

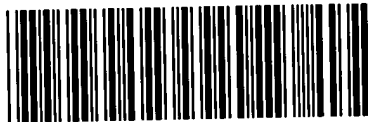
# **RMG Operations Limited**

## **Directors' report and financial statements**

**Year ended 31 December 2020**

**Registered no. 04809913**

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**RMG Operations Limited**

Company Registration No. 04809913

**Strategic report for the year ended 31 December 2020**

The directors present their strategic report with the financial statements of RMG Operations Limited ("the Company") for the year ended 31 December 2020.

**Principal activities, review of business and future developments**

The Company's principal activity is the management and exploitation of a range of media rights on behalf of its 34 British racecourse licensors. These rights are primarily exploited via the following channels:

- Pay TV for residential and commercial premises
- International channel to wagering outlets
- Video streaming via RacingTV.com and licences with leading bookmakers
- Domestic terrestrial rights
- International terrestrial rights

In addition to this the Company provides a range of production and related services including to Racecourse Retail Business Limited, a business formed by substantially the same shareholders as the Company's parent (Racecourse Media Group Limited) to license media rights for Licensed Betting Offices to Sports Information Services Limited (SIS). The business also provides programme production for the prestigious Meydan racecourse in Dubai.

The financial year to 31 December 2020 has been dominated by the impact of COVID-19 which resulted in the suspension of horseracing in the UK from 18 March 2020 resuming on 1 June 2020. This resulted in loss of the majority of the Company's revenue during this period. With horseracing being one of the first elite sports to resume, the business was able to recover quickly in particular focusing on its digital products and adapted its commercial terms to reflect the new circumstances. The continuation of horseracing during subsequent lockdown periods has meant that the business has been able to continue to trade normally. The business has adapted quickly to the constantly changing commercial environment, and it continues to monitor the situation closely. Whilst 2021 has started with the country in a further lockdown, the business continues to operate normally whilst horseracing is taking place.

Despite the impact of COVID-19, the Company continues to perform strongly with turnover of £87.7m in the year as a result of the new "Watch and Bet" model for online streaming revenue. In 2017 the Company extended substantially all the media rights granted to it for a further term through to December 2023 and which provides the directors with significant confidence in the future of the Company. Licence fees are paid to licensors in accordance with the terms of the licences. The variable nature of licence fees means that payments flex in accordance with the performance of the Company and accordingly the directors have confidence in the financial stability of the business. Licence fee payments are detailed in note 17 to the accounts.

In 2019 the Company began a long term contract with SIS that saw the Company add horseracing from Ireland and Chelmsford City to its Pay TV channel, streaming service and international betting channel (RTVi). This relationship has performed well during the year particularly given the pandemic. The rebranded PayTV channel "RacingTV" incorporating Irish horseracing offered subscribers a suspension of subscriptions during the period racing was shut down, but has traded strongly since the resumption of racing and at the year end achieved a record number of subscribers.

ITV is the domestic terrestrial TV partner for the business. ITV has been lauded for their BAFTA winning coverage and has successfully grown the audience of ITV Racing.

Racecourse Data Company Limited (RDC), the Company's joint venture which holds the exclusive rights to license pre-raceday data for onward provision to a range of media and bookmaker clients extended its rights in 2019 for a further four year term. The joint venture performs an important role for the horseracing industry and continues to perform in line with expectation. In 2020, RDC reported a profit after taxation of £430,000 (2019: £688,000).

**Strategic report for the year ended 31 December 2020 (continued)**

The Company's balance sheet discloses shareholders' funds amounting to £7,843,000 as shown on page 14. This is in line with the directors' expectations. The directors' ability to vary the level of licence fees and timing of payments together with the level of cash balances provide sufficient working capital for the business to finance its activities.

**Strategy**

The Company's principal objective is to maximise the value of licence fees payable to its licensor racecourses and to deliver sustainable levels of growth in the value of those licence fees.

This is achieved through exploiting the content via direct broadcast and onward licence arrangements with broadcasters and distributors. There has been no change in the strategy of the business going forward.

