangible fixed assets as at 30 June 2022.

The Company has revalued the Gtech Community Stadium to £106.2m as at the year end. This revaluation was performed by Montagu Evans, an external, independent valuer, as at 30 June 2023. The valuation has been performed on the depreciated replacement cost method. If the revalued assets were to have been carried at cost less accumulated depreciation the net book value of these assets as at 30 June 2023 would have been £70.2m.

All other asset categories remain on the cost model.

All fixed assets at year-end are held at cost / revalued amount less accumulated depreciation.

13. **Fixed asset investments**

Company

	Group undertakings £'000	Total £'000
Cost or Valuation At 1st July 2022	53	53
At 30th June 2023	<u>53</u>	<u>53</u>

Notes to the Consolidated Financial Statements - continued
for the Year Ended 30 June 2023

The parent company has investments in the following subsidiary undertaking incorporated in England and Wales whose principal activity is to maximise the property interests of the Group. This undertaking has been included in the consolidated accounts.

The principal undertaking in which the company's interest at the year-end is 20% or more is as follows:

	Country of incorporation or registration	Class of share capital held	Proportion of share capital held
Subsidiary Undertaking:			
Lionel Road Developments Limited	England	Ordinary	100%

The registered address of the subsidiary undertaking is 27 Great West Road, Brentford, TW8 9BW.

14. Stocks

	Group & Company	
	30/6/23	30/6/22
	£'000	£'000
Stocks	<u>1,230</u>	<u>1,033</u>

15. Debtors

	Group		Company	
	30/6/23	30/6/22	30/6/23	30/6/22
	£'000	£'000	£'000	£'000
Amounts falling due within one year:				
Trade debtors	3,947	1,103	3,947	1,103
Player debtors	5,370	11,885	5,370	11,885
Other debtors	285	40	285	40
Corporation tax debtor	1,569	-	1,569	-
Prepayments and accrued income	<u>6,289</u>	<u>1,385</u>	<u>6,289</u>	<u>1,185</u>
	<u>17,460</u>	<u>14,413</u>	<u>17,460</u>	<u>14,213</u>
Amounts falling due after more than one year:				
Player debtors	7,775	10,061	7,775	10,061
Other debtors	-	251	-	251
Prepayments and accrued income	<u>3,865</u>	<u>366</u>	<u>3,865</u>	<u>366</u>
	<u>11,640</u>	<u>10,678</u>	<u>11,640</u>	<u>10,678</u>
Aggregate amounts	<u>29,100</u>	<u>25,091</u>	<u>29,100</u>	<u>24,891</u>

Notes to the Consolidated Financial Statements - continued
for the Year Ended 30 June 2023

16. Creditors: amounts falling due within one year

	Group		Company	
	30/6/23	30/6/22	30/6/23	30/6/22
	£'000	£'000	£'000	£'000
Trade creditors	2,025	1,425	2,013	1,249
Player creditors	24,066	11,174	24,066	11,174
Amounts owed to group undertakings	-	-	18,808	19,881
Taxation and social security	6,398	4,164	6,398	4,163
VAT	7,180	2,770	7,180	2,770
Other creditors	1,777	381	1,777	381
Other loans	500	680	500	680
Shareholder loans	22,758	22,758	-	-
Accruals and deferred income	36,444	23,787	35,216	22,175
	<u>101,148</u>	<u>67,139</u>	<u>95,958</u>	<u>62,473</u>

Shareholder loans relate to loans by the shareholder to a subsidiary company and represent amounts falling due within one year or on demand. These loans are interest free and unsecured.

Other loans are Bees United loans of £0.5m (2022: £0.7m) which are repayable on demand and interest free and of which £0.4m is secured by legal charges over the group's freehold property.

Accruals and deferred income includes football related accruals of £0.8m (2022: £1.2m).

