FINANCE AND GOVERNANCE REPORT

FOR THE YEAR ENDED 31 DECEMBER 2024

LTA TENNIS FOR BRITAIN

CONTENTS

CHAIR'S REPORT

FOR THE YEAR ENDED 31 DECEMBER 2024

CHAIR'S REPORT

Welcome to LTA's Finance and Governance Report for 2024.

I would like to set out some of the progress we have made over the last 12 months in delivering our vision of Tennis Opened Up.

This vision has been the driving force behind all that we do. Our 2019 strategic plan concluded in 2023 and in last year's Finance and Governance Report I reflected on some key successes over that period. In our continuing plan for 2024-2026, the same vision of Tennis Opened Up continues to guide our thinking for the next two years. In 2024 we've also evolved our mission to: "transform communities through tennis", focussing on three areas – making tennis welcoming, enjoyable and inspiring to everyone.

I'm glad to say that through the first year of this plan we've continued to increase our fan base, maintained strong participation figures, championed new forms of the sport, such as padel, and have seen strong results among our elite and junior players. We've also strengthened our financial position and continued to promote inclusion in all that we do.

Despite competition for individuals' time and attention, coupled with adverse weather during much of the year, tennis is the third largest traditional sport for adult participation in Great Britain outside of football and golf. In December 2024 the number of adults (16+) playing yearly stood at 5.6m, with 2.6m playing monthly. Among children, we have seen year on year growth in both annual and monthly participation, with record highs of 3.8m children playing annually and 1.6m children playing at least once a month, up 11% year on year. Weekly participation for children remains at over 600,000 with participation amongst girls growing by 9%.

Results from the International Tennis Federation (ITF)'s 2024 Global Tennis Report published in 2024 echo this trend.

The report is a survey of key data from ITF member countries and shows that Great Britain now has the highest percentage of the population playing tennis of any of the 199 nations who contributed to the report. The report ranks Britain no 1 on this measure above all other countries including Grand Slam nations, the USA, France and Australia, and major European tennis nations, such as Spain and Germany. We're proud of this achievement but believe there is more to do.

We are taking tennis to different communities across Great Britain in a number of ways. Our LTA Youth programme continues to engage thousands of children and we now have over 50% of schools in Great Britain signed up to LTA Youth Schools. Over 24,900 teachers since 2021 have been trained across primary and secondary schools with thousands of £250 vouchers redeemed on equipment or coaching. The LTA Youth's Tennisables characters have also continued to inspire and engage children to play tennis.

More widely, we have been continuing to implement our Inclusion Strategy, delivering key actions to drive participation and engagement with women and girls, underserved communities and people with an impairment.

This has included hosting the second Tennis Black List event at the National Tennis Centre in June to celebrate tennis role models from the black and mixed black heritage communities. In October, we also hosted the inaugural meeting of the Black Tennis Collective where five pioneering organisations from the black tennis community came together in the start of a powerful collaboration with LTA. At the heart of the Black Tennis Collective lies a shared commitment to enhance black visibility and participation in tennis across Great Britain offering valuable insights and perspectives from the black community. During the course of 2025 and beyond we will continue to engage with these and other diverse communities across the board to ensure tennis is opened up to as many people as possible.

Our She Rallies ambition continues to lead the way towards tennis becoming a truly gender balanced sport with a focus on the areas where we can make the most difference – participation, workforce and the visibility of tennis. We announced a new and improved grass court season for 2025 which will see the return of a tour level women's event in London for the first time in over 50 years, as we stage a high-profile WTA 500 event in June at the Queen's Club. The partnership we launched with Prime Video has now concluded having helped to train coaches to deliver lessons and guidance specifically designed for more than 10,000 girls over two years.

Our successful LTA SERVES programme, which helps young people who might not previously have had the opportunity to experience tennis, continues to see high numbers of players on court each month. We had 701 venues delivering the programme in 2024 for a record total of 33,676 children and young people.

More than 100 children across London came together at a tennis festival in the summer as part of the LTA SERVES Level Up London project – funded by LTA Tennis Foundation – which provides more opportunities for women and girls from underserved communities to get involved in tennis.

Alongside this, the number of players playing monthly in our Open Court Programme, a national scheme that actively promotes and delivers opportunities for disabled people to get involved in tennis, reached a peak of 16,813 in 2024. Both of these programmes are supported by Sport England.

Elsewhere, our major facility investment project with LTA Tennis Foundation and UK Government to invest over £30million into transforming local authority park tennis facilities across Britain has moved at pace. By the end of 2024 we had completed over 2,500 park tennis courts and are on track to reach around 3,000 by the end of the project. The aim is to get over half a million more people playing tennis in parks every year.

Throughout, we have prioritised parks which will have the biggest impact on participation, but also those in areas of high social deprivation. Encouragingly, we have seen a 53% increase in bookings amongst lower socioe-conomic groups.

We've also been developing our Barclays Free Parks Tennis product delivered by local volunteers or activators. These free, weekly tennis sessions will help encourage even more people to take part in the sport by removing the main barriers to entry as participants have people to play with and equipment is provided.

Outside of parks, 2024 has been a significant year for investment in new facilities.

Along with LTA Tennis Foundation we have helped create nearly 100 new covered and floodlit courts around the country as part of our collective ambition to open up the sport to more people and places.

A total of £3.5 million has been spent through the Quick Access Loan Scheme (QAL) across 31 projects, increasing court facilities and driving participation growth. This brings the total overall investment from LTA Tennis Foundation to £11 million since 2019.

In 2024 the QAL scheme has supported the delivery of 17 new covered tennis and padel courts, along with 78 new floodlit tennis and padel courts. These courts have added an additional 250,000 new hours of playing opportunities in England, Scotland and Wales. The new facilities mean grassroots players can get on court around the country more often inspired by the success of our elite British players on the international stage.

In Scotland, through our Transforming Scottish Indoor Tennis initiative, 2024 also saw the opening of a new indoor tennis centre at Moray Sports Centre in Elgin. Plans for a three-court indoor centre to be built at the King George V sport complex in Dumfries and Galloway are also underway with building about to begin.

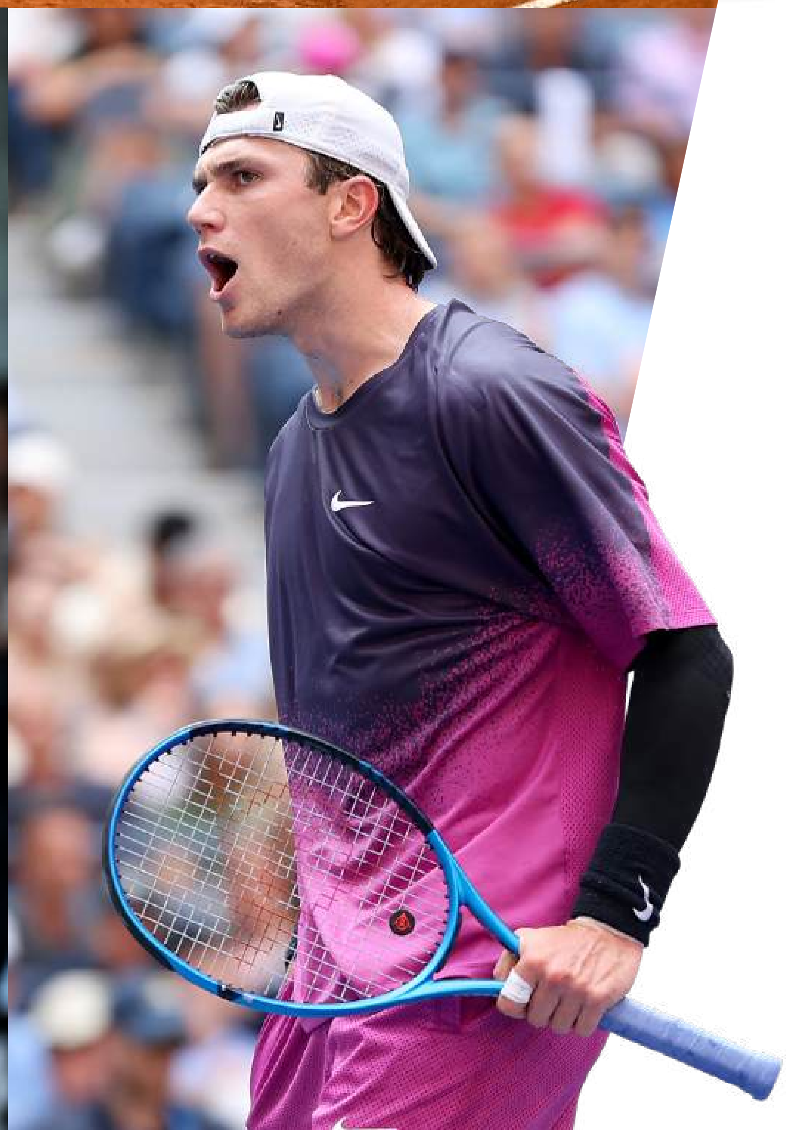
Whilst strong progress has been made, there are still communities across the country where tennis is less well established. LTA Tennis Foundation is LTA's official charity with a mission to improve lives through tennis, with a particular focus on the grassroots of the game and diverse and underserved communities. As a grant and loan giving charity, its ambition is that every child, young person and adult can have access to the unique and lifechanging benefits that tennis offers.

In 2024 it awarded over £640,000 in grants to seven organisations alongside wider ongoing collaboration with charities and organisations. It has also continued its support and funding of established LTA delivered programmes – LTA SERVES, LTA Youth Schools and LTA Open Court. To continue this work, LTA has made a donation of £2.4m to LTA Tennis Foundation, ensuring more money is being reinvested into the sport to help improve even more lives.

Meanwhile, padel is one of the fastest growing sports in Great Britain. In 2020 we became the National Governing Body for padel and since then we've been supporting venues and operators to roll out 760 courts across the country. In addition to private investment, LTA and LTA Tennis Foundation have invested £6 million into 40 padel facility projects funding a total of 75 new courts, including the newly installed courts at the Lexus Nottingham Tennis Centre, as well as the competition structure, performance support and coach development. Annual participation has grown from 6,000 in 2019 to 400,000.

In 2024 we launched our new strategy for padel in Britain for 2024-2029. The strategy maintains our focus on growing the infrastructure of padel, increasing and diversifying the coaching workforce and building on the performance pathway as well as increasing visibility and driving participation.

This was also a memorable year for our professional players, most notably the year that Sir Andy Murray ended his extraordinary career as one of Britain's greatest sporting icons.



In his nineteen-year career Andy Murray won 46 singles titles, including three Grand Slams, 14 Masters 1000 titles and two Olympic Gold medals undoubtedly Great Britain's most successful tennis player of the Open era, and arguably ever.

The memory that will live longest in many people's minds is when he ended a 77 year wait for a British winner of the Gentleman's Singles title at The Championships in 2013, before lifting the trophy three years later in 2016 – the most decorated year of his career.

The only male player to have won two Olympic gold medals in tennis, winning back-to-back events at London 2012 and Rio 2016, he was also a silver medallist in the mixed doubles in 2012 with Laura Robson.

Sir Andy called time on his illustrious career at the Paris Olympics where he was rightly celebrated by his teammates and fans, not just in Paris but across Scotland and the whole of Great Britain.

We announced a number of commemorations at the time, including naming the arena at the HSBC Championships at The Queen's Club, the Andy Murray Arena.

Whilst we celebrate Sir Andy's incredible career, it is also clear there is a new generation of British champions coming through.

Eleven different British players featured in the top 100 in 2024, the largest number since 1978. The most recent additions were Jacob Fearnley and Sonay Kartal who both had breakout years with Fearnley also clinching the men's singles title at the Rothesay Open Nottingham.

In November, our British team led by Katie Boulter and Emma Raducanu reached the semifinals of the Billie Jean King Cup in Malaga. Katie Boulter also retained her WTA title at Nottingham this summer for a second consecutive year, whilst at the same time Jack Draper was winning his maiden ATP title at the Boss Open in Stuttgart. This marks the first time in 53 years that a British woman and man have won tour level titles on the same day.

Wimbledon saw more British success with Alfie Hewett winning the wheelchair singles, to complete a career grand slam, and also the men's wheelchair doubles with Gordon Reid, whilst Henry Patten won the Gentlemen's Doubles title with his Finnish partner. Hewett continued his dominance with Gordon Reid in Grand Slam doubles with titles at the Australian Open and Roland Garros too.

There were three medals at the 2024 Paralympics in Paris. Alfie Hewett and Gordon Reid took home Paralympic Gold medals in the wheelchair doubles to add to their incredible career tallies and Alfie also won a silver medal in the men's wheelchair singles. There were silver medals for Greg Slade and Andy Lapthorne in the quad doubles. We were also very proud that Great Britain retained the Men's Wheelchair World Team Cup.

In New York at the US Open Jack Draper reached a career best semifinal and Mika Stojsavljevic won the Girls singles finals. This was the first British girls win in the junior competition in 15 years and follows Henry Searle's win at the Wimbledon boy's event in 2023.

In September, following on from our successful grass court season, we hosted the Davis Cup Finals Group stage at the AO Arena in Manchester, supported by Manchester City Council and Manchester Active. The event saw an all-time attendance record for the Davis Cup with 15,700 people on the Sunday and over 37,000 overall.

Our support over the last five years has also given British professional padel players a great platform to grow, develop and push up the rankings. Whether it's been support with travel to tournaments around the world, enhancing training environments, both in this country as well as abroad, investing in top-level coaches or opportunities to compete domestically.

In 2024 LTA saw five British Padel players win international tournaments, two players competing up on the Premier Padel Tour for the first time (the highest level of the sport), seven players inside the FIP top 200 and men's and women's teams competing at the European Championships.

We have also been proud of the success seen at international level for disabled players. In 2024, deaf, LD, VI, and para standing tennis players representing Great Britain medalled 27 times on the international stage. In addition, we have also celebrated great success across the year with our senior tennis GB representatives.

As well as showcasing the talent of our top players, we once again used our major events to provide a shop window to promote major programmes of LTA work, hosting dozens of activations and have a try sessions.

Our Performance Competition Calendar developed in 2022 has continued to support British player success providing domestic playing opportunities at the appropriate level and 61 of the 260 unique pro titles won by British players in 2024 were won on home soil. The 2024 calendar included the addition of two ATP Challenger events in February in Nottingham and Glasgow, with two ITF W50 events running in the same weeks.

To further support our elite players' performance, we've also continued to invest in the National Tennis Centre in Roehampton which has one of only two complete HawkEye systems installed anywhere in the world.

Innovation remains a driving force in all that we do. New LTA coach and LTA official digital 'Hubs' launched in 2024 to improve accreditation and associated services and help with continuous professional development. We would like to take this opportunity to say a big thank you to those who have officiated at Wimbledon in the past. Our data shows both coach engagement and volunteer engagement are at record high levels. We also increased the reach of our booking platform to over 1,500 venues from around 1,250 at the end of 2023 and launched our Play Tennis mobile app making it fast and easy to find and book a court with added 'community' features to help people find players of a similar ability in their area.

More widely we continue to engage fans and players through our Advantage membership programme. We saw a 37% increase during the year to 1.91m members.

Finally, we've made strong progress in the delivery of targets in the first phase of our Environmental Sustainability Plan. We've continued to work hard to reduce waste through a number of initiatives across the National Tennis Centre, Nottingham Tennis Centre and at our major events, including launching a new partnership with Brita which cut the use of over 220,000 water bottles across our 2024 summer tournaments.

I announced recently that I am stepping down from my role following The Championships in 2025. It has been an honour to Chair LTA Board for the past six and a half years. I'm very proud of all that we have achieved in that time, and the fact that tennis and padel in Great Britain are in such good health today. I'd like to extend my sincere thanks to tennis venues, coaches, officials and volunteers, as well as dedicated LTA colleagues, Council members, my fellow Board members and all the individuals and organisations we work with for everything we have achieved.

Thank you.

E. Mervyn Davies

Lord Davies of Abersoch
Chair

KEY HIGHLIGHTS FOR 2024

5.6M
ADULTS (16+)
PLAYING YEARLY WITH
2.6M ADULTS
PLAYING MONTHLY

NUMBER 1
WORLD RANKING FOR GREAT BRITAIN
FOR PERCENTAGE OF THE
POPULATION PLAYING TENNIS
IN THE ITF'S 2024 GLOBAL TENNIS REPORT

ITF

RECORD HIGHS OF
3.8M
CHILDREN
PLAYING ANNUALLY
AND
1.6M
CHILDREN
PLAYING AT LEAST
ONCE A MONTH,
UP 11% YEAR ON YEAR

40 PADEL
FACILITY PROJECTS
DELIVERING 75 NEW COURTS
THROUGH LTA AND LTA TENNIS FOUNDATION
IN 2024

LTA PADEL

OVER
24,900
TEACHERS TRAINED
ACROSS PRIMARY AND SECONDARY SCHOOLS
SINCE 2021

LTA YOUTH SCHOOLS

OVER
50%
OF SCHOOLS
IN GREAT BRITAIN
SIGNED UP TO OUR
LTA YOUTH PROGRAMME

LTA YOUTH

701
VENUES
DELIVERING LTA SERVES
FOR A RECORD
33,676
CHILDREN & YOUNG PEOPLE

LTA SERVES

A PEAK OF
16,813
PEOPLE PLAYING
MONTHLY IN
LTA'S OPEN COURT
PROGRAMME

LTA Open Court Disability Tennis

OVER
2,500
PARK TENNIS COURTS
REFRESHED

WITH A

53%
RISE IN BOOKINGS
AMONGST LOWER
SOCIO-ECONOMIC GROUPS

15,700
PEOPLE ATTENDED THE
DAVIS CUP
GB VS CANADA TIE

DAVIS CUP®

AND OVER
37,000
OVERALL
AN ALL-TIME ATTENDANCE RECORD

LTA ADVANTAGE

37%
INCREASE IN
LTA ADVANTAGE
MEMBERS TO
1.91M
MEMBERS

11
DIFFERENT
BRITISH PLAYERS
IN THE
TOP 100
IN 2024
LARGEST NUMBER
SINCE 1978

THREE MEDALS
AT
2024
PARALYMPICS
INCLUDING
ONE GOLD

61 OF 260
UNIQUE PRO TITLES
WON BY
BRITISH PLAYERS
WON ON HOME SOIL

WTA 500

1 NEW HIGH-PROFILE
WTA 500 EVENT
TO BE STAGED
AT THE QUEEN'S CLUB
FOR THE FIRST TIME
IN OVER 50 YEARS

NEARLY
100
NEW COVERED AND
FLOODLIT COURTS
around the country
created after help
FROM THE LTA
AND LTA TF

17 NEW
COVERED TENNIS
AND PADEL COURTS
along with
78 NEW
FLOODLIT TENNIS
AND PADEL COURTS
supported through Quick Access Loans scheme

£640,000
AWARDED IN GRANTS
BY THE LTA TF

LTA Tennis Foundation

2ND
TENNIS BLACK LIST EVENT
held at the National Tennis Centre
to celebrate tennis role models
FROM BLACK AND
MIXED BLACK HERITAGE
COMMUNITIES

OVER
220,000
WATER BOTTLES CUT
ACROSS OUR
SUMMER TOURNAMENTS
AS A RESULT OF
BRITA PARTNERSHIP

CELEBRATING ANDY MURRAY

GROUP STRATEGIC REPORT

FOR THE YEAR ENDED 31 DECEMBER 2024

FINANCIAL REVIEW

OVERVIEW

The Finance and Governance Report and financial statements are for Lawn Tennis Association Limited ('the Company') and its subsidiaries (altogether 'LTA' or 'the Group') for the year ended 31 December 2024, and detail the financial investments made by LTA in supporting the growth of tennis in Great Britain during the year.

