

FULHAM FOOTBALL LEISURE LIMITED

(Registered Number 3374347)

ANNUAL REPORT

YEAR ENDED 30 June 2007

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FULHAM FOOTBALL LEISURE LIMITED
(Registered Number 3374347)
ANNUAL REPORT
YEAR ENDED 30 June 2007

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**FULHAM FOOTBALL LEISURE LIMITED
OFFICES AND ADVISORS**

REGISTERED OFFICE

Fulham Football Leisure Limited
Training Ground
Motspur Park
New Malden
Surrey
KT3 6PT

AUDITORS

PKF (UK) LLP
Farringdon Place
20 Farringdon Road
London
EC1M 3AP

BANKERS

National Westminster Bank Plc
City of London Office
1 Princes Street
London
EC2R 8PA

SOLICITORS

Hammonds
7 Devonshire Square
Cutlers Gardens
London
EC2M 4YH

FULHAM FOOTBALL LEISURE LIMITED
DIRECTORS' REPORT

The directors present their report and the accounts for the year ended 30 June 2007, which show the state of the Group's affairs

PRINCIPAL ACTIVITIES

The Group's principal activity during the period was the operation of a professional football club

REVIEW OF THE BUSINESS

The Group continued to develop the business both commercially and with regard to the facilities and infrastructure required to enable it to remain in the Premier League

Commercial activities continued to grow as does the commitment to establishing a long term youth policy via the Football Academy and continued support of the Football in The Community Scheme

During the year to 30 June 2007, the group saw the following changes in the key indicators of financial and non-financial performance

<u>Indicator</u>	<u>Year to 30 June</u>		<u>+/- change</u>	<u>%</u>
	<u>2007</u>	<u>2006</u>		
Gross revenues (£m)	39.7	37.5	2.2	6
Turnover (£m)	39.2	37.1	2.1	6
Total staff costs (£m)	35.2	30.1	5.1	17
Staff costs as % of revenues	89%	80%		8
Net operating (loss) (£m)	(19.4)	(13.2)	(6.2)	47
Final position in Premier League (PL)	16th	12th	-4	
Total PL attendances	423,143	392,457	30,686	8
Average PL attendance per game	22,271	20,656	1,615	8

The Directors consider these to be the most useful measures of performance, as they tie on-field performance by the team to financial results achieved by the group

RESULTS AND DIVIDENDS

The loss for the financial period amounted to £15,871,893 (2006 £15,858,000) which has been transferred to reserves. The directors do not recommend payment of a dividend (2006 £Nil)

FUTURE DEVELOPMENTS

The Group continues to seek to develop the match-day experience for spectators to promote the long-term aim of growing and retaining a large and loyal fan base. Fulham Stadium Limited has a rolling program of increasing and improving facilities at the Craven Cottage stadium, which enables the Group to plan for steady increases in attendances and an increase in total premium seating areas and lounge facilities, which support premium-priced match-day packages. The Group will continue to invest in the playing squad to maintain and improve on the results achieved during the playing season.

FINANCIAL INSTRUMENTS AND RISKS

Most of the Group's transactions are in sterling, although from time to time certain transactions involving the acquisition of overseas players may be in Euros. In these cases, the Group's policy is to accept the risk of a movement in the exchange rate to sterling. No forward purchases of currency are made, nor does the company use hedging instruments.

**FULHAM FOOTBALL LEISURE LIMITED
DIRECTORS' REPORT (CONTINUED)**

FINANCIAL INSTRUMENTS AND RISKS (Continued)

The Group's main source of finance, for operating losses, working capital and capital expenditure (including player transfers), in excess of funds generated internally, is interest-free loans from its parent company. The Group has received assurances from the directors of the parent company that no repayment demand will be made which would either cause the repayments to be a preference of a creditor or which would cause the Group to become technically insolvent. The parent company has also provided comfort that as further funds are needed to meet creditors as they fall due, these will be made available. In this respect, the Group also relies on assurances from Mr M Al Fayed.

The Group's main commercial risk is that associated with potential failure to retain membership of the Football Association Premier League. Of the Group's total revenues in the year to 30 June 2007, 59% came from sources controlled by the FAPL (2006 62%). In the event of relegation from the FAPL, the Group's revenues would fall in the next two years to a level which would not finance ongoing contractual commitments, and the Group would therefore have to place more reliance on funds provided by the parent company and take action to significantly reduce operating costs. Such action could prevent the maintenance of a playing squad capable of gaining promotion back to the FAPL. Therefore the Group's main aim is to prevent this risk becoming a reality.

POST BALANCE SHEET EVENTS

On 4 July 2007, AIT Leisure Holdings limited ("AIT"), a company registered in the British Virgin Islands, made an offer ("the Offer") for the entire share capital of the Company. Prior to this, AIT had approached the Board of Directors of the Company ("the Board") with a draft of the Offer. The Board noted that Mr Mohamed Al Fayed was a connected party with AIT and was therefore excluded from considering the Offer. The remaining directors took advice from a firm of lawyers and from an Independent Financial Advisor ("The IFA") concerning the merits of the Offer.

The Board noted that the valuation of the shares in the Company had been set at a value calculated in a full valuation report commissioned by AIT from a major firm of Chartered Accountants. In addition, the Board noted that AIT had previously reached a conditional agreement with the largest shareholder in the Company, Fulham Leisure Holdings Limited ("FLH"), concerning some of the loans made by FLH to the Company since the formation of the Company in 1997, which at the time of the offer stood at £165 million, of which £55.5 million was Unsecured Loan Notes repayable in 2017, £44.9 million was Secured Loans repayable in 2008 and the balance of £64.6 million was unsecured advances repayable on demand. The conditional agreement was dependant on the acceptance of the Offer by all of the shareholders in the Company, and would result in £9.5 million of the unsecured advances being waived, reducing the total to £155.5 million. Further, the repayment dates on the remaining loans would be rescheduled to £10 million per annum commencing on 1 January 2012 for 10 years, with the Unsecured Loan Notes still repayable in 2017.

