Company Registration Number 3197756

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QPR Holdings Limited

Financial Statements

31 May 2017

Contents **Pages**

The board of directors	Mr T Fernandes Mr A Bhatia Mr K Meranun Mr R Gnanalingam
Registered office	Loftus Road Stadium South Africa Road London W12 7PJ
Auditor	Moore Stephens LLP Chartered Accountants Statutory Auditor 150 Aldersgate Street London EC1A 4AB
Bankers	The Royal Bank of Scotland PLC 155 Bishopsgate London EC2M 3YB Metro Bank One Southampton Row London WC1B 5HA

QPR Holdings Limited

Executive Chairman's Report

Year ended 31 May 2017

On behalf of the Board of Directors, my Co-Chairman Ruben Gnanalingam and I present the annual financial statements and reports for the year ended 31 May 2017.

On the Field

The 16/17 season ultimately focussed on retaining our position in the Championship, which was achieved on the penultimate league match of the season. Pursuant to the departure of Jimmy Floyd Hasselbaink, the club welcomed back Ian Holloway as First Team Manager in November 2016 and duly appointed Curtis Fleming as First Team Assistant Manager and Marc Bircham as First Team Coach.

In preparation of the 17/18 season, the Club has brought in a few exciting players who, together with the players brought in during the January transfer window, we foresee will strengthen the squad. This includes several players in the Elite Development Squad as well. We are confident that the right balance and mix of senior and Elite Development Squad players will bode well for this and upcoming seasons.

Prospects

We are pleased with the restructuring within the club, with the focus still on the plan to transition more Academy players into the First Team and the long term target of financial self-sustainability, still the over-riding factors in the strategic planning of the Board of Directors.

With regards to the training ground and stadium projects however, we are still very much at a similar stage as last year. This is still mainly due to the ongoing planning appeals from the residents surrounding Warren Farm for the training ground and not being able to secure a site for the stadium. Despite our best efforts, this is still proving to be a very slow process.

On behalf of the Board, I would like to thank the QPR fans for their continued support and dedication to the Club. We look forward to continuing to welcome you to Loftus Road.

Tony Fernandes
Director

23 February 2018

Principal activities
The principal activity of the Company and the Group is that of a professional football club, with related commercial activities.

Business Review
The results for the year are summarised below:

- Group turnover was £48m, which is higher than in the previous year (£41.9m). This is primarily as a result of the increase in new broadcasting rights income signed by the Premier League with Sky, which in turn resulted in higher parachute income to the Club.
- Total ticketing revenue at £5.2m, was lower than in the prior year (£5.5m), which reflects the second season in a row the club is a not participating the Premier League. This represented an average of £226,000 per home Championship match, compared with £239,000 per home Premier League match in 2015/16.
- Group operating losses reduced to £733k after player trading. This reflects the current approach and management of the operations in the club.
- At the reporting date the Group had bank reserves of £4.4m.
- At the reporting date the Group's deficit position was £7.8m, compared with a £8.9 million deficit in the prior year. This is primarily due to the capitalisation of shareholder loan interest.

Cash flow and treasury
Net cash outflow from operations amounted to £5.5m million as compared to a £22.7 million outflow for the previous year.

The Group incurred a cost of £14.9m (2016: £10.4m) to acquire additional players during the year. The Group received £12m (2016: £38m) in shareholder financing during the year and repaid £7.5m of the bank loan. The Group paid out £282,000 (2016: £737,000) in relation to interest during the year.

Risks and uncertainties
There are a number of potential risks and uncertainties that could have a material impact on the Group's long term performance. These risks and uncertainties are monitored by the Board on a regular basis and the Board remains confident that the Group has sufficient financial backing to manage these issues.

Football
The Group's income will always be directly affected by the performance of the first team and the Club's league status.

The level of attendance may be influenced by factors such as the success of the team, ticket prices, broadcast coverage and the general economic climate.

The performance of the playing squad, as well as the football management staff, is hugely important to the Group, which maintains its strategy of trying to retain the highest quality playing and management staff. The Group operates in a highly competitive market for talent and the market rates for transfers and wages is, to a varying degree, dictated by competitors and the Group recognises the significance of this in relation to the desire to maintain the strength of the first team.

The Club is regulated by the rules of the various governing bodies and any change to these rules could have an impact on the Group. The Group monitors its compliance with all applicable rules and considers the impact of any changes.

Commercial
The Group derives income from sponsorship and other commercial arrangements.

Broadcasting and certain other revenues are derived from contracts that are currently centrally negotiated by the Premier League and Football League; the Group does not have any influence on the outcome of the relevant contract negotiations.

Post reporting date events
The details of these are included in note 24 of the financial statements.

Future Developments
The short term objective is to be competitive in the Championship and target a play-off place. The Board's primary aim is also to implement the strategic plans to ensure that the Club is self-sustainable in the near future.

Going Concern
The group's business activities, together with the factors likely to affect its future development and performance are set out above. The financial position of the group, its cash flows, liquidity position and borrowings are described in these financial statements.

The directors, based on cash flow projections prepared by management and through confirmation of continuing support from the groups' main shareholders and creditors, have a reasonable expectation that the company and the group have adequate resources to continue in operational existence for the foreseeable future.

Financial Fair Play Challenge
The hearing for the challenge against the legality of the Football League's Championship Financial Fair Play Rules was completed in mid-June 2017. In October 2017, the arbitral panel dismissed the Club's claim that the Rules were unlawful under Competition and also found that the fine levied by the Football League on the Club was not disproportionate.

