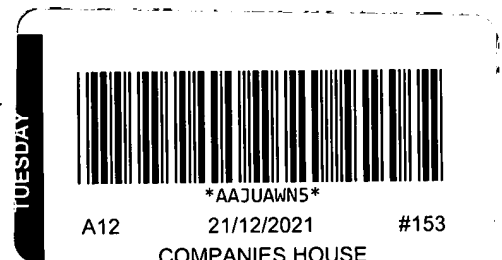


Company Registration No. 01965149 (England and Wales)

**CHELSEA FOOTBALL CLUB LIMITED**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2021**



# CHELSEA FOOTBALL CLUB LIMITED

## COMPANY INFORMATION

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<b>Directors</b>	B Buck D Barnard M Granovskaia E Tenenbaum J G Laurence
<b>Secretary</b>	J Bonington
<b>Company number</b>	01965149
<b>Registered office</b>	Stamford Bridge Fulham Road London SW6 1HS
<b>Auditor</b>	KPMG LLP 15 Canada Square London E14 5GL

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# CHELSEA FOOTBALL CLUB LIMITED

## CONTENTS

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	<b>Page</b>
Strategic report	1 - 6
Directors' report	7 - 8
Directors' responsibilities statement	9
Independent auditor's report to the members of Chelsea Football Club Limited	10 - 13
Profit and loss account	14
Statement of comprehensive income	15
Balance sheet	16
Statement of changes in equity	17
Notes to the financial statements	18 - 34

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# CHELSEA FOOTBALL CLUB LIMITED

## STRATEGIC REPORT

### FOR THE YEAR ENDED 30 JUNE 2021

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The directors present the strategic report of Chelsea Football Club Limited ("the Company" or "the Club") for the year ended 30 June 2021.

#### Principal activity

The Company's principal activity during the year continued to be that of a Premier League football club.

#### Results for the year

The loss for the year, after taxation, was £145.6m (2020: profit of £36.4m).

#### Directors' duties under section 172

The purpose of this statement is to outline how, during the year, the directors of the company had regard to the matters set out in section 172(1) (a) to (f) of the Companies Act 2006 when performing their duties under section 172.

Under section 172(1) a director of a company must act in the way that he or she considers, in good faith, would be most likely to promote the success of the company for the benefit of its members as a whole, and in doing so have regard (amongst other matters) to:

- the likely consequences of any decision in the long term;
- the interests of the company's employees;
- the need to foster the company's business relationships with suppliers, customers and others;
- the impact of the company's operations on the community and the environment;
- the desirability of the company maintaining a reputation for high standards of business conduct; and
- the need to act fairly towards all members of the company.

In order to fulfil their duties under section 172, the directors need to ensure that the company not only acts in accordance with its legal duties but also has regard for, all its stakeholders when taking decisions. Understanding the company's stakeholders and how they and their interests will impact on the strategy and success of the company over the long term is a key factor in the decisions that the Board make.

#### Fans

Supporters are at the heart of what the Club does. Every decision is taken with the direct or indirect aim of promoting and improving on pitch performance and in turn to provide enjoyment and entertainment to our fans.

During the COVID-19 pandemic matches took place behind closed doors and the Club took care not to sell season tickets or memberships until we knew what a return to stadium meant for our supporters. Once known, we ensured relevant information and return to stadium protocols was communicated clearly to the Club's supporters via our digital channels. Our aim throughout was to keep the fans connected and informed, and to assist their trouble-free return to watching live matches, while working to provide a safe working and watching environment for all attending. More generally, we have continued to keep our content output and frequency high across social media, created new video series covering all aspects of the Club, published more articles and insight on our website, and continued to provide new and interactive experiences through our 5th Stand app. Across all channels, we have provided access to the players and coaches as well as training and match highlights, all within the safety requirements of the Government, the Premier League and The Football Association.

The Club continues its structured engagement with a diverse cross section of supporters that reflects the diverse nature of Chelsea's support via the Fans Forum. The Forum consists of a body of elected fans and senior members of the Club management and meets at least three times per season to discuss and debate Club matters with the aim of maintaining a positive and constructive dialogue between the Club and fans, developing a better understanding of issues that affect supporters and providing an opportunity for the Club to discuss new ideas. In engaging with fan representatives in this way we aim to ensure that supporters - whether on the Forum

# CHELSEA FOOTBALL CLUB LIMITED

## STRATEGIC REPORT (CONTINUED)

**FOR THE YEAR ENDED 30 JUNE 2021**

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or not - feel valued in their loyalty to the Club. These meetings help the Club provide supporters - as far as reasonably possible - with the facilities and conditions that they expect from the Club. In turn, this helps the Club develop a business structure that underpins a successful football team. The Club also regularly engages with unofficial supporters groups and supporters clubs around the world.

In addition to the above, the Club announced in May of this year that three supporter advisors, picked through an election and/or selection process and representing a variety of fan constituencies, would attend company board meetings to ensure supporter sentiment is considered as part of the Club's decision-making process. The Club consulted with the Fans' Forum and several non-official supporter groups with regards the process for electing and/or selecting these advisors. As such, the criteria for nominations as well as final selection will ensure that the supporter presence is representative of our supporter base generally and is inclusive and diverse.

### **Partners**

The commercial partners of the Club are fundamental to our success. The Club works hard to build long lasting relationships with brands that share our ethos of success. By working closely with our partners to understand their needs, the Club is able to add value to the traditional partnering rights provided.

It is also vitally important to the Club that we engage with partners who are committed to equality and diversity and who share our aspirations regards community support and engagement. For example, we look for partners that support fully the development and promotion of women's football in the UK and around the world. Joint partner and Club marketing assets and investments are leveraged to demonstrate the power of football, and how it provides opportunities and breaks down barriers for women of all ages and background. Club partners all share our ambition to make a positive change in communities around the world. This purpose driven approach to marketing is an effective platform on which to communicate and engage with fans and consumers.

### **Employees**

The Club's values and equality, diversity and inclusion objectives are at the core of our people-related activities both on and off-the-pitch. The Club promotes fair and equitable policies and procedures throughout its recruitment, retention, training, development, and recognition processes. We are fully committed to equal and fair opportunities and have demonstrated this through our support of the London and National Living Wage, our Disability Confident accreditation, our early commitment to the FA Football Leadership Diversity Code and our achievement of the Premier League Equality Standard at Advanced Level.

Employee wellbeing continues to be a key focus especially considering the COVID-19 pandemic and the Club has provided significant support around physical and mental wellbeing throughout this period and also as colleagues have begun a phased return to offices. In accordance with Government guidance we have advocated home working, where possible, and have provided support to do this. The Club has adopted practices and procedures, including regular testing in line with the Premier League and UEFA requirements, in order to continue to train and operate our elite football players during the pandemic. Those protocols and practices continue in line with Premier League and Government guidance. The safety and support of our players and employees has been of paramount importance throughout this period.

### **Shareholders**

As a privately owned company, the ultimate shareholder is kept fully informed of the company's actual and forecast results and funding requirements. Decisions are only made in relation to the long-term strategy of the Club following thorough discussions between board members and the shareholder.