The Board considered the Offer and the advice received from the IFA and concluded that it would be in the best interests of the Company and its shareholders taken as a whole, to recommend acceptance of the Offer. In due course, all the shareholders of the Company accepted the Offer, and as a consequence, AIT became the holder of all the issued share capital of the Company.

Since the year end, Fulham Football Club (1987) Limited has acquired the registrations of Paul Konchesky, Chris Baird, Lee Cook, Hameur Bouazza, Diomansy Kamara, Steven Davis, David Healy, Seol Ki-Hyeon, Adrian Leijer, Dejan Stefanovic, Danny Murphy and Kasey Keller. In addition, the company has disposed of the registrations of Franck Queudrue, Michael Brown, Heidar Helguson, Zat Knight, Liam Rosenior and Papa Bouba Diop. The net outflow from player trading is approximately £12.2 million.

Further development of Craven Cottage to increase capacity to 25,478 was completed in August 2007. Planning permission for further increases in seating capacity and further development of the ground was granted in December 2007.

On 3rd August 2007, Fulham Football Club (1987) Limited extended their agreement with Fortis Bank S.A. to make available an additional loan facility not exceeding £5 million on the same terms as the original loan agreement to provide a facility in total of up to £14 million. The first repayment of £4.5 million was made on 31 August 2007.

**FULHAM FOOTBALL LEISURE LIMITED
DIRECTORS' REPORT (CONTINUED)**

POST BALANCE SHEET EVENTS (CONTINUED)

On Friday 21 December Fulham Football Club announced its decision to replace Lawrie Sanchez as Manager of the Football Club with immediate effect. The back room staff of Dave Beasant and Terry Gibson also went. Following a run of disappointing results the Club was forced to make a decision that it believed was its only viable option to ensure our Premier League status is secured. The search for a new permanent manager is currently underway, and in the interim, the managerial responsibilities of the team are being handled by former First Team coach Ray Lewington and Reserve Team Manager Billy McKinlay.

DIRECTORS

The directors who served during the year are as follows -

M Al Fayed
S H Benson
M A E Collins

DISCLOSURE OF INFORMATION TO AUDITORS

Each of the directors has confirmed that

- (a) so far as he is aware, there is no relevant audit information of which the Company's auditors are unaware, and
- (b) he has taken all the steps that he ought to have taken as a director in order to make himself aware of any relevant audit information and to establish that the Company's auditors are aware of that information

THE ENVIRONMENT

The Group has continued to adopt policies and procedures which take account of the need to preserve and protect the environment. The directors are committed to compliance with environmental best practice in all aspects of the business.

POLICY ON PAYMENT OF CREDITORS

It is the Group's policy to agree payment terms as part of any formal contract with a supplier and to make every endeavour to abide by the agreed terms. Where a purchase is not covered by a formal contract, and no agreement is reached in advance of raising an order, the policy is that any valid invoice will be paid in full. The Group is sympathetic to, and pays particular attention to, the cash flow needs of its smaller suppliers. The Group takes an average of 30 days to pay its creditors (2006/24).

CHARITABLE DONATIONS

During the year, the group donated £96,682 (2006 £85,000) to Fulham FC Community Sports Trust.

POLICY ON DISABLED PERSONS

It is the Group's policy to provide full and fair consideration of applications, continuing employment and training while employed for disabled persons in the business and to make our facilities available to disabled supporters as far as is possible within the constraints of a concern for the health and safety of all of our staff and customers.

POLICY ON EMPLOYEE INVOLVEMENT

It is the Group's policy to keep all staff informed as to the development of the business and then encourage them to contribute their ideas, criticisms and comments through a management process which recognises and rewards genuine involvement in the success of the Group.


BY ORDER OF THE BOARD

S H Benson

Secretary

28th December 2007

FULHAM FOOTBALL LEISURE LIMITED
STATEMENT OF DIRECTORS' RESPONSIBILITIES

The directors are responsible for preparing the annual report and the financial statements in accordance with applicable law and regulations

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). The financial statements are required to give a true and fair view of the state of affairs of the company and the group and of the profit or loss of the group for that period. In preparing these financial statements the directors are required to

- select suitable accounting policies and then apply them consistently,
- make judgments and estimates that are reasonable and prudent,
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the company and the group and enable them to ensure that the financial statements comply with the Companies Act 1985. They are also responsible for safeguarding the assets of the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF
FULHAM FOOTBALL LEISURE LIMITED**

We have audited the financial statements of Fulham Football Leisure Limited for the year ended 30 June 2007 which comprise the Consolidated Profit and Loss Account, the Consolidated & Company Balance Sheets, the Consolidated Cash Flow Statement and the related notes. The financial statements have been prepared under the accounting policies set out therein.

This report is made solely to the company's members, as a body, in accordance with section 235 of the Companies Act 1985. 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 auditors' 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 auditors

The directors' responsibilities for preparing the annual report and the financial statements in accordance with applicable law and United Kingdom accounting standards ('United Kingdom Generally Accepted Accounting Practice') are set out in the statement of directors' responsibilities.

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland).

We report to you our opinion as to whether the financial statements give a true and fair view and have been properly prepared in accordance with the Companies Act 1985. We also report to you whether in our opinion the information given in the directors' report is consistent with the financial statements.

In addition we report to you if, in our opinion, the company has not kept proper accounting records, if we have not received all the information and explanations we require for our audit, or if information specified by law regarding directors' remuneration and other transactions is not disclosed.

We read the directors' report and consider the implications for our report if we become aware of any apparent misstatements within it.

Basis of audit opinion

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgments made by the directors in the preparation of the financial statements, and of whether the accounting policies are appropriate to the group's and company's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

Opinion

In our opinion

- the financial statements give a true and fair view, in accordance with United Kingdom Generally Accepted Accounting Practice, of the state of the group's and the parent company's affairs as at 30 June 2007 and of the group's loss for the year then ended,
- the financial statements have been properly prepared in accordance with the Companies Act 1985 and
- the information given in the directors' report is consistent with the financial statements.