**Principal risks and uncertainties***Access to horseracing*

Clearly 2020 has demonstrated to all businesses that the need to consider principal risks and uncertainties is vital to good governance. Whilst a global pandemic on the scale witnessed during 2020 was always a possibility it was considered a remote risk, and the scale and duration of the pandemic was not foreseen. The process of coping with the pandemic has demonstrated the Company is well placed to endure, and in some instances thrive, with the altered trading conditions, and the management and staff have proved adaptable to the new conditions.

However, it has emphasised that the business is of course reliant on its primary product of horseracing, and accordingly the primary risk the business faces is being denied access to that product.

The other principal risks and uncertainties affecting the Company are as follows:

*Media rights licences*

The business relies on media rights licences granted by its licensor racecourses and during 2017 licence agreements for 34 racecourses were extended through to 31 December 2023. This provides an appropriate level of confidence that the business will be able to continue to operate for the foreseeable future.

*Economic environment*

As a discretionary purchase, Pay TV subscriptions could potentially be exposed to a reduction in consumer demand should the economic environment worsen. However, the trading history of the Racing TV channel has shown a high level of resilience and consequently the directors believe that the quality of content of the channel and the strength of the home entertainment sector in the recent years provides significant mitigation to this risk.

A prolonged period of restrictions on the hospitality sector will have an adverse impact on the provision of the Racing TV channel to the pubs and clubs industry.

A consequence of the UK leaving the European Union is the risk of a negative impact on the economy. The directors have not undertaken a detailed review of this but it is believed that the business has sufficient headroom to deal with all reasonable scenarios.

**Strategic report for the year ended 31 December 2020 (continued)***Reliance on key distributors*

The business' exposure to key distributors is limited as a result of directly retailing the residential channel. The business works with substantial partners in the form of SIS for international distribution and with StatsPerform for streaming distribution.

*Currency fluctuation*

The business is exposed to the effects of currency fluctuation through its international activities. The directors consider the level of this exposure adequately manageable within the scale of the overall business. The Company utilises forward contracts and options in the key currencies it is exposed to for this purpose.

The Company's ability to adjust ongoing licence fee payments to racecourses together with the Company's policy of currency hedging substantially mitigates the impact of these risks and uncertainties.

*Financial risk management objectives and policies.*

Details of the Company's financial risk management objectives and policies are set out in note 21 to the financial statements.

**Key Performance Indicators ("KPIs")**

In light of the exceptional circumstances in 2020, the Company has performed strongly during the year. The Company uses turnover and licence fees as performance indicators. Turnover was £87,722,000 (2019: £80,597,000) and licence fees were £40,244,000 (2019: £34,889,000)

**Section 172 Statement**

In accordance with section 172 of the UK Companies Act 2006, in its decision making the Board considers the interests of the business's employees and other stakeholders. The Board understands the importance of taking into account the views of all stakeholders and considers the impact of the Company's activities on the communities in which RMG Operations Limited operates, the environment and the Company's reputation. In its decision making, the Board also considers what is most likely to promote the success of the Company for its stakeholders in the long term.

***How the Board engaged with key stakeholders during the year:****Member racecourses*

Licensor racecourses are also shareholders of the parent company, Racecourse Media Group Limited, and the business communicates to racecourses on a regular basis both formally and informally and the parent company Board includes racecourse representative directors. In response to the COVID-19 outbreak, the annual shareholder update was conducted remotely during the year.

*Suppliers*

The Company maintains close relationships with its key suppliers including via meetings to ensure that it has a relevant understanding of the supplier and to remain a trusted partner. The level of communication with suppliers during 2020 has increased as new terms and working practices have evolved in response to the changing business environment.

**Strategic report for the year ended 31 December 2020 (continued)****Section 172 Statement (continued)***Customers*

The Company maintains close relationships with its customers including via meetings and surveys to ensure that it has a relevant understanding of the customer's needs and to remain a trusted partner. The level of communication with customers increased during 2020 as new commercial terms have been agreed in response to the changing business environment.

*Employees*

The Company has an HR function which supports employee engagement and the business regularly undertakes formal and informal engagement with employees and which included a staff survey in 2019. The Company continues to offer a defined contribution pension, private health insurance and life assurance. The Company provides training to support development and role specific requirements.

The Company ensures compliance with Health and Safety requirements and has taken special measures during 2020 to support the physical and mental health of employees both in the workplace and remotely during a series of lockdowns for COVID-19.