### **Regulatory bodies**

The company is regulated by The FA, the Premier League, UEFA and FIFA. As explained elsewhere in the Strategic Report, the company actively engages with these regulatory bodies to ensure compliance with all regulations.

### **Suppliers**

The company's suppliers are integral to the day to day operation of the business. Relationships are carefully managed to ensure that the company is always obtaining value for money. The company seeks to ensure that good relationships are maintained with suppliers through regular contact and the prompt payment of invoices.

# CHELSEA FOOTBALL CLUB LIMITED

## STRATEGIC REPORT (CONTINUED)

**FOR THE YEAR ENDED 30 JUNE 2021**

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### ***Other stakeholders and the wider community***

The Club is committed to ensuring that none of its activities have a detrimental impact on the wider community. The Chelsea Foundation brings together the Football in the Community and the Education department along with the Club's other charitable and community activities, including our international work and anti-discrimination projects. As one of the world's leading football social responsibility programmes the Chelsea Foundation uses the power of football and sport to motivate, educate and inspire. We believe that the power of football can be harnessed to support communities and individuals both at home and abroad.

On top of our outstanding football development programmes, the Chelsea Foundation works on a broad range of initiatives focusing on employment, education, social deprivation, crime reduction, youth offending and much more.

The COVID-19 pandemic has been an incredibly difficult time for everyone. Communities across the world have faced extraordinary challenges and many families have lost loved ones. Both the Club and the Chelsea Foundation including the staff, fans and the wider community have played an important role in trying to alleviate some of the difficulties faced by particularly vulnerable groups and families who were affected by the pandemic, as demonstrated further below.

### **Decision making and section 172 of the Companies Act 2006**

The Club's primary strategy is to deliver on-field success, whilst taking into consideration all stakeholders.

During the past year, the Club faced a number of ongoing challenges as a result of the impact of the COVID-19 pandemic. During the extended period of hosting games behind closed doors the Club continued to support the needs of staff and the wider community. The Club continued to support all our staff through the maintenance of salaries without relying on the furlough scheme, in addition to providing programmes and schemes to help colleagues with their mental health. The Club also continued its important work over the last year of supporting the NHS by assisting with its COVID-19 vaccination drive, hosting a series of pop-up vaccination centres at Stamford Bridge which administered over 7,000 doses of the Pfizer jab to residents of Hammersmith and Fulham.

The Chelsea Foundation also demonstrated outstanding leadership throughout the pandemic, with its staff remaining at the forefront of delivery of education programmes and established support sessions for pensioner groups and vulnerable families, as well as range of innovative and ground-breaking programmes. The Club and its fans also supported our global charity partner Plan International, and a number of local charities and foodbanks across our regions. As part of a wide range of community support the Club's Foundation delivered online activities helping pensioners to keep fit via access to exercise equipment and virtual exercise classes. We also provided programmes reminding children to check in, stay focused and keep active, while pupils were also being supported with English, maths and PE daily. Activity packs, workbooks and healthy lifestyle information was also provided. The Foundation created support networks for groups to keep in touch regularly online during the pandemic, and worked with local foodbanks to establish collections and deliveries to those most affected by food poverty. Foundation staff also delivered vital Oxygen saturation monitors to care and residential homes in Surrey.

The Club has expanded our anti-discrimination work with the launch of a new No To Hate campaign in which we will upscale our work with local schools to support education in anti-racism and anti-discrimination. We will provide enhanced training and education in anti-discrimination for all Chelsea FC colleagues, and intensify our efforts to promote equality, diversity and inclusion through club channels, and use our global reach to amplify anti-racist messaging. We will petition social media companies to strengthen their means, capacity and tools for dealing with racist behaviour on their platforms, and have published a new Club Social Media Policy with guidance for fans, including information for fans on identifying and reporting racist abuse on social media platforms. We will continue to work to identify abusers and take the strongest possible action against them. This will include bans where there is clear evidence that they are Chelsea FC members or season ticket holders, and working with the police and authorities to secure prosecutions. We will continue to work with football authorities and campaigning organisations to support best practice on tackling racism and promoting equality, diversity and inclusion. The No To Hate campaign will run in tandem with the Club's Equality Action Plan, our Say No To

# CHELSEA FOOTBALL CLUB LIMITED

## STRATEGIC REPORT (CONTINUED)

### FOR THE YEAR ENDED 30 JUNE 2021

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Antisemitism campaign, as well as our work as signatories to the FA's Football Leadership Diversity Code and our support for the Premier League's No Room For Racism Action Plan

The Club also took action to manage costs throughout the period to protect the wider commercial interests of the business.

#### **Fair review of the business**

##### ***Profit and Loss***

The loss for the year before taxation was £148.8m compared to a profit of £39.5m for the prior year. A loss of revenue caused by the majority of 2020/21 matches taking place behind closed doors because of the COVID-19 Pandemic, as well as decreased profit on player sales and increased player amortisation, were the principal reasons for this movement.

This year saw an overall increase in turnover from £387.8m to £416.8m driven by an increase in broadcasting revenue. This was due to amounts being carried forward from the 2019/20 season into the 2020/21 financial year caused by the late finish of the 2019/20 Premier League season in July 2020. This increase in broadcasting revenue was offset by reductions to the matchday and commercial revenue streams caused by the COVID-19 Pandemic resulting in the majority of matches in the 2020/21 Premier League Season taking place behind closed doors.

Matchday revenue fell by £46.0m to £7.2m compared to the prior year. The majority of games were played behind closed doors but three home games (two in the league and one in the Champions League) took place in front of a reduced capacity crowd. For these behind closed door games there was a complete loss of ticket (and other match day) revenue.

Overall, broadcasting revenue increased by £91.0m to £273.6m compared to the prior year. The Club saw an increase in revenue relating to the UEFA Champions League success within the year, coupled with an increase in revenue as a result of the 10 matches relating to 2019/20 competitions being played at the start of the 2020/21 financial year, as domestic and European broadcasting revenue is recognised at the time the matches are played.

The fall in commercial revenue of £16.1m to £136.0m was driven by the effects of the closure of non match day activities for the majority of the year, due to lockdown restrictions, decreased pre-season revenue and a decrease in player loan fee income. This was offset by a net increase in sponsorship revenue from new and existing partner renewals.

The impact of COVID-19 on revenue was partially offset by reduced matchday costs due to matches taking place behind closed doors throughout the year. The club elected not to make use of the government job retention scheme throughout the period of this report.

Overall, pre-exceptional operating expenses of £562.2m have increased by £66.8m compared with £495.4m in the previous year. This was principally because of increased staff costs of £49.6m, player amortisation of £34.3m and offset by matchday savings.

The football club made a profit on player trading of £27.9m in the year (2020: £142.6m) principally due to the sales of Victor Moses to FC Spartak Moscow and Nathan Allan de Souza to Atlético Mineiro. In addition, the Club realised contingent fees in relation to a number of previous transfers.