The financial statements have been prepared under FRS 102 'the financial reporting standard applicable in the UK and Republic of Ireland'. The Company constitutes a 'public benefit entity' as defined by FRS 102, being an entity whose primary objective is to provide goods and services for the general public, community or social benefit and where any financial return is provided with a view to supporting the Company's primary objectives rather than providing a financial return to its members. As such, the Company has applied the reporting exemptions applicable to public benefit entities under FRS 102.

LTA Tennis Foundation (LTA TF) is a registered charity (charity number 1148421) and a wholly owned subsidiary within LTA. LTA Operations Limited is the sole member of the charity and as such, LTA TF is included in the Group's financial statements. During the year the Company made a donation to LTA TF of £2.4m (2023: £Nil). The Tennis Foundation (Legacy) is a registered charity (charity number 298175) and a wholly owned subsidiary within LTA. LTA Operations Limited is the sole member of the charity and as such, The Tennis Foundation (Legacy) is included in the Group's financial statements.

FINANCIAL RESULTS

For the year ended 31 December 2024, the Group's revenue was £102.5m (2023: £108.5m) and pre-exceptional operating expenditure was £109.1m (2023: £114.4m). The operating loss before exceptional items for the year was £6.7m (2023: £6.0m) and the operating loss after exceptional items generated for the year was £6.7m (2023: £5.3m).

This operating loss has partly been driven by grants made by LTA TF, for which the operating loss (excluding donation from Lawn Tennis Association) was £7.5m (2023: £5.3m). Existing reserves within LTA TF are being deployed to support facility developments across clubs, local authority sites, and schools & communities, aligned to LTA TF's mission of improving lives through tennis.

The Group generated interest income of £0.3m (2023: £0.3m) and income from its investment portfolio of £4.5m (2023: £4.1m). Investments were revalued to fair value at 31 December 2024 in accordance with FRS 102. A tax charge of £2.4m (2023: £1.0m) was incurred, delivering a loss for the year of £4.5m (2023: £2.2m).

REVENUE

LTA's revenue decreased during the year to £102.5m (2023: £108.5m), an analysis of which is shown below:

	2024 £000	2023 £000	**Change £000**	Change %
Surplus from the Championships	**50,418**	49,282	**1,136**	2%
LTA Grass Court Major Events	**22,372**	20,003	**2,369**	12%
Other Major Events	**5,087**	5,689	**(602)**	(11%)
Commercial	**10,618**	9,161	**1,457**	16%
Parks Tennis Project Grant	**5,164**	16,726	**(11,562)**	(69%)
Sport England Revenue Grant	**2,600**	2,600	**-**	0%
Other Revenue	**6,217**	4,990	**1,227**	25%
Total LTA Revenue	**102,476**	108,451	**(5,975)**	(6%)

Revenue from The Championships, Wimbledon

The gross surplus of £50.4m (2023: £49.3m) inclusive of withholding tax of £0.5m (2023: £0.5m) represents 90% (2023: 90%) of the distributable surplus from The Championships. Although there remain risks and uncertainties on the absolute level of The Championships surplus in any given year, the long term contract between the All England Lawn Tennis Club (AELTC), Lawn Tennis Association Limited and LTA Operations Limited in respect of The Championships runs through until 2053, with not less than 70% of the distributable surplus continuing to be paid to the Group in the 20 years thereafter following any termination of the contract.

LTA Grass Court Major Events revenues

The revenue earned from LTA's grass court major events grew to £22.4m (2023: £20.0m) and included the cinch Championships (at The Queen's Club), the Rothesay International (at Eastbourne's Devonshire Park), the Rothesay Classic (at Edgbaston Priory Club), the Rothesay Open (at Nottingham Tennis Centre), and the Lexus Trophy Series (at Surbiton Racquet & Fitness Club and Ilkley Lawn Tennis & Squash Club). These events continued to successfully increase their revenues, driven by improved ticketing and hospitality performance.

Other Major Events revenues

In addition to the summer grass court season, other major events revenues of £5.1m (2023: £5.7m) were generated across LTA's wider event calendar, including the Davis Cup Finals Group Stage in September, which was hosted at the AO Arena in Manchester; the management and supply of umpires and other officials at The Championships in conjunction with the Association of British Tennis Officials; five disability events; and International ITF World Tennis Tour events as part of the LTA Performance Competitions Calendar. The reduction in income is due to no home Billie Jean King Cup ties occurring in 2024 (2023: two ties).

Commercial revenues

LTA's commercial activities produced £10.6m (2023: £9.2m) of revenue. Key contracts include a continuation of existing sponsors including cinch, Lexus, Rothesay, BNP Paribas and Barclays. LTA is currently in active negotiations in relation to further opportunities for both 2025 and beyond, linked to the launch of a new calendar for the grass court tennis season, with HSBC becoming the title sponsor of the HSBC Championships; an exciting new two week proposition of world class women's and men's tennis at The Queen's Club, taking place from 7-22 June 2025. Other new sponsors for 2025 include Infosys and Lexus extending their partnership to become the title partner of the ATP and WTA grass court events at Nottingham and Eastbourne.

Parks Tennis Project Grant

LTA has continued working with local authorities across the country, supported by the Government and LTA TF, to invest over £30m in the Parks Investment Programme, to deliver our aim to substantially increase annual participation in parks by over 500,000 players. The revenue grants received from the Department for Digital, Culture, Media and Sport were £5.2m (2023: £16.7m), representing the balance of the overall funding envelope of £21.9m, which have been invested in the renovation of park tennis courts across Great Britain.

Sport England Revenue

Sport England revenue grants of £2.6m (2023: £2.6m) reflected the second full year of the current agreement which began in April 2022.

LTA's stated ambition in its Inclusion Strategy is to ensure a culture of everyday inclusion across the whole of tennis and this is wholly aligned with Sport England's strategy to tackle stubborn inequalities in sport as set out in 'Uniting The Movement'. The current agreement with Sport England is split into four funding streams:

- Governance – funding to help us improve the way we drive the highest standards of governance, including safeguarding, down through our sport to Member Associations and Registered Venues;
- Systemic – to help drive long-term change to make tennis more appealing to and better able to meet the needs of under-represented groups, including Women & Girls, for example through driving greater diversity in our workforce;
- Delivery – to continue to fund pre-existing programmes like Open Court and SERVES which are sector-leading in terms of directly enabling disabled people and people from under-served communities to take part in tennis; and
- Talent – to support the diversity and quality of our Performance Pathway, in particular making the very base of the Pathway as accessible as possible.

Under the Sports Governance Code, LTA is required to show the income from public investors and to clearly account for the expenditure of these funds. The analysis and use of Sport England funds received is shown below:

	2024 £000	2023 £000
Agreement from April 2022		
Governance	**200**	200
Systemic	**1,000**	1,000
Delivery	**750**	750
Talent	**650**	650
Total spend	**2,600**	2,600

Other Revenue

Other revenue of £6.2m (2023: £5.0m) arises from a range of activities, including LTA's Advantage scheme, competitions, venue registration, coaching courses, other grants, programme funding, National Tennis Centre and Lexus Nottingham Tennis Centre income. The increase on prior year is driven by improvements across those activities, including the introduction of Padel and continued success of coaching programmes at the Lexus Nottingham Tennis Centre, additional paid Advantage members and improved venue registration.

OPERATING EXPENDITURE

The operating expenditure of LTA for the year ended 31 December 2024 was £109.1m (2023: £113.7m). This decrease was predominantly a result of the lower investments made in relation to the Parks Tennis Project of £11.0m (2023: £18.5m), with the capital investment approaching its conclusion, offset by additional investments across Performance and LTA grass court events, no exceptional items in 2024 and an additional depreciation, amortisation and prepaid court time charge following strategic investments across digital transformation, the National Tennis Centre and the Lexus Nottingham Tennis Centre.

A summary of the operating expenditure is shown in the table below:

	2024 £000	2023 £000	**Change £000**	Change %
Direct operating expenditure				
Participation	**25,736**	25,339	**397**	2%
Performance	**16,366**	15,069	**1,297**	9%
LTA Grass Court Major Events	**26,343**	24,279	**2,064**	9%
Other Major Events	**10,624**	12,119	**(1,495)**	(12%)
Commercial and Marketing	**6,649**	6,901	**(252)**	(4%)
Business Support	**5,686**	5,646	**40**	1%
Depreciation, Amortisation and Prepaid Court Time Charge	**6,988**	6,364	**624**	10%
Capital Grants	**(284)**	176	**(460)**	(261%)
Park Tennis Project	**11,019**	18,539	**(7,520)**	(41%)
Exceptional Item	**-**	(690)	**690**	(100%)
Total operating expenditure	**109,127**	113,742	**(4,615)**	(4%)

The expenditure is presented in line with LTA's defined operational functions: Participation, Performance, Commercial and Marketing, Major Events and Business Support. However, these activities are interlinked and support each other in delivering LTA's mission. Major Events has been split in the current year between LTA Grass Court Major Events and Other Major Events to further reflect the operational functions and to provide a consistent and transparent representation of both income and expenditure across the event calendar. Additionally, Grass Court Support and Officiating revenues from the Championships is presented within LTA Grass Court Major Events and Other Major Events respectively to match the investment for which this income is received.

Investment in Participation

Participation expenditure of £25.7m (2023: £25.3m) was on a wide range of initiatives across LTA's strategic focus areas.

This includes investments made by LTA TF in its second full year of operation, with a further £0.6m (2023: £2.3m) being granted in 2024 as part of LTA TF's Grant Making Programme; aligning with its mission to improve lives through tennis, supporting those living in the highest areas of deprivation. These grants also support in developing career pathways into tennis for underrepresented groups of young people, creating safe and welcoming tennis sessions for women and girls, and ensuring disabled people can access and play tennis. The full multiyear commitment of grants is recognised in the year of commitment, with £0.9m of funding released during 2024 (2023: £0.9m).

Other expenditure was across County & Island association funding, venues, workforce, diversity and inclusion, safeguarding and competition. Examples of activity in this area included growth of the recreational and national competitions calendar to provide both formal and informal competition for adults and juniors, including Local Tennis Leagues, which facilitates local, recreational league matches between players. In addition, LTA has maintained its investment in support of education venues in Great Britain, further rolling out LTA Youth in primary and secondary schools, alongside grants for further education and university establishments, as well as growing its SERVES programme supporting young people in underserved communities to get active.

Investment in Performance

LTA continued to invest significantly in performance, investing £16.4m (2023: £15.1m) throughout 2024. Investment dedicated to inspiring, educating and developing performance players to become champions at national and international level. This has included investment in the National Academy in Loughborough and funding provided to Tennis Scotland alongside the network of 14 Regional Player Development Centres (RPDCs). The investment is primarily focused on the coaching team, designed to reduce the most expensive part of the RPDC programme for families.

LTA continues to support players, across all formats of the game and the National Tennis Centre remains the base of choice for elite training, providing a world class, safe environment for Great Britain's players to train and prepare for elite competition, with LTA investment into analysis, player welfare, other sports science support and in 2024, support for the Team GB participants across the Olympic and Paralympic Games in Paris.

LTA Grass Court Major Events

Across the major events, the LTA invested £26.3m (2023: £24.3m) to support the success of the grass court season in the lead up to The Championships. These included investments across the cinch Championships (at The Queen's Club), the Rothesay International (at Eastbourne's Devonshire Park), the Rothesay Classic (at Edgbaston Priory Club), the Rothesay Open (at Nottingham Tennis Centre), and the Lexus Trophy Series (at Surbiton Racquet & Fitness Club and Ilkley Lawn Tennis & Squash Club) and includes the cost of infrastructure, operational delivery and player services, including player prize money as set by the ATP, WTA and ITF tours. The increase in investment is driven by inflationary increases, additional increases in prize money and other investments to drive improved revenue in 2024.

Other Major Events

In addition to the summer grass court season, LTA invested £10.6m (2023: £12.1m) in: hosting the Davis Cup Finals Group Stage at the AO Arena in Manchester; officiating at The Championships; five disability events; and International ITF World Tennis Tour events as part of LTA Performance Competitions Calendar. The reduction in investment is due to no home Billie Jean King Cup ties occurring in 2024 (2023: two ties).

Commercial and Marketing

Investment in commercial and marketing was £6.6m (2023: £6.9m) driven by reduced cost of delivery of commercial income. Marketing activity included the evolution of the LTA Youth campaign, “Tennisables”, designed to engage and drive children’s participation.

Business Support

Business support costs of £5.7m (2023: £5.6m) reflect the costs incurred by the functions of HR, IT, Finance and Legal, with costs held consistent against 2023.

Depreciation, Amortisation and Prepaid Court Time Charge

Depreciation, amortisation and prepaid court time charge increased to £7.0m (2023: £6.4m), as a result of the investment in technology infrastructure as part of the ongoing digital transformation project alongside strategic investments made across both the National Tennis Centre and Nottingham Tennis Centre.

Capital Grants and Loans

Financial support to improve facilities is one key way the LTA, primarily through support from LTA TF, helps venues thrive and attract new players. In 2024, excluding the Parks Tennis Project, the LTA TF funded £0.1m of capital grants, and decommitted £0.4m relating to previous committed projects no longer going ahead (2023: £0.2m). A further £3.4m of loan funding was approved in 2024 (2023: £1.8m) and partnership funding from applicants in support of the approved projects amounted to £4.5m (2023: £2.6m).

Parks Tennis Project

LTA has been working with local authorities across the country, supported by the Government and LTA TF, to invest over £30m in the Parks Investment Programme. The investment in 2024 was £11.0m (2024: £18.5m), and incorporates the renovation of park tennis courts across Great Britain alongside the supporting costs of delivering the project which are borne by LTA TF. The reduction in investment in 2024 reflects the capital investment phase of the project approaching its conclusion, with the remaining balance due to be invested in early 2025.

FINANCIAL POSITION

LTA Group’s financial position as set out in the statement of financial position remains strong, with total equity of £148.4m (2023: £152.8m) which includes the net assets of LTA TF of £30.9m (2023: £33.8m). The decrease in retained earnings is due to total comprehensive expense for the year of £4.3m (2023: £2.2m), of which £4.3m is the loss in LTA TF (excluding donation from Lawn Tennis Association Limited) as a result of LTA TF’s investment into the parks project and other initiatives to improve lives through tennis. LTA Group’s reserves are managed in line with the reserves policy, balancing the need to retain funds to manage periods of uncertainty (e.g. Covid) or significant financial challenges, whilst being able to invest in key strategic initiatives to help deliver LTA’s vision of Tennis Opened Up.

Intangible fixed assets of £9.8m (2023: £10.6m) primarily consist of capitalised software costs which include the development of the digital transformation project underpinning LTA’s strategy.

Tangible fixed assets of £34.0m (2023: £34.7m) primarily comprise the investment in the National Tennis Centre and Nottingham Tennis Centre. Facility improvements at LTA tournament sites (including The Queen’s Club site) that increase the future economic benefit of the tournaments are classified as tangible fixed assets.

LTA’s investment portfolio of listed assets held by external investment managers is valued at £48.4m (2023: £59.3m). During the year a fund manager review took place as part of the periodic assessment to ensure that approved risk and target portfolio returns were aligned. Included in the portfolio is £12.0m (2023: £20.4m) of investments held by LTA TF which must be spent in line with charitable objectives. As at 31 December 2024, external investments were revalued to fair value in accordance with FRS 102. Investments held decreased by £10.9m in the year. This was primarily due to gains in investments of £3.1m (unrealised gains of £0.5m and realised gains of £2.6m) in the year offset by £8.8m (2023: £5.5m) being drawn down to invest in LTA TF strategic priorities, including the Parks Project and grant making framework and increasing funds held in money markets to cover short term requirements.

In order to cover short-term requirements, LTA holds £42.6m (2023: £15.1m) in current asset investments. The investments consist of UK government gilts, money market funds and short-term deposits. These amounts were previously reported within fixed asset investments but have been restated to be presented correctly in the prior year. Refer to note 28 to the financial statements.

The overall trade and other receivables falling due within one year have decreased to £38.2m (2023:£39.9m). The fall is primarily due to a decrease of £2.2m in trade debtors due to improved controls over debt collection. Trade and other receivables falling due after more than one year have decreased to £15.6m (2023: £18.0m) largely as a result of deferred tax movements.

Concessionary loans are interest free loans to clubs, indoor facilities, parks and schools to improve tennis facilities that are typically repayable for periods up to 10 years. Tennis developments represent The West Hants Club’s development funding of £3.0m (2023: £3.1m) repayable in equal instalments until 2039. The net movement of concessionary loans falling due after one year was an decrease of £0.2m to £2.5m.

Trade and other payables falling due within one year have increased to £32.7m (2023: £28.4m). The main liabilities included in this balance are accruals and deferred income of £23.5m (2023: £22.5m) which include capital grant commitments to club venues of £0.8m (2023: £1.4m), deferred income of £11.2m (2023: £7.8m) and £1.8m for the continued repayment of the DCMS winter COVID support loan.

Trade and other payables falling due after more than one year have decreased to £9.8m (2023: £11.6m) as £2.0m (including interest) of the DCMS winter COVID support loan of £14.3m received in 2021 will be repaid in 2025. Other provisions have decreased to £0.5m (2023: £0.9m).

CASH FLOWS

During 2024 there was a net cash inflow from operating activities of £6.4m (2023: inflow £2.9m), a net cash inflow of £6.2m (2023: outflow of £19.2m) from investing activities and a net cash outflow of £2.0m from financing activities (2023: £1.4m). This resulted in a net in cash and cash equivalents of £10.5m (2023: decrease £17.7m) for the year. This includes any changes in cash held by investment fund managers.

PRINCIPAL RISKS & UNCERTAINTIES, KEY PERFORMANCE INDICATORS AND FUTURE DEVELOPMENTS

PRINCIPAL RISKS & UNCERTAINTIES

LTA's risk management process is designed to improve the likelihood of delivering business objectives, protect the interests of key stakeholders, enhance the quality of decision making and assist in the safeguarding of LTA assets, including people, finances, property and reputation.

The board of Lawn Tennis Association Limited (the Board) has oversight for risk management with a focus on the most significant risks facing LTA, including strategic, operational, financial, reputational and legal and compliance risks. The Board determines the risk appetite of the organisation, reviews existing risks and identifies new risks on a half-yearly basis. Suitable controls are implemented and action plans established to mitigate risks.