London, UK
28th December 2007

PKF (UK) LLP
Registered Auditors

FULHAM FOOTBALL LEISURE LIMITED
CONSOLIDATED PROFIT AND LOSS ACCOUNT
YEAR ENDED 30 June 2007

		2007			2006
		Operations excluding player trading	Player trading	Total	Total
	Notes	£'000	£'000	£'000	£'000
Turnover	2	39,244	-	39,244	37,126
Other operating income		435	-	435	332
		39,679	-	39,679	37,458
Operating expenses	3	(50,079)	(8,323)	(58,402)	(50,613)
Exceptional item	5	-	(720)	(720)	-
Operating loss		(10,400)	(9,043)	(19,443)	(13,155)
Profit on disposal of players' registrations		-	5,495	5,495	852
Loss before interest and taxation		(10,400)	(3,548)	(13,948)	(12,303)
Net interest payable	7			(1,924)	(3,555)
Loss on ordinary activities before taxation				(15,872)	(15,858)
Taxation of loss on ordinary activities	8			-	-
Loss for the year	16			(15,872)	(15,858)

All amounts relate to continuing operations

The group has no recognised gains or losses other than the loss for the year

The notes on pages 11 to 27 form part of these accounts

FULHAM FOOTBALL LEISURE LIMITED
CONSOLIDATED BALANCE SHEET
30 June 2007

	Notes	2007		2006	
		£'000	£'000	£'000	£'000
Fixed assets					
Intangible assets	9		15,087		14,068
Tangible assets	10		<u>21,730</u>		<u>19,829</u>
			36,817		33,897
Current assets					
Stocks		11		175	
Debtors	12	4,115		3,003	
Cash at bank and in hand		1,330		716	
Bank deposit account - charged		<u>716</u>		<u>1,442</u>	
		6,172		5,336	
Creditors: amounts falling due within one year	13	<u>(88,062)</u>		<u>(35,261)</u>	
Net current liabilities			<u>(81,890)</u>		<u>(29,925)</u>
Total assets less current liabilities			(45,073)		3,972
Creditors: amounts falling due after more than one year	14		(110,453)		(143,918)
Deferred income	15		<u>(4,575)</u>		<u>(4,283)</u>
Net Liabilities			<u>(160,101)</u>		<u>(144,229)</u>
Capital and reserves					
Called up share capital	16		6,000		6,000
Profit and loss account	17		<u>(166,101)</u>		<u>(150,229)</u>
Shareholders' funds	18		<u>(160,101)</u>		<u>(144,229)</u>

The notes on pages 11 to 27 form part of these accounts

Approved and authorised for issue by the board on 28th December 2007



S H Benson
Director


M A E Collins
Director

FULHAM FOOTBALL LEISURE LIMITED
BALANCE SHEET
30 June 2007

	Notes	2007		2006	
		£	£	£	£
FIXED ASSETS					
Investments	11		-		-
CURRENT ASSETS					
Debtors	12	12,230		8,955	
Cash at bank and in hand		<u>6</u>		<u>9</u>	
		12,236		8,964	
CREDITORS					
Amounts falling due within one year	13	<u>(64,737)</u>		<u>(3,445)</u>	
NET CURRENT (LIABILITIES)/ASSETS			<u>(52,501)</u>		<u>5,519</u>
TOTAL ASSETS LESS CURRENT LIABILITIES			(52,501)		5,519
CREDITORS					
Amounts falling due after more than one year	13		<u>(100,382)</u>		<u>(100,382)</u>
NET LIABILITIES			<u>(152,883)</u>		<u>(94,863)</u>
CAPITAL AND RESERVES					
Called up share capital	15		6,000		6,000
Profit and loss account	16		<u>(158,883)</u>		<u>(100,863)</u>
EQUITY SHAREHOLDERS' FUNDS			<u>(152,883)</u>		<u>(94,863)</u>

The notes on pages 11 to 27 form part of these accounts
Approved and authorised for issue by the board on 28th December 2007


S H Benson
Director


M A E Collins
Director

FULHAM FOOTBALL LEISURE LIMITED
CONSOLIDATED CASH FLOW STATEMENT
YEAR ENDED 30 June 2007

	<u>Notes</u>	<u>2007</u> £'000	£'000	<u>2006</u> £'000	£'000
Net cash outflow from operating activities	18		(3,894)		(7,836)
Returns on investment and servicing of finance	19		(1,924)		(3,555)
Capital expenditure	19		(7,883)		(11,796)
Acquisitions and disposals	19		-		(49)
Net cash outflow before use of liquid resources and financing			<u>(13,701)</u>		<u>(23,236)</u>
Management of liquid resources	19		726		(753)
Financing	19		13,589		21,982
Increase/(decrease) in cash in the year			<u>614</u>		<u>(2,007)</u>
Reconciliation Of Net Cash Flow To Movement In Net Debt					
Increase/(decrease) in cash in the year			614		(2,007)
Cash inflow from increase in debt and lease financing			(13,585)		(21,982)
Cash (inflow)/outflow from increase in liquid resources			(726)		753
Change in net debt resulting from cash flows			<u>(13,697)</u>		<u>(23,236)</u>
Non-cash changes			(702)		-
Movement in net debt in the year			<u>(14,399)</u>		<u>(23,236)</u>
Net debt at 30 June 2006	20		(167,342)		(144,106)
Net debt at 30 June 2007	20		<u>(181,741)</u>		<u>(167,342)</u>

FULHAM FOOTBALL LEISURE LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 30 June 2007

1 ACCOUNTING POLICIES

(a) Accounting convention

The financial statements are prepared under the historical cost convention and in accordance with applicable accounting standards and the Financial Reporting Guidance for Football Clubs (Issued February 2003)

(b) Going concern

The group has a deficit of shareholders' funds at 30 June 2007 and has operated at a loss in recent years. The financial statements have been prepared on the going concern basis, which assumes that the group will continue in operational existence for the foreseeable future. The Directors are aware of their duty to present a balanced assessment of the group's financial position and prospects and in concluding that it is appropriate to adopt the going concern basis they have had regard to the trading performance and cashflows since the year end. They continue to take action to improve the cashflow position of the group.