The Club has subsequently appealed the decision. The Directors, after considering the merits of the appeal, are confident that the decision can be overturned. Further information has been provided in note 25 of these financial statements

Accordingly, they continue to adopt the going concern basis in preparing the annual report and financial statements.

Financial risk management objectives and policies
Financial instruments are used for financing purposes only. It is group policy not to trade in financial instruments. The details of financial risk management are included in note 23 of the financial statements.

The board of directors sets out the financial risk management policies that are implemented by the finance department. The Board considers that financial risks do not pose a major threat to the company.

Tony Fernandes
Director

Approved by the directors on 23 February 2018

The directors have pleasure in presenting their report and the audited financial statements of the group for the year ended 31 May 2017.

Results and dividends
The loss for the year amounted to £6.4m (2016: £11m). The directors have not recommended a dividend.

Directors
The directors who served the company during the year were as follows:

Mr A Bhatia	
Mr T Fernandes	
Mr K Meranun	
Mr R Gnanalingam	
Mr Raslan	Appointed 23 November 2016, resigned 11 December 2017
Mr Razak	Appointed 23 November 2016, resigned 11 December 2017

Directors' responsibilities
The directors are responsible for preparing the strategic and 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 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 year.

In preparing those financial statements, the directors are required to:

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

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

Directors' indemnities
The Group maintains directors' and officers' liability insurance providing appropriate cover for any legal action brought against its Directors.

Strategic Report
The business review and risk management policy are located in the strategic report on pages 3 to 4.

Auditor
Moore Stephens LLP are deemed to be re-appointed under section 487(2) of the Companies Act 2006.

Insofar as the directors are aware:

- there is no relevant audit information of which the group's auditor is unaware; and
- the directors have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Signed on behalf of the directors

Tony Fernandes
Director
Approved by the directors on 23 February 2018

We have audited the financial statements of QPR Holdings Limited for the year ended 31 May 2017 which are set out on pages 7 to 27. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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.

Respective responsibilities of directors and auditor

As explained more fully in the Directors' Responsibilities Statement set out on page 5, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

Scope of the audit of the financial statements
A description of the scope of an audit of financial statements is provided on the Financial Reporting Council's web-site at www.frc.org.uk/auditscopeukprivate.

Opinion on financial statements

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and the parent company's affairs as at 31 May 2017 and of the group's loss for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Strategic Report and the Directors' Report for the financial year for which the group 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.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of 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 where 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.

Moore Stephens LLP

Gareth Jones FCA, Senior Statutory Auditor
For and on behalf of Moore Stephens LLP, Statutory Auditor
150 Aldersgate Street
London
EC1A 4AB

27 February 2018

QPR Holdings Limited

Group Statement of Profit or loss and comprehensive expense

Year ended 31 May 2017

	Note	2017 £'000	2016 £'000
Revenue	2	**47,964**	41,853
Cost of sales		**(45,226)**	(52,169)
Gross profit/(loss)		**2,738**	(10,316)
Administration expenses		**(10,759)**	(10,868)
Operating loss	3	**(8,021)**	(21,184)
Profit on disposal of plant & equipment	6	**12**	-
Profit on disposal of player registrations	6	**7,276**	12,645
		(733)	(8,539)
Finance income	7	**364**	10
Finance costs and similar charges	7	**(6,071)**	(2,435)
Loss on ordinary activities before taxation		**(6,440)**	(10,964)
Tax	8	**(3)**	-
Loss for the financial year and total comprehensive expense		**(6,443)**	(10,964)

All of the activities of the group are classed as continuing.

The notes on pages 13 to 27 form part of these financial statements

QPR Holdings Limited

Group Statement of financial position

As at 31 May 2017

	Note	2017 £'000	2016 £'000
Non-current assets			
Intangible assets	10	**17,513**	18,497
Property plant and equipment	11	**23,411**	23,958
		40,924	42,455
Current assets			
Inventories	13	**301**	75
Trade and other receivables	14	**11,105**	10,954
Trade and other receivables - Greater than one year	14	**-**	2,068
Cash and cash equivalents		**4,447**	7,358
		15,853	20,455
Current liabilities	15	**(64,377)**	(30,981)
Net current liabilities		**(48,524)**	(10,526)
Total assets less current liabilities		**(7,600)**	31,929
Non-current liabilities	16	**(241)**	(40,813)
		(7,841)	(8,884)
Capital and reserves			
Share capital	21	**71,500**	64,014
Share premium account		**160,301**	160,301
Profit and loss account		**(239,642)**	(233,199)
Net shareholder funds		**(7,841)**	(8,884)

These financial statements were approved by the directors and authorised for issue on 23 February 2018, and are signed on their behalf by:

....

Tony Fernandes
Director

The notes on pages 13 to 27 form part of these financial statements

QPR Holdings Limited

Statement of financial position

As at 31 May 2017

	Note	2017 £'000	2016 £'000
Non-current assets			
Property plant and equipment	11	**23,411**	23,958
Investments	12	**5,520**	5,520
		28,931	29,478
Current assets			
Inventories	13	**301**	75
Trade and other receivables	14	**9,267**	2,987
Cash and cash equivalents		**4,241**	6,224
		13,809	9,286
Current liabilities	15	**(56,727)**	(13,165)
Net current liabilities		**(42,918)**	(3,879)
Total assets less current liabilities		**(13,987)**	25,599
Non-current liabilities	16	**-**	(40,616)
		(13,987)	(15,017)
Capital and reserves			
Share capital	21	**71,500**	64,014
Share premium account		**160,301**	160,301
Profit and loss account		**(245,788)**	(239,332)
Net shareholder funds		**(13,987)**	(15,017)

The company has taken advantage of section 408 of the Companies Act 2006 not to publish its statement of profit or loss.