# CHELSEA FOOTBALL CLUB LIMITED

## STRATEGIC REPORT (CONTINUED)

FOR THE YEAR ENDED 30 JUNE 2021

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### Fair review of the business (continued)

#### **Balance Sheet**

Intangible assets have increased to £432.4m from £395.0m. This movement is a result of £220.3m of player acquisitions including Kai Havertz from Bayer Leverkusen, Ben Chilwell from Leicester City, Hakim Ziyech from Ajax and Edouard Mendy from Stade Rennais. This was offset by amortisation of £161.5m, impairments of £17.9m and the disposal of player registrations with a combined net book value of £3.4m as noted in the profit and loss section above.

Tangible fixed assets are £139.9m at the year end with additions of £6.6m in the year offset by £6.3m of depreciation.

Net current liabilities at £271.6m have increased by £68.4m. This is principally as a result of an increase in accruals and deferred income of £47.3m, and a decrease in prepayments and accrued income of £28.1m offset by a decrease in tax payable of £3.1m.

Creditors falling due after more than one year of £1,087.1m includes £1,028.5m owed to the Company's parent company, Chelsea FC plc. This is the Company's principal source of financing.

#### **Principal risks and uncertainties**

There are a number of potential risks and uncertainties which could have a material impact on the company's long term performance. These risks and uncertainties are monitored by the Board on a regular basis. The Directors' have specifically considered the additional risks to the company in light of the COVID-19 Pandemic by preparing forecasts under a range of downside scenarios as described further in Note 1.2 to assess potential additional funding requirements.

#### **Income**

The football club derives its income from three principal sources: matchday revenue, broadcasting and commercial income.

#### **Expenditure**

The football club's primary outgoings relate to matchday operations; the continued development of the football club's brand; employee remuneration; support services to facilitate elite sporting performance; and the development of the playing squad. The last of these is achieved through a combination of activity in the transfer market and investment in the Club's academy and youth programmes to nurture and develop young players for the future.

#### **Regulatory Environment**

The football club is regulated by the rules of The FA, the Premier League, UEFA and FIFA. These regulations have a direct impact on the football club as they cover areas such as the division of centrally negotiated broadcasting and media deals and the operation of the transfer market.

The football club continues to balance success on the field together with the financial imperatives of complying with UEFA and Premier League financial regulations. The Club has complied with these regulations since their inception in 2012 and expects to do so for the foreseeable future.

#### **Funding**

Funding is provided by the parent company, Chelsea FC plc, which in turn is supported by Fordstam Limited. The Group reviews and updates its forecasts on a regular basis and keeps the parent company and ultimate controlling party aware of its financial commitments going forward.



# CHELSEA FOOTBALL CLUB LIMITED

## STRATEGIC REPORT (CONTINUED)

FOR THE YEAR ENDED 30 JUNE 2021

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### Key performance indicators

The principal key performance indicators for 2020/21 of both a financial and non-financial nature were as follows:

#### Non Financial

- Premier League – 4th place (2020: 4th place\*)
- FA Cup – Runners up (2020: Runners up\*)
- League Cup – 4th round (2020: 4th round)
- Champions League – Winners (2020: Round of 16\*)
- Matches took place largely behind closed doors (2020: Average attendance of 40,563\*\*)

\*Following the conclusion of the competition post year end.

\*\* Excluding league games that took place behind closed doors.

#### Financial (reviewed by the Board on a monthly basis)

- Revenue growth
- Payroll costs
- Operating result before player trading and amortisation
- Gains/losses on player trading
- Player acquisition costs
- Compliance with UEFA Financial Fair Play Regulations
- Compliance with Premier League enhanced financial regulations

### Fixed Assets

The movements in fixed assets during the year are as shown in notes 13 and 14 to the Financial Statements. The intangible fixed assets comprises the unamortised portion of the cost of players' registrations as well as a small balance in relation to internally generated software.

Officers of the Company have valued the playing staff and have deemed that an impairment of £17.9m is necessary when comparing the valuation to a net book value of £432.4m as disclosed in Note 12 to the financial statements.

### Going Concern Basis

The Company has received confirmation from the ultimate controlling party that sufficient funds will be provided to finance the business for the foreseeable future. The Directors have therefore adopted the going concern basis in preparing these financial statements. See Note 1.2 of the financial statements for further details.

On behalf of the board



B Buck

Director

06/10/2021

# CHELSEA FOOTBALL CLUB LIMITED

## DIRECTORS' REPORT

### FOR THE YEAR ENDED 30 JUNE 2021

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The directors present their annual report and financial statements for the year ended 30 June 2021.

#### Principal activities

The principal activity of the company continued to be that of a Premier League football club.

#### Directors

The directors who held office during the year and up to the date of signature of the financial statements were as follows:

B Buck  
D Barnard  
M Granovskaia  
E Tenenbaum  
J G Laurence

#### Results and dividends

The results for the year are set out on page 14.

No ordinary dividends were paid. The directors do not recommend payment of a final dividend.

#### Disabled persons

Disabled persons are given full and fair consideration in all applications for employment. Equal consideration is also given for training, career development and opportunities for promotion. If an existing employee becomes disabled, such steps that are practical are taken, in respect of adjustments to premises or employment arrangements, to retain him/her in employment. Where appropriate, rehabilitation and suitable training are given.

#### Employee involvement

The company recognises the importance of good employee relations and communications and involves employees as appropriate to the company's circumstances. Employees are regularly kept informed of and express their view on activities which are of concern to them or are likely to affect their interests.

#### Events after the reporting date

Since the year end the Group has acquired the registration of three football players at an initial cost of £109.7m and disposed of the registration of thirteen players at a profit of £103.7m.

#### Auditor

The auditor, KPMG LLP, is deemed to be reappointed under section 487(2) of the Companies Act 2006.

#### Streamlined Energy and Carbon Reporting

The Company is exempt from the requirement to include Streamlined Energy and Carbon Reporting ('SECR') data due to this information being included in the group report of the Ultimate Parent Undertaking, Fordstam Limited. The Group report is prepared for the same financial year end as the Company and complies with the SECR disclosure requirements set out in Part 7A of Schedule 7.

# CHELSEA FOOTBALL CLUB LIMITED

## DIRECTORS' REPORT (CONTINUED)


**FOR THE YEAR ENDED 30 JUNE 2021**

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### Statement of disclosure to auditor

So far as each person who was a director at the date of approving this report is aware, there is no relevant audit information of which the company's auditor is unaware. Additionally, the directors individually have taken all the necessary steps that they ought to have taken as directors in order to make themselves aware of all relevant audit information and to establish that the Company's auditor is aware of that information.

On behalf of the board



.....  
B Buck  
Director

Date: 06/10/2021.....

# CHELSEA FOOTBALL CLUB LIMITED

## DIRECTORS' RESPONSIBILITIES STATEMENT

**FOR THE YEAR ENDED 30 JUNE 2021**

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The directors are responsible for preparing the Directors' 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 UK accounting standards and applicable law (UK Generally Accepted Accounting Practice), including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland*.

Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- assess the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and
- use the going concern basis of accounting unless they either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the group and to prevent and detect fraud and other irregularities.

The directors are responsible for the maintenance and integrity of the corporate and financial information included on the company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

# CHELSEA FOOTBALL CLUB LIMITED

## INDEPENDENT AUDITOR'S REPORT

### TO THE MEMBER OF CHELSEA FOOTBALL CLUB LIMITED

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#### Opinion

We have audited the financial statements of Chelsea Football Club Limited ("the company") for the year ended 30 June 2021 which comprise Profit and Loss account, Statement of Comprehensive Income, Balance Sheet, Statement of Changes in Equity and related notes, including the accounting policies in note 1.

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 30 June 2021 and of its loss for the year then ended;
- have been properly prepared in accordance with UK accounting standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland*; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

#### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities are described below. We have fulfilled our ethical responsibilities under, and are independent of the company in accordance with, UK ethical requirements including the FRC Ethical Standard. We believe that the audit evidence we have obtained is a sufficient and appropriate basis for our opinion.

#### Going concern

The directors have prepared the financial statements on the going concern basis as they do not intend to liquidate the company or to cease its operations, and as they have concluded that the company's financial position means that this is realistic. They have also concluded that there are no material uncertainties that could have cast significant doubt over its ability to continue as a going concern for at least a year from the date of approval of the financial statements ("the going concern period").

In our evaluation of the directors' conclusions, we considered the inherent risks to the company's business model and analysed how those risks might affect the company's financial resources or ability to continue operations over the going concern period.

Our conclusions based on this work:

- we consider that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate;
- we have not identified, and concur with the directors' assessment that there is not, a material uncertainty related to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for the going concern period.

However, as we cannot predict all future events or conditions and as subsequent events may result in outcomes that are inconsistent with judgements that were reasonable at the time they were made, the above conclusions are not a guarantee that the company will continue in operation.

#### Fraud and breaches of laws and regulations – ability to detect

##### *Identifying and responding to risks of material misstatement due to fraud*

To identify risks of material misstatement due to fraud ("fraud risks") we assessed events or conditions that could indicate an incentive or pressure to commit fraud or provide an opportunity to commit fraud. Our risk assessment procedures included:

- Enquiring of directors and inspection of policy documentation as to the Company's high-level policies and procedures to prevent and detect fraud, as well as whether they have knowledge of any actual, suspected or alleged fraud.
- Reading Board minutes.
- Using analytical procedures to identify any unusual or unexpected relationships.

We communicated identified fraud risks throughout the audit team and remained alert to any indications of fraud throughout the audit.

# CHELSEA FOOTBALL CLUB LIMITED

## INDEPENDENT AUDITOR'S REPORT (CONTINUED)

### TO THE MEMBER OF CHELSEA FOOTBALL CLUB LIMITED

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As required by auditing standards, and taking into account possible pressures to meet financial fair play regulations, we perform procedures to address the risk of management override of controls and the risk of fraudulent revenue recognition, in particular the risk that revenue is recorded in the wrong period and the risk that company management may be in a position to make inappropriate accounting entries.

We did not identify any additional fraud risks.

In determining the audit procedures we took into account the results of our evaluation and testing of the operating effectiveness of the Company-wide fraud risk management controls.

We also performed procedures including:

- Identifying journal entries to test based on risk criteria and comparing the identified entries to supporting documentation. These included those posted to unusual accounts.

#### *Identifying and responding to risks of material misstatement due to non-compliance with laws and regulations*

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial and sector experience and through discussion with the directors and other management (as required by auditing standards), and discussed with the directors and other management the policies and procedures regarding compliance with laws and regulations.

We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit.

The potential effect of these laws and regulations on the financial statements varies considerably.

Firstly, the Company is subject to laws and regulations that directly affect the financial statements including financial reporting legislation (including related companies legislation), distributable profits legislation and taxation legislation and we assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

Secondly, the Company is subject to many other laws and regulations where the consequences of non-compliance could have a material effect on amounts or disclosures in the financial statements, for instance through the imposition of fines or litigation. We identified the following areas as those most likely to have such an effect: health and safety, anti-bribery, financial fair play regulations, employment law and certain aspects of company legislation recognising the nature of the Company's activities and its legal form. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the directors and other management and inspection of regulatory and legal correspondence, if any. Therefore if a breach of operational regulations is not disclosed to us or evident from relevant correspondence, an audit will not detect that breach.

#### *Context of the ability of the audit to detect fraud or breaches of law or regulation*

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it.

In addition, as with any audit, there remained a higher risk of non-detection of fraud, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. Our audit procedures are designed to detect material misstatement. We are not responsible for preventing non-compliance or fraud and cannot be expected to detect non-compliance with all laws and regulations.

# CHELSEA FOOTBALL CLUB LIMITED

## INDEPENDENT AUDITOR'S REPORT (CONTINUED)

### TO THE MEMBER OF CHELSEA FOOTBALL CLUB LIMITED

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#### **Directors' report**

The directors are responsible for the directors' report. Our opinion on the financial statements does not cover that report and we do not express an audit opinion thereon.

Our responsibility is to read the directors' report and, in doing so, consider whether, based on our financial statements audit work, the information therein is materially misstated or inconsistent with the financial statements or our audit knowledge.

Based solely on that work:

- we have not identified material misstatements in the directors' report;
- in our opinion the information given in that report for the financial year is consistent with the financial statements; and
- in our opinion that report has been prepared in accordance with the Companies Act 2006.

#### **Matters on which we are required to report by exception**

Under the Companies Act 2006, we are required to report to you if, in our opinion:

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

We have nothing to report in these respects.

#### **Directors' responsibilities**

As explained more fully in their statement set out on page 9, the directors are responsible for: the preparation of the financial statements and for being satisfied that they give a true and fair view; such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and using the going concern basis of accounting unless they either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

#### **Auditor's responsibilities**

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

A fuller description of our responsibilities is provided on the FRC's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities).

# CHELSEA FOOTBALL CLUB LIMITED

## INDEPENDENT AUDITOR'S REPORT (CONTINUED)

### TO THE MEMBER OF CHELSEA FOOTBALL CLUB LIMITED

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#### **The purpose of our audit work and to whom we owe our responsibilities**

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members, as a body, for our audit work, for this report, or for the opinions we have formed.