They have also had regard to the written indications received from the ultimate parent company, AIT Leisure Holdings Limited, the ultimate controlling party, Mr M Al Fayed and the trust company that controls the Al Fayed family trusts and their corporate interests, that continued funding will be made available to finance the group's working capital requirements for the foreseeable future, irrespective as to whether Fulham Football Club retains membership of the Premier League at the end of the 2007/08 season or not. Although there is no legal obligation for AIT Leisure Holdings Limited, Mr M Al Fayed and the trust company to provide this continued financial support, the Directors are confident that such funding will be forthcoming.

(c) Basis of consolidation

The results of subsidiaries are consolidated from the date of acquisition. The financial statements incorporate the audited assets and liabilities and results of subsidiary undertakings for the year. Goodwill arising on consolidation of subsidiaries is capitalised and written off on a straight-line basis over its estimated useful life.

No profit and loss account is presented for Fulham Football Leisure Limited in accordance with the exemption provided by Section 230 of the Companies Act 1985. The company's loss for the year amounted to £58,020,812 (2006 Profit – (£9,859,146)).

(d) Turnover

Turnover represents match receipts and all other income associated with the principal activity of running a professional football club and excludes value added tax. Season tickets and other revenues relating to future periods are accounted for in the period to which they relate.

(e) Depreciation

Depreciation is provided on all tangible fixed assets other than freehold land, at rates calculated to write off the cost, less estimated residual value, of each asset over its expected useful life. The depreciation rates are as follows:

Stands, fixtures, fittings and equipment	- 10 – 50% per annum
Leasehold improvements	- Over period of lease
Motor vehicles	- 25% per annum

Depreciation is only charged on assets brought into use during the year.

The group evaluates its fixed assets for financial impairment where events or circumstances indicate that the carrying value of such assets may not be fully recoverable. When such evaluations indicate that the carrying value of an asset exceeds its recoverable value an impairment is recorded.

(f) Stocks

Stocks, which comprise goods held for resale, are stated at the lower of cost and net realisable value.

(g) Deferred taxation

Deferred taxation is provided on material timing differences between the incidence of income and expenditure for taxation and accounts purposes using a full provision basis in accordance with the provisions set out in Financial Reporting Standard No 19 "Deferred Tax". Deferred tax assets are only recognised when they arise from timing differences where their recoverability is regarded as more likely than not. Deferred tax balances are not discounted.

FULHAM FOOTBALL LEISURE LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 30 June 2007

1 ACCOUNTING POLICIES (Continued)

(h) Leasing and hire purchase

Assets acquired under finance leases and hire purchase contracts are capitalised and depreciated over their useful lives. The interest element of the rental obligations is charged to profit and loss account over the period of the lease and represents a constant proportion of the balance of capital repayments outstanding. Rentals paid under operating leases are charged to the profit and loss account as incurred.

(i) Pension costs

The cost of defined contribution pensions represent the contributions payable by the group during the year.

(j) Grants

Grants receivable in respect of ground safety and maintenance are credited to the profit and loss account in the same period as the expenditure is incurred.

Grants receivable in respect of fixed assets are credited to deferred income and released to the profit and loss account over the asset's useful economic life.

(k) Signing on fees

Signing on fees relating to players' contracts are charged to the profit and loss account on a payable basis. Signing on fees are considered to be part of players' emoluments packages and are included in the accounts as part of staff costs.

(l) Transfer fees

Fees payable to other football clubs on the transfer of players' registrations, including agent's fees and league levies, are recorded as intangible fixed assets. The associated costs are dealt with through the profit and loss account in the year in which the transfer takes place.

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 only brought into intangible fixed assets when the event actually occurs.

Player registration costs are amortised over the life of the players' contract with the club. These intangible assets are written down for impairment when the carrying amount exceeds the amount recoverable through use or sale.

Fees receivable which are contingent on certain performance criteria are not recognised as revenue until the relevant criteria have been met.

(m) Player Trading

Player trading comprises amortisation of players' registrations and profit/losses on sales of players' registrations.

(n) Foreign Currency

Transactions in foreign currencies are recorded at the rate of exchange at the date of the transaction or, if hedged, at the forward contract rate. Monetary assets and liabilities denominated in foreign currencies at the balance sheet date are reported at the rates of exchange prevailing at that date or, if appropriate, the forward contract rate. Any gain or loss arising from a change in exchange rates subsequent to the date of the transaction is included as an exchange gain or loss in the profit and loss account.

FULHAM FOOTBALL LEISURE LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 30 June 2007

2 TURNOVER

	<u>Year ended</u> <u>30 June 2007</u> £'000	<u>Year ended</u> <u>30 June 2006</u> £'000
Match Day	8,706	7,540
Broadcasting	23,065	23,156
Commercial activities	<u>7,473</u>	<u>6,430</u>
	<u><u>39,244</u></u>	<u><u>37,126</u></u>

3 OPERATING EXPENSES

	<u>Year ended</u> <u>30 June 2007</u> £'000	<u>Year Ended</u> <u>30 June 2006</u> £'000
Auditors' remuneration for audit services	43	38
Auditors' remuneration for non-audit services	7	36
Staff costs (Note 4)	35,169	30,102
Depreciation		
- Owned fixed assets	2,448	1,594
- Assets under finance leases	231	16
- Amortisation of owned player registrations	8,323	6,959
Amounts paid under operating leases		
- Plant and machinery	84	70
- Land and buildings	54	60
Other external charges	<u>12,043</u>	<u>11,738</u>
	<u><u>58,402</u></u>	<u><u>50,613</u></u>

FULHAM FOOTBALL LEISURE LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 30 June 2007