The loss dealt with in the financial statements of the parent company was £6,456,000 (2016: £11,050,000).

These financial statements were approved by the directors and authorised for issue on 23 February 2018, and are signed on their behalf by:

....

Tony Fernandes
Director

Company Registration Number: 3197756

The notes on pages 13 to 27 form part of these financial statements

QPR Holdings Limited

Group Statement of cash flows

Year ended 31 May 2017

	Note	**2017**	2016
		£'000	£'000
Net cash outflow from operating activities	22	**900**	(22,747)
Returns on investments and servicing of finance	22	**164**	(2,425)
Capital expenditure and financial investment	22	**(8,725)**	3,312
Cash outflow before financing		**(7,661)**	(21,860)
Cash flows from financing activities	22	**4,750**	28,369
Net change in cash and cash equivalents		**(2,911)**	6,509
Cash and cash equivalents at beginning of year		**7,358**	849
Cash and cash equivalents at end of year		**4,447**	7,358

The notes on pages 13 to 27 form part of these financial statements

QPR Holdings Ltd

Company Statement of cash flows

Year ended 31 May 2017

	Note	2017 £'000	2016 £'000
Net cash outflow from operating activities	22	**(5,950)**	(19,021)
Cash flows from investing activities	22	**137**	(2,273)
Capital expenditure and financial investment	22	**(920)**	(1,538)
Cash outflow before financing		**(6,733)**	(22,832)
Cash flows from financing activities	22	**4,750**	28,369
Net change in cash and cash equivalents		**(1,983)**	5,537
Cash and cash equivalents at beginning of year		**6,224**	687
Cash and cash equivalents at end of year		**4,241**	6,224

The notes on pages 13 to 27 form part of these financial statements

Group	**Share capital £'000**	**Share premium £'000**	**Profit and loss account £'000**	**Total £'000**
Equity shareholders' funds as at 1 June 2015	36,000	7,617	(222,235)	**(178,618)**
Transactions with owners				
Ordinary Share issue	28,014	152,684	-	**180,698**
Loss and total comprehensive expense for the year	-	-	(10,964)	**(10,964)**
Equity shareholders' funds as at 31 May 2016	64,014	160,301	(233,199)	**(8,884)**
Transactions with owners				
Ordinary share issue	7,486	-	-	**7,486**
Loss and total comprehensive expense for the year	-	-	(6,443)	**(6,443)**
Equity shareholders' funds as at 31 May 2017	**71,500**	**160,301**	**(239,642)**	**(7,841)**

Company	**Share capital £'000**	**Share premium £'000**	**Profit and loss account £'000**	**Total £'000**
Equity shareholders' funds as at 1 June 2015	36,000	7,617	(228,282)	**(184,665)**
Transactions with owners				
Ordinary Share issue	28,014	152,684	-	**180,698**
Loss and total comprehensive expense for the year	-	-	(11,050)	**(11,050)**
Equity shareholders' funds as at 31 May 2016	64,014	160,301	(239,332)	**(15,017)**
Transactions with owners				
Ordinary share issue	7,486	-	-	**7,486**
Loss and total comprehensive expense for the year	-	-	(6,456)	**(6,456)**
Equity shareholders' funds as at 31 May 2017	**71,500**	**160,301**	**(245,788)**	**(13,987)**

1. Accounting policies

a) Statement of compliance

QPR Holdings Limited is a private company limited by shares incorporated in England and Wales, No: 3197756. The Registered Office is Loftus Road Stadium, South Africa Road, London, W12 7PJ.

b) Basis of accounting

The consolidated financial statements have been prepared in accordance with Financial Reporting Standard 102 as issued by the Financial Reporting Council. The financial statements have been prepared on the historical cost basis except for player registration fees greater than one year which are recorded at amortised cost. The principal accounting policies that have been applied consistently by all Group companies to all periods presented in these consolidated financial statements are set out below.

The preparation of financial statements in conformity with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the accounting policies selected for use by the Group. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the consolidated financial statements are disclosed below. Use of available information and application of judgement are inherent in the formation of estimates. Actual outcomes in the future could differ from such estimates.

The directors, based on cash flow projections prepared by management and through confirmation of continuing support from the groups' main shareholders and creditors and having considered the situation detailed in note 25, have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future.

c) Basis of consolidation

The consolidated financial statements incorporate the financial statements of the company and all group undertakings. These are adjusted, where appropriate, to conform to group accounting policies. As a consolidated statement of profit or loss is published, a separate statement of profit or loss for the parent company is omitted from the group financial statements by virtue of section 408 of the Companies Act 2006.

d) Revenue

Revenue is measured at the fair value of the consideration received or receivable and represents amounts receivable in the normal course of business. Revenue represents match receipts, sponsorship and other income associated with the continuing principal activity of running a professional football club and excludes Value Added Tax.

e) Player costs and transactions

(i) *Initial capitalisation*

The costs associated with the acquisition of player registrations are capitalised as intangible fixed assets. Any intangible assets acquired on deferred terms are recorded at the fair value at the date of acquisition. The fair value represents the net present value of the costs of acquiring player registrations.