**Paul Barron (Senior Statutory Auditor)**  
**for and on behalf of KPMG LLP, Statutory Auditor**  
Chartered Accountants  
15 Canada Square  
London  
E14 5GL

11 October \_\_\_\_\_ 2021



# CHELSEA FOOTBALL CLUB LIMITED

## PROFIT AND LOSS ACCOUNT

FOR THE YEAR ENDED 30 JUNE 2021

	Notes	Operations excluding player amortisation & trading 2021 £000	Player amortisation and trading 2021 £000	Total 2021 £000	2020 £000
<b>Turnover</b>	<b>3</b>	416,783	-	416,783	387,827
Cost of sales		(333,221)	-	(333,221)	(300,206)
<b>Gross profit</b>		83,562	-	83,562	87,621
Administrative expenses		(67,454)	(161,479)	(228,933)	(195,217)
Other operating income	<b>4</b>	11,784	-	11,784	-
Exceptional administrative expenses	<b>5</b>	(41,996)	-	(41,996)	-
<b>Operating loss</b>	<b>6</b>	(14,104)	(161,479)	(175,583)	(107,596)
Interest receivable and similar income	<b>10</b>	-	4,902	4,902	7,795
Interest payable and similar expenses	<b>11</b>	-	(5,996)	(5,996)	(3,300)
Profit on disposal of player registrations		-	27,924	27,924	142,630
<b>(Loss)/profit before taxation</b>		(14,104)	(134,649)	(148,753)	39,529
Tax on (loss)/profit	<b>12</b>	3,133	-	3,133	(3,133)
<b>(Loss)/profit for the financial year</b>		(10,971)	(134,649)	(145,620)	36,396

The notes on pages 18 to 34 form an integral part of these financial statements.

The profit and loss account has been prepared on the basis that all operations are continuing operations.

# CHELSEA FOOTBALL CLUB LIMITED

## STATEMENT OF COMPREHENSIVE INCOME

*FOR THE YEAR ENDED 30 JUNE 2021*

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	<b>2021</b>	<b>2020</b>
	<b>£000</b>	<b>£000</b>
(Loss)/profit for the year	(145,620)	36,396
Other comprehensive income	-	-
<b>Total comprehensive income for the year</b>	<u>(145,620)</u>	<u>36,396</u>

The notes on pages 18 to 34 form an integral part of these financial statements.

# CHELSEA FOOTBALL CLUB LIMITED

## BALANCE SHEET

AS AT 30 JUNE 2021

	Notes	2021		2020	
		£000	£000	£000	£000
<b>Fixed assets</b>					
Intangible assets	13		432,366		394,993
Tangible assets	14		139,924		139,672
			<u>572,290</u>		<u>534,665</u>
<b>Current assets</b>					
Debtors	16	7,972		35,715	
Cash at bank and in hand		4		4	
		<u>7,976</u>		<u>35,719</u>	
<b>Creditors: amounts falling due within one year</b>	17	(279,560)		(238,920)	
<b>Net current liabilities</b>			(271,584)		(203,201)
<b>Total assets less current liabilities</b>			<u>300,706</u>		<u>331,464</u>
<b>Creditors: amounts falling due after more than one year</b>	18		(1,078,466)		(963,604)
<b>Net liabilities</b>			<u>(777,760)</u>		<u>(632,140)</u>
<b>Capital and reserves</b>					
Called up share capital	20		10		10
Share premium account			99,990		99,990
Revaluation reserve			4,584		5,800
Profit and loss reserves			(882,344)		(737,940)
<b>Total equity</b>			<u>(777,760)</u>		<u>(632,140)</u>

The financial statements were approved by the board of directors and authorised for issue on 06/10/2021 and are signed on its behalf by

  
B Buck  
Director

Company Registration No. 01965149

The notes on pages 18 to 34 form an integral part of these financial statements.

# CHELSEA FOOTBALL CLUB LIMITED

## STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 30 JUNE 2021

	Share capital	Share premium account	Revaluation reserve	Profit and loss reserves	Total
	£000	£000	£000	£000	£000
<b>Balance at 1 July 2019</b>	10	99,990	7,016	(775,552)	(668,536)
<b>Year ended 30 June 2020:</b>					
Profit and total comprehensive income for the year	-	-	-	36,396	36,396
Other movements	-	-	(1,216)	1,216	-
<b>Balance at 30 June 2020</b>	10	99,990	5,800	(737,940)	(632,140)
<b>Year ended 30 June 2021:</b>					
Loss and total comprehensive income for the year	-	-	-	(145,620)	(145,620)
Other movements	-	-	(1,216)	1,216	-
<b>Balance at 30 June 2021</b>	10	99,990	4,584	(882,344)	(777,760)

The notes on pages 18 to 34 form an integral part of these financial statements.

# CHELSEA FOOTBALL CLUB LIMITED

## NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2021

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### 1 Accounting policies

#### Company information

Chelsea Football Club Limited is a private company limited by shares incorporated in England and Wales in the United Kingdom. The registered number is 01965149 and the registered office address is Stamford Bridge, Fulham Road, London, UK, SW6 1HS.

#### 1.1 Accounting convention

These financial statements have been prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the requirements of the Companies Act 2006.

The financial statements are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £000.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

This company is a qualifying entity for the purposes of FRS 102, being a member of a group where the parent of that group prepares publicly available consolidated financial statements, including this company, which are intended to give a true and fair view of the assets, liabilities, financial position and profit or loss of the group. The company has therefore taken advantage of exemptions from the following disclosure requirements:

- Section 4 'Statement of Financial Position' – Reconciliation of the opening and closing number of shares;
- Section 7 'Statement of Cash Flows' – Presentation of a statement of cash flow and related notes and disclosures;
- Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instrument Issues' – Carrying amounts, interest income/expense and net gains/losses for each category of financial instrument; basis of determining fair values; details of collateral, loan defaults or breaches, details of hedges, hedging fair value changes recognised in profit or loss and in other comprehensive income;
- Section 26 'Share based Payment' – Share-based payment expense charged to profit or loss, reconciliation of opening and closing number and weighted average exercise price of share options, how the fair value of options granted was measured, measurement and carrying amount of liabilities for cash-settled share-based payments, explanation of modifications to arrangements;
- Section 33 'Related Party Disclosures' – Compensation for key management personnel.

The financial statements of the company are consolidated in the financial statements of Chelsea FC plc. These consolidated financial statements are available from its registered office, Stamford Bridge, Fulham Road, London, SW6 1HS.

# CHELSEA FOOTBALL CLUB LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 JUNE 2021

---

### 1 Accounting policies

(Continued)

#### 1.2 Going concern

The financial statements have been prepared on the going concern basis which the Directors believe to be appropriate. The company is reliant on its ultimate parent undertaking, Fordstam Limited, for its continued financial support. Fordstam Limited has indicated its continued support for the foreseeable future. The Directors have therefore adopted the going concern basis in preparing these financial statements.

As at the date of signing, the impact of the COVID-19 global pandemic has subsided as all government restrictions requiring all matches to take place behind closed doors have ceased. The current expectation is that the 2021/22 season will be concluded as planned.

The company reviews and updates its forecasts on a regular basis and keeps the parent company aware of its financial commitments going forward. In light of the COVID-19 Pandemic, the company has prepared forecasts under a range of possible downside scenarios including the assessment of potential funding requirements.

In all scenarios, the company is reliant on the continued availability of existing funding from Chelsea FC Plc. Under a severe but plausible downside scenario of football being played behind closed doors in December 2021 and January 2022, the company would be reliant on additional funding from Chelsea FC Plc. Were the effect of COVID-19 to be more severe than anticipated requiring this and next season to be played behind closed doors, additional funds may be required.