4 STAFF COSTS

Staff costs in the year (including directors' emoluments) were

	<u>Year ended</u> <u>30 June 2007</u> £'000	<u>Year ended</u> <u>30 June 2006</u> £'000
Wages and salaries	31,502	26,780
Social security costs	3,557	3,202
Pension costs	110	120
	<u>35,169</u>	<u>30,102</u>

The average number employed by the Group during the year was

	Number	Number
Administrative and ground staff	123	119
Players	57	61
	<u>180</u>	<u>180</u>
Part-time staff and casual staff	601	435
	<u>781</u>	<u>615</u>

The Company had no staff costs during the year (2006 £Nil)

5 EXCEPTIONAL ITEMS

	<u>Year ended</u> <u>30 June 2007</u> £'000	<u>Year Ended</u> <u>30 June 2006</u> £'000
Impairment of player registrations	720	-
	<u>720</u>	<u>-</u>

The impairment loss in the year arises from a write down of various players' registrations to reflect their net realisable value

6 DIRECTORS' EMOLUMENTS

Aggregate directors emoluments during the year totalled £354,154 (2006 £552,617), including pension contributions of £25,500 (2006 £43,785) The highest paid director's emoluments totalled £275,500 (2006 £240,875), including pension contributions of £25,500 (2006 £22,500) Contributions were made to a related party's pension scheme in relation to one director (2006 one) Payments to former directors previously provided for amounted to £nil (2006 £152,375)

FULHAM FOOTBALL LEISURE LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 30 June 2007

7	NET INTEREST PAYABLE	Year ended 30 June 2007 £'000	Year Ended 30 June 2006 £'000
	Interest receivable on deposits:		
	Bank interest	<u>142</u>	<u>115</u>
	Interest payable on borrowings repayable within five years:		
	Bank and loan interest	(682)	(573)
	Hire and lease purchase obligations	(35)	(5)
	Amounts payable to related parties	(1,117)	(2,834)
	Other interest payable	<u>(232)</u>	<u>(258)</u>
		<u>(2,066)</u>	<u>(3,670)</u>
	Net interest payable	<u>(1,924)</u>	<u>(3,555)</u>

8 TAX ON LOSS ON ORDINARY ACTIVITIES

		Year ended 30 June 2007 £'000	Year Ended 30 June 2006 £'000
	(a) The tax for the year comprises:		
	Current tax	-	-
	Corporation tax at 30% (2006 30%)		
	Total current tax (note 8(b))	<u>-</u>	<u>-</u>

(b) Factors affecting tax charge for the year

The tax assessed for the year differs from the standard rate of corporation tax in the UK. The difference is explained below

		(15,872)	(15,858)
	Loss on ordinary activities before tax		
	Loss on ordinary activities at standard rate of corporation tax in the UK of 30% (2006 30%)	<u>(4,762)</u>	<u>(4,757)</u>
	Effects of		
	Expenses not deductible for tax purposes	780	367
	Depreciation in excess of capital allowances	124	(159)
	Losses in year carried forward	4,107	4,842
	Losses utilised	<u>(249)</u>	<u>(293)</u>
	Current tax charge for the year (note 8(a))	<u>-</u>	<u>-</u>

FULHAM FOOTBALL LEISURE LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 30 June 2007

8 TAX ON LOSS ON ORDINARY ACTIVITIES (Continued)

(c) Factors that may affect future tax charges

At the year end the group has an unprovided deferred tax asset of approximately £46m (2006 £42m), as analysed below. This asset has not been recognised as the group is currently incurring operating losses and recoverability is dependent on there being future taxable trading profits against which to offset the asset.

The potential deferred tax asset is analysed below

	<u>Year ended</u> <u>30 June 2007</u> £'000	<u>Year Ended</u> <u>30 June 2006</u> £'000
Depreciation in excess of capital allowances	1,119	417
Short term timing differences	-	3
Tax losses carried forward	44,512	41,242
	<u>45,631</u>	<u>41,662</u>

FULHAM FOOTBALL LEISURE LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 30 June 2007

9 INTANGIBLE FIXED ASSETS

	<u>Goodwill</u>	<u>Player</u> <u>Registrations</u>	<u>Total</u>
	£'000	£'000	£'000
Cost			
At 1 July 2006	2,940	33,924	36,864
Additions	-	12,320	12,320
Disposals	-	(18,152)	(18,152)
At 30 June 2007	<u>2,940</u>	<u>28,092</u>	<u>31,032</u>
Amortisation			
At 1 July 2006	2,940	19,856	22,796
Provided during the year	-	8,323	8,323
Impairment loss	-	720	720
Disposals	-	(15,894)	(15,894)
At 30 June 2007	<u>2,940</u>	<u>13,005</u>	<u>15,945</u>
Net book amount			
At 30 June 2007	<u>-</u>	<u>15,087</u>	<u>15,087</u>
At 30 June 2006	<u>-</u>	<u>14,068</u>	<u>14,068</u>

The impairment loss in the year arises from the directors' review of the carrying value of players' registrations

FULHAM FOOTBALL LEISURE LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 30 June 2007

10 TANGIBLE FIXED ASSETS

Group

	Assets in the course of construc- tion	Freehold Land	Leasehold Improve- ments	Motor Vehicles	Stands, Fixtures, Fittings & Equipment	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Cost						
At 1 July 2006	1,472	9,209	934	39	19,119	30,773
Additions	1,017	-	-	-	3,563	4,580
Transfers	(1,501)	-	-	-	1,501	-
At 30 June 2007	<u>988</u>	<u>9,209</u>	<u>934</u>	<u>39</u>	<u>24,183</u>	<u>35,353</u>
Depreciation						
At 1 July 2006	-	-	805	17	10,122	10,944
Provided during the year	-	-	20	8	2,651	2,679
At 30 June 2007	<u>-</u>	<u>-</u>	<u>825</u>	<u>25</u>	<u>12,773</u>	<u>13,623</u>
Net Book Amount						
At 30 June 2007	<u>988</u>	<u>9,209</u>	<u>109</u>	<u>14</u>	<u>11,410</u>	<u>21,730</u>
At 30 June 2006	<u>1,472</u>	<u>9,209</u>	<u>129</u>	<u>22</u>	<u>8,997</u>	<u>19,829</u>