(ii) *Amortisation*

These costs are fully amortised on a straight-line basis in equal annual instalments over the period of the respective contracts.

(iii) *Contingent consideration*

Under the conditions of certain transfer agreements, further fees will be payable to the vendors in the event of the players concerned making a certain number of First Team appearances. Liabilities in respect of these additional transfers are accounted for, as provisions, when it becomes probable that the number of appearances will be achieved or the specified future events will occur.

(iv) *Impairment*

The Group will perform an impairment review on the intangible assets if events or changes in circumstances indicate that the carrying amount of the player may not be recoverable. The Group compares the carrying amount of the asset with its recoverable amount.

The Group does not consider that it is possible to determine the value in use of an individual football player in isolation as that player (unless via a sale or insurance recovery) cannot generate cash flows on his own. Furthermore, the Group also considers that all of the players are unable to generate cash flows even when considered together. Accordingly the Group considers the smallest cash-generating unit to contain all the other First Team players, the Stadium and the training facilities.

1. Accounting policies *(continued)*

The Group calculates the value in use of this cash-generating unit by discounting estimated expected future cash flows (being the pre-player trading cash flows generated by the Group's existing operations and any future capital expenditure on the ground and First Team squad). The Group compares this with its assessment of the fair value less costs to sell off all of the First Team players and the higher of these two numbers is deemed to be the recoverable amount.

In certain rare instances there may be an individual player whom the Group does not consider to be part of the First Team squad and who will therefore not contribute to the future cash flows earned by the cash-generating unit. This is normally due to a permanent career-threatening injury/condition or due to a serious and permanent fall out with the Group's senior football management and Directors which, as a consequence, means the Group consider it highly unlikely he will ever play for the First Team again. In this situation, the carrying value of the player is removed from the carrying value of players assessed as part of the cash-generating unit referred to above and instead this player will be assessed for impairment in isolation by considering his carrying value with the Group's best estimate of his fair value less costs to sell. The Group estimate this using one of the following sources:

- in the case of a player who has permanently fallen out with the Group's senior football management and directors, either the agreed selling price in the event the player has been transferred subsequent to the year-end; or
- If there have not been any bids for the player, management's best estimation of the disposal proceeds (less costs) of the player on an arm's length basis. This is determined by the Group's senior football management in conjunction with the Directors who will use the outcome of recent player disposals (by both the Group and other football clubs) as a basis for their estimation. Any costs to sell, such as agency costs are deducted from the fair value; or
- in the case of a player who has suffered a career-threatening injury/condition, the value attributed to the player by the Group's insurers.

(v) *Disposals*
Profits or losses on the disposal of these registrations represent the fair value of the consideration receivable, net of any transaction costs, less the unamortised cost of the original registration.

(vi) *Remuneration*
Remuneration of players is charged in accordance with the terms of the applicable contractual agreements and any discretionary bonus when there is a legal or contractual obligation. Liabilities in respect of player loyalty fees are provided for, as part of operating expenses, when payment becomes probable as the player is contracted to the football club and the loyalty fee is payable prior to the next transfer window at the date the accounts are signed.

f) Fixed assets
All fixed assets are initially recorded at cost net of any capital contribution, with the exception of the stadium which has been included at a valuation of the replacement cost of the new stadium.

g) Depreciation
Depreciation is calculated so as to write off the cost of an asset, less its estimated residual value, over the useful economic life of that asset as follows:

Fixtures & fittings	-	5 years straight line
Plant & machinery	-	5 years straight line
Freehold Buildings	-	10 to 50 years straight line

Land and assets under construction are not depreciated.

h) Inventories
Inventories are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

i) Operating lease agreements
Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged against profits on a straight line basis over the period of the lease.

j) Foreign exchange
Transactions denominated in foreign currencies are translated into Sterling and recorded at the rates of exchange ruling at the date of the transactions. Translation differences are dealt with in the Statement of Profit or loss.

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

k) Deferred taxation

Deferred tax is recognised in respect of all material timing differences that have originated but not reversed at the reporting date where transactions or events have occurred at that date that will result in an obligation to pay more, or a right to pay less or to receive more tax. Deferred tax is measured on an undiscounted basis at the tax rates that are expected to apply in the periods in which timing differences reverse, based on tax rates and laws enacted or substantively enacted at the reporting date. Deferred tax assets are recognised to the extent that it is regarded more likely than not that they will be recovered.

l) Financial instruments

Financial instruments are classified and accounted for, according to the substance of the contractual arrangement, as either financial assets, financial liabilities or equity instruments. An equity instrument is any contract that evidences a residual interest in the assets of the group after deducting all of its liabilities.

Financial assets

The Group's financial-assets relate to trade and other receivables and cash and cash equivalents. Trade and other receivables are classified as loans and receivables and are measured initially at fair value plus transaction costs and are carried subsequently at amortised cost under the effective interest method, less provision for any impairment. Any change in their value through impairment or reversal of impairment is recognised in the consolidated statement of profit or loss. There are no financial assets classified as fair value through profit or loss or as held to maturity or available for sale. All financial assets are assessed for indicators of impairment at each consolidated statement of financial position date. Financial assets are impaired where there is evidence that a loss has occurred and that estimated future cash flows of the financial asset have been impacted. Objective evidence of impairment for a portfolio of receivables could include a Group's past experience of collecting payments, an increase in the delayed number of payments in the portfolio and the average credit period, as well as observed changes in the national or local economic conditions that correlate with default on receivables.