The company will continue to monitor the financial impact of COVID-19 and the company has received assurances from the funding party that sufficient funds will be made available to allow the company and Group to continue trading as a going concern.

Consequently, the directors are confident that the company will have sufficient funds to continue to meet its liabilities as they fall due for at least 12 months from the date of approval of the financial statements and therefore have prepared the financial statements on a going concern basis.

#### 1.3 Turnover

Turnover represents all income arising from the ordinary activities of the Company excluding transfer fees and excluding Value Added Tax. Principal sources of income include gate receipts, sponsorship, the sale of broadcasting rights, matchday, central awards from the Premier League, UEFA solidarity payments, prize money, merchandising and revenue from other commercial activities.

Gate, match and other event day revenue is recognised over the period of the football season as games are played and events are staged. Sponsorship and similar commercial income is recognised over the duration of the respective contracts. The fixed element of broadcasting revenues is recognised over the duration of the football season whilst facility fees for live coverage or highlights are taken when earned at the point of broadcast. Merit awards are accounted for over the period of the football season based on known position in the league. UEFA pool distributions relating to participation in European competitions are recognised when received whilst distributions relating to match performance are taken when earned; these distributions are classified as broadcasting revenues.

Revenue from the sale of goods is recognised when the significant risks and rewards of ownership of the goods have passed to the buyer (usually on dispatch of the goods), the amount of revenue can be measured reliably, it is probable that the economic benefits associated with the transaction will flow to the entity and the costs incurred or to be incurred in respect of the transaction can be measured reliably.

# CHELSEA FOOTBALL CLUB LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 JUNE 2021

### 1 Accounting policies

(Continued)

#### 1.4 Intangible fixed assets other than goodwill

Intangible assets acquired separately from a business are recognised at cost and are subsequently measured at cost less accumulated amortisation and accumulated impairment losses.

Intangible assets acquired on business combinations are recognised separately from goodwill at the acquisition date where it is probable that the expected future economic benefits that are attributable to the asset will flow to the entity and the fair value of the asset can be measured reliably; the intangible asset arises from contractual or other legal rights; and the intangible asset is separable from the entity.

Amortisation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Software	3-5 years
Players Registrations	life of contract

#### 1.5 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Freehold land & buildings	Not depreciated
Long lease land & buildings	50 to 100 years on a straight line basis
Fixtures, fittings & equipment	2 to 10 years on a straight line basis

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is credited or charged to profit or loss.

#### 1.6 Fixed asset investments

Interests in subsidiaries, associates and jointly controlled entities are initially measured at cost and subsequently measured at cost less any accumulated impairment losses. The investments are assessed for impairment at each reporting date and any impairment losses or reversals of impairment losses are recognised immediately in profit or loss.

A subsidiary is an entity controlled by the company. Control is the power to govern the financial and operating policies of the entity so as to obtain benefits from its activities.

An associate is an entity, being neither a subsidiary nor a joint venture, in which the company holds a long-term interest and where the company has significant influence. The company considers that it has significant influence where it has the power to participate in the financial and operating decisions of the associate.

Entities in which the company has a long term interest and shares control under a contractual arrangement are classified as jointly controlled entities.

# CHELSEA FOOTBALL CLUB LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 JUNE 2021

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### 1 Accounting policies

(Continued)

#### 1.7 Impairment of fixed assets

At each reporting period end date, the company reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the company estimates the recoverable amount of the cash-generating unit to which the asset belongs.

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

Recognised impairment losses are reversed if, and only if, the reasons for the impairment loss have ceased to apply. Where an impairment loss subsequently reverses, the carrying amount of the asset (or cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or cash-generating unit) in prior years. A reversal of an impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

#### 1.8 Cash and cash equivalents

Cash and cash equivalents are basic financial assets and include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

#### 1.9 Financial instruments

The company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the company's balance sheet when the company becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

##### **Basic financial assets**

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.



# CHELSEA FOOTBALL CLUB LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 JUNE 2021

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### 1 Accounting policies

(Continued)

#### **Other financial assets**

Other financial assets, including investments in equity instruments which are not subsidiaries, associates or joint ventures, are initially measured at fair value, which is normally the transaction price. Such assets are subsequently carried at fair value and the changes in fair value are recognised in profit or loss, except that investments in equity instruments that are not publicly traded and whose fair values cannot be measured reliably are measured at cost less impairment.

#### **Impairment of financial assets**

Financial assets, other than those held at fair value through profit and loss, are assessed for indicators of impairment at each reporting end date.

Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected. If an asset is impaired, the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in profit or loss.

If there is a decrease in the impairment loss arising from an event occurring after the impairment was recognised, the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been, had the impairment not previously been recognised. The impairment reversal is recognised in profit or loss.

#### **Derecognition of financial assets**

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire or are settled, or when the company transfers the financial asset and substantially all the risks and rewards of ownership to another entity, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party.

#### **Classification of financial liabilities**

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

#### **Basic financial liabilities**

Basic financial liabilities, including creditors, bank loans, loans from fellow group companies and preference shares that are classified as debt, are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

### 1.10 Equity instruments

Equity instruments issued by the company are recorded at the proceeds received, net of transaction costs. Dividends payable on equity instruments are recognised as liabilities once they are no longer at the discretion of the company.

# CHELSEA FOOTBALL CLUB LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 JUNE 2021

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### 1 Accounting policies

(Continued)

#### 1.11 Derivatives

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

A derivative with a positive fair value is recognised as a financial asset, whereas a derivative with a negative fair value is recognised as a financial liability.

#### 1.12 Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense, unless those costs are required to be recognised as part of the cost of stock or fixed assets.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

#### 1.13 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

#### 1.14 Leases

Rentals payable under operating leases, including any lease incentives received, are charged to profit or loss on a straight line basis over the term of the relevant lease except where another more systematic basis is more representative of the time pattern in which economic benefits from the leases asset are consumed.

#### 1.15 Foreign exchange

Transactions in currencies other than pounds sterling are recorded at the rates of exchange prevailing at the dates of the transactions. At each reporting end date, monetary assets and liabilities that are denominated in foreign currencies are retranslated at the rates prevailing on the reporting end date. Gains and losses arising on translation in the period are included in profit or loss.

#### 1.16 Players' Registrations

All costs associated with the acquisition of a player's registration are capitalised as intangible fixed assets and are amortised evenly over the period of the player's initial contract of employment with the Company. In the event that the initial contract is renegotiated prior to expiry, the written down value at the date of renegotiation is amortised over the extended period. Fees receivable are set off against the player's net book value at the date of sale, plus any payments made in settlement of the contracts, and the difference is treated as a profit or loss on disposal.

The Directors review the carrying value of the players' registrations for impairment where events or changes in circumstances indicate that the carrying value of the asset may not be recoverable. To the extent that the carrying value exceeds the recoverable amount, the asset is impaired and the impairment loss is recognised in the profit and loss account.