17. Creditors: amounts falling due after more than one year

	Group		Company	
	30/6/23	30/6/22	30/6/23	30/6/22
	£'000	£'000	£'000	£'000
Player creditors	22,589	5,969	22,589	5,969
Shareholder loans	38,340	38,340	38,340	38,340
Accruals and deferred income	10,720	9,991	10,720	9,991
	<u>71,649</u>	<u>54,300</u>	<u>71,649</u>	<u>54,300</u>

Shareholder loans are interest free, secured by legal charges and debentures over the group's assets and are repayable after a continually-rolling notice period of 367 days, if called. These loans are discounted at a rate of 12.5%.

There was no pre discounting capital contribution in the period or the prior period. The undiscounted loan balance as at 30 June 2023 and 2022 amounts to £43.1m.

Accruals and deferred income includes football related accruals of £1.0m (2022: £0.05m).

Notes to the Consolidated Financial Statements - continued
for the Year Ended 30 June 2023

18. Provisions for liabilities

Group & Company:

	2023		
	Deferred tax	Other	Total
	£'000	£'000	£'000
At 1 July 2022	7,941	214	8,155
Movement in provision	<u>7,877</u>	<u>(165)</u>	<u>7,712</u>
At 30 June 2023	<u>15,818</u>	<u>49</u>	<u>15,867</u>
	2022		
	Deferred tax	Other	Total
	£'000	£'000	£'000
At 1 July 2021	5,094	395	5,489
Movement in provision	<u>2,847</u>	<u>(181)</u>	<u>2,666</u>
At 30 June 2022	<u>7,941</u>	<u>214</u>	<u>8,155</u>

Deferred Tax

The group has a net provision relating to deferred tax totalling a net liability figure of £15.8m (2022: £7.9m).

A deferred tax liability of £15.8m (2022: £6.8m) relates primarily to the unrealised gain on the disposal of the freehold stadium at Griffin Park of £6.8m and the revaluation of the Gtech Community Stadium of £9.0m. A further £5.1m deferred tax liability is recognised on rolled over gains on disposal of player registrations.

A deferred tax asset of £5.1m has been recognised in relation to carried forward losses available for utilisation against the above rolled over gains.

A remaining deferred tax asset of £1.1m has not been recognised as these are not available for utilisation against the above gain on stadium disposal or revaluation gain and have not otherwise been recognised due to the ongoing uncertainty over future taxable profits of the company and the group.

Notes to the Consolidated Financial Statements - continued
for the Year Ended 30 June 2023

18. Provisions for liabilities - continued

Other

The group has a balance of £0.05m (2022: £0.2m) related to an obligation for payment of lease contracts pertaining to assets previously used at Griffin Park. Subsequent to year-end this amount is now fully repaid.

19. Called up share capital

Allotted, issued and fully paid:

Number:	Class:	Nominal value:	30/6/23 £'000	30/6/22 £'000
557,281	Ordinary shares	£25.00	13,932	13,932
24,554,608	Preference shares	£1.00	24,555	24,555
1	BU Special share	£0.01	-	-
			<u>38,487</u>	<u>38,487</u>

20. Contingent assets and liabilities

The group has entered into contractual agreements regarding player purchases from other clubs which include certain contingent liabilities. These liabilities are triggered based on various criteria, for example appearances for the first team or a change in league status. These contingent liabilities as at 30 June 2023 total £29.7m (2022: £15.6m).

Similarly, the group has entered into contractual agreements regarding player sales to other clubs which include certain contingent assets. These assets are triggered based on various criteria, for example appearances for the first team or a change in league status. These contingent assets as at 30 June 2023 total £12.9m (2022: £7.8m).

Consideration is receivable contingent on certain development overage outcomes which, whilst assessed as probable to crystallise, cannot be assessed as virtually certain at the year-end nor reliably measured on the basis that the related development and sales activity remains at an early stage as at the balance sheet date.