Impairment of financial assets

All financial assets are assessed for indicators of impairment at each reporting date.

Financial liabilities

Financial liabilities which include bank loans, overdrafts and trade and other payables are measured initially at fair value net of transaction costs under the effective interest method and thereafter at amortised cost. Finance charges are accounted for on an accruals basis in the consolidated statement of profit or loss using the effective interest method.

De-recognition of financial liabilities

The group derecognises financial liabilities when, and only when, the group's obligations are discharged, cancelled, or they expire.

m) Finance costs

Finance costs of borrowings are recognised in the statement of profit or loss using the effective interest method. The effective interest rate is the rate that exactly discounts estimated future cash flows through the expected life of the borrowings.

Any non-current assets acquired on deferred terms are recorded at the discounted present value at the date of acquisition. The associated payable is then increased to the settlement value over the period of deferral, with this value being charged as a notional finance cost through profit and loss.

Similarly any intangible asset disposed of on deferred terms will be initially recorded at the discounted present value of future receipts and the receivable is then increased to the settlement value over the period of deferral with this value being charged as notional finance income through profit and loss.

n) Pension costs

The company operates a defined contribution pension scheme for employees. The assets of the scheme are held separately from those of the company. The annual contributions payable are charged to profit and loss.

o) Critical accounting judgements and estimates

In the application of the group's accounting policies, which are described herein, the directors are required to make judgements, estimates and assumptions about the carrying value 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 principal balances in the financial statements where changes in estimates and assumptions may have a material impact are:

1. Accounting policies *(continued)*

(i) *Contingent liabilities*

Current liabilities and provisions contain contingent bonuses payable to employees, players and football clubs and are based on the best information available to management at the reporting date. However, the future costs assumed are inevitably only estimates, which may differ from those ultimately incurred.

The potential contingent liability from the ongoing legal proceeding with the Football League has also been carefully considered by the Directors based on legal advice given. A detailed explanation on the status of these proceedings are covered in note 25.

(ii) *Recoverable amount of non-current assets*

All non-current assets, including property, plant and equipment and intangible assets, are reviewed for potential impairment using estimates of the future economic benefits attributable to them. Such estimates involve assumptions in relation to future ticket income, media and sponsorship revenue and on pitch performance. Any estimates of future economic benefits made in relation to non-current assets may differ from the benefits that ultimately arise, and materially affect, the recoverable value of the asset.

(iii) *Player Registrations*

Fees payable to other football clubs on the transfer of players' registrations, including league levies are recorded as intangible fixed assets. Fees payable which are contingent on a future event are recorded as intangible fixed assets, if in the opinion of the Directors, the future event is more likely than not to occur during the life of the player's contract. Fees contingent on a future event which has a material uncertainty are dealt with through the statement of profit or loss in the year in which the event occurs. These intangible assets are written down for impairment when the carrying amount exceeds the amount recoverable through use or sale.

2. Revenue

The revenue and loss before tax are attributable to the one principal activity of the group, and are derived from activities wholly within the United Kingdom.

Revenue may be analysed as follows:

	2017	2016
	£'000	£'000
Gate receipts	**5,200**	5,466
Broadcasting rights	**35,258**	29,575
Sponsorship, advertising	**1,311**	1,891
Commercial income	**2,148**	3,311
Sales of inventories	**1,206**	1,119
Other income	**2,841**	491
	47,964	41,853

3. Operating loss

This is stated after charging the following:

	2017	2016
	£'000	£'000
Amortisation of intangible assets	**11,299**	10,136
Depreciation of owned fixed assets	**1,479**	1,452
Operating lease rentals		
- land & buildings	**590**	565
Auditor's remuneration		
- as auditor	**36**	30
- accountancy	**12**	36
- taxation advice	**2**	4
Cost of inventory	**757**	1,107

4. Particulars of employees

The average number of staff, including executive directors, employed by the group during the financial year can be analysed as follows:

	2017 No.	2016 No.
Number of football support staff	**13**	14
Players, managers and coaches	**111**	111
Administrative staff	**21**	20
Commercial, marketing and retail staff	**18**	19
Stadium and maintenance staff	**6**	7
	169	171

The aggregate payroll costs of the above were:

	2017 £'000	2016 £'000
Wages and salaries	**27,320**	35,926
Social security costs	**3,218**	4,764
Other pension costs	**149**	128
	30,687	40,818

Key management compensation:

	2017 £'000	2016 £'000
Wages and salaries	**1,499**	1,474
Other pension costs	**19**	22
	1,518	1,496

5. Directors remuneration

No remuneration was paid to directors during the year (2016: £Nil)

6. Profit on disposal of non-current assets

	2017 £'000	2016 £'000
Profit on disposal of plant & equipment	**12**	-
Profit on disposal of players' registrations	**7,276**	12,645

7. Finance Costs

	2017 £'000	2016 £'000
Finance costs		
- Interest on other loans	**(282)**	(737)
- Amortised cost charge	**82**	(82)
- Shareholder loans	**(5,871)**	(1,616)
	(6,071)	(2,435)
Finance Income		
- Bank interest	**6**	2
- Amortised cost credit	**358**	8
	364	10