The net book value of fixed assets above includes an amount of £527,553 (2006 £56,273) in respect of assets held under finance leases and hire purchase contracts

FULHAM FOOTBALL LEISURE LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 30 June 2007

11 FIXED ASSET INVESTMENTS

Company

Investments in subsidiary undertakings:

	<u>Cost</u>	<u>Provision</u>	<u>Net</u>
	£'000	£'000	£'000
At 1 July 2006 and 30 June 2007	11,999	(11,999)	-

At 30 June 2007, the Group owned the following principal subsidiaries all of which are incorporated in Great Britain and operate in the United Kingdom

<u>Company</u>	<u>Principal Activity</u>	<u>Interest in Ordinary shares</u>
Fulham Football Club (1987) Limited	Operation of a professional football club	100%
Fulham Stadium Limited	Football stadium development	100%
FL Property Management Limited*	Training ground development	100%
Fulhamfc co uk Limited	Dormant	100%
Fulham Football Club Limited (by Guarantee)	Dormant	80% of voting rights

* Owned via Fulham Stadium Limited

FULHAM FOOTBALL LEISURE LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 30 June 2007

12 DEBTORS	<u>Group</u> <u>2007</u> £'000	<u>Group</u> <u>2006</u> £'000	<u>Company</u> <u>2007</u> £'000	<u>Company</u> <u>2006</u> £'000
Amounts falling due in one year				
Trade debtors	2,625	1,694	-	-
Amounts owed by group undertakings	-	-	11,946	8,955
Other debtors	486	111	284	-
Prepayments and accrued income	1,004	1,198	-	-
	<u>4,115</u>	<u>3,003</u>	<u>12,230</u>	<u>8,955</u>
13 CREDITORS	<u>Group</u> <u>2007</u> £'000	<u>Group</u> <u>2006</u> £'000	<u>Company</u> <u>2007</u> £'000	<u>Company</u> <u>2006</u> £'000
Due within one year:				
Bank loans (secured)	6,500	2,000	-	-
Finance lease obligations	339	21	-	-
Trade creditors	9,104	4,771	4	5
Amounts owed to parent company	64,646	3,134	64,646	3,134
Amounts due to related parties	1,854	20,427	-	-
Other taxation and social security	3,221	2,706	-	16
Accruals and deferred income	2,398	2,202	87	290
	<u>88,062</u>	<u>35,261</u>	<u>64,737</u>	<u>3,445</u>
Due after more than one year:				
Bank loans (secured)	9,959	8,045	-	-
Hire and lease purchase obligations	111	-	-	-
Amounts due to Harrods (UK) Limited	-	35,491	-	-
Amounts owed to parent company	100,383	100,382	100,382	100,382
	<u>110,453</u>	<u>143,918</u>	<u>100,382</u>	<u>100,382</u>
The amounts owed to parent company are repayable as follows:				
In less than one year	64,646	3,134	64,646	3,134
Between one and two years	44,882	44,882	44,882	44,882
In more than five years	55,500	55,500	55,500	55,500
	<u>165,028</u>	<u>103,516</u>	<u>165,028</u>	<u>103,516</u>

FULHAM FOOTBALL LEISURE LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 30 June 2007

13 CREDITORS (continued)

£6,500,000 of the bank loans is repayable within one year, with the balance due between one and two years

£8,000,000 of the bank loans is secured by a first legal charge on certain of the groups land and building assets and a charge over the bank deposit account. The interest rate payable on the loan is 2.5% above LIBOR. In addition, the ultimate controlling party has provided a guarantee for this loan, the guarantee is secured by a second charge on the groups land and buildings

£8,459,000 of the bank loans is secured on certain broadcasting rights and interest is payable at a rate linked to LIBOR

At 30 June 2007, the total loaned by Fulham Leisure Holdings Limited was £165,028,043 (2006 £103,516,000) made up of £55.5m of Interest-Free Loan notes which are unsecured and repayable on 28 May 2017, £44.9m secured and repayable no earlier than 28 March 2008, and £64.6m (2006 £3.1m) by other unsecured advances repayable on demand

14 DEFERRED INCOME

	<u>Group</u> <u>2007</u> £'000	<u>Group</u> <u>2006</u> £'000
Season ticket sales in advance	2,592	2,378
Commercial income and sponsorship	1,983	1,905
	<hr/> 4,575	<hr/> 4,283

The Company has nil deferred income in 2006 & 2007

FULHAM FOOTBALL LEISURE LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 30 June 2007

15	SHARE CAPITAL	<u>2007</u>	<u>2006</u>
		£	£
	Authorised		
	61,050,000 "A" Ordinary shares of £1 each	61,050,000	61,050,000
	450,000 "B" Ordinary Shares of £1 each	450,000	450,000
		<hr/>	<hr/>
		61,500,000	61,500,000
		<hr/>	<hr/>
	Allotted, called up and fully paid		
	5,550,000 "A" Ordinary shares of £1 each	5,550,000	5,550,000
	450,000 "B" Ordinary shares of £1 each	450,000	450,000
		<hr/>	<hr/>
		6,000,000	6,000,000
		<hr/>	<hr/>

Rights of each class of shares

The "A" Ordinary shares and the "B" ordinary shares rank pari passu in all respects, except that during such time as the "B" Ordinary shares represent at least ten per cent in the nominal value of the issued share capital, certain limited decisions require the consent of the majority in nominal value of the "B" Ordinary shares

16	PROFIT AND LOSS ACCOUNT	<u>Group</u>	<u>Company</u>
		£'000	£'000
	At 1 July 2006	(150,229)	(100,863)
	Loss for the year	<u>(15,872)</u>	<u>(58,020)</u>
	At 30 June 2007	<u><u>(166,101)</u></u>	<u><u>(158,883)</u></u>