The Audit Committee oversees the identification and mitigation of risks for LTA and discusses with management LTA's risk assessment and risk management practices. When reviewing and approving the annual internal audit plan for LTA, the Committee prioritises areas to be audited based on current and residual risk and areas of significant revenue or expenditure. The Audit Committee also oversees the policies, processes and risks relating to the financial statements, the financial reporting process, compliance and auditing.

As in any sport or organisation which engages with children, young people and vulnerable adults, there is a risk of safeguarding issues arising. This is a risk LTA takes extremely seriously, with the protection and wellbeing of those who are involved in tennis being a high priority. With the safeguarding strategy in place and team to deliver it, alongside the existing controls through the LTA Disciplinary Code and Judicial Panel, coupled with regular updates to the Board and Executive, LTA believes it is taking the necessary steps to mitigate this risk.

A key business risk relates to the certainty of future revenue streams, notably from The Championships (Wimbledon), Sport England and commercial partners. The risk of non-receipt of revenue from The Championships is mitigated by a long-term contract in place until 2053 with not less than 70% of the surplus continuing to be paid to LTA in the 20 years following any termination of the contract. Given the large contribution that The Championships makes to its revenue, LTA is still exposed to a potential loss of revenue in any single year due to cancellation or severe curtailment of The Championships. Steps to mitigate or protect against this risk have been put in place for future years particularly with respect to the roofs over Centre Court and No.1 Court providing protection against weather losses and insurance covering major curtailment or abandonment risks where possible. However, there are isolated risks which are not insurable or capable of mitigation in relation to The Championships (Wimbledon) and also within the major events organised by LTA that could have a material impact on revenue streams. Following the impact of COVID-19 on revenue and operating costs, LTA continues to maintain adequate cash balances and reserves supported by a £5m overdraft facility, while also benefitting from the COVID support loan from DCMS, which is now being repaid.

LTA faces an element of credit risk in its ongoing business relationships with major commercial partners and risks are managed as part of on-going due diligence and credit management albeit they cannot be completely mitigated.

LTA holds investments in shares, hedge funds, fixed income products and corporate and government bonds as part of its overall investment strategy. LTA has appointed independent specialist investment managers who manage the portfolio on LTA's behalf in accordance with the agreed risk profiles. However, it is recognised that any investment portfolio is subject to market fluctuations and external factors. The Investment Advisory Group oversees the implementation of the investment policy and reports to the Audit Committee on this area. LTA does not use financial instruments for speculative purposes.

In addition to the measures described above, LTA has an element of natural risk mitigation in that a large element of its expenditure in the sport is discretionary in each financial year and can be reduced (as shown in 2020 during the COVID-19 pandemic) without breaching legal commitments.

The risk of non-delivery of LTA strategy and mission is mitigated through LTA's commitment to working alongside all the people and organisations that share LTA's vision including volunteers, coaches, officials, players, local authorities and clubs. LTA has a long-term strategic plan and resources are allocated appropriately to deliver its mission.

As permitted by the Articles of Association, the Directors have the benefit of an indemnity which is a qualifying third party indemnity provision as defined by Section 234 of the Companies Act 2006. The indemnity was in force throughout the last financial year and is currently in force. LTA also purchases directors' and officers' liability insurance in respect of itself and its directors.

KEY PERFORMANCE INDICATORS

Over the course of 2024, LTA has been working to implement its strategic plan and its continuing vision of Tennis Opened Up for 2024-2026.

LTA sets business objectives annually to measure its performance in key areas under the six pillars in its Strategic Framework. Strong progress has been made in delivering the three-year plan against these pillars.

At a macro level 2024 has been another positive year for participation. Adult participation has remained strong holding at 2023 levels. It is worth highlighting the particularly positive performance in children's participation, where the number of children playing yearly, monthly and weekly have all continued to rise.

This remains a focus for the business and children's tennis in schools is primarily delivered through the LTA Youth Schools (LTAYS) programme. The number of teachers trained on LTA Youth Schools (primary and secondary) hit 24,902 against a target of 23,500 in 2024.

Opening Tennis Up to be as inclusive as possible is central to the work and we had a number of key performance indicators linked to this. This includes the number of players in LTA SERVES, LTA Open Court and Prime Video LTA Youth Girls at the end of 2024 which was 60,540 against a target of 55,000. It also includes the number of park renovation projects completed as part of LTA's major programme with LTA TF and the UK Government. The number of park renovation projects completed was 610 against a target of 604.

To date LTA has supported venues and operators to roll out 760 padel courts against a target of 500, providing impetus for this fast growing format of the sport and helping provide clubs and venues with a new source of revenue. The number of padel players has risen to 400,000 against a target of 212,500.

Customer engagement with tennis fans and members continues to be a key priority for LTA. The number of Advantage members stood at 1.91m in December 2024, a 37% increase year on year.

Social media is one of the main channels for engaging fans and driving greater participation and in 2024 LTA saw over 20m interactions across its social channels.

Much of this work is underpinned by the ongoing programme of digital transformation which LTA is undertaking in order to deliver against its priorities. This digital transformation supports LTA's major events, participation programmes, customer engagement strategy, and many other areas of the business.

LTA has also met its target for delivery of certain milestones in the First Phase of its Environmental Sustainability Plan and will continue to deliver key actions and innovations in 2025.

A number of KPIs relate to the Performance pathway. LTA achieved its targets for the number and standard of players graduating from the 10U stage of the pathway. The organisation also exceeded targets designed to measure the depth and strength of the player pipeline at 14U, 18U and junior Grand Slam qualification levels, and for the number of Wheelchair Tennis Grand Slam titles and Paralympic medals.

Financial key performance indicators are covered earlier in the Strategic Report.

FUTURE DEVELOPMENTS

LTA will continue to drive its vision of Tennis Opened Up over the coming years, putting tennis at the heart of communities and striving to be one of the most respected nations in the world for player development.

It will look to increase the visibility of the sport even more, further grow and diversify its audience of fans and players and attract and engage the tennis workforce for the next generation.

LTA will also be developing its LTA Youth programme even further in 2025 to get more children into and staying in tennis.

A strong domestic calendar of tennis and padel events will continue across the summer and other key points of the year, cultivating and celebrating British talent and innovating different formats of the sport and ways to play.

A new and improved grass court calendar is in place for 2025 which will maximise visibility for tennis. For the first time every tournament venue will host both male and female events. The changes to the calendar include the return of a tour level women's event in London for the first time in over 50 years, when LTA stages a high profile WTA 500 event in June at The Queen's Club, helping to promote women's tennis to a larger audience and raise its profile.

The Parks Investment project is due to complete in 2025 and deliver its target of upgrading 3,000 courts across Britain, and LTA will explore further opportunities for collaboration with both central Government, administrations in Scotland and Wales and Local Authorities to develop further facilities.

In 2025 LTA will see the continuation of its partnership with Barclays including Barclays Free Parks Tennis, which aims to get 150,000 people playing tennis more regularly, Barclays Big Tennis Weekends which are free tennis open days hosted by park, club or community tennis venues throughout the year and Barclays Local Tennis Leagues – friendly, competitive mixed singles and doubles leagues for adults taking place at local parks.

Wider facility investment outside of parks will also progress over the next 12 months with a number of key projects across Great Britain and continued investment in Scotland, alongside a focus on covered courts and continued support for padel.

LTA will continue to invest in the National Tennis Centre in Roehampton and Nottingham Tennis Centre to ensure they provide the best possible facilities for its top players.

Over the next two years LTA will continue to work with and support LTA TF as it looks to maximise its impact including diversifying funding in the sport by growing its income.

Inclusion will also remain very much at the heart of everything LTA does and in 2025 LTA will be publishing its new Inclusion Strategy, working hard to deliver key activities and commitments across the year.

SECTION 172(1) STATEMENT

The Board believes that, individually and together, it has acted in the way it considers, in good faith, would be most likely to promote the success of LTA for the benefit of its members as a whole, having regard to the stakeholders and matters set out in s172(1)(a–f) of the Companies Act 2006 in the decisions taken during the year ended 31 December 2024. The Board has demonstrated throughout this report how it engages with stakeholders and has regard to the interests of LTA's employees, customers, suppliers and other stakeholders, the impact of its activities on the community, the environment and LTA's good reputation for business conduct. The Board engages in formal and informal consultation with a range of stakeholders, both inside and outside the sport to understand the impact of decisions on those groups. This includes consultation with the council of the Company (the Council) both within formal Council meetings and through Development Tennis Advisory Group workstreams.

Board effectiveness reviews are completed at regular intervals helping to ensure it continues to deliver long-term success for LTA and is operating and engaging with stakeholders in the best possible way. Further information can be found on Board engagement with stakeholders during the year throughout the Strategic Report and Directors' Report.

This report was approved by the board on 29 April 2025 and signed on its behalf.

S Lloyd

Scott Lloyd
Chief Executive Officer

DIRECTORS' REPORT

FOR THE YEAR ENDED 31 DECEMBER 2024

DIRECTORS' REPORT

INTRODUCTION

The Directors present their report, the Strategic Report and the audited group financial statements for Lawn Tennis Association Limited and its subsidiaries (altogether 'LTA' or 'the Group') for the year ended 31 December 2024.

GOING CONCERN

The financial statements have been prepared on a going concern basis. In adopting the going concern basis for preparing the financial statements, the Directors have considered LTA's business activities including the principal risks and uncertainties, together with the Group's short, medium and long-term cash flow forecasts.

Based on the Group's cash flow projections which incorporate reasonable sensitivities and contingencies for a period of at least 12 months from the date of approval of these financial statements, the Board has concluded that LTA has sufficient financial resources to meet its liabilities as they fall due for at least 12 months from the date of approval of these financial statements and therefore have prepared the financial statements on a going concern basis.

Further details regarding the adoption of the going concern basis can be found in the Notes to the Financial Statements in Note 2.5 to the financial statements.

EQUITY, DIVERSITY AND INCLUSION

This year was the last year of delivery on the LTA Inclusion Strategy which set out plans for delivering against Equity, Diversity and Inclusion (EDI) focused objectives and outcomes. As at the end of 2024, 96% of the Actions and nearly 60% of the data points reported to measure the diversity of the tennis landscape have shown improvement since the publication of the Strategy. For example, representation of people from an ethnically diverse background on the Board and Council has improved by 23% and 7% respectively.

Currently, a new plan is being finalised covering the period until the end of the next business strategy cycle, and the remaining action areas will be carried forward into the development and delivery of that plan. When the plan is published, updated figures will also be published showing the diversity of key groups of people both within LTA and across the tennis landscape.

Alongside this, the numbers participating in LTA's two key EDI programmes, SERVES and Open Court, both continued to set new records. SERVES, as part of the wider Breaking Down Barriers Plan targeting underserved communities, grew to over 780 venues delivering, including community centres, faith venues and youth clubs in some of the most deprived areas of the country, with over 33k young people taking part (up by nearly a third from just under 25k in 2023). Open Court, as part of the wider Open for All Plan targeting disabled people, grew to over 620 venues delivering, across a wide range of impairment types, with nearly 17k people taking part (up from 15.5k in 2023).

LTA Major Events are used as an opportunity to demonstrate commitment to inclusion in tennis, for example, through the delivery of Friday Pride Days and celebrating Pride month at all events. Work continues to make events even more accessible for disabled people with visible and invisible impairments, including full accessibility training for all event staff, piloting of new technology including live subtitling of event information and the provision of quiet rooms and sensory kits. LTA also supported the Tennis Black List and the launch of the Black Tennis Collective, both referenced in the Chair's introduction to this report.

Work continues with County and Island Associations, as well as with venues and all roles in the wider tennis workforce to support and enable them to be more inclusive on a day to day basis. A sector leading toolkit for venues and innovative training is available across multiple areas of EDI work, for example, the "Princess or Athlete" continuous professional development module aimed at coaches to improve their delivery of programmes for women and girls.

As a Values driven organisation, Inclusion is central to all stages in the employee life cycle. The policy is to treat everyone fairly and all applications for employment are considered based only on merit. However, LTA also actively takes steps to promote equity for people from all backgrounds across all aspects of this life cycle and to ensure that there is no discrimination in any way in relation to the protected characteristics of age, sex, race (including colour, nationality, ethnic or national origin), sexual orientation, gender reassignment, pregnancy and maternity, marital status, religion or belief, and ability or disability. To ensure that attraction to roles at LTA is as inclusive and welcoming as possible, changes have been made to LTA's Employee Value Proposition such as including lived experience testimonials from colleagues, ensuring roles are appropriately advertised i.e. not stating a need for further education unless absolutely needed, as well as offering flexible working. With the introduction of a legal duty for employers to take preventative measures against sexual harassment, internal policies have been reviewed and updated.

SAFEGUARDING

The safety and wellbeing of those playing tennis is of paramount importance to LTA. In 2024 LTA continued the process of carrying out safeguarding support visits, visiting over 350 venues across England, Scotland and Wales. The support visit process for competition has been expanded to support officials in ensuring competitive environments are safe.

LTA introduced the Young Person's Welfare Ambassador scheme which sees young people trained and supported to raise safeguarding awareness in their tennis venues, 117 young people signed up to the scheme and will be working within their venues across 2025 with a further application process planned in the summer.

In October 2024 LTA held their annual safeguarding conference to coincide with the NSPCC's Keeping Your Child Safe in Sport Week. Over 450 attendees joined sessions focused on practical support for volunteers, coaches and officials which was the highest attendance on record. As a result of the continuing focus on this area LTA once again achieved the highest possible rating from the NSPCC in its 2024 inspection.

EMPLOYEE CONSULTATION

LTA places significant value on the involvement of its employees and keeps them informed on matters affecting the performance of LTA. This is achieved through formal and informal meetings, employee engagement surveys, employee consultation forums, weekly bulletins and staff surveys. Monthly All Colleague meetings are held which afford everyone the opportunity to share information, hear about the organisation's plans and progress, and to ask questions.

SUSTAINABILITY

LTA has continued to make good progress on its Environmental Sustainability Plan, and in June 2024 published a **detailed update** on progress made, and our focus for 2024 to 2026.

The climate crisis and changes to the environment will have an impact on tennis at all levels, whether it be the impact of more extreme temperatures on grass court tennis at major events, or rising sea levels and severe weather meaning a higher proportion of tennis venues at risk of regular flooding. Therefore through the Environmental Sustainability Plan, LTA is focused on securing a lasting future for tennis in Britain, through positive action on climate change and leadership in sustainability.

In 2024, LTA developed and began to implement its Sustainable Sourcing Code, focusing on how it can effectively engage with its supply chain to deliver progress on sustainability.

LTA has taken a number of steps to reduce its own direct impacts from day to day operations, including at the National Tennis Centre and Lexus Nottingham Tennis Centre. Energy Saving Opportunity Scheme (ESOS) reports have now been completed across both facilities, detailing a series of recommendations for action. At the National Tennis Centre, reduction in gas and electricity consumption has been driven by upgrades to equipment such as lighting, improved plant management, and improved performance of the Building Management System. Whilst the solar panels at Lexus Nottingham Tennis Centre continue to provide a proportion of the building's annual electricity usage.

Beyond this, a series of initiatives across LTA's 2024 major events focused on reducing emissions and waste. A new commercial partnership with BRITA helped remove over 220,000 single use plastic water bottles across these events, tackling single use plastic waste by engaging players, workforce and fans to take positive action. Local partnerships to donate leftover food locally also helped to reduce waste, whilst LTA's partnership with Lexus also helped to significantly increase the number of electric vehicles across the major events to 16. All temporary power generators utilised more sustainable HVO fuel.

As well as its own operations, LTA is focused on engaging those involved in tennis in Britain more widely to be more sustainable. This includes through investment in facilities, where a sustainability plan is a condition of funding for venues, and funding is available for installation of more efficient LED floodlighting. A range of guidance and resources are available for tennis venues on improving energy efficiency and reducing waste, and LTA Pledgeball League provides a mechanism to engage venues and the people who play at them on taking positive action.

LTA is a signatory to the United Nations' Sports for Climate Action Framework, As a signatory, in addition to statutory SECR requirements, LTA is also committed to achieving specific climate action targets, as well as annual reporting of scope 1, 2 and 3 emissions to the UN.

Building on this work, LTA is in the process of developing an organisation wide Carbon Reduction Plan.

STREAMLINED ENERGY AND CARBON REPORTING (SECR)

Large organisations are required to report publicly on energy use and carbon emissions. Set out below is LTA's assessment for 2024, which incorporates energy used at the National Tennis Centre (NTC), Lexus Nottingham Tennis Centre, and also on business travel.

In order to align more closely with LTA's wider carbon reporting, as in 2023, a more complete view of business travel has been included for 2024. This means that alongside mileage claimed by employees, all rail and air travel booked through LTA's travel provider is also included.

This has then been converted into greenhouse gas emissions. From this assessment, a ratio of 4.66 tonnes of CO_2e emissions per average employee in the Group has been calculated.

This represents a slight increase compared with 2023 driven predominantly by changes in the nature of air travel movements in 2024 compared to 2023. Furthermore, improvements to recording of vehicles for expensed mileage in 2024 revealed a higher proportion of petrol and diesel fuel cars which have a higher carbon attribution. Good progress was made on reducing gas and electricity consumption at LTA owned facilities compared to 2023.

In 2025, LTA is focusing on further steps to reduce energy usage at the NTC and Lexus Nottingham Tennis Centre, and colleague business travel. LTA is also engaging with major suppliers more effectively and systematically to improve the accuracy of scope 3 emissions reporting relating to our supply chain, and develop strategies to reduce these, in line with a business-wide Carbon Reduction Plan.

Intensity ratio (CO_2e per full-time equivalent)

The NTC and the Lexus Nottingham Tennis Centre provide significantly more than just office space for LTA employees. The Lexus Nottingham Tennis Centre is one of the largest indoor tennis centres in Great Britain and hosts a major grass court event, whilst the NTC provides accommodation and world class facilities, sports science and training services for elite British players. Both facilities host coach education, regularly stage competitions, and operate community programmes.

The CO_2e per average number of employees in the Group is not therefore a true reflection of the environmental position, given this breadth of operations at the NTC and Lexus Nottingham Tennis Centre.

LTA's electricity supplier continues to provide REGO backed electricity to the NTC and Lexus Nottingham Tennis Centre.

On-site solar panels partly supply the Lexus Nottingham Tennis Centre's energy. In 2024, these generated 79,818 kWh of zero emissions electricity which was consumed on site, which constituted around 21% of electricity consumption at the centre over the year.

Methodology

The electricity and gas quantities used during 2024 were taken from in-house readings and supporting supplier invoices for use and upkeep of the NTC and Lexus Nottingham Tennis Centre.

The conversion of kWh of electricity, cubic meters of gas and litres of fuel to CO_2e was based on gross calorific values. Conversion factors for this and the table below were obtained from the UK Government's **greenhouse gas conversion factors for company reporting, published** in 2024.

Group figures are derived by splitting total usage by the average headcount of LTA. The transport CO_2e is based on the mileage claimed by employees on business expenditure and converted to CO_2e using the 'average diesel car' and 'average petrol car' conversion factors from the above websites.