8. Taxation on ordinary activities

(a) Analysis of charge in the year

	2017 £'000	2016 £'000
Current tax:		
UK Corporation tax based on the results for the year	**3**	-

(b) Factors affecting current tax charge

The tax assessed for the period is lower than the standard rate of corporation tax in the UK, the differences are explained below:

	2017 £'000	2016 £'000
Loss on ordinary activities before taxation	**(6,440)**	(10,964)
Loss on ordinary activities multiplied by standard rate of tax of 19.83% (2016 - 20%)	**(1,277)**	(2,193)
Expenses not deductible for tax purposes	**1,192**	265
Relieved/Unrelieved tax losses	**(142)**	1,764
Fixed assets and other differences	**230**	164
Total current tax (note 8(a))	**3**	-

A potential deferred tax asset exists at the reporting date in respect of tax losses carried forward. This has not been recognised in the accounts as there is insufficient evidence that the asset will be recoverable.

Tax losses carried forward at the reporting date were £313m (2016 - £314m).

9. Loss attributable to members of the parent company

The loss dealt with in the financial statements of the parent company was £6,456,000 (2016: £11,050,000).

10. Intangible fixed assets

Group	Player registrations £'000
Cost	
At 1 June 2016	57,682
Additions	14,910
Disposals	(37,720)
At 31 May 2017	34,872
Amortisation	
At 1 June 2016	27,544
Charge for the year	11,299
On disposals	(23,897)
At 31 May 2017	14,946
Impairment	
At 1 June 2016	11,641
Charge for the year	-
Disposals	(9,228)
At 31 May 2017	2,413
Net book value	
At 31 May 2017	**17,513**
At 31 May 2016	18,497

Impairment charges are included within the statement of profit or loss under cost of sales.

The group has chosen not to disclose carrying amounts for individual players, the average remaining amortisation period for the current players is 30 months.

11. Tangible fixed assets

Group and company

	Freehold land and buildings £'000	Assets under construction £'000	Plant & Machinery £'000	Fixtures & Fittings £'000	Total £'000
Cost or valuation					
At 1 June 2016	20,996	3,646	5,102	957	30,701
Additions	116	635	171	10	932
Disposals	-	-	(40)	-	(40)
At 31 May 2017	21,112	4,281	5,233	967	31,593
Depreciation					
At 1 June 2016	2,046	-	3,834	863	6,743
Charge for the year	1,044	-	380	55	1,479
On disposals	-	-	(40)	-	(40)
At 31 May 2017	3,090	-	4,174	918	8,182
Net book value					
At 31 May 2017	**18,022**	**4,281**	**1,059**	**49**	**23,411**
At 31 May 2016	18,950	3,646	1,268	94	23,958

12. Investments

Company

	2017 £000	2016 £000
Net book value at 1 June and 31 May	**5,520**	5,520

The investment represents a 100% holding in Queens Park Rangers Football & Athletic Club Limited, a professional football club, incorporated in England and Wales. The registered office of the subsidiary is the same as QPR Holdings Limited, noted on page 1. Queens Park Rangers Football & Athletic Club Limited is included in this set of consolidated financial statements.

13. Inventories

	Group 2017 £000	Group 2016 £000	Company 2017 £000	Company 2016 £000
Goods held for resale.	**301**	75	**301**	75

14. Trade and other receivables

	Group 2017 £000	Group 2016 £000	Company 2017 £000	Company 2016 £000
Trade receivables	**1,444**	1,056	**1,444**	1,056
Player registration transfer receivables	**4,907**	6,362	**-**	-
Other receivables	**73**	54	**74**	55
Prepayments and accrued income	**4,681**	3,482	**148**	165
Amounts owed by group undertakings	**-**	-	**7,601**	1,711
	11,105	10,954	**9,267**	2,987
Player registration transfers - greater than one year	**-**	2,150	**-**	-
Discount adjustment	**-**	(82)	**-**	-
	11,105	13,022	**9,267**	2,987

Player registration transfer debtors – greater than one year is shown at an amortised cost basis, discounted from its full value, 2017 NIL, (2016: £2,150,000).

15. Current liabilities

	Group		Company	
	2017	2016	**2017**	2016
	£000	£000	**£000**	£000
Bank Loan	**4,000**	6,250	**4,000**	6,250
Trade payables	**910**	646	**910**	646
Player registration transfer payables	**4,000**	12,333	**-**	-
Corporation tax	**3**	-	**-**	-
Taxation and social security	**1,860**	2,926	**760**	997
Accruals and deferred income	**7,596**	8,818	**5,048**	5,265
Convertible shareholder loans	**46,000**	-	**46,000**	-
Other creditors	**8**	8	**9**	7
	64,377	30,981	**56,727**	13,165

The bank loan of £4,000,000 which falls due in less than one year is secured by a charge on Loftus Road Stadium, with interest charged at 3.5% plus LIBOR.

The revised convertible shareholder loans relate to the following amount which is interest bearing:

£46,000,000 from Total Soccer Growth Sdn Bhd repayable on 31 May 2018. £30,000,000 has an interest rate of 1% per month, the remainder £16,000,000 has an interest rate of 2% per month. As at 31 May 2017 the total interest of £7,486,367 charged has been capitalised, further information in relation to this is shown under note 21.