17	SHAREHOLDERS' FUNDS	<u>Group</u>	<u>Group</u>
		2007	2006
		£'000	£'000

The reconciliation of movements in equity shareholders' funds is as follows

	Opening shareholders' funds	(144,229)	(128,371)
	Loss for the year	<u>(15,872)</u>	<u>(15,858)</u>
	Closing shareholders' funds	<u><u>(160,101)</u></u>	<u><u>(144,229)</u></u>

FULHAM FOOTBALL LEISURE LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 30 June 2007

**18 RECONCILIATION OF OPERATING LOSS TO
OPERATING CASH FLOWS**

	Year ended 30 June 2007 £'000	Year ended 30 June 2006 £'000
Operating loss	(19,443)	(13,155)
Depreciation charges	2,679	1,610
Amortisation of players' registrations	8,323	6,959
Impairment of players' registrations	720	
(Increase)/decrease in stocks	164	(86)
(Increase)/decrease in debtors	(1,112)	(65)
(Decrease) in creditors	4,483	(3,878)
Increase in deferred income	292	795
Profit on disposal of subsidiary	-	(16)
Net cash outflow from operating activities	<u>(3,894)</u>	<u>(7,836)</u>

**19 ANALYSIS OF CASH FLOWS FOR HEADINGS NETTED
IN THE CASH FLOW STATEMENT**

	Year ended 30 June 2007 £'000	Year ended 30 June 2006 £'000
Returns on investment and servicing of finance		
Interest received	142	115
Interest paid	(2,031)	(3,665)
Interest element of finance lease rental payments	(35)	(5)
Net cash outflow from returns on investment and servicing of finance	<u>(1,924)</u>	<u>(3,555)</u>
Capital expenditure		
Purchase of players' registrations	(12,320)	(10,427)
Sale of players' registrations	7,753	852
Purchase of tangible fixed assets	(3,316)	(2,221)
Net cash outflow for capital expenditure	<u>(7,883)</u>	<u>(11,796)</u>
Acquisitions and disposals		
Cash disposed of with subsidiary	<u>-</u>	<u>(49)</u>
Management of liquid resources		
Cash transferred (to)/from deposit account subject to charge	<u>726</u>	<u>(753)</u>
Financing		
Debt due within one year		
- bank loan	4,500	(6,121)
- advance from/(repayment) to group companies	61,512	(10,797)
- repayment to related parties	(18,573)	(4,608)
	47,439	(21,526)
Debt due after one year		
- bank loan	1,914	8,045
- (repayment to)/advance from related parties	(35,491)	35,491
- advances from group companies	-	-
	<u>(33,577)</u>	<u>43,536</u>
Capital element of finance lease rental payments	<u>(273)</u>	<u>(28)</u>
Net cash inflow from financing	<u>13,589</u>	<u>21,982</u>

FULHAM FOOTBALL LEISURE LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 30 June 2007

20 ANALYSIS OF CHANGES IN NET DEBT

	<u>2006</u> £'000	<u>Cash flows</u> £'000	<u>Non- cash</u> £'000	<u>2007</u> £'000
Cash at bank and in hand	716	614	-	1,330
Bank deposit account – charged	1,442	(726)	-	716
Debt due within a year	(25,561)	(47,439)	-	(73,000)
Debt due after one year	(143,918)	33,577	-	(110,341)
Finance leases	(21)	273	(702)	(450)
	<u>(167,342)</u>	<u>(13,701)</u>	<u>(702)</u>	<u>(181,745)</u>

21 FINANCIAL COMMITMENTS

a) Operating leases

At 30 June 2007, the group had annual commitments under non-cancellable operating leases as follows

	<u>2007</u>		<u>2006</u>	
	<u>Land and</u> <u>buildings</u>	<u>Other</u>	<u>Land and</u> <u>buildings</u>	<u>Other</u>
	£	£	£	£
Operating leases which expire				
Within one year				
In the second to fifth years inclusive	-	83,969	-	61,183
Over five years	194,824	-	245,998	-
	<u>194,824</u>	<u>83,969</u>	<u>245,998</u>	<u>61,183</u>

b) Other commitments

The maximum commitment for additional transfer fees payable in respect of future possible appearances amounts to £6,427,000 (2006 £1,545,000)

c) Future receipts

In the course of normal business the group enters into contracts that include clauses contingent upon future events. The directors have assessed such contracts and can receive additional transfer fees in respect of future events in relation to those contracts up to a maximum of £2,550,000 (2006 £250,000)

22 CAPITAL COMMITMENTS

Amounts contracted for but not provided for in the accounts amounted to £400,167 (2006 £1,308,648) for the group and Nil (2006 £Nil) for the company

FULHAM FOOTBALL LEISURE LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 30 June 2007

23 RELATED PARTY TRANSACTIONS

At the balance sheet date there were arm's length agreements between the group and various related companies to provide management, security and maintenance services. These companies are under the control of the company's ultimate controlling party. The value of these transactions during the period were:

	2007	2007	2006	2006
	Purchases	Sales	Purchases	Sales
	£	£	£	£
Genavco Insurance Ltd	85,706	-	89,340	-
Harrods Estates Ltd	65,786	5,732	95,594	7,650
Harrods (UK) Ltd	42,148	-	37,054	-
Harrods Ltd	246,663	10,500	169,892	4,985
Harrods Aviation Ltd	2,676	-	3,376	-
Liberty Publishing Ltd	124	-	228	-
Hyde Park Residence	960	297	-	543
Total	444,063	16,529	395,484	13,178

During the year to 30 June 2007, Harrods (UK) Ltd recharged payroll services and payroll costs of £27,064,223 (2006 £29,674,674) and settled on behalf of the company external charges of £351,156 (2006 £2,605,381). These costs are included within staff costs in note 4 and within other external charges in note 3, respectively.

During the year to 30 June 2007, Harrods Ltd project management charges of £137,410 (2006 £73,885) were capitalised as part of the Stadium redevelopment works. In addition, interest charges of £749 (2006 £222,893) were paid to Harrods Ltd.