*Communities*

The Company's principal community is the British horseracing industry and the Company via its activities seeks to ensure that it plays a full role in supporting the success of the industry via its products and services.

*Environment*

The Company is cognisant of the importance of its impact on the environment and during 2020 has accelerated the implementation of remote production in order to reduce the consumption of fossil fuels in its activities. The Company is also investing in a new virtual studio which will allow presenters to appear to be at physical locations whilst being based in the studio.

***How factors under s172 have influenced the Board's key decisions and strategy during the year:****Strategy and Board*

During the year Board met regularly to examine issues of strategy for the business, and in particular to review changes to operating practices and cost reduction required in response to the COVID-19 pandemic. Notably the Board approved the deployment of the Company's new "Watch & Bet" product to increase exposure to the online market segment, which has been successful in securing a strong outcome for 2020 despite the challenging trading conditions.

The development and implementation of the Company's strategy is led by the acting Chief Executive Officer, Martin Stevenson, who has a clear strategic vision and strong understanding of the needs and interests of the Company's stakeholders.

*Corporate Governance*

During 2019 the parent company's Board appointed to its Board two new independent non-executive directors; Jim Mullen, CEO of Reach plc and Britt Boeskov, Chief Experience Officer of Kindred Group plc who both bring relevant senior experience of sectors the business operates in. The Board now has three Independent non-executive directors as well as a non-executive chairman to provide oversight on governance issues.

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**Strategic report for the year ended 31 December 2020 (continued)**

**Section 172 Statement (continued)**

*Finances*

During the year, the Board requested and reviewed a series of projections and forecasts to ensure responses to the COVID-19 pandemic were timely and appropriate to ensure the ongoing financial health of the business, and to ensure intermediate action was not permanently detrimental to the longer term strategic objectives of the business. The Board has approved a budget for 2021 to deliver growth, and performed its annual review of licence fee policy.

A handwritten signature in black ink, appearing to be 'M J Stevenson', written over a circular stamp or seal.

**M J Stevenson**  
**Director**

**Date:** 27 April 2021

**Report of the Directors for the year ended 31 December 2020**

The directors present their report with the financial statements of RMG Operations Limited ("the Company") for the year ended 31 December 2020. Information regarding strategy, principal risks and uncertainties, and key performance indicators is not shown in the Directors' report because it is shown in the Strategic report in accordance with the Companies Act 2006 s414 (11).

**Results and dividends**

The detailed results for the year and transfer to reserves of the retained profit of £2,724,000 (2019: £2,529,000) are set out in the Statement of Comprehensive Income on page 13.

As the COVID-19 pandemic started soon after the end of the 2019 financial year and its impact on the business remained uncertain, the Directors felt it prudent not to recommend the payment of a dividend for the year at that time. Given the level of profitability achieved during 2020, and based on the outlook for the current year, the Company paid a dividend of £2,265,000 in 2021.

**Directors**

The directors shown below held office during the period from 1 January 2020 to the date of this report.

A S Binns  
R J N FitzGerald (resigned 11 September 2020)  
E P Gretton  
N J Mills  
M J Stevenson

**Charitable and political donations**

During the financial year the Company made donations to charitable organisations amounting to £455 (2019: £3,533). No payments were made for political purposes.

**Third party indemnity provision for directors**

Qualifying third party indemnity provision is in place for the benefit of the directors of the Company.

**Going concern**

The Company made a profit on ordinary activities before tax and licence fees of £43,620,000 in the year ended 31 December 2020 (2019: £38,024,000). As shown on page 14, the balance sheet discloses shareholder's funds amounting to £7,843,000, which is in line with directors' expectations.

The board has prepared financial forecasts for the current and subsequent trading periods which indicate that the Company will have sufficient resources to continue in operational existence for the foreseeable future and enable it to meet its liabilities as they fall due.