16. Non-current liabilities

	Group		Company	
	2017	2016	**2017**	2016
	£000	£000	**£000**	£000
Bank loan	**-**	5,000	**-**	5,000
Player registration transfer payables	**241**	197	**-**	-
Convertible shareholder loans	**-**	35,616	**-**	35,616
	241	40,813	**-**	40,616

The 2016 convertible shareholder loans relate to the following amount which is interest bearing:

£34,000,000 from Total Soccer Growth Sdn Bhd repayable on 30 June 2017. £30,000,000 has an interest rate of 1% per month, the remainder £4,000,000 has an interest rate of 2% per month. As at 31 May 2016 total interest of £1,616,000 has been charged.

Player registration transfer payables is shown at an amortised cost basis, discounted from a £250,000 full value, (2016: £205,000).

The company's player registration transfer payables at the reporting date which have been discounted at the group's cost of capital and which do not include interest payments are detailed as follows:-

	2017	2016
	£'000	£'000
Player registration transfer payables	**250**	205
Discounting adjustment	**(9)**	(8)
Carrying value	**241**	197

17. Payables - capital instruments

The maturity profile of the group's total borrowings at the reporting date which are carried at amortised cost are as follows:

	2017			2016		
	Principal	**Interest**	**Total**	Principal	Interest	Total
	£'000	**£'000**	**£'000**	£'000	£'000	£'000
In one year or less or on demand	**50,000**	**6,098**	**56,098**	6,250	369	6,619
In more than one year but not more than five years	**-**	**-**	**-**	39,000	1,906	40,906
	50,000	**6,098**	**56,098**	45,250	2,275	47,525

18. Commitments under operating leases

The Club is committed to paying a non-cancellable operating lease in relation to land & buildings which does expire within the next five years.

	Group		Company	
	2017	2016	**2017**	2016
	£'000	£'000	**£'000**	£'000
Not later than 1 year	**590**	565	**590**	565
Later than 1 year and not later than 5 years	**1,105**	2,260	**1,105**	2,260
	1,695	2,825	**1,695**	2,825

19. Related parties

During the period, loans were provided to the group by Total Soccer Growth Sdn Bhd a shareholder of the group. Details of these loans are shown in notes 15 and 16.

During the period the group pledged £103,986 (2016: £96,750) to QPR in the Community Trust.

During the year AirAsia sponsored the Club's playing shirts. Both Tony Fernandes and Kamarudin Meranun hold an interest in AirAsia.

During the year the group spent £560,919 (2016: £567,100) on behalf of Rangers Developments Limited, an entity under common control, £55,182 (2016: £53,713) is still owed to the group at the reporting date and is included within other receivables in note 14.

In accordance with the exemption permitted by Financial Reporting Standard 102, Section 33 "Related Party Disclosures", transactions with other group undertakings have not been disclosed in these financial statements.

20. Ultimate Controlling Party

The company is incorporated in England and Wales. The address of the Company's registered address is Loftus Road Stadium, South Africa Road, London, W12 7PJ. The company is a subsidiary of Pembinaan Redzai Sdn Bhd Sdn Bhd which is the ultimate holding company incorporated in Malaysia. The smallest and largest group in which results of the company are consolidated is that headed by Pembinaan Redzai Sdn Bhd which is the holding company of Total Soccer Growth Sdn Bhd. The consolidated accounts of this company are available to the public and may be obtained from the company registrar.

The current ownership of QPR Holdings Limited is as follows

- 51.17% Total Soccer Growth Sdn Bhd, the ultimate owner of which is Ruben Gnanalingam
- 45.20% Tune QPR Sdn. Bhd., the ultimate owners of which are Tony Fernandes, Kamarudin Meranun
- 3.41% *Sea Dream Ltd., the ultimate owners of which are the* L.N.Mittal *Family*
- 0.22% variety of minority shareholders

21. Share capital and reserves

Authorised share capital:

	2017	2016
	£000	£000
6,401,399,029 Ordinary shares of £0.01 each	**64,014**	64,014
7,486,367,000 Unissued ordinary B shares of £0.001 each	**7,486**	-
	71,500	64,014

Allotted and called up:

	2017		2016	
	No	**£000**	No	£000
Ordinary shares of £0.01 each	**6,401,399,029**	**64,014**	6,401,399,029	64,014
Unissued ordinary B shares of £0.001 each	**7,486,367,000**	**7,486**	-	-

During the year the Club undertook a review of its overall debt position, which resulted in the Directors approving the capitalisation of the outstanding shareholder interest amounting to £7,486,367. The shares were unissued at the yearend although the process was completed on the 23 August 2017.

The ordinary B shares have a different par value but carry the same voting rights.

Reserves

Share premium account - This reserve records the amount above the nominal value received for shares sold, less transaction costs.

Profit and loss account - This reserve records retained earnings and accumulated losses.