#### 1.17 Players' signing on fees

Players' contracts of employment may include a signing on fee payable in instalments over the period of contract. The Company's policy is to charge such fees to the profit and loss account as they become payable under the terms of the contract.

# CHELSEA FOOTBALL CLUB LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 JUNE 2021

### 1 Accounting policies (Continued)

#### 1.18 Exceptional items

Exceptional items are transactions that fall within the ordinary activities of the company but are presented separately due to their size or incidence.

### 2 Judgements and key sources of estimation uncertainty

In the application of the company's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

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

There are no estimates and assumptions which have a significant risk of causing a material adjustment to the carrying value of assets and liabilities within the financial statements.

### 3 Turnover and other revenue

An analysis of the company's turnover is as follows:

	2021 £000	2020 £000
<b>Turnover analysed by class of business</b>		
Matchday	7,178	53,211
Commercial	135,998	152,070
Broadcasting	273,607	182,546
	<u>416,783</u>	<u>387,827</u>
	2021 £000	2020 £000
<b>Other significant revenue</b>		
Interest income	4,902	7,795
	<u>4,902</u>	<u>7,795</u>
	2021 £000	2020 £000
<b>Turnover analysed by geographical market</b>		
United Kingdom	416,783	387,827
	<u>416,783</u>	<u>387,827</u>

# CHELSEA FOOTBALL CLUB LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 JUNE 2021

### 4 Other operating income

	2021	2020
	£000	£000
<b>Income</b>		
Research & development tax credit	1,140	-
Recharged costs	10,644	-
	<u>11,784</u>	<u>-</u>

### 5 Exceptional item

	2021	2020
	£000	£000
<b>Expenditure</b>		
Exceptional administrative expenses	41,996	-
	<u>41,996</u>	<u>-</u>

Exceptional administrative expenses in the year consist of impairment of player registrations of £17.9m (see Note 13) and amounts payable in relation to ongoing legal matters of £24.1m.

### 6 Operating loss

	2021	2020
	£000	£000
Operating loss for the year is stated after charging/(crediting):		
Depreciation of owned tangible fixed assets	6,333	6,162
Profit on disposal of player registrations	(27,924)	(142,630)
Amortisation of intangible assets	161,535	127,232
Impairment of intangible assets	17,933	-
Operating lease charges	12	12
	<u>107,929</u>	<u>(9,123)</u>

### 7 Auditor's remuneration

	2021	2020
	£000	£000
Fees payable to the company's auditor and associates:		
<b>For audit services</b>		
Audit of the company's financial statements	40	40
<b>For other services</b>		
Fees payable to the Company auditor for the review of the Company's interim accounts	20	21
Taxation compliance services	16	16
	<u>36</u>	<u>37</u>

# CHELSEA FOOTBALL CLUB LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 JUNE 2021

### 8 Employees

The average monthly number of persons (including directors) employed by the company during the year was:

	2021 Number	2020 Number
Playing staff (including managers/coaches)	129	112
Administration and commercial	288	287
Total	<u>417</u>	<u>399</u>

Their aggregate remuneration comprised:

	2021 £000	2020 £000
Wages and salaries	270,975	228,368
Social security costs	37,220	30,236
Pension costs	885	846
	<u>309,080</u>	<u>259,450</u>

The company also employs approximately 815 (2020: 930) temporary staff on match days.

### 9 Directors' remuneration

	2021 £000	2020 £000
Remuneration for qualifying services	257	257
Company pension contributions to defined contribution schemes	16	24
	<u>273</u>	<u>281</u>

The number of directors for whom retirement benefits are accruing under defined contribution schemes amounted to 1 (2020 - 1)

Remuneration disclosed above include the following amounts paid to the highest paid director:

Remuneration for qualifying services	257	257
Company pension contributions to defined contribution schemes	16	24
	<u>273</u>	<u>281</u>

The other Directors who held office during the year were paid for their services as Director of this company by the parent company, Chelsea FC plc.

# CHELSEA FOOTBALL CLUB LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 JUNE 2021

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**10 Interest receivable and similar income**

	<b>2021</b>	<b>2020</b>
	<b>£000</b>	<b>£000</b>
<b>Interest income</b>		
Other interest income	4,902	7,795
	<u>          </u>	<u>          </u>

Debtor balances relating to future transfer fees receivable have been recorded at the net present value of future payments, discounted using a market rate of interest resulting in interest income being recognised over the period of the transactions.

**11 Interest payable and similar expenses**

	<b>2021</b>	<b>2020</b>
	<b>£000</b>	<b>£000</b>
Other interest	5,996	3,300
	<u>          </u>	<u>          </u>

Creditor balances relating to future transfer fees payable have been recorded at the net present value of future payments, discounted using a market rate of interest resulting in interest expense being recognised over the period of the transactions.

# CHELSEA FOOTBALL CLUB LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 JUNE 2021

### 12 Taxation

	2021 £000	2020 £000
<b>Current tax</b>		
UK corporation tax on profits for the current period	-	3,133
Adjustments in respect of prior periods	(3,133)	-
<b>Total current tax</b>	<b>(3,133)</b>	<b>3,133</b>

The actual (credit)/charge for the year can be reconciled to the expected (credit)/charge for the year based on the profit or loss and the standard rate of tax as follows:

	2021 £000	2020 £000
(Loss)/profit before taxation	(148,753)	39,529
Expected tax (credit)/charge based on the standard rate of corporation tax in the UK of 19.00% (2020: 19.00%)	(28,263)	7,511
Tax effect of expenses that are not deductible in determining taxable profit	27	275
Adjustments in respect of prior years	(3,133)	-
Group relief	726	(107)
Other permanent differences	575	-
Remeasurement of recognised and unrecognised deferred tax for changes in tax rates	(47,437)	(13,907)
Fixed asset differences	1,019	988
Deferred tax not recognised	70,103	11,911
Utilisation of previously unrecognised trading losses	-	(3,395)
Capital losses	-	(143)
Losses carried back	3,250	-
<b>Taxation (credit)/charge for the year</b>	<b>(3,133)</b>	<b>3,133</b>

A potential deferred tax asset of £197,653,000 (2020: £126,722,000) has not been recognised due to uncertainty over future profits.

#### Factors that may affect future current and total tax charges

An increase in the UK corporation tax rate from 19% to 25% (effective from 1 April 2023) was substantively enacted on 24 May 2021.

# CHELSEA FOOTBALL CLUB LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 JUNE 2021

### 13 Intangible fixed assets

	Software £000	Players Registrations £000	Total £000
<b>Cost</b>			
At 1 July 2020	613	821,607	822,220
Additions	-	220,261	220,261
Disposals	-	(84,535)	(84,535)
At 30 June 2021	613	957,333	957,946
<b>Amortisation and impairment</b>			
At 1 July 2020	531	426,696	427,227
Amortisation charged for the year	55	161,480	161,535
Impairment losses	-	17,933	17,933
Disposals	-	(81,115)	(81,115)
At 30 June 2021	586	524,994	525,580
<b>Carrying amount</b>			
At 30 June 2021	27	432,339	432,366
At 30 June 2020	82	394,911	394,993

Intangible assets relating to players' registrations relate entirely to the carrying value of the playing squad and are being amortised over the remaining length of the players' contracts. The figures used are historical cost figures and relate solely to purchased players. Where events or changes in circumstances indicate that the carrying value of the asset may not be recoverable, to the extent that the carrying value exceeds the recoverable amount, the asset is impaired and the impairment is recognised in profit and loss. Officers of the Company have reviewed the carrying amount as at 30 June 2021 and consider an impairment of £17,933,000 is required (2020: £Nil).