Transport also incorporates emissions from business travel by rail and air, booked through LTA's travel partner.

Group 2024

Activity	Units	Total Usage	CO_2e (kg)
Electricity	kWh	1,277,550	264,517
Solar	kWh	79,818	-
Gas	m3	134,390	274,884
Transport	miles	2,773,676	1,173,775
Total			**1,713,176**

Group 2023

Activity	Units	Total Usage	CO_2e (kg)
Electricity	kWh	1,330,090	275,427
Solar	kWh	83,723	-
Gas	m3	136,513	276,722
Transport	miles	2,960,502	958,098
Total			1,510,247

CORPORATE GOVERNANCE

Structural information

A full substantive review and updating of the Company's governing documentation was undertaken between December 2020 and February 2022. There are no longer any LTA Standing Orders. Minor updates have been made to the governing documentation (articles of association and LTA Rules) at various times since then. The most up-to-date versions of the Company's governing documentation may be found at **www.lta.org.uk/about-us/governance-and-structure/rules-regulations/**.

There are three Board Standing Committees, namely the Audit Committee, the Nomination Committee and the Remuneration Committee. In addition, there is a Development Tennis Advisory Group (DTAG), which replaced the Tennis Development Committee (TDC). The terms of reference for each of them are contained in schedules to LTA Rules. There are other advisory groups with relevant terms of reference, including the Performance Advisory Group (PAG), Investment Advisory Group (IAG) and the Inclusion and Diversity Advisory Group (IDAG).

Through the articles of association, compliance with the County and Island Association Governance Framework is mandatory for all county associations and island associations, with a transition period to achieve full compliance which ended on 31 December 2024. In addition, from a sports regulation perspective, the Company has in place the LTA Disciplinary Code, LTA Code of Conduct, LTA Coach Accreditation Regulations, LTA Official Licensing Regulations and LTA Venue Registration Regulations.

The registered office of Lawn Tennis Association Limited is The National Tennis Centre, 100 Priory Lane, Roehampton, London, SW15 5JQ.

THE BOARD (NAMELY THE BOARD OF LAWN TENNIS ASSOCIATION LIMITED)

The composition, role and powers of the Board are set out in the Company's governing documentation and decision-making on a number of matters is reserved to the Board. These matters are set out in the Company's articles of association and include (amongst others):

- determining the vision, mission, values and strategy of the Company
- approving and adopting appropriate and proportionate policies and procedures
- monitoring performance and risks, and determining the risk appetite
- approving the appointment of and supporting the Chief Executive Officer
- ensuring accountability and effective governance
- considering applications for membership of the Company

As at 31 December 2024, the Board comprised thirteen directors (2023: thirteen), including an independent Chair, five (2023: five) other independent non-executive directors, five (2023: five) other non-executive directors (being the President, the Deputy President, two Council-Nominated Board Members and the DTAG Chairperson), and two (2023: two) executives in an ex officio capacity, namely the Chief Executive Officer and the Finance Director. The Company has (subject to certain conditions) permission from Sport England to have 13 rather than 12 directors until 31 July 2025, in order to support the Company with regard to the recruitment of a new independent Chair and the overall diversity of the Board. The Board considers its composition appropriate in view of the size and requirements of the Company's business. This is kept under review. There is a clear division of responsibility between the Chair, the President and the Chief Executive Officer. The two executive Board members each have a role description and limits of authority. The Board meets regularly and, in 2024, it met nine times (2023: nine).

The directors of the Company as at the date of signing this report were as follows:

Lord Davies of Abersoch, Chairman

Mervyn Davies, Lord Davies of Abersoch CBE, is the Chairman of LTA. He is also the Chairman of LetterOne and Chairman of Glyndebourne Productions Ltd, as well as a senior advisor to Teneo, and has a variety of other business interests. He became a Director of the All England Lawn Tennis Club in October 2018 by virtue of his LTA position.

Lord Davies is a British former banker and was previously a Labour government minister. Prior to Government, he was a Director, Chief Executive and Chairman of Standard Chartered PLC for 12 years.

Lord Davies was awarded a CBE for his services to the financial sector and the community in Hong Kong in June 2002 where he served as a member of the HK Exchange fund for seven years. Lord Davies is a JP in Hong Kong and he is an Honorary Distinguished Professor at Cardiff Business School and a fluent Welsh speaker.

Brigid (Bridie) Amos

Bridie joined the Board on 1 January 2024 as a Council-nominated Non-Executive Director. She has been the Council representative for Hertfordshire since 2021 and is a member of LTA's Development Tennis Advisory Group.

Bridie has been volunteering with Hertfordshire LTA since 2015 and is currently on the Management Committee, leading on initiatives to grow schools' tennis and to increase female participation in playing and coaching. A former management consultant and marketing executive she now works as a level 3 LTA accredited coach. Bridie has played county tennis since junior days and has recently represented GB in ITF seniors' tennis events.

Rachel Baillache

Rachel joined the Board on 26 September 2018 and is Senior Independent Non-Executive Director. She is chair of the Audit Committee, a member of the Board Nominations Committee and the Board Inclusion & Diversity Champion providing oversight on the implementation of LTA's Inclusion and Diversity Strategy.

Rachel was a partner at KPMG where she served as a member of the firm's global management team for eight years as the global Head of People, Performance and Culture. She was also the executive responsible for global internal and external communications. Rachel is an independent non-executive director of UK Sport and The Men's Professional Rugby Board and is an avid tennis supporter.

Sara Bennison

Sara joined the Board in June 2018 as an Independent Non-Executive Director. She is also Chair of the Remuneration Committee and sits on The Championships' Committee of Management.

Sara is a multi-award-winning marketer and experienced Board Director who has worked across a number of industries. She's a keen tennis fan and padel player who joined the Board to help 'open up' the game.

Sanjay Bhandari MBE

Sanjay joined the Board on 1 August 2021 as an Independent Non-Executive Director. He is a member of the Audit Committee and of LTA's Inclusion and Diversity Advisory Group.

Sanjay has a portfolio career as a board member and charity trustee, and advises a number of businesses on innovation and growth strategies embracing disruptive technology.

Sanjay is experienced in driving cultural change through equality, diversity and inclusion strategies and also has a passion for sport and activity. He is chair of Kick It Out (English football's equality and inclusion charity), Chair of Athletic Ventures, and Chair of Satellite Applications Catapult.

Prior to his portfolio career, Sanjay had a 30-year career in professional services as a lawyer specialising in international fraud and then as a consultant moving from legal and compliance technology into broader innovation roles. Sanjay was a Partner at EY for 12 years.

Sanjay was appointed MBE by His Majesty The King in the New Years Honour List 2024 for services to sport.

Roy Colabawalla

Roy joined the Board on 1 January 2023 as a Non-Executive Director by virtue of his appointment as Deputy President.

He has volunteered in tennis for over 20 years in a number of roles ranging from: multiple club positions, assisting in the Cliff Richard Tennis Foundation, being involved in the Birmingham Classic WTA Tournament, multiple county committee roles and volunteering on the LTA Council.

Roy is a corporate partner in a regional law firm who specialises in a broad range of corporate work including mergers and acquisitions, corporate finance, private equity, joint ventures, group reorganisations and commercial transactions.

Richard Cutler

Richard joined the Board on 1 January 2023 as a Council-nominated Non-Executive Director and is a member of LTA's Development Tennis Advisory Group.

He has been an active volunteer for Hampshire & Isle of Wight Tennis since 2006, currently fulfilling the role of Charity Manager. He's also previously acted as their President, Chair, Vice Chair and a Management Committee member.

Additionally, Richard works within tennis, as the Managing Director of the Totton & Eling Tennis Centre - an eight-floodlit-court community facility, which was custom-built in 2004. He is a Level 3 LTA accredited coach, specialising in getting the most out of recreational youth players.

Richard also fulfils the role of Honorary Consul to the Federal Republic of Germany, representing around 12,000 German citizens in the district of Hampshire, Isle of Wight, Wiltshire and Dorset. He is a fluent German speaker.

Anil Jhingan

Anil joined the Board on 1 August 2021 as an Independent Non-Executive Director and a member of the Remuneration Committee.

He has more than two decades of media, entertainment and sports experience and is currently Chief Development Officer, International at global media company, Warner Bros. Discovery, where he leads strategic growth and expansion opportunities across Europe, the Middle East, Africa, Asia, the Pacific and Latin America. A corporate lawyer by background, Anil has previously held leadership positions at Discovery, Sky and 21st Century Fox.

Anil is passionate about tennis, having played the sport from a young age.

Nigel Jordan

Nigel joined the Board on 1 January 2023 as a Non-Executive Director by virtue of his appointment as the Chair of the Development Tennis Advisory Group. He has supported grass roots tennis for most of his adult life - as a player, team captain, committee member and club chair.

Nigel previously represented Kent on LTA Council, alongside his roles as County Treasurer and Management Board member at Bromley Tennis Centre.

Nigel was a career civil servant specialising in countering international tax avoidance. He established new domestic channels for sharing intelligence in the wake of the terrorist attacks on 9/11 and, as the UK Competent Authority for the exchange of information under international agreements, expanded international cooperation through the sharing of knowledge and data. His final role was to lead the end-to-end delivery of tax credits and child benefit.

Scott Lloyd

Scott joined as CEO of LTA on 8 January 2018. Prior to joining LTA, Scott has had a successful business career in the sports and leisure industry.

As Group Chief Executive of David Lloyd Leisure Limited, Scott led the business from 2007 through to a sale to TDR Capital in September 2013. Scott stayed with the company as CEO until July 2015 and continues to hold a Non-Executive Director role.

Sandra (Sandi) Procter

Sandi joined the Board on 6 January 2017 as LTA Council-nominated Non-Executive Director and then became Deputy President in January 2020 and now LTA President for 2023-2025.

Sandi represented Kent on LTA Council before she became Deputy President. She sat on the Kent LTA board until 2022 and was involved in a wide range of Kent activities for over 25 years.

Sandi is a Trustee of LTA Tennis Foundation and a member of the Nomination Committee, LTA Remuneration Committee and the Championships Committee of Management. She is also a member of the Tennis Europe Board of Directors, chair of the Tennis Europe Junior Committee and a member of the ITF Olympic Committee.

Sandi is a former PE teacher turned tennis coach and Tennis Centre Manager and has a particular passion for youth tennis and champions volunteering. She created the original Mini Tennis Red, Orange and Green programme and the Tennis Leaders programme for LTA, with resources, training materials and delivery to British coaches. She has been further instrumental in the development of the Inspire Leadership Programme for female volunteers.

Simon Steele

Simon joined the Board on 28 November 2016 in his capacity as Finance Director. He is a Trustee of LTA Tennis Foundation, a member of the Investment Advisory Group and is also responsible for LTA's legal team. Simon has over 15 years' experience in the sports industry across a number of different organisations. Prior to joining LTA, Simon was Head of Finance and Business Development at Team Sky and, prior to that, spent 15 years at Sky, leading finance teams supporting business areas including marketing, technology and Sky Sports. Simon is a member of the Institute of Chartered Accountants in England and Wales, having trained and qualified with KPMG.

Sir David Tanner

Sir David joined LTA Board on 1 August 2018 as an Independent Non-Executive Director. He is a member of the Nomination Committee and is the lead Director for Welfare and Safety which includes Safeguarding and Anti-Doping, a member of LTA Performance Advisory Group (PAG) and LTA Integrity & Clinical Governance Group.

In his professional life, he was the Performance Director for British Rowing until he stepped down in February 2018 after 21 years in the role. During that time Great Britain became the world's leading Olympic and Paralympic rowing nation, topping the medal tables at both games until Rio 2016.

Before the days of Lottery funding for elite sport, Sir David was a medal-winning Olympic coach which he combined with a successful full-time career in education, latterly as Headteacher of a West London Comprehensive School, until he took up the Performance Director role in 1996.

He was a Non-Executive Director on the Board of the UK Sports Institute between December 2015 and December 2023 and chairs the Boards of two secondary schools, Orleans Park Academy in Twickenham and Shiplake College in Henley-on-Thames. He is an ardent tennis supporter.

Sir David was appointed OBE in 2003, CBE in 2009 and received a knighthood from the Queen in 2013 for services to the London 2012 Olympic and Paralympic Games.

ATTENDANCE AT BOARD MEETINGS

Listed below is the attendance at Board meetings of the directors of the Company who were in office during the year and up to the date of signing the financial statements:

Name		No. of meetings attended in 2024
Lord Davies of Abersoch	Chair	9 out of 9
Rachel Baillache	Senior independent director	9 out of 9
Sara Bennison	Independent non-executive director	9 out of 9
Sanjay Bhandari	Independent non-executive director	8 out of 9
Roy Colabawalla	Deputy President and non-executive director	9 out of 9
Richard Cutler	Council-Nominated Board Member and non-executive director	9 out of 9
Bridie Amos	Council-Nominated Board Member and non-executive director (appointed 1 January 2024)	9 out of 9
Anil Jhingan	Independent non-executive director	9 out of 9
Nigel Jordan	DTAG Chairperson and non-executive director	9 out of 9
Scott Lloyd	Chief Executive Officer	9 out of 9
Sandi Procter	President and non-executive director	9 out of 9
Simon Steele	Finance Director	9 out of 9
Sir David Tanner	Independent non-executive director	9 out of 9

New Board members receive an induction in to LTA and on-going training as required. Board members also have access to the Company Secretary and any external advisors and resources as required. LTA maintains director and officer's liability insurance.

BOARD STANDING COMMITTEES

As noted above, there are three Board Standing Committees, each of which has delegated responsibility for key areas and reports back to the Board on a regular basis. Minutes of committee meetings are circulated to all Board members. The terms of reference for each Board Standing Committee are approved by the Board and are set out in LTA Rules.

i) Audit Committee

The role and responsibilities of the Audit Committee are (amongst other things) to monitor the integrity of the financial statements of LTA, to keep the internal financial controls and financial risk management systems under review, to oversee LTA's Investment Advisory Group, to manage the appointment and performance and to ensure the independence of the external and internal auditors and to review and recommend the annual financial statements to the Board for approval. The Audit Committee considers and receives reports from the executive on the nature of risks facing LTA, the categories of risk that might be considered to be acceptable, the likelihood and impact of risks materialising, LTA's ability to reduce or mitigate this likelihood and impact of risks on its business and the costs of operating the particular controls relative to the benefit obtained in managing the identified risks.

The Audit Committee reports to the Board and meets at least three times a year. The Audit Committee members during the year, and at the date of signing were:

Name	No. of meetings attended in 2024
Rachel Baillache (chair)	3 out of 3
Sanjay Bhandari	3 out of 3
David Rawlinson (after ceasing to be a non-executive director on 31 December 2022, co-opted as a member for specialist expertise)	3 out of 3

The President, Chief Executive Officer, Finance Director, Head of Group Finance and LTA's external auditors attended the Audit Committee meetings in 2024 by invitation as appropriate.

PricewaterhouseCoopers LLP, the independent external auditors, also provides tax advice to LTA via separate engagement teams. The Audit Committee is satisfied that the provision of tax advice does not compromise the external auditors' objectivity and independence.

ii) Nomination Committee

The terms of reference of the Nomination Committee are set out in LTA Rules. The Nomination Committee (amongst other things) has responsibility to keep the composition of the Board and LTA Council under review, make recommendations for appointments to the Board, LTA Council and other bodies and for succession planning, and to appoint and oversee LTA's Inclusion and Diversity Advisory Group.

The Nomination Committee reports to the Board and meets as regularly as is required for the transaction of its business.

The Nomination Committee met 2 times during the year, and the members during the year and at the date of signing were:

Name	No. of meetings attended in 2024
Lord Davies of Abersoch (chair)	2 out of 2
Rachel Baillache	2 out of 2
Roy Colabawalla	2 out of 2
Sandi Procter	2 out of 2
Sir David Tanner	2 out of 2

The Company Secretary attended all meetings of the Nomination Committee in 2024 and the Chief Executive Officer and People Director were invited to attend the Nomination Committee meetings in 2024 as appropriate.

iii) Remuneration Committee

The role of the Remuneration Committee is (amongst other things) to determine LTA's policy on remuneration and (within the terms of that policy) the total remuneration packages of the Chief Executive Officer, and senior executives, and oversee the results of the Gender Pay and reporting. The Remuneration Committee engages independent external consultants to benchmark remuneration levels as required. LTA's remuneration strategy is to pay colleagues appropriate market remuneration packages to attract and retain the right calibre of individuals to deliver LTA's objectives. No remuneration is currently paid to the non-executive board members although this is now a topic reviewed on an annual basis to make sure that LTA is not out of step with the market in a way which risks undermining inclusivity.

The Remuneration Committee reports to the Board and meets at least three times a year. In 2024, as well as the usual items of business, as good governance the Committee reviewed the travel and expenses policy for volunteers on Board and Council as well as LTA colleagues. The Committee also reviewed the impact of increases of employers NI and the Real Living Wage to continue to ensure the integrity of the pay band approach and also manage costs appropriately.

The Remuneration Committee members during the year and at the date of signing were:

Name	No. of meeting attended in 2024
Sara Bennison (chair)	4 out of 4
Lord Davies of Abersoch	4 out of 4
Anil Jhingan	4 out of 4
Sandi Procter	4 out of 4

The Chief Executive Officer and People Director attended the Remuneration Committee meetings in 2024 as appropriate.

LTA COUNCIL

LTA Council and its composition and powers are established through the governing documentation of the Company. LTA Council is led by the President, supported by the Deputy President. A number of the members of the Company are entitled to nominate a person as a Councillor. The role and responsibility of LTA Council (both collectively and acting through individual Councillors) includes:

- to disseminate and support LTA's vision, mission and values
- proactively to encourage inclusion and diversity within the tennis community
- to provide a forum for representatives of certain members of the Company to come together, exchange ideas and exercise the rights set out in Appendix B to the articles of association

LTA Council met formally four times (2023: four) in the year and at those meetings received reports from the Board and various areas of the business.