22. Notes to the cash flow statement

Group

Reconciliation of operating loss to net cash outflow from operating activities

	2017 £000	2016 £000
Operating loss	(8,021)	(21,184)
Amortisation	11,299	10,136
Depreciation	1,479	1,452
Change in stocks	(226)	453
Change in debtors	(1,606)	(478)
Change in creditors	(2,022)	(13,126)
Cash used in operations	903	(22,747)
Tax paid	(3)	-
Net cash outflow from operating activities	900	(22,747)

Returns on investments and servicing of finance

	2017 £000	2016 £000
Interest received	364	10
Interest paid	(200)	(2,435)
Net cash inflow/(outflow) from returns on investments and servicing of finance	164	(2,425)

Capital expenditure

	2017 £000	2016 £000
Payments to acquire player registrations	(19,676)	(10,433)
Payments to acquire tangible fixed assets	(932)	(1,538)
Receipts from sale of player registrations	11,871	15,283
Receipts from sale of tangible fixed assets	12	-
Net cash (outflow)/inflow from capital expenditure	(8,725)	3,312

Financing

	2017 £000	2016 £000
Net inflow from other long-term creditors	12,000	38,000
Net outflow from short-term borrowing	(7,250)	(9,631)
Net cash inflow from financing	4,750	28,369

Net cash is defined as cash and cash equivalents.

22. Notes to the cash flow statement *(continued)*

Company

Reconciliation of operating loss to net cash outflow from operating activities

	2017 £000	2016 £000
Operating loss	(734)	(8,777)
Depreciation	1,479	1,452
Change in stocks	(226)	453
Change in debtors	(6,280)	1,122
Change in creditors	(189)	(13,271)
Net cash outflow from operating activities	(5,950)	(19,021)

Returns on investments and servicing of finance

	2017 £000	2016 £000
Interest received	337	2
Interest paid	(200)	(2,275)
Net cash inflow/(outflow) from returns on investments and servicing of finance	137	(2,273)

Capital expenditure

	2016 £000	2016 £000
Payments to acquire tangible fixed assets	(932)	(1,538)
Receipts from sale of intangible fixed assets	12	-
Net cash outflow from capital expenditure	(920)	(1,538)

Financing

	2016 £000	2016 £000
Net inflow from other long-term creditors	12,000	38,000
Net outflow from short-term borrowing	(7,250)	(9,631)
Net cash inflow from financing	4,750	28,369

23. Financial instruments

Capital risk management

The Group manages its capital to ensure that the Group will be able to continue as a going concern through the optimisation of the debt and equity balance. The capital structure of the Group consist of debt, which includes borrowings disclosed in notes 15 and 16, cash and cash equivalents and equity attributable to equity holders, comprising issued share capital, share premium and the profit and loss account.

The main purpose of financial instruments is to finance the group's operations. The group has other financial assets and liabilities such as trade and other receivables and trade and other payables, which arise directly from its operations.

Categories of financial instruments

	2017	2016
	£000	£000
Financial Assets		
- cash and cash equivalent	**4,447**	7,358
- trade and other receivables	**6,424**	9,540
	10,871	16,898
Financial Liabilities		
- trade and transfer related creditors	**5,159**	13,184
- borrowings	**50,000**	46,866
	55,159	60,050

The above financial assets and financial liabilities do not include prepayments and accruals respectively

Financial risk management objectives and policies

Management monitor and manage the financials risks relating to the operations of the Group through internal controls. These risks include currency risk, credit risk and liquidity risk.

Foreign currency risk

The Group has no significant exposure to the risk of changes in foreign currency exchange rates

Credit risk

The Group's principal financial assets are bank balances, cash and trade receivables. The Group's credit risk is primarily attributable to its trade receivables. Credit risk is managed by monitoring the aggregate amount and duration of exposure to any one customer depending upon their credit rating. The amounts presented in the statement financial position are net of allowances for doubtful debts, estimated by the Group's management based on prior experience and their assessment of the current economic environment.

The credit risk on liquid funds is limited because the counterparties are banks with high credit-ratings assigned by international credit-rating agencies. The Group has no significant concentration of credit risk, with exposure spread over a large number of counterparties and customers.

Liquidity risk

Ultimate responsibility for liquidity risk management rests with the Directors. The Directors use management information tools including budgets and cash flow forecasts to be able to constantly monitor and manage current and future liquidity.

The funding of the Group is through loans from the principal shareholder as disclosed in notes 15 and 16.

24. Post reporting date events

During the summer transfer window we secured Joshua Scowen, Alexander Baptiste, Paul Smyth, David Wheeler and Bright Osayi-Samuel on permanent transfers as well as Kazenga Lualua on a half season loan.

Michael Doughty transferred to Peterborough. Abdenasser El Khayati's contract was terminated by mutual contract and in addition Karl Henry departed due to his contract expiring.

During the January transfer window Yeni Ngbakoto was transferred to En Avant de Guingamp, Ariel Borysuik was transferred to Lechia Gdansk Spolka Akcyjna and Steven Caulker's contract was terminated by mutual contract.

The process of capitalising the outstanding shareholder interest was completed on the 23 August 2017, details of this are shown in note 21.

25. Contingent Liability

The hearing for the challenge against the legality of the Football League's Championship Financial Fair Play Rules was completed in mid-June 2017. In October 2017, the arbitral panel dismissed the Club's claim that the Rules were unlawful under Competition and also found that the fine levied by the Football League on the Club was not disproportionate.

The Club has subsequently appealed the decision and due to the confidential nature of the proceedings, the Club is not able to comment on the details of the hearings until the appeal process has been concluded.

Despite the decision in October 2017, after considering the merits of the appeal, the directors are of the opinion that it can be overturned on appeal.

As a result the financial information usually associated with FRS102 – Section 21 has not been disclosed.

26. Commitments

As at 31 May 2017, the Club was committed to paying signing on fees in respect of players of £50,000 (2016: £104,000).