# CHELSEA FOOTBALL CLUB LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 30 JUNE 2021

#### 14 Tangible fixed assets

	Freehold land & buildings	Long lease land & buildings	Construction in progress	Fixtures, fittings & equipment	Total
	£000	£000	£000	£000	£000
<b>Cost or valuation</b>					
At 1 July 2020	15,996	142,422	216	54,411	213,045
Additions	500	-	948	5,137	6,585
Disposals	-	-	-	(2,220)	(2,220)
Transfers	-	-	(216)	216	-
At 30 June 2021	16,496	142,422	948	57,544	217,410
<b>Depreciation and impairment</b>					
At 1 July 2020	2,587	38,991	-	31,795	73,373
Depreciation charged in the year	776	2,035	-	3,522	6,333
Eliminated in respect of disposals	-	-	-	(2,220)	(2,220)
At 30 June 2021	3,363	41,026	-	33,097	77,486
<b>Carrying amount</b>					
At 30 June 2021	13,133	101,396	948	24,447	139,924
At 30 June 2020	13,409	103,431	216	22,616	139,672

If revalued assets were stated on an historical cost basis rather than a fair value basis, the total amounts included would have been as follows:

	2021 £000	2020 £000
Cost	129,562	129,562
Accumulated depreciation	(45,608)	(43,017)
Carrying value	83,954	86,545

# CHELSEA FOOTBALL CLUB LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 JUNE 2021

### 15 Fixed asset investments

	2021 £000	2020 £000
Unlisted investments	-	-
	<u>-</u>	<u>-</u>
	<u>-</u>	<u>-</u>

#### Movements in fixed asset investments

	Investments other than loans £000
<b>Cost or valuation</b>	
At 1 July 2020	-
Additions	1,721
	<u>1,721</u>
At 30 June 2021	1,721
	<u>1,721</u>
<b>Impairment</b>	
At 1 July 2020	-
Impairment losses	1,721
	<u>1,721</u>
At 30 June 2021	1,721
	<u>1,721</u>
<b>Carrying amount</b>	
At 30 June 2021	-
	<u>-</u>
At 30 June 2020	-
	<u>-</u>

### 16 Debtors

	2021 £000	2020 £000
<b>Amounts falling due within one year:</b>		
Corporation tax recoverable	428	-
Other debtors	58	109
Prepayments and accrued income	7,486	35,606
	<u>7,972</u>	<u>35,715</u>
	<u>7,972</u>	<u>35,715</u>

# CHELSEA FOOTBALL CLUB LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 JUNE 2021

### 17 Creditors: amounts falling due within one year

	2021 £000	2020 £000
Trade creditors	96,324	98,710
Corporation tax	-	3,133
Other taxation and social security	13	77
Other creditors	2,259	3,362
Accruals and deferred income	180,964	133,638
	<u>279,560</u>	<u>238,920</u>

### 18 Creditors: amounts falling due after more than one year

	2021 £000	2020 £000
Trade creditors	58,641	40,016
Amounts due to group undertakings	1,019,825	923,588
	<u>1,078,466</u>	<u>963,604</u>

### 19 Retirement benefit schemes

#### Defined benefit schemes

Certain employees of the Group are members of The Football League Limited Pension and Life Assurance Scheme ('the scheme'). Accrual of benefits under a final salary basis was suspended with effect from 31 August 1999 following an actuarial review, which revealed a substantial deficit.

As one of a number of participating employers, the Group is advised only of its share of the deficit in the scheme. The latest actuarial valuation as at 31 August 2017 highlighted that the Group share of the deficit was £378,779. The revised deficit is being paid off in instalments until 31 October 2023. The charge for the year is £74,166 (2020: £70,630).

#### Defined contribution schemes

The company operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the company in an independently administered fund.

The charge to profit and loss in respect of defined contribution schemes was £0.9m (2020: £0.8m).

### 20 Share capital

	2021 £000	2020 £000
<b>Ordinary share capital</b>		
<b>Issued and fully paid</b>		
10,100 Ordinary shares of £1 each	10	10
	<u>10</u>	<u>10</u>

The Articles of Association limit dividends payable on ordinary shares to 15% of the paid up share capital in any one year.

# CHELSEA FOOTBALL CLUB LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 JUNE 2021

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### 21 Financial commitments, guarantees and contingent liabilities

Under the terms of certain contracts with other football clubs in respect of player transfers, additional amounts would be payable by the Company if certain conditions are met. The maximum amount that could be payable is £16.4m (2020: £15.4m).

### 22 Events after the reporting date

Since the year end the Group has acquired the registration of three football players at an initial cost of £109.7m and disposed of the registration of thirteen players at a profit of £103.7m.

### 23 Related party transactions

#### Transactions with related parties

During the year the company entered into the following transactions with related parties:

	Income		Expenditure	
	2021 £000	2020 £000	2021 £000	2020 £000
Chelsea FC Foundation	73	52	408	480
Nike Chelsea Merchandising Limited	349	380	237	-
Chelsea Digital Ventures Limited	1,988	-	21	-
	<u>2,410</u>	<u>432</u>	<u>666</u>	<u>480</u>

The Board considers that the Chelsea FC Foundation and its subsidiaries are related parties of of Chelsea Football Club Limited by virtue of significant influence.

Mr J Bonington is Company Secretary of Chelsea Football Club Limited, as well as serving as a Director of Nike Chelsea Merchandising Limited.

Mr E Tenenbaum is a serving director of both Chelsea Football Club Limited and Chelsea Digital Ventures Limited and both entities have the same ultimate controlling party.

# CHELSEA FOOTBALL CLUB LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 JUNE 2021

### 23 Related party transactions

(Continued)

The following amounts were outstanding at the reporting end date:

	Amounts owed from/(to) related parties	
	2021 £000	2020 £000
Chelsea FC Foundation	13	(157)
Nike Chelsea Merchandising Limited	17	-
Chelsea Digital Ventures Limited	694	-
	<u>724</u>	<u>(157)</u>

### 24 Ultimate controlling party

The Directors consider the Ultimate Parent Undertaking to be Fordstam Limited, a company incorporated in England and Wales and the Ultimate Controlling Party is Mr R Abramovich. The largest group of undertakings in which the Company's results are included is Fordstam Limited. The smallest group of undertakings in which the Company's results are included is Chelsea FC plc.

The registered office of Fordstam Limited and Chelsea FC plc is Stamford Bridge, Fulham Road, London, SW6 1HS. A copy of the Financial Statements can be obtained from the registered office.