Balances with related parties as at 30th June 2007 are as follows:

Falling due within 1 year

	2007	2007	2006	2006
	Due To	Due From	Due To	Due From
	£	£	£	£
Harrods Estates Ltd	19,490	-	41,233	-
Harrods (UK) Ltd	1,751,840	-	20,125,539	-
Harrods Ltd	78,622	84	260,612	60
Genavco Insurance Ltd	4,027	-	-	-
Liberty Publishing Ltd	59	-	-	-
Total	1,854,038	84	20,427,384	60

Falling due after more than 1 year

	2007	2007	2006	2006
	Due To	Due From	Due To	Due From
	£	£	£	£
Harrods (UK) Ltd	-	-	35,491,461	-
Total	-	-	35,491,461	-

FULHAM FOOTBALL LEISURE LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 30 June 2007

23 RELATED PARTY TRANSACTIONS (Continued)

Interest receivable and payable during the year from related parties is as follows

	2007	2007	2006	2006
	Paid To	Received From	Paid To	Received From
	£	£	£	£
Harrods (UK) Ltd	1,116,469	-	2,821,577	-
Harrods Ltd	604	-	12,519	60
Total	1,117,073	-	2,834,096	60

The ultimate controlling party has provided a guarantee to the lender in respect of the bank loan

During the year, the group donated £96,682 (2006 £85,000) to Fulham FC Community Sports Trust

No disclosure has been made of any transactions within these financial statements with fellow subsidiaries in accordance with the exemptions allowed under Financial Reporting Standard No 8

24 PENSION SCHEME

Payments are made into a number of defined contribution schemes. Total contributions charged during the year amounted to £109,609 (2006 £120,257)

25 POST BALANCE SHEET EVENTS

On 4 July 2007, AIT Leisure Holdings limited ("AIT"), a company registered in the British Virgin Islands, made an offer ("the Offer") for the entire share capital of the Company. Prior to this, AIT had approached the Board of Directors of the Company ("the Board") with a draft of the Offer. The Board noted that Mr Mohamed Al Fayed was a connected party with AIT and was therefore excluded from considering the Offer. The remaining directors took advice from a firm of lawyers and from an Independent Financial Advisor ("The IFA") concerning the merits of the Offer.

The Board noted that the valuation of the shares in the Company had been set at a value calculated in a full valuation report commissioned by AIT from a major firm of Chartered Accountants. In addition, the Board noted that AIT had previously reached a conditional agreement with the largest shareholder in the Company, Fulham Leisure Holdings Limited ("FLH"), concerning some of the loans made by FLH to the Company since the formation of the Company in 1997, which at the time of the offer stood at £165 million, of which £55.5 million was Unsecured Loan Notes repayable in 2017, £44.9 million was Secured Loans repayable in 2008 and the balance of £64.6 million was unsecured advances repayable on demand. The conditional agreement was dependant on the acceptance of the Offer by all of the shareholders in the Company, and would result in £9.5 million of the unsecured advances being waived, reducing the total to £155.5 million. Further, the repayment dates on the remaining loans would be rescheduled to £10 million per annum commencing on 1 January 2012 for 10 years, with the Unsecured Loan Notes still repayable in 2017.

The Board considered the Offer and the advice received from the IFA and concluded that it would be in the best interests of the Company and its shareholders taken as a whole, to recommend acceptance of the Offer.

In due course, all the shareholders of the Company accepted the Offer, and as a consequence, AIT became the holder of all the issued share capital of the Company.

Since the year end, Fulham Football Club (1987) Limited has acquired the registrations of Paul Konchesky, Chris Baird, Lee Cook, Hameur Bouazza, Diomansy Kamara, Steven Davis, David Healy, Seol Ki-Hyeon, Adrian Leijer, Dejan Stefanovic, Danny Murphy and Kasey Keller. In addition, the company has disposed of the registrations of Franck Queudrue, Michael Brown, Heidar Helguson, Zat Knight, Liam Rosenior and Papa Bouba Diop. The net outflow from player trading is approximately £12.2 million.

Further development of Craven Cottage to increase capacity to 25,478 was completed in August 2007. Planning permission for further increases in seating capacity and further develop the ground was granted in December 2007.

FULHAM FOOTBALL LEISURE LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 30 June 2007

25 POST BALANCE SHEET EVENTS (CONTINUED)

On 3rd August 2007, Fulham Football Club (1987) Limited extended their agreement with Fortis Bank S A to make available an additional loan facility not exceeding £5 million on the same terms as the original loan agreement to provide a facility in total of up to £14 million. The first repayment of £4.5 million was made on 31 August 2007.

On Friday 21 December Fulham Football Club announced its decision to replace Lawrie Sanchez as Manager of the Football Club with immediate effect. The back room staff of Dave Beasant and Terry Gibson also went. Following a run of disappointing results the Club was forced to make a decision that it believed was its only viable option to ensure our Premier League status was secured. The search for a new permanent manager is currently underway, and in the interim, the managerial responsibilities of the team are being handled by former First Team coach Ray Lewington and Reserve Team Manager Billy McKinlay.

26 ULTIMATE PARENT COMPANY AND CONTROLLING PARTY

At the year end the company's immediate and ultimate parent undertaking was Fulham Leisure Holdings Limited, a company incorporated in the British Virgin Islands which is under the control and held for the benefit of Mr Mohamed Al Fayed and his family, the ultimate controlling party.

**FULHAM FOOTBALL LEISURE LIMITED
 COMPANY PROFIT AND LOSS ACCOUNT
 YEAR ENDED 30 June 2007**

FOR CONSOLIDATION PURPOSES ONLY

	<u>2007</u> £'000	<u>2006</u> £'000
Turnover		
Other operating income	-	-
External charges	12	(573)
(Increase)/decrease in provision against debts due from subsidiaries	<u>(58,034)</u>	<u>10,432</u>
Operating (loss)/profit	(58,022)	9,859
Interest receivable and similar income	1	-
(Loss)/profit on ordinary activities before taxation	<u>(58,021)</u>	<u>9,859</u>