THE EXECUTIVE

The Executive is responsible for the implementation of the strategy, financial plans, objectives and major policies of LTA. It is directly accountable to the Board, and responsible for briefing and updating the Board with relevant information. The Executive team at the date of signing this report consisted of:

- Scott Lloyd, Chief Executive Officer
- Simon Steele, Finance Director
- Michael Bourne, Performance Director
- Chris Pollard, Managing Director, Commercial and Operations
- Oliver Scadgell, Managing Director, Tennis Development
- Vicky Williams, People Director

DIRECTORS' CONFIRMATIONS

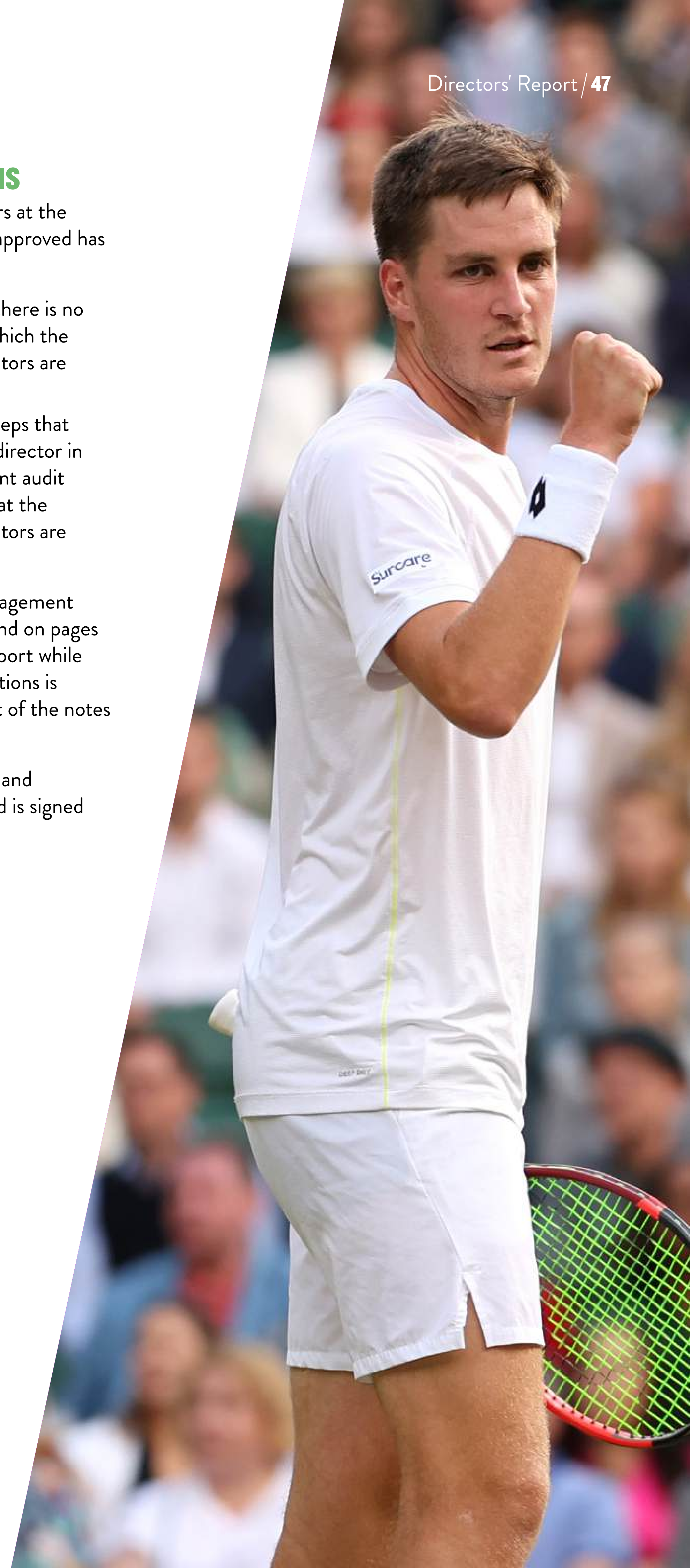
Each of the persons who are directors at the time when this Directors' Report is approved has confirmed that:

- so far as the director is aware, there is no relevant audit information of which the Company and the Group's auditors are unaware, and
- the director has taken all the steps that ought to have been taken as a director in order to be aware of any relevant audit information and to establish that the Company and the Group's auditors are aware of that information.

Information on the Group's risk management and future developments can be found on pages 30 to 33 as part of the Strategic Report while information on related party transactions is disclosed on pages 110 and 111 as part of the notes to the financial statements.

The Directors' Report was approved and authorised for issue by the Board and is signed on its behalf by:

Scott Lloyd
Chief Executive Officer
29 April 2025



STATEMENT OF DIRECTORS' RESPONSIBILITIES

IN RESPECT OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2024

STATEMENT OF DIRECTORS' RESPONSIBILITIES IN RESPECT OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2024

The directors are responsible for preparing the Finance & Governance 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 prepared the Group and the Company financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, comprising FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", and applicable law).

Under company law, 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 Group and the Company and of the profit or loss of the Group for that period. In preparing the financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable United Kingdom Accounting Standards, comprising of FRS 102 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 safeguarding the assets of the Group and the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The directors are also responsible for keeping adequate accounting records that are sufficient to show and explain the Group's and the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Group and the Company and enable them to ensure that the financial statements comply with the Companies Act 2006.

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

Scott Lloyd
Chief Executive Officer
29 April 2025

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF LAWN TENNIS ASSOCIATION LIMITED

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF LAWN TENNIS ASSOCIATION LIMITED

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

OPINION

In our opinion, Lawn Tennis Association Limited's group financial statements and company financial statements (the "financial statements"):

- give a true and fair view of the state of the Group's and of the the Company's affairs as at 31 December 2024 and of the Group's loss and the Group's cash flows for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", and applicable law); and
- have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements, included within the Finance and Governance Report (the "Annual Report"), which comprise: the Group Statement of Financial Position and Company Statement of Financial Position as at 31 December 2024; the Group Income Statement, Group Statement of Comprehensive Income, the Group and Company Statements of Changes in Equity, and the Group Statement of Cash Flows for the year then ended; and the notes to the financial statements, which include a description of the significant accounting policies.

BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities under ISAs (UK) are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

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

CONCLUSIONS RELATING TO GOING CONCERN

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's and the Company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

However, because not all future events or conditions can be predicted, this conclusion is not a guarantee as to the Group's and the Company's ability to continue as a going concern.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

REPORTING ON OTHER INFORMATION

The other information comprises all of the information in the Annual Report other than the financial statements and our auditors' report thereon. The directors are responsible for the other information. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except to the extent otherwise explicitly stated in this report, any form of assurance thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If we identify an apparent material inconsistency or material misstatement, we are required to perform procedures to conclude whether there is a material misstatement of the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report based on these responsibilities.

With respect to the Strategic report and Directors' Report, we also considered whether the disclosures required by the UK Companies Act 2006 have been included.

Based on our work undertaken in the course of the audit, the Companies Act 2006 requires us also to report certain opinions and matters as described below.

Strategic Report and Directors' Report

In our opinion, based on the work undertaken in the course of the audit, the information given in the Strategic report and Directors' Report for the year ended 31 December 2024 is consistent with the financial statements and has been prepared in accordance with applicable legal requirements.

In light of the knowledge and understanding of the Group and the Company and their environment obtained in the course of the audit, we did not identify any material misstatements in the Strategic report and Directors' Report.

RESPONSIBILITIES FOR THE FINANCIAL STATEMENTS AND THE AUDIT

Responsibilities of the directors for the financial statements

As explained more fully in the Statement of Directors' Responsibilities in Respect of the Financial Statements, the directors are responsible for the preparation of the financial statements in accordance with the applicable framework and for being satisfied that they give a true and fair view. The directors are also responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or the Company or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Based on our understanding of the Group and industry, we identified that the principal risks of non-compliance with laws and regulations related to the Companies Act 2006 and tax legislation, and we considered the extent to which non-compliance might have a material effect on the financial statements. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate journal entries to manipulate financial results, and management bias in accounting estimates. Audit procedures performed by the engagement team included:

- Discussions with management and those charged with governance, including consideration of any known of suspected instances of non-compliance with laws and regulations and fraud;
- Challenging assumptions and judgements made by management in determining their significant accounting estimates;
- Identifying and testing the validity of journal entries, in particular any journal entries posted with unusual account combinations and consolidation journals;
- Reviewing minutes of meetings of those charged with governance; and
- Designing audit procedures to incorporate unpredictability over the nature, timing or extent of our testing.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities for the audit of the financial statements is located on the FRC's website at: **www.frc.org.uk/auditorsresponsibilities**. This description forms part of our auditors' report.

Use of this report

This report, including the opinions, has been prepared for and only for the company's members as a body in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and for no other purpose. We do not, in giving these opinions, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

OTHER REQUIRED REPORTING

Companies Act 2006 exception reporting

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

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

We have no exceptions to report arising from this responsibility.

Jonathan Lambert (Senior Statutory Auditor)
for and on behalf of
PricewaterhouseCoopers LLP
Chartered Accountants and Statutory Auditors
London
29 April 2025

GROUP FINANCIAL STATEMENTS

GROUP INCOME STATEMENT
For the Year Ended 31 December 2024

	Note	2024 £000	2023 £000
Turnover		**102,476**	108,451
Gross profit		**102,476**	108,451
Administrative expenses		**(109,127)**	(114,432)
Exceptional item		**-**	690
Operating loss	5	**(6,651)**	(5,291)
Income from other investments		**4,461**	4,131
Interest receivable and similar income	9	**285**	270
Interest payable and similar expenses	10	**(251)**	(282)
Loss before tax		**(2,156)**	(1,172)
Tax on loss	11	**(2,391)**	(993)
Loss for the financial year		**(4,547)**	(2,165)

The notes on pages 70 to 111 form part of these financial statements.

GROUP STATEMENT OF COMPREHENSIVE INCOME
For the Year Ended 31 December 2024

	Note	2024 £000	2023 £000
Loss for the financial year		**(4,547)**	(2,165)
Other comprehensive income/(expense)			
Remeasurement of net defined benefit obligation	31	**213**	(40)
Other comprehensive income/(expense) for the year		**213**	(40)
Total comprehensive expense for the year		**(4,334)**	(2,205)

The notes on pages 70 to 111 form part of these financial statements.

GROUP STATEMENT OF FINANCIAL POSITION
As at 31 December 2024

	Note	2024 £000	As restated 2023 £000
Fixed assets			
Intangible assets	13	**9,804**	10,585
Tangible assets	14	**34,042**	34,708
Investments	15	**48,359**	59,256
		92,205	104,549
Current assets			
Stocks	17	**340**	591
Debtors: amounts falling due after more than one year	18	**15,592**	17,951
Debtors: amounts falling due within one year	18	**38,203**	39,865
Current asset investments	19	**42,570**	15,067
Cash at bank and in hand	20	**2,500**	15,675
		99,205	89,149
Creditors: amounts falling due within one year	21	**(32,742)**	(28,359)
Net current assets		**66,463**	60,790
Total assets less current liabilities		**158,668**	165,339
Creditors: amounts falling due after more than one year	22	**(9,831)**	(11,619)
Provisions for liabilities			
Deferred taxation	25	**(81)**	-
Other provisions	26	**(542)**	(944)
		(623)	(944)
Net assets excluding pension liability/asset		**148,214**	152,776
Post-employment benefits	31	**207**	(21)
Net assets		**148,421**	152,755

	Note	2024 £000	As restated 2023 £000
Capital and reserves			
Retained earnings	27	**148,421**	152,755
Total equity		**148,421**	152,755

The 2023 figures have been restated to correct classification errors in respect of the investments. Further information on the prior year restatement is given in note 28 to the financial statements.

The financial statements on pages 59 to 111 were approved and authorised for issue by the board and were signed on its behalf on 29 April 2025.

Simon Steele
Finance Director

The notes on pages 70 to 111 form part of these financial statements.

COMPANY STATEMENT OF FINANCIAL POSITION

As at 31 December 2024

	Note	2024 £000	As restated 2023 £000
Fixed assets			
Investments	15	**38,833**	39,446
		38,833	39,446
Current assets			
Debtors: amounts falling due after more than one year	18	**6**	-
Debtors: amounts falling due within one year	18	**101,759**	116,501
Current asset investments	19	**14,860**	2
Cash at bank and in hand	20	**138**	324
		116,763	116,827
Creditors: amounts falling due within one year	21	**(18)**	(24)
Net current assets		**116,745**	116,803
Total assets less current liabilities		**155,578**	156,249
Provisions for liabilities			
Deferred taxation	25	**-**	(637)
		-	(637)
Net assets excluding pension liability/asset		**155,578**	155,612
Net assets		**155,578**	155,612

	Note	2024 £000	As restated 2023 £000
Capital and reserves			
Retained earnings brought forward		**155,612**	154,158
(Loss)/profit for the year		**(34)**	1,454
Retained earnings carried forward		**155,578**	155,612
Total equity		**155,578**	155,612

The 2023 figures have been restated to correct classification errors in respect of the investments. Further information on the prior year restatement is given in note 28 to the financial statements.

The financial statements on pages 59 to 111 were approved and authorised for issue by the board and were signed on its behalf on 29 April 2025.

Simon Steele
Finance Director

The notes on pages 70 to 111 form part of these financial statements.

GROUP STATEMENT OF CHANGES IN EQUITY
For the Year Ended 31 December 2024

	Total retained earnings £000	Total equity £000
At 1 January 2023	**154,960**	**154,960**
Loss for the year	**(2,165)**	**(2,165)**
Actuarial losses on pension scheme	**(40)**	**(40)**
Total comprehensive expense for the year	**(2,205)**	**(2,205)**
At 1 January 2024	**152,755**	**152,755**
Loss for the year	**(4,547)**	**(4,547)**
Actuarial gains on pension scheme	**213**	**213**
Total comprehensive expense for the year	**(4,334)**	**(4,334)**
At 31 December 2024	**148,421**	**148,421**

The notes on pages 70 to 111 form part of these financial statements.

COMPANY STATEMENT OF CHANGES IN EQUITY
For the Year Ended 31 December 2024

	Total retained earnings £000	Total equity £000
At 1 January 2023	**154,158**	**154,158**
Profit for the year	**1,454**	**1,454**
Total comprehensive income for the year	**1,454**	**1,454**
At 1 January 2024	**155,612**	**155,612**
Loss for the year	**(34)**	**(34)**
Total comprehensive expense for the year	**(34)**	**(34)**
At 31 December 2024	**155,578**	**155,578**

The notes on pages 70 to 111 form part of these financial statements.

GROUP STATEMENT OF CASH FLOWS
For the Year Ended 31 December 2024

	2024 £000	As restated 2023 £000
Cash flows from operating activities		
Loss before tax	**(2,156)**	(1,172)
Adjustments for:		
Amortisation of intangible assets	**4,025**	3,574
Depreciation of tangible assets	**2,498**	2,282
Loss on disposal of tangible assets	**82**	36
Net gain on fixed asset investments	**(4,461)**	(4,131)
Interest payable and similar expenses	**251**	282
Interest receivable and similar income	**(285)**	(270)
Decrease/(increase) in stocks	**251**	(364)
Decrease/(increase) in debtors	**2,626**	(2,815)
Increase in creditors	**4,788**	6,128
Movement on loan bad debt provisions	**121**	(60)
Movement on provisions	**(402)**	(49)
Actuarial (losses)/gains	**(15)**	(19)
Taxation (paid)/received	**(394)**	1
Withholding tax adjustment	**(549)**	(529)
Net cash generated from operating activities	**6,380**	2,894
Cash flows from investing activities		
Purchase of intangible fixed assets	**(3,863)**	(3,172)
Purchase of tangible fixed assets	**(1,678)**	(2,878)
Net withdrawals from investments	**7,623**	(15,480)
Interest received	**178**	270
Income from investments	**3,924**	2,082
Net cash from investing activities	**6,184**	(19,178)

	2024 £000	As restated 2023 £000
Cash flows from financing activities		
Repayment of loans (DCMS)	**(1,788)**	(894)
Interest paid on loans (DCMS)	**(260)**	(512)
Net cash used in financing activities	**(2,048)**	(1,406)
Net increase/(decrease) in cash and cash equivalents	**10,516**	(17,690)
Cash and cash equivalents at beginning of year	**29,588**	47,278
Cash and cash equivalents at the end of year	**40,104**	29,588
Cash and cash equivalents at the end of year comprise:		
Cash at bank and in hand	**2,500**	15,675
Cash equivalents*	**37,604**	13,913
	40,104	29,588

The notes on pages 70 to 111 form part of these financial statements.

***Cash equivalents consist of:**		
Uninvested cash held by fund managers (included in fixed asset investments)	**60**	877
Money market funds (included in current asset investments)	**30,521**	13,036
Short-term deposits (included in current asset investments)	**7,023**	-
Total cash equivalents	**37,604**	13,913

The 2023 figures have been restated to correct classification errors in respect of cash equivalents. Additionally, a voluntary change to net off the purchase and proceeds from the sale of investments has been made, which has impacted both the 2024 and 2023 cash flows from investing activities section. Further information on the prior year restatement is given in note 28 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2024

1. GENERAL INFORMATION

Lawn Tennis Association Limited ("the Company") is a private company, limited by guarantee, registered in England and Wales. The Company's registered office is The National Tennis Centre, 100 Priory Lane, Roehampton, London, SW15 5JQ.

2. ACCOUNTING POLICIES

2.1 Basis of preparation of financial statements

The financial statements have been prepared under the historical cost convention unless otherwise specified within these accounting policies and in accordance with Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and the Republic of Ireland and the Companies Act 2006 (FRS 102). The Company constitutes a public benefit entity ('PBE') as defined by FRS 102, being an entity whose primary objective is to provide goods and services for the general public.

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires group management to exercise judgment in applying the Group's accounting policies (see note 3).

The Company has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Income Statement in these financial statements.

The financial statements are presented in Pound Sterling (£). Monetary amounts in these financial statements are rounded to the nearest £1,000.

Set out below is a summary of the principal accounting policies applied in the preparation of the financial statements, all of which have been applied consistently (except as otherwise stated).

2.2 Basis of consolidation

The Group financial statements present the results of the Company and its own subsidiaries ("the Group") as if they form a single entity. All intra-group transactions, balances, income and expenses are eliminated on consolidation. Uniform accounting policies are used for all the companies included in the Group financial statements.

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

Lawn Tennis Association (unincorporated) is not directly owned by the Group but meets the definition of a quasi-subsidiary under paragraph 9.1 and 9.11 of FRS 102 as it is managed on a unified basis by the Group. As such, it has been accounted for in the same way as other subsidiaries and has been included in the Group financial statements in full.

The Group financial statements incorporate the results of business combinations using the purchase method. In the Group Statement of Financial Position, the acquiree's identifiable assets, liabilities and contingent liabilities are initially recognised at their fair values at the acquisition date. The results of acquired operations are included in the Group Income Statement from the date on which control is obtained. They are deconsolidated from the date control ceases.

2.3 Quasi subsidiaries

In determining whether the Group controls another entity, regard should be paid to who in practice directs the entity's financial and operating policies. Lawn Tennis Association (unincorporated) is not directly owned by the Group but meets the definition of a quasi-subsidiary under paragraph 9.1 and 9.11 of FRS 102 as it is managed on a unified basis by the Company. As such, it has been accounted for in the same way as other subsidiaries and included in the Group financial statements in full.

2. ACCOUNTING POLICIES (CONTINUED)

2.4 Unincorporated joint arrangements

In these financial statements, The Championships are accounted for as an unincorporated joint arrangement. The joint arrangement is governed by a 1934 principal agreement which has been supplemented and amended by various agreements or deeds, most recently in 2011 between the All England Lawn Tennis Club (AELTC) and LTA, whereby The Championships are controlled, managed and promoted by the Committee of Management which consists of twelve members representing the AELTC and 7 members representing LTA. The Championships prepares its financial statements to 31 July.