21. Commitments under operating leases

The group and company had minimum lease payments under non-cancellable operating leases as set out below:

	30/6/23 £'000	30/6/22 £'000
Not later than 1 year	1,460	1,091
Later than 1 year and not later than 5 years	4,229	4,649
After 5 years	1,400	273
	<u>7,089</u>	<u>6,013</u>

**Notes to the Consolidated Financial Statements - continued
for the Year Ended 30 June 2023**

22. Related party disclosures

Bees United is registered under the Cooperative and Community Benefit Societies Act 2014 and is controlled by approximately 3,500 members that each hold one member share in the society. Included in the membership of Bees United are Stewart Purvis who resigned as a director of the company on 3 February 2023 and Stuart Hatcher who was appointed as a director of the company on 3 February 2023.

Bees United has made interest free loans totalling £500,000 (2022: £679,911) to the company at the year-end of which £402,000 (2022: £402,000) is secured by legal charges over the company's freehold property. The loan is repayable in full on demand. A further balance of £8,166 (2022: £8,166) is owed to Bees United which is unsecured.

Mr M Benham, who is the controlling party of the company, is a majority shareholder of Smartodds Limited from which the group made purchases of £1,057,748 (2022: £1,462,040). Of these purchases £558,355 (2022: £469,364) relates to fees paid by the company and subsidiaries to Smartodds for services of directors of the company while the balance relates to other services provided by Smartodds to the company and its subsidiaries. All transactions were conducted on an arm's length basis on normal trading terms. At 30 June 2023, the group owed £nil (2022: £109,467).

In the prior year the company repaid the loan of £4,891,048 to FC Midtjylland, a club in which Matthew Benham, at the time, was a majority shareholder. This loan was unsecured, repayable on demand and interest was charged on this loan at the rate of 1% per annum. On settlement of the loan, interest of £24,380 was also paid.

Mr M Benham has made loans to Brentford FC Ltd and Lionel Road Developments Ltd of £65,890,250 (2022: £65,890,250). No interest has been charged on these loans in the current or previous years. However, FRS 102 requires that all loans made by shareholders to the company be initially recognised at fair value and subsequently at amortised cost using the effective interest rate, hence the loan valuation disclosed in note 17 is at a lower amount than the above.

During the year, the company incurred costs of £172,469, and generated income of £139,292, with Brentford FC Community Sports Trust (the Trust), of which Nityajit Raj became a director on 19 August 2022. In addition the Company made donations amounting to £197,401 to the Trust in the year. At 30 June 2023 the Company owed the Trust £nil for costs incurred and the Trust owed the Company £110,183 for services provided.

During the year, the company has paid £nil (2022: £2,700) to Career Path Training Ltd for professional services, a company in which M Choudhuri (who resigned as a director after 30 June 2023, but prior to the date of this report) is materially interested as a director and shareholder. There was a £nil balance outstanding at 30 June 2023 and 30 June 2022.

Notes to the Consolidated Financial Statements - continued
for the Year Ended 30 June 2023

23. **Post balance sheet events**

Player promotions

Subsequent to year-end the following B-team players were promoted to the first team squad:

- Ryan Trevitt
- Yehor Yarmoliuk

Player trading

Subsequent to year-end, in preparation for the 23/24 Premier League season, the Club acquired, in date order, the registrations of the following first team players:

- Nathan Collins (Wolves) 2 July 2023
- Saman Ghoddos (Re-signed after previous contract expired on 30 June 23) 25 August 2023
- Neal Maupay (Everton) 1 September 2023 - Loan

In respect of departures, the following first team players, in date order, departed the club post year-end:

- Fin Stevens (Oxford United) 1 July 2023 - Loan
- Ryan Trevitt (Exeter City) 14 July 2023 - Loan
- Halil Dervisoglu (Galatasaray) 15 July 2023
- Matthew Cox (Bristol Rovers) 24 July 2023 - Loan
- Paris Maghoma (Bolton Wanderers) 31 July 2023 - Loan
- David Raya (Arsenal FC) 15 August 2023 - Loan
- Sergi Canos (Valencia) 19 August 2023
- Mads Bidstrup (Red Bull Salzburg) 1 September 2023
- Mads Bech Sorensen (FC Midtjylland) 1 September 2023

In addition to the above there were a number of contract extensions, returns from / departures on loan, and Academy arrivals and departures.