The allocation of the financial surplus of The Championships is also governed by this agreement. The financial arrangements are designed to advance the interests of Great British tennis and 90% of the surplus is distributed to LTA from the distribution as agreed by the Joint Finance Committee.

2.5 Going concern

These financial statements have been prepared on a going concern basis.

The current economic conditions present increased risks for all businesses. The directors have reviewed and considered relevant information, including the annual budget and future cash flows in making their assessment.

The directors have carefully considered these risks including an assessment on uncertainty of future trading projection for a period of at least 12 months from the date of signing of the financial statements, and the extent to which they might affect the preparation of financial statements on a going concern basis.

Based on the assessment, the directors consider that the Group maintains an appropriate level of liquidity, sufficient to meet the demands of the Group including any capital and servicing obligations and external debt liabilities. In addition to the £5m overdraft facility and DCMS loan, the Group holds sufficient short-term investments to manage the known risks.

The directors have a reasonable expectation that the Group is to remain in operational existence for the at least 12 months from the date of approval of these financial statements and that there are no material uncertainties that lead to significant doubts over the Group's ability to continue as a going concern. Thus, the directors have continued to adopt the going concern basis of accounting in preparing these financial statements.

2.6 Foreign currency translation

Functional and presentation currency

The Group's functional and presentational currency is Pound Sterling (£).

Transactions and balances

Foreign currency transactions are translated into the functional currency using the spot exchange rates at the dates of the transactions.

At each period end foreign currency monetary items are translated using the closing rate. Non-monetary items measured at historical cost are translated using the exchange rate at the date of the transaction and non-monetary items measured at fair value are measured using the exchange rate when fair value was determined.

Foreign exchange gains and losses resulting from the settlement of transactions and from the translation at period-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in profit or loss except when deferred in other comprehensive income as qualifying cash flow hedges.

2.7 Revenue

Revenue consists of the gross surplus from The Championships, Sport England grant, income from ticketing and hospitality fees from tennis tournaments, commercial and sponsorship income, government grants, advertising income and subscription fees, including venue registration.

2. ACCOUNTING POLICIES (CONTINUED)

2.7 Revenue (continued)

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Group and the revenue can be reliably measured. Revenue is measured as the fair value of the consideration received or receivable, excluding discounts, rebates, value added tax and other sales taxes. The following criteria must also be met before revenue is recognised:

Sale of goods

Revenue from the sale of goods is recognised when all of the following conditions are satisfied:

- the Group has transferred the significant risks and rewards of ownership to the buyer;
- the Group retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the goods sold;
- the amount of revenue can be measured reliably;
- it is probable that the Group will receive the consideration due under the transaction; and
- the costs incurred or to be incurred in respect of the transaction can be measured reliably.

Rendering of services

Revenue from a contract to provide services is recognised in the period in which the services are provided in accordance with the stage of completion of the contract when all of the following conditions are satisfied:

- the amount of revenue can be measured reliably;
- it is probable that the Group will receive the consideration due under the contract;
- the stage of completion of the contract at the end of the reporting period can be measured reliably; and
- the costs incurred and the costs to complete the contract can be measured reliably.

Where a contract has only been partially completed at the Statement of Financial Position date, revenue represents the value of the service provided to date based on a proportion of the total contract value. Where payments are received in advance of services provided, the amounts are recorded as deferred income and included as part of Creditors: amounts falling due within one year.

2.8 Operating leases: the Group as lessee

Leases that do not transfer all the risks and rewards of ownership are classified as operating leases. Rentals paid under operating leases are charged to the Group Income Statement on a straight-line basis over the lease term.

2.9 Government grants

Grants are accounted under the accruals model as permitted by FRS 102. Grants relating to expenditure on tangible fixed assets are credited to profit or loss at the same rate as the depreciation on the assets to which the grant relates. The deferred element of grants is included in creditors as deferred income.

Grants of a revenue nature are recognised in the Group Income Statement in the same period as the related expenditure.

2.10 Interest income

Interest income is recognised in profit or loss using the effective interest method.

2.11 Finance costs

Finance costs are charged to profit or loss over the term of the debt using the effective interest method so that the amount charged is at a constant rate on the carrying amount. Issue costs are initially recognised as a reduction in the proceeds of the associated capital instrument.

2.12 Borrowing costs

All borrowing costs are recognised in profit or loss in the year in which they are incurred.

2. ACCOUNTING POLICIES (CONTINUED)

2.13 Pensions

Defined contribution pension plan

The Group operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the Group pays fixed contributions into a separate entity. Once the contributions have been paid the Group has no further payment obligations.

The contributions are recognised as an expense in profit or loss when they fall due. Amounts not paid are shown in accruals as a liability in the Statement of Financial Position. The assets of the plan are held separately from the Group in independently administered funds.

Defined benefit pension plan

The Group participates within a Local Government Pension Scheme (LGPS), which is a multi- employer funded defined benefit plan for qualifying employees, administered by Nottinghamshire County Council. A defined benefit plan defines the pension benefit that the employee will receive on retirement, usually dependent upon several factors including but not limited to age, length of service and remuneration. A defined benefit plan is a pension plan that is not a defined contribution plan.

The liability recognised in the Statement of Financial Position in respect of the defined benefit plan is the present value of the defined benefit obligation at the end of the reporting date less the fair value of plan assets at the reporting date (if any) out of which the obligations are to be settled.

The defined benefit obligation is calculated using the projected unit credit method. Annually the Group engages independent actuaries to calculate the obligation. The present value is determined by discounting the estimated future payments using market yields on high quality corporate bonds that are denominated in Pound Sterling and that have terms approximating to the estimated period of the future payments ('discount rate').

The fair value of plan assets is measured in accordance with the FRS 102 fair value hierarchy and in accordance with the Group's policy for similarly held assets. This includes the use of appropriate valuation techniques.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to other comprehensive income. These amounts together with the return on plan assets, less amounts included in net interest, are disclosed as 'Remeasurement of net defined benefit liability'.

The cost of the defined benefit plan, recognised in profit or loss as employee costs, except where included in the cost of an asset, comprises:

a) the increase in net pension benefit liability arising from employee service during the period; and

b) the cost of plan introductions, benefit changes, curtailments and settlements.

The net interest cost is calculated by applying the discount rate to the net balance of the defined benefit obligation and the fair value of plan assets. This cost is recognised in profit or loss as a 'finance expense'.

2.14 Current and deferred taxation

The tax expense for the year comprises current and deferred tax. Tax is recognised in profit or loss except that a charge attributable to an item of income and expense recognised as other comprehensive income or to an item recognised directly in equity is also recognised in other comprehensive income or directly in equity respectively.

The current income tax charge is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the reporting date in the countries where the Company and the Group operate and generate income.

2. ACCOUNTING POLICIES (CONTINUED)

2.14 Current and deferred taxation (continued)

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

- the recognition of deferred tax assets is limited to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits; and
- any deferred tax balances are reversed if and when all conditions for retaining associated tax allowances have been met.

Deferred tax balances are not recognised in respect of permanent differences except in respect of business combinations, when deferred tax is recognised on the differences between the fair values of assets acquired and the future tax deductions available for them and the differences between the fair values of liabilities acquired and the amount that will be assessed for tax. Deferred tax is determined using tax rates and laws that have been enacted or substantively enacted by the reporting date.

2.15 Exceptional items

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

2.16 Intangible assets

Intangible assets are initially recognised at cost. After recognition, under the cost model, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

At each reporting date the Group assesses whether there is any indication of impairment. If such indication exists, the recoverable amount of the asset is determined by the higher of its fair value less costs to sell and its value in use. An impairment loss is recognised where the carrying amount exceeds the recoverable amount

All intangible assets are considered to have a finite useful life. If a reliable estimate of the useful life cannot be made, the useful life shall not exceed ten years.

Goodwill

Goodwill represents the difference between amounts paid on the cost of a business combination and the acquirer's interest in the fair value of the Group's share of its identifiable assets and liabilities of the acquiree at the date of acquisition. Subsequent to initial recognition, goodwill is measured at cost less accumulated amortisation and accumulated impairment losses. Goodwill is amortised on a straight-line basis to the Group Income Statement over its useful economic life.

Other intangible assets

Intangible assets are initially recognised at cost. After recognition, under the cost model, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

All intangible assets are considered to have a finite useful life. If a reliable estimate of the useful life cannot be made, the useful life shall not exceed ten years.

The estimated useful lives range as follows:

Computer software	4 - 5 years
Commercial rights	over the contractual period to which they relate

Assets under construction are amortised once their useful lives commence and in accordance with their asset class.

Costs associated with maintaining computer software are recognised as an expense as incurred.

2. ACCOUNTING POLICIES (CONTINUED)

2.16 Intangible assets (continued)

Other intangible assets (continued)

Development costs that are directly attributable to the design and testing of identifiable and unique software products controlled by the Group are recognised as intangible assets when the following criteria are met:

- it is technically feasible to complete the software so that it will be available for use;
- management intends to complete the software and use or sell it;
- there is an ability to use or sell the software;
- it can be demonstrated how the software will generate probable future economic benefits;
- adequate technical, financial and other resources to complete the development and to use or sell the software are available; and
- the expenditure attributable to the software during its development can be reliably measured.

Other development expenditures that do not meet these criteria are recognised as an expense as incurred. Development costs previously recognised as an expense are not recognised as an asset in a subsequent year.

2.17 Tangible assets

Tangible fixed assets under the cost model are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

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

Depreciation is charged so as to allocate the cost of assets less their residual value over their estimated useful lives, using the straight-line method.

The estimated useful lives range as follows:

Land and buildings	10 - 125 years
Motor vehicles	4 years
Furniture, computers and equipment	3 - 20 years

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or if there is an indication of a significant change since the last reporting date.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in profit or loss.

Impairment of tangible fixed assets

At each reporting date the Group assesses whether there is any indication of impairment. If such indication exists, the recoverable amount of the asset is determined which is the higher of its fair value less costs to sell and its value in use. An impairment loss is recognised where the carrying amount exceeds the recoverable amount.

At each Statement of Financial Position date tangible fixed assets not carried at fair value are assessed to determine whether there is an indication that the asset (or asset's cash generating unit) may be impaired. If there is such an indication the recoverable amount of the asset (or asset's cash generating unit) is compared to the carrying amount of the asset (or asset's cash generating unit).

2. ACCOUNTING POLICIES (CONTINUED)

2.17 Tangible assets (continued)

Impairment of tangible fixed assets (continued)

The recoverable amount of the asset (or asset's cash generating unit) is the higher of the fair value less costs to sell and value in use. Value in use is defined as the present value of the future pre-tax and interest cash flows obtainable as a result of the asset's (or asset's cash generating unit) continued use.

The pre-tax and interest cash flows are discounted using a pre-tax discount rate that represents the current market risk free rate and the risks inherent in the asset. If the recoverable amount of the asset (or asset's cash generating unit) is estimated to be lower than the carrying amount, the carrying amount is reduced to its recoverable amount. An impairment loss is recognised in the income statement, unless the asset has been revalued when the amount is recognised in other comprehensive income to the extent of any previously recognised revaluation. Thereafter any excess is recognised in the Group Income Statement.

If an impairment loss is subsequently reversed, the carrying amount of the asset (or asset's cash generating unit) is increased to the revised estimate of its recoverable amount, but only to the extent that the revised carrying amount does not exceed the carrying amount that would have been determined (net of depreciation) had no impairment loss been recognised in prior years. A reversal of an impairment loss is recognised in the Group Income Statement.

2.18 Valuation of investments

Investments in subsidiaries are measured at cost less any provision considered necessary for permanent diminution in value.

Third party investments comprise of shares and stocks and are measured at fair value with movements going through the Group Income Statement. Where fair value cannot be measured reliably, investments are measured at cost less impairment.

2.19 Stocks

Stocks are stated at the lower of cost and net realisable value, being the estimated selling price less costs to complete and sell. Cost is based on the cost of purchase on a first in, first out basis. Work in progress and finished goods include labour and attributable overheads.

At each reporting date, stocks are assessed for impairment. If stock is impaired, the carrying amount is reduced to its selling price less costs to complete and sell. The impairment loss is recognised immediately in profit or loss.

2.20 Cash and cash equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

In the Group Statement of Cash Flows, cash and cash equivalents are shown net of bank overdrafts that are repayable on demand and form an integral part of the Group's cash management.

The Group's cash equivalents include: short-term deposits with a maturity period equalling 3 months or less since acquisition; uninvested cash held by fund managers and money market funds. Cash equivalents represents funds that LTA utilises to meet its day-to-day obligations.

2.21 Provisions for liabilities

Provisions are recognised when an event has taken place that gives rise to a legal or constructive obligation, a transfer of economic benefits is probable and a reliable estimate can be made.

2. ACCOUNTING POLICIES (CONTINUED)

2.21 Provisions for liabilities (continued)

Provisions are measured as the best estimate of the amount required to settle the obligation, taking into account the related risks and uncertainties. Increases in provisions are generally charged as an expense to profit or loss.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations might be small. In particular:

- restructuring provisions are recognised when the Group has a detailed, formal plan for the restructuring and has raised a valid expectation in those affected by either starting to implement the plan or announcing its main features to those affected and therefore has a legal or constructive obligation to carry out the restructuring; and
- provision is not made for future operating losses.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as a finance cost.

2.22 Contingent liabilities

Contingent liabilities are not recognised, except those acquired in a business combination. Contingent liabilities arise as a result of past events when (i) it is not probable that there will be an outflow of resources or that the amount cannot be reliably measured at the reporting date or (ii) when the existence will be confirmed by the occurrence or non-occurrence of uncertain future events not wholly within the Group's control. Contingent liabilities are disclosed in the financial statements unless the probability of an outflow of resources is remote.

2.23 Financial instruments

The Group has elected to apply the provisions of Section 11 "Basic Financial Instruments" of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the Group's Statement of Financial Position when the Group becomes party to the contractual provisions of the instrument.

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

Basic financial assets

Basic financial assets, which include trade and other debtors, cash and bank balances, are initially measured at their transaction price (adjusted for transaction costs except in the initial measurement of financial assets that are subsequently measured at fair value through profit and loss) and are subsequently carried at their amortised cost using the effective interest method, less any provision for impairment, unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest.

Discounting is omitted where the effect of discounting is immaterial. The Group's cash and cash equivalents, trade and most other debtors due with the operating cycle fall into this category of financial instruments.

2. ACCOUNTING POLICIES (CONTINUED)

2.23 Financial instruments (continued)

Other financial assets

Other financial assets, which includes investments in equity instruments which are not classified as subsidiaries, associates or joint ventures, are initially measured at fair value, which is normally the recognised transaction price. Such assets are subsequently measured at fair value with the changes in fair value being recognised in the profit or loss. Where other financial assets are not publicly traded, hence their fair value cannot be measured reliably, they are measured at cost less impairment.

Impairment of financial assets

At the end of each reporting period financial assets measured at amortised cost are assessed for objective evidence of impairment. If an asset is impaired the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in profit or loss.

Financial assets are impaired when events, subsequent to their initial recognition, indicate the estimated future cash flows derived from the financial asset(s) have been adversely impacted. The impairment loss will be the difference between the current carrying amount and the present value of the future cash flows at the asset's original effective interest rate.

If there is a favourable change in relation to the events surrounding the impairment loss then the impairment can be reviewed for possible reversal. The reversal will not cause the current carrying amount to exceed the original carrying amount had the impairment not been recognised. The impairment reversal is recognised in the profit or loss.

Financial liabilities

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

Basic financial liabilities, which include trade and other creditors, bank loans, other loans and loans due to fellow group companies are initially measured at their transaction price (adjusting for transaction costs except in the initial measurement of financial liabilities that are subsequently measured at fair value through profit and loss). When this constitutes a financing transaction, whereby the debt instrument is measured at the present value of the future payments discounted at a market rate of interest, discounting is omitted where the effect of discounting is immaterial.

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

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

Derecognition of financial assets

Financial assets are derecognised when their contractual right to future cash flow expire, or are settled, or when the Group transfers the asset and substantially all the risks and rewards of ownership to another party. If significant risks and rewards of ownership are retained after the transfer to another party, then the Group will continue to recognise the value of the portion of the risks and rewards retained.

2. ACCOUNTING POLICIES (CONTINUED)

2.23 Financial instruments (continued)

Derecognition of financial liabilities

Financial liabilities are derecognised when the Group's contractual obligations expire or are discharged or cancelled.

2.24 Employee benefits

The Company provides a range of benefits to employees, including paid holiday arrangements.

(i) Short-term benefits

Short-term benefits, including holiday pay and other similar non-monetary benefits, are recognised as an expense in the year in which the service is received.

(ii) Long-term benefits

Amounts payable under the long-term incentive scheme are dependent on performance targets. Members of the scheme are key management personnel employees (and include the directors) who are required to remain in employment with the Group to receive any payment. The Group does not set aside assets to fund the payments and pays the benefits out of cash resources. A liability for the plan is raised on the estimated amount payable in terms of the incentive scheme.

(iii) Termination benefits

Termination benefits are recognised as an expense in the year in which the benefits are provided to the employees or are expensed and accrued when the Group has committed to make payments in the future. If there is an uncertainty about the number of employees who will accept an offer of termination benefits, the contingent liabilities are disclosed unless the possibility of an outflow in settlement is remote.

(iv) Pension costs

Contributions payable to defined contribution schemes are charged to the income statement in the year to which they relate.

The Group participates within the Local Government Pension Scheme (LGPS), which is a multi- employer funded defined benefit plan for qualifying employees, administered by Nottinghamshire County Council. A defined benefit plan defines the pension benefit that the employee will receive on retirement, usually dependent upon several factors including age, length of service and remuneration. A defined benefit plan is a pension plan that is not a defined contribution plan. Contributions to defined benefit schemes are accounted for in line with the above disclosed policy.

2.25 Concessionary loans

Concessionary loans made are initially measured at the amount paid. In subsequent years, the carrying amount of concessionary loans is adjusted to reflect any accrued interest payable or receivable.

To the extent that a loan that has been made is irrecoverable, an impairment loss is recognised in the Group Income Statement.

2.26 Amendments to FRS 102

The following amendments to FRS 102 (issued in July 2015) have been adopted by the Group in the financial statements.

(i) Amendments to Section 4: Statement of Financial Position:

The Group has adopted the amendments to para 4.2 of FRS 102. The Group has chosen to apply IFRS format in presenting the Statement of Financial Position. The terminology has been changed as per IFRS. The presentational change has no such material impact in the Group's financial statements.

2. ACCOUNTING POLICIES (CONTINUED)

2.26 Amendments to FRS 102 (continued)

(ii) Amendments to Section 5: Income Statement and Statement of Comprehensive Income

The Group has adopted the amendments to para 5.10 of FRS 102. The Group has chosen to apply IFRS format in presenting the Income Statement and Statement of Comprehensive Income. The terminology has been changed as per IFRS. The presentational change has no such material impact in the Group's financial statements.

(iii) Amendments to Section 18: Intangible assets including goodwill:

The Group has adopted the amendments to para 18.19 and 18.20 of FRS 102. The amendments to para 18.19 clarifies if an entity is unable to make a reliable estimate of the useful life of an intangible asset, the useful life limit should not exceed ten years. As the Group does not have any intangible assets with indefinite useful life, the application of amendments has no material impact on the disclosures or on the amounts recognised in the Group's financial statements.

(iv) Amendments to Section 27: Impairment of assets

The Group has adopted the amendments to para 27.31 of FRS 102. The amendments to para 27.31 clarify the removal of hierarchy for reversing impairment charges, with the entity no longer required to allocate the amount of impairment reversal in a particular order. This is largely due to the fact that goodwill impairment reversals are no longer permitted under FRS 102. As the Group does not have any impairment charges that qualify for reversal, the application of amendments has no material impact on the disclosures or on the amounts recognised in the Group's financial statements.

(v) Amendments to Section 33: Related party disclosures

The Group has adopted the amendments to para 33.2(viii) of FRS 102. The amendments clarify the increase in scope of related parties by including an entity, or any member of a group of which it is a part, that provides key management personnel services to the reporting entity or to the parent of the reporting entity, as being a related entity.

As the Group already discloses all of its parent-subsidiary relationships in the Notes to the Financial Statements, the application of amendments has no material impact on the disclosures or on the amounts recognised in the Group's financial statements.

2.27 Exemptions for qualifying entities under FRS 102

As the Company is a member of the Group whose financial statements are publicly available it meets the exemption for qualifying entities defined by FRS 102. As a qualifying entity its is entitled to certain disclosure exemptions, subject to certain conditions that have been complied with, including notification of and no objection to, the use of exemptions by the Company's members. The Company has taken advantage of the following exemption:

- from preparing a statement of cash flows, on the basis that the Group Statement of Cash Flows, included in these financial statements, includes the Company's cash flows.

3. JUDGMENTS IN APPLYING ACCOUNTING POLICIES AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In applying the Company's accounting policies, the Directors are required to make judgements, estimates and assumptions in determining the carrying amounts of assets and liabilities. The directors' judgements, estimates and assumptions are based on the best and most reliable evidence at the time when the decisions are made, and are based on historical experience and other factors that are considered to be applicable. Due to the inherent subjectivity involved in making such judgements, estimates and assumptions, the actual results and outcomes may differ.

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

Judgements in applying the Group's accounting policies

The judgements that the Directors have made in the process of applying the Group's accounting policies that have the most significant effect on the amounts recognised in the financial statements are discussed below:

(i) Assessing indicators and impairment

In assessing whether there have been any indicators or impairment of assets, the Directors have considered both external and internal sources of information such as market conditions, counterparty credit ratings and experience of recoverability. There have been no indicators of impairment identified during the current financial year.

Key sources of estimation uncertainty

The key assumptions concerning the future, and other key sources of estimation uncertainty that have a significant risk of causing material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

(ii) Recoverability of receivables

The Company establishes a provision for receivables that are estimated not to be recoverable. When assessing recoverability, the Directors consider factors such as the ageing of receivables, past experience and recoverability, and the credit profile of the individual or groups of customers.

(iii) Determining residual values and useful economic lives of tangible and intangible assets

The Company depreciates tangible assets and amortises intangible assets over their estimated useful lives. The estimation of the useful lives is based on historical performance as well as expectations of future use and therefore requires estimates and assumptions to be applied by management. The actual lives of these assets can vary depending on a variety of factors, including technological innovation, product life cycles and maintenance programmes. Judgement is applied by management when determining the residual values for tangible and intangible assets. When determining the residual value, management aim to assess the amount that the Company would currently obtain for the disposal of the asset, if it were already of the condition expected at the end of its useful economic life. Where possible this is done with reference to external market prices.

4. TURNOVER

Revenue arises materially from trading activities in the UK. Revenue is earned from the participation of Great Britain teams in Davis Cup and Billie Jean King Cup ties overseas, however this is immaterial.

	2024	2023
		As represented
	£000	£000
Analysis of revenue by category:		
Rendering of services	**94,712**	89,125
Grant income	**7,764**	19,326
	102,476	108,451
Analysis of revenue by subcategory:		
Surplus from The Championships	**50,418**	49,282
Commercial	**10,618**	9,161
LTA Grass Court Major Events	**22,372**	20,003
Other Major Events	**5,087**	5,689
Parks Tennis Project Grant	**5,164**	16,726
Sport England revenue and other grants	**2,600**	2,600
Other revenue	**6,217**	4,990
	102,476	108,451

Major Events has been split in the current year between LTA Grass Court Major Events and Other Major Events to further reflect the operational functions and to provide a consistent and transparent representation of both income across the event calendar.

Additionally, Grass Court Support and Officiating revenues from the Championships is presented within LTA Grass Court Major Events and Other Major Events respectively to match the investment for which this income is received.

5. OPERATING LOSS

The operating loss is stated after charging:

	2024 £000	2023 £000
Amortisation of intangible fixed assets (note 13)	**4,107**	3,574
Depreciation of tangible fixed assets (note 14)	**2,522**	2,282
Loss on disposal of fixed assets	**82**	36
Operating lease and other hire charges:		
- Plant and machinery	**28**	27
- Motor vehicles	**116**	152
Auditors' remuneration (see note 6)	**255**	274

6. AUDITORS' REMUNERATION

During the year, the Group obtained the following services from the Company's auditors and their associates:

	2024 £000	2023 £000
Fees payable to the Company's auditors and their associates for the audit of the group and parent Company's financial statements	**116**	112
Fees payable to the Company's auditors and their associates in respect of:		
The auditing of subsidiary companies	**8**	7
Taxation compliance services	**93**	120
All non-audit services not included above	**38**	35

The Audit Committee has agreed with the Group's auditors that the auditor's liability for damages for breach of duty in relation to the audit of the Group's financial statements for the year to 31 December 2024 may be limited to the greater of £5 million or 5 times the auditor's fees, and that in any event the auditor's liability for damages may be limited to that part of any loss suffered by the Group as is just and equitable having regard to the extent to which the auditor, the Group and any third parties are responsible for the loss in question. The members resolved to waive the need for approval by the members of the company of this liability limitation agreement, as permitted in terms of the Companies Act 2006, by a resolution dated 23rd May 2024.

7. EMPLOYEES

Staff costs, including directors' remuneration, were as follows:

	Group 2024 £000	Group 2023 £000
Wages and salaries	**22,063**	21,350
Social security costs	**2,599**	2,511
Other pension costs	**1,537**	1,345
	26,199	25,206

Staff costs of the Group are stated net of £466k (2023: £439k) of costs which have been capitalised as intangible fixed assets.

The average monthly number of employees, including the directors, during the year was as follows:

	2024 No.	2023 No.
Participation	**115**	119
Performance	**63**	63
Commercial, major events and marketing	**71**	68
Business support and governance	**101**	101
	350	351

The Participation headcount has decreased by 4 offset by an increase of 3 in Commercial, major events and marketing primarily due to the reorganisation of the former business area and recognition that the ongoing Parks investment project was reducing as current renovation plans were due to be complete in the first half of 2025, as well as extra resources required to cover the new 2025 events calendar.

In addition to the above, the average number of casual workers on the Flexible Talent Bank during 2024 was 18 (2023: 27), reflecting the greater choice and flexibility LTA is offering since the pandemic.

The Company had no (2023: Nil) employees.

8. DIRECTORS' REMUNERATION

	2024 £000	2023 £000
Directors' remuneration:		
Aggregate remuneration	936	896
Aggregate amounts accruing under long-term incentive scheme	199	164
Company pension contributions to money purchase scheme	22	22
Aggregate emoluments	**1,157**	1,082
Highest paid director		
Aggregate remuneration	638	610
Aggregate amounts accruing under long-term inventive scheme	148	124
***Aggregate emoluments**	**786**	734

The aggregate emoluments were paid to 2 (2023: 2) directors, both of whom were employed for the whole of 2024 (2023: 2). Retirement benefits are accruing to one (2023: one) director under a money purchase scheme.

Amounts accruing under the long-term incentive scheme are dependent on performance targets. Directors are required to remain in employment with the Group to receive any payment. Amounts are accrued and were unpaid in 2024. The total amounts accrued are included within Note 26. Provisions.

*Aggregate emoluments includes all remuneration receivable to the highest paid director, including a pension allowance.

9. INTEREST RECEIVABLE AND SIMILAR INCOME

	2024 £000	2023 £000
Bank and other interest receivable	**285**	270
	285	270

10. INTEREST PAYABLE AND SIMILAR EXPENSES

	2024 £000	2023 £000
Interest payable on DCMS loan	**251**	282
	251	282

11. TAX ON LOSS

	2024 £000	2023 £000
Corporation tax		
Current tax on profits for the year	**927**	909
Adjustments in respect of previous periods	**1**	(5)
	928	904
Double taxation relief	**(549)**	(521)
	379	383
Foreign tax		
Foreign tax on income for the year	**549**	521
	549	521
Total current tax	**928**	904
Deferred tax		
Origination and reversal of timing differences	**304**	163
Effect of future corporation tax changes	**-**	10
Adjustments in respect of previous years	**1,159**	(84)
Total deferred tax	**1,463**	89
Tax on loss	**2,391**	993

The main rate of corporation tax to 31 March 2023 was 19%. From 1 April 2023, the UK corporation tax rate increased to 25% on taxable profits over £250k, 19% for taxable profits below £50k and a hybrid rate for taxable profits between £50k and £250k. The rates above represent the average rate of UK corporation tax payable on taxable profits accrued evenly over the year.

11. TAX ON LOSS (CONTINUED)

Factors affecting tax charge for the year

The tax assessed for the year is the same as (2023 - higher than) the standard rate of corporation tax in the UK of 25% (2023 - 23.52%). The differences are explained below:

	2024 £000	2023 £000
Loss on ordinary activities before tax	**(2,156)**	(1,172)
Loss on ordinary activities multiplied by standard rate of corporation tax in the UK of 25% (2023 - 23.52%)	**(539)**	(276)
Effects of:		
Expenses not deductible for tax purposes	**1,328**	1,835
Deferred tax on FRS102 adjustment	**954**	(93)
Overseas tax	**549**	521
Double taxation relief	**(549)**	(521)
Non-taxable income	**(587)**	(229)
Capital gains	**654**	9
Adjustments in respect of prior periods	**1,160**	(89)
Deferred tax not recognised	**(122)**	4
Effect of future corporation tax rate changes	**-**	10
Revaluation of fixed asset investments	**(457)**	(178)
Total tax charge for the year	**2,391**	993

12. EXCEPTIONAL ITEMS

	2024 £000	2023 £000
Fines/(rebates)	**-**	(690)
	-	(690)

Exceptional income in 2023 represents a rebate received in relation to the fines imposed on LTA by the Association of Tennis Professionals (ATP) and Women's Tennis Association (WTA) for excluding Russian and Belarusians from the tournaments in 2022

13. INTANGIBLE ASSETS

Group

	Commercial rights £000	Assets under construction £000	Computer software £000	Goodwill £000	Total £000
Cost					
At 1 January 2024	2,080	1,267	17,656	329	21,332
Additions	-	399	2,514	-	2,913
Additions - internal	-	74	393	-	467
Disposals	-	-	(384)	-	(384)
Transfer	-	(1,267)	1,267	-	-
At 31 December 2024	2,080	473	21,446	329	24,328
Accumulated amortisation					
At 1 January 2024	2,080	-	8,338	329	10,747
Charge for the year on owned assets	-	-	4,107	-	4,107
On disposals	-	-	(330)	-	(330)
At 31 December 2024	2,080	-	12,115	329	14,524
Net book value					
At 31 December 2024	-	473	9,331	-	9,804
At 31 December 2023	-	1,267	9,318	-	10,585

13. INTANGIBLE ASSETS (CONTINUED)

Company

	Commercial rights £000
Cost	
At 1 January 2024	2,080
At 31 December 2024	2,080
Accumulated amortisation	
At 1 January 2024	2,080
At 31 December 2024	2,080
Net book value	
At 31 December 2024	-
At 31 December 2023	-

Commercial Rights consist of The Queen's Club Championships ATP 500 sanction. LTA acquired this sanction in 2014 at a cost of £2,080k following the upgrade of The Queen's Club Championships. This cost was being amortised in line with the accounting policy for intangible assets to 2024, resulting in a net book value at 31 December 2024 of £Nil (2023: £Nil).

14. TANGIBLE ASSETS

Group

	Land & buildings £000	Furniture, computers & equipment £000	Motor vehicles £000	Total £000
Cost or valuation				
At 1 January 2024	42,321	16,614	76	59,011
Additions	738	1,103	43	1,884
Disposals	(78)	(6,495)	-	(6,573)
At 31 December 2024	42,981	11,222	119	54,322
Accumulated depreciation				
At 1 January 2024	12,044	12,193	66	24,303
Charge for the year on owned assets	1,260	1,239	23	2,522
Disposals	(53)	(6,492)	-	(6,545)
At 31 December 2024	13,251	6,940	89	20,280
Net book value				
At 31 December 2024	29,730	4,282	30	34,042
At 31 December 2023	30,277	4,421	10	34,708

During the year, the Group disposed of software with an original cost of £5.6m and a net book value of £nil. The software costs were capitalised as tangible fixed assets due to the fact they were critical for the operation of certain hardware. In recent years, LTA Group has prudently retained these assets on the Statement of Financial Position due to their continued integration into certain hardware. However, following the implementation of a new CRM (Salesforce) system in recent years, there is no remaining reliance on the software, and so these assets have been disposed.

The Company does not hold any tangible fixed assets (2023: £Nil).

The net book value of land and buildings may be further analysed as follows:

	2024 £000	2023 £000
Long leasehold	29,730	30,277
	29,730	30,277

15. FIXED ASSET INVESTMENTS

Group

	Third party investments £000
Cost or valuation	
At 1 January 2024 (as restated)	59,256
Additions	41,661
Disposals	(54,258)
Other movements	1,472
Revaluations	228
At 31 December 2024	48,359

Included in disposals above is an amount of £1,939k in UK government gilts transferred to current asset investments due to the proximity of maturity date to the year ended 31 December 2024.

Company

	Investments in subsidiaries £000	Third party investments £000	Total £000
Cost or valuation			
At 1 January 2024 (as restated)	11,796	27,650	39,446
Additions	-	30,898	30,898
Disposals	-	(32,336)	(32,336)
Other movements	-	862	862
Revaluations	-	(37)	(37)
At 31 December 2024	11,796	27,037	38,833

15. FIXED ASSET INVESTMENTS (CONTINUED)

Subsidiary undertakings

The subsidiaries below are all incorporated in England and Wales, were directly or indirectly wholly owned by Lawn Tennis Association Limited at 31 December 2024 and each has its registered office at The National Tennis Centre, 100 Priory Lane, Roehampton, London, SW15 5JQ.

The following were subsidiary undertakings of the Company:

Name	Principal activity	Class of shares
LTA Developments Limited	Manages tennis developments on behalf of the LTA	Ordinary (Indirect)
LTA Events Limited	Non-trading entity (Dormant)	Ordinary (Indirect)
LTA Ground Limited	Non-trading entity	Ordinary (Indirect)
LTA Holdings Limited	Holding company for the Group's subsidiaries before Lawn Tennis Association Limited	Ordinary (Direct)
LTA Nominees Limited	Nominee company for the LTA	Ordinary (Direct)
LTA Operations Limited	Main trading entity for the group	Ordinary (Direct)
LTA Property Limited	Holding company for the land and buildings of the Group	Ordinary (Direct)
LTA Services Limited	Provides manpower services	Ordinary (Indirect)
LTA Tennis Foundation	Independent charity to promote community participation through grant and loan funding	N/A*
The Tennis Foundation (Legacy)	Independent charity to promote community participation through grant funding	N/A*
Local Tennis Leagues Limited	Organises park tennis leagues throughout Great Britain, Channel Islands and Isle of Man	Ordinary (Indirect)
Tennis GB Limited	Non-trading entity	Ordinary (Indirect)
TF Enterprises Limited	Trading entity of LTA Tennis Foundation	Ordinary (Indirect)

*LTA Operations Limited is the sole member of LTA Tennis Foundation (charity number 1148421) and The Tennis Foundation (Legacy) (charity number 298175). LTA Operations Limited is considered to exert control over the charities and as such they are treated as wholly owned subsidiaries within LTA Group and their results are included within these financial statements.

The directors believe that the carrying value of investments is supported by the underlying net assets.

16. LAWN TENNIS ASSOCIATION

The Statement of Comprehensive Income and Statement of Financial Position of the unincorporated entity Lawn Tennis Association are included in the Group financial statements and are provided below on the grounds that they are treated as a quasi-subsidiary.

Statement of Comprehensive Income	2024 £000	2023 £000
Results for the financial year	-	-

Statement of Financial Position	2024 £000	2023 £000
Cash at bank and in hand	1,227	1,227
Creditors falling due within one year	(4)	(4)
Net assets	**1,223**	1,223

17. STOCKS

	Group 2024 £000	Group 2023 £000
Finished goods and goods for resale	340	591
	340	591

There is no material difference between the replacement cost of the inventory and its carrying amount.

18. DEBTORS

	Group 2024 £000	Group 2023 £000	Company 2024 £000	Company 2023 £000
Due after more than one year				
Other debtors	**9,689**	10,532	**-**	-
Prepayments and accrued income	**5,903**	6,037	**-**	-
Deferred tax asset	**-**	1,382	**6**	-
	15,592	17,951	**6**	-

	Group 2024 £000	Group 2023 £000	Company 2024 £000	Company 2023 £000
Due within one year				
Trade debtors	**1,952**	4,161	**-**	-
Amounts owed by group undertakings	**-**	-	**101,759**	116,495
Other debtors	**2,575**	2,462	**-**	6
Prepayments and accrued income	**3,823**	4,488	**-**	-
Amounts owed by The Championships	**29,853**	28,754	**-**	-
	38,203	39,865	**101,759**	116,501

Trade debtors are stated net of a bad debt provision totalling £nil (2023: £184k).

Amounts owed by group undertakings represent intercompany loans that are measured at cost, interest free and repayable on demand.

Amounts owed by The Championships include amounts owed by the All England Lawn Tennis Club (AELTC) in respect of the 2024 surplus on The Championships, Wimbledon. The annual surplus is interest free and measured at cost.

Included within other debtors due within one year is £1,962k (2023: £1,740k) and £7,218k (2023: £7,839k) included within other debtors due after more than one year are concessionary loans. These are interest free loans issued by the Group to clubs, parks, schools and indoor facilities to improve tennis facilities. The majority of loans are repayable over 3-10 years and are recorded net of a bad debt provision totalling £1,765k (2023: £1,527k).

18. DEBTORS (CONTINUED)

Included within other debtors due within one year is £534k (2023: £385k) and £2,470k (2023: £2,666k) included within other debtors due after more than one year are amounts repayable over a 20 year period, that commenced in 2005, from The West Hants Club (formerly The West Hants Lawn Tennis Company (Bournemouth) Limited for loans that assisted with the development of the club. In 2006 a moratorium was agreed, deferring the instalments due in the calendar years 2007 and 2008, thus extending the repayment period to 22 years. In 2010 it was agreed to extend the repayment period to 30 years and repayments are being made on this basis. The club was given a loan repayment holiday in 2021 during the COVID-19 pandemic and as a result there is £71k outstanding from the club in relation to that period.

Included within other debtors due within one year is £13k (2023: £27k) and £Nil (2023: £299k) included within other debtors due after more than one year are hardship loans to venues and coaches. Hardship loans are stated net of a bad debt provision totalling £327k (2023: £318k).

19. CURRENT ASSET INVESTMENTS

	Group 2024 £000	Group As restated 2023 £000	Company 2024 £000	Company As restated 2023 £000
Money market funds	**30,521**	13,036	**14,860**	2
Short-term deposits	**10,058**	-	**-**	-
UK government gilts	**1,991**	2,031	**-**	-
	42,570	15,067	**14,860**	2

Investments in UK government gilts have fixed coupon rates at 0.125%–2.0% (2023: 0.125%–2.75%) and mature between 31 January 2025 and 22 October 2030 (2023: 31 January 2024 and 22 October 2030).

Money market funds are placed in UK sterling denominated listed funds whose objective is to invest in a diversified range of short-term instruments, with the aim of maintaining capital value and liquidity whilst producing a return to the investor in line with money market rates. At 31 December 2024 the 30 day yield on these funds was between 4.64% and 4.75% and the weighted average maturity of the funds was between 36 and 41 days.

Investments in short term deposits have an original maturity of 7 months or less. At the Statement of Financial Position date, the average maturity of the deposits was 2.3 months (2023: 0 months). The average interest rate was 3.27% (2023: 0%). Of the total short-term deposits, £7,023k (2023: £Nil) is included in cash and cash equivalents due to having a maturity period of 3 months or less from the date of acquisition.

20. CASH AT BANK AND IN HAND

	Group 2024 £000	Group 2023 £000	Company 2024 £000	Company 2023 £000
Cash at bank and in hand	**2,500**	15,675	**138**	324
	2,500	15,675	**138**	324

As at 31 December 2024, £nil (2023: £3,935k) of the cash balance had been received from DCMS and to be used towards the provision of the parks project in 2025. During 2024, LTA rearranged an overdraft facility of £10m (2023: £10m), secured against its fixed asset investments, to mitigate any unexpected fluctuations in its forecast working capital. Following the year end, the overdraft facility had been reduced to £5m.

The terms of the overdraft included an arrangement fee at 0.25% of the facility and interest is charged at 2.5% above base rate on the amount drawn down.

21. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group 2024 £000	Group 2023 £000	Company 2024 £000	Company 2023 £000
DCMS loan	**1,846**	1,855	**-**	-
Trade creditors	**2,948**	702	**-**	-
Corporation tax	**366**	381	**18**	-
Other taxation and social security	**4,079**	2,705	**-**	-
Other creditors	**4**	200	**-**	-
Accruals and deferred income	**23,499**	22,516	**-**	24
	32,742	28,359	**18**	24

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

	Group 2024 £000	Group 2023 £000
DCMS loan	**9,831**	11,619
	9,831	11,619

23. LOANS

Analysis of the maturity of loans is given below:

	Group 2024 £000	Group 2023 £000
Amounts falling due within one year		
DCMS loan	**1,846**	1,855
	1,846	1,855
Amounts falling due 2-5 years		
DCMS loan	**7,150**	7,150
	7,150	7,150
Amounts falling due after more than 5 years		
DCMS loan	**2,681**	4,469
	2,681	4,469
	11,677	13,474

During 2021, LTA received a loan of £14.3m from the Department of Digital, Culture, Media and Sport (DCMS) as part of the Government's 2020 COVID Sport Winter Survival Package.

The terms of the loan include an arrangement fee at 0.5% of the facility and interest charged at 2%; biannual repayments of equal value commenced on 30 September 2023 until the full loan and interest has been repaid on 31 March 2031.

24. FINANCIAL INSTRUMENTS BY CATEGORY

The Group and Company's financial instruments can be analysed as follows:

	Group 2024 £000	Group As restated* 2023 £000	Company 2024 £000	Company As restated* 2023 £000
Financial assets				
Financial assets measured at amortised cost	**58,425**	63,734	**101,898**	116,891
Financial assets measured at fair value (Note 15 & 19)	**80,872**	74,323	**41,898**	27,652
Financial liabilities				
Financial liabilities measured at amortised cost	**25,455**	29,066	**-**	23

*The 2023 financial assets at amortised cost have been restated to include cash at bank and in hand which was excluded in error.

Financial assets measured at fair value through the Income Statement comprise of third party investments.

Financial assets measured at amortised cost comprise cash at bank and in hand, trade debtors, amounts owed by group undertakings, amounts owed by The Championships, other debtors and accrued income.

Financial liabilities measured at amortised cost comprise DCMS loans, trade creditors, other creditors and accruals.

25. DEFERRED TAXATION

Group

	2024 £000	2023 £000
At beginning of year	**1,382**	1,471
Charged to profit or loss	**(1,463)**	(89)
At end of year	**(81)**	1,382

Company

	2024 £000	2023 £000
At beginning of year	**(637)**	(507)
Charged to profit or loss	**643**	(130)
At end of year	**6**	(637)

The deferred tax asset is made up as follows:

	Group 2024 £000	Group 2023 £000	Company 2024 £000	Company 2023 £000
Accelerated capital allowances	**881**	2,359	**6**	(637)
Short-term timing differences	**(26)**	6	**-**	-
Pension surplus	**(936)**	(995)	**-**	-
FRS 102 adjustment	**-**	12	**-**	-
	(81)	1,382	**6**	(637)

26. OTHER PROVISIONS

Group

	Long-term incentive scheme	Legal expenses	Total
	£000	**£000**	**£000**
At 1 January 2024	**919**	**25**	**944**
Charged to profit or loss	**377**	**24**	**401**
Utilised in year	**(778)**	**(25)**	**(803)**
At 31 December 2024	**518**	**24**	**542**

Other provisions include legal expenses, and the amounts payable under the long-term incentive scheme. Amounts payable under the scheme are dependent on performance targets; key management personnel (including the directors) are required to remain in employment with the Group to receive the cash payment. The Group does not set aside assets to fund the payments and pays the benefits out of cash resources.

27. RESERVES

Other reserves

Other reserves represented the balance of consideration in respect of the sale of LTA's holding in The All-England Lawn Tennis Ground PLC (AELTG) in 2013. In 2023, the balance in its entirety was transferred to the profit and loss account.

Retained earnings

The retained earnings account includes all current and prior periods retained profits and losses.

28. PRIOR YEAR RESTATEMENT

Group Statement of Cash Flows

The Group Statement of Cashflows has been restated in the prior year to correctly present money market funds to the total of £13,036k within cash equivalents. Simultaneously, invested cash held by fund managers of £910k has been removed from the cash equivalents balance to now only include uninvested amounts. Lastly, UK government gilts maturing in less than 3 months from the prior year end has been removed totalling £1,024k. The net effect is to increase disclosed cash equivalents in 2023 by £11,102k.

The restatement means that balances presented within cash equivalents correctly reflect the purpose of the funds. Cash equivalents now represents funds that LTA utilises to meet its day-to-day obligations.

This has resulted in an increase in cash and cash equivalents from £18,486k to £29,588k. Similarly, the effect on the 2022 cash and cash equivalents presented in the statement of cash flows increased from £29,846k to £47,278k. The net movement between the restated cash equivalents in the prior year of £6,330k increases the net cash used in investing activities from £12,848k to £19,178k.

Additionally, the presentation of Cash flows from investing activities has been adjusted to net off 'proceeds from sale of investments ('proceeds')' and 'purchase of investments ('purchases')' into one line, 'net withdrawals from investments'. Had the presentation not been adjusted, the gross figures for the current year would be £73,169k and (£65,546k) for proceeds and purchases respectively and £29,594k and (£45,074k) for the prior year.

Group Statement of Financial Position

The Group Statement of Financial Position has been restated in the prior year to move money market funds to the total of £13,036k from Fixed asset investments to Current asset investments. The adjustment has been made to correctly reflect the liquidity of these funds.

The resultant effect is to increase Current asset investments from £2,031k to £15,067k and decrease fixed asset investments from £72,292k to £59,256k. The net asset position is unchanged.

28. PRIOR YEAR RESTATEMENT (CONTINUED)

Company Statement of Financial Position

The Company Statement of Financial Position has been restated in the prior year to move money market funds to the total of £2k from Fixed asset investments to Current asset investments. The adjustment has been made to better reflect the liquidity of these funds.

The prior year restatement can be summarised as follows:

	At 31 December 2023 (As disclosed)	Adjustment	At 31 December 2023 (As restated)
Group	**£,000**	**£,000**	**£,000**
Impact on the Group Statement of Financial Position			
Cash at bank and in hand	15,675	-	**15,675**
Fixed asset investments	72,292	(13,036)	**59,256**
Current asset investments	2,031	13,036	**15,067**
Net current assets	47,754	13,036	**60,790**
Net assets	152,755	-	**152,755**
Impact on Statement of Cash Flows			
Cash and cash equivalents b/fwd	29,846	17,432	**47,278**
Net cash used in investing activities	(12,848)	(6,330)	**(19,178)**
Cash and cash equivalents c/fwd	18,486	11,102	**29,588**
Company			
Impact on the Company Statement of Financial Position			
Cash at bank and in hand	324	-	**324**
Fixed assets investments	39,448	(2)	**39,446**
Current asset investments	-	2	**2**
Net current assets	116,801	2	**116,803**
Net assets	155,612	-	**155,612**

29. CONTINGENT LIABILITIES

As disclosed in the Fixed asset investments note, the Company has taken advantage of the exemption available under Section 479A of the Companies Act 2006 in respect of the requirement for audit of certain 100% owned subsidiaries. The Company guarantees the liabilities of the relevant companies at the end of the year until those liabilities have been settled in full. The contingent liability at the year-end was £42,332k (2023: £35,683k). The 2023 comparative has been restated by £7,122k to include DCMS loan, exclude LTA TF liabilities and incorporate tax adjustments.

Subsidiary undertaking	Nature of activities
LTA Developments Limited	Manages tennis developments on behalf of LTA
LTA Ground Limited	Non-trading entity
LTA Holdings Limited	Holding company for the Group's subsidiaries before Lawn Tennis Association (unincorporated)
LTA Events Limited	Non-trading entity
LTA Operations Limited	Main trading entity of the Group
LTA Property Limited	A holding company for land and buildings in the group
LTA Services Limited	Provides manpower services
The Tennis Foundation (Legacy)	Independent charity to promote community participation through grant funding
Local Tennis Leagues Limited	Organises park tennis leagues throughout Great Britain, Channel Islands and Isle of Man
Tennis GB Limited	Non-trading entity

30. OTHER RESERVES

	Group 2024 £000	Group 2023 £000	Company 2024 £000	Company 2023 £000
At 1 January	-	47,089	-	-
Charged to the Income Statement	-	(4,372)	-	-
Reserves transfer	-	(42,717)	-	-
At 31 December	-	-	-	-

In the prior years other reserves represented the balance of consideration in respect of the sale of LTA's holding in The All England Lawn Tennis Ground PLC (AELTG) in 2013. In 2023, the balance in other reserves was transferred to retained earnings.

31. PENSION COMMITMENTS

The Company participates within the Local Government Pension Scheme (LGPS), which is a multi-employer funded defined benefit plan for qualifying employees, administered by Nottinghamshire County Council. The scheme is closed to new entrants. The assets of the scheme are held in separate trustee administered funds to meet the long term pension liabilities to past and present employees. The trustees of the fund are required to act in the best interest of the fund's beneficiaries, which includes management of risks and appropriate investment of the scheme assets to generate returns. The appointment of trustees to the fund is determined by the scheme's governing documents and are completely independent of the Company.

The scheme exposes the Company to actuarial risks such as investment risk, interest rate risk, longevity risk and salary risk. Current contributions are set every 3 years as a result of the actuarial valuation of the Fund required by the Regulations. The current contributions are set at 26% of the Eligible Employees salary and the administering authority shall periodically review these contributions as a result of the actuarial valuation of the Fund required by the Regulations. There are no minimum funding requirements in the LGPS but the contributions are generally set to target a funding level of 100% using the actuarial valuation assumptions.

A comprehensive actuarial valuation of the Company pension scheme, using the projected unit credit method, was carried out at 31 December 2024 by Barnett Waddingham LLP, independent consulting actuaries.

31. PENSION COMMITMENTS (CONTINUED)

Reconciliation of present value of plan liabilities:

	2024 £000	2023 £000
Reconciliation of present value of plan liabilities		
At the beginning of the year	828	706
Current service cost	35	42
Net interest	39	34
Benefits paid	4	14
Past service cost	-	32
Actuarial gains on change of assumptions	(187)	-
At the end of the year	719	828

Reconciliation of fair value of plan assets:

	2024 £000	2023 £000
At the beginning of the year	807	677
Net interest	39	34
Employer contributions	50	61
Benefits paid	4	14
Return on plan assets excluding interest income	26	21
At the end of the year	926	807

31. PENSION COMMITMENTS (CONTINUED)

Composition of plan assets:

	2024 £000	2023 £000
Equity instruments	725	654
Bonds	107	60
Property	94	93
Total plan assets	926	807

	2024 £000	2023 £000
Fair value of plan assets	926	807
Present value of plan liabilities	(719)	(828)
Net pension scheme liability	207	(21)

The cumulative amount of actuarial gains and losses recognised in the Group Statement of Comprehensive Income was £213k gain (2023 - £40k loss).

The Group expects to contribute £52k to its Defined Benefit Pension Scheme in 2025.

Principal actuarial assumptions at the reporting date:

	2024	2023
Discount rate (%)	5.60	4.65
Future salary increases (%)	3.85	3.75
Expected rate on increase of pensions in payment (%)	2.85	2.75
Inflation assumption (%)	3.10	2.75
Mortality assumptions used were as follows:		
- Longevity at age 65 for current pensioners - Male	20.4	20.4
- Longevity at age 65 for current pensioners - Female	23.3	23.2
- Longevity at age 65 for future pensioners - Male	21.7	21.7
- Longevity at age 65 for future pensioners - Female	24.7	24.7

31. PENSION COMMITMENTS (CONTINUED)

Additionally, the Group provides a defined contribution scheme for other employees.

The Company Money Purchase Personal Pension Plan (Money Purchase Scheme) is closed for new contributions and members, but has assets which are held in a separate trustee administered fund. All new contributions are paid into the Group Personal Pension Plan or private personal pension plans. The scheme is funded by contributions from LTA Group and its employees. Annual contributions to the scheme by the Company are related to pensionable salaries. In 2014, LTA auto enrolled its employees in accordance with the Pensions Act 2008. At 31 December 2024, 333 (2023: 328) employees were members of the scheme.

There were £4k of contributions outstanding at the year end (2023: £183k).

32. COMMITMENTS UNDER OPERATING LEASES

At 31 December 2024 the Group had future minimum lease payments due under non-cancellable operating leases for each of the following periods:

	Group 2024 £000	Group 2023 £000
Not later than 1 year	12	43
Later than 1 year and not later than 5 years	31	43
	43	86

At 31 December 2024, the Company had no future minimum lease payments under non-cancellable operating leases for assets and other financial commitments.

33. OTHER FINANCIAL COMMITMENTS

In addition to the commitments under non-cancellable operating leases noted above, there are loans of £3,523k (2023: £2,660k) that have been approved for payment to clubs and venues but have not yet been paid.

34. RELATED PARTY TRANSACTIONS

The Group has taken advantage of exemption, under the terms of Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', not to disclose related party transactions with wholly owned subsidiaries within the Group.

Transactions with key management personnel

Total compensation of key management personnel (including the directors) in the year amounted to £2.3m (2023: £2.3m).

David Lloyd Leisure Limited

David Lloyd Leisure Limited is deemed a related party by virtue of common directorship. Scott Lloyd is a Non-Executive Director of Deuce Acquisitions Limited which is the holding company of David Lloyd Leisure Limited. In 2024, LTA received income of £106k (2023: £96k) and incurred costs of £11k (2023: £15k) from David Lloyd Leisure Limited. The balance owed by David Lloyd Leisure Limited at 31 December 2024 was £Nil (2023: £252).

The Championships

LTA operates a joint arrangement under an agreement for the governance and operation of The Championships with the Club, AELTG and The All England Lawn Tennis Club (Wimbledon) Limited. In 2024 the Joint Management Committee of The Championships allocated 90% of the net surplus of The Championships to LTA (2023: 90%) in line with the terms of the sale of the Ground Company effective 1 August 2013 which secured the 90% distribution of the net Championship surplus for the next 35 years.

LTA's share of the surplus of The Championships is based upon the audited financial statements prepared to 31 July 2023 and 2024. The gross surplus of The Championships amounted to £50,418k (2023: £49,282k). The increase in the distributable surplus in 2024 was due to improved financial performance at the Championships. Net of withholding tax, the surplus receivable by LTA amounted to £49,851k (2023: £48,761k).

The amount due from The Championships at 31 December 2024 was £29,853k (2023: £28,754k). The costs of officiating services are charged to The Championships. This represents LTA's work in partnership with the Association of British Tennis Officials to manage, supply and pay the umpires and other officials who work at The Championships each year. In 2024, LTA recharged The Championships £1,824k (2023: £1,846k) for these services.

In 2024, LTA Operations Limited received cash of £5,100k (2023: £5,300k) from The Championships to help fund grass-court tournaments in the periods before and after The Championships. A further £353k (2023: £351k) was received from The Championships to support the grass court venues of the Men's ATP Challenger/Women's ITF Procircuit with prize money, as well as £320k (2023: £658k) distribution of sponsorship revenue. LTA Operations Limited purchased £936k (2023: £1,218k) of tickets at face value from The Championships for onward sale and distribution and £106k (2023: £64k) of court hire costs for the hosting of a junior international competition.

The West Hants Club and The West Hants Lawn Tennis Company (Bournemouth) Limited

LTA Nominees Limited is entitled (but not required) to nominate two directors to the board of, respectively, each of: (i) The West Hants Lawn Tennis Company (Bournemouth) Limited and (ii) The West Hants Club.

Included within other debtors as part of the Group's receivables is £3,004k (2023: £3,050k) of development funding provided to The West Hants Lawn Tennis Company (Bournemouth) Limited and is repayable over a remaining term of 15 years.

Additionally, £163k (2023: £204k) of facility funding provided to The West Hants Lawn Tennis Company (Bournemouth) Limited is included in other debtors and is repayable in equal instalments over a total term of 10 years.

Both were novated to The West Hants Club on 1 January 2025.

35. ULTIMATE PARENT AND CONTROLLING PARTY

Lawn Tennis Association Limited is the ultimate parent undertaking and controlling party of the Group.

LTA
The National Tennis Centre
100 Priory Lane
Roehampton
London SW15 5JQ

www.lta.org.uk