The Company's budgeted operational performance in the financial year was initially significantly impacted by the COVID-19 Pandemic but subsequently recovered and produced an improved performance on 2019. The COVID-19 Pandemic resulted in the suspension of horseracing in the UK from 18 March 2020 until 1 June 2020. As a consequence the Company suffered a reduction in budgeted revenue in 2020 although this was substantially mitigated by a cost reduction programme including use of the government furlough scheme. The Company's substantial cash resources (£20.5m at 31 December 2020), and access to a revolving cash facility together with licence agreements that result in licence fee payments flexing to reflect the performance of the business, meant that the Company was able to recover from the initial impact of the COVID-19 Pandemic, and remains well placed to continue to grow and operate profitably during 2021. The directors have produced forecasts, including for worst case further lockdowns, which demonstrate this, and that the Company would still retain sufficient cash resources. Accordingly, based upon all the evidence available to the board, the directors consider it appropriate to prepare the financial statements on the going concern basis.

**Directors' responsibilities statement**

The directors are responsible for preparing the Strategic Report and Directors' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law, including FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs and profit or loss of the company and group for that period.

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

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

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

The directors confirm that:

- so far as each director is aware, there is no relevant audit information of which the Company's auditor is unaware; and
- the directors have taken all the steps that they ought to have taken as directors in order to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information.

The directors are responsible for preparing the annual report in accordance with applicable law and regulations. Having taken advice from the Audit Committee, the directors consider the annual report and the financial statements, taken as a whole, provides the information necessary to assess the Company's performance, business model and strategy and is fair, balanced and understandable.

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

- the Company financial statements, prepared in accordance with United Kingdom Generally Accepted Accounting Practice, give a true and fair view of the assets, liabilities, financial position and profit or loss of the company and the undertakings included in the consolidation taken as a whole; and



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**Directors' responsibilities statement (continued)**

- the Strategic Report and Directors' Report include a fair review of the development and performance of the business and the position of the company and the undertakings included in the consolidation taken as a whole, together with a description of the principal risks and uncertainties that they face.

A handwritten signature in black ink, appearing to be 'M J Stevenson', written over a circular stamp or seal.

**M J Stevenson**  
Director

**Date: 27 April 2021**

**Independent auditor's report to the members of RMG Operations Limited*****Opinion***

We have audited the financial statements of RMG Operations Limited (the 'company') for the year ended 31 December 2020, which comprise the Statement of Comprehensive Income, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 December 2020 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

***Basis for opinion***

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the 'Auditor's responsibilities for the audit of the financial statements' section of our report. We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

***Conclusions relating to going concern***

We are responsible for concluding on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify the auditor's opinion. Our conclusions are based on the audit evidence obtained up to the date of our report. However, future events or conditions may cause the company to cease to continue as a going concern.

In our evaluation of the directors' conclusions, we considered the inherent risks associated with the company's business model including effects arising from macro-economic uncertainties such as Brexit and COVID-19, we assessed and challenged the reasonableness of estimates made by the directors and the related disclosures and analysed how those risks might affect the company's financial resources or ability to continue operations over the going concern period.

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 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.

The responsibilities of the directors with respect to going concern are described in the 'Responsibilities of directors for the financial statements' section of this report.

**Independent auditor's report to the members of RMG Operations Limited (continued)*****Other information***

The directors are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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 such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in 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 in this regard.

***Opinions on other matters prescribed by the Companies Act 2006***

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

- the information given in the strategic report and the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

***Matter on which we are required to report under the Companies Act 2006***

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report.

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

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

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

***Responsibilities of directors for the financial statements***

As explained more fully in the directors' responsibilities statement, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the 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 company or to cease operations, or have no realistic alternative but to do so.

**Independent auditor's report to the members of RMG Operations Limited (continued)*****Auditor's responsibilities for the audit of the financial statements***

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

***Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud***

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. Owing to the inherent limitations of an audit, there is an unavoidable risk that material misstatements in the financial statements may not be detected, even though the audit is properly planned and performed in accordance with the ISAs (UK).

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- We obtained an understanding of the legal and regulatory frameworks that are applicable to the group and industry in which it operates through our general commercial and sector experience and discussions with management. We determined that the most significant which are directly relevant to specific assertions in the financial statements are those related to the reporting frameworks (FRS102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006) and the relevant tax compliance regulations in the UK.
- We understood how the Company is complying with those legal and regulatory frameworks by making enquiries of management and those responsible for legal and compliance procedures. We corroborated our enquiries through our review of board minutes, and correspondence received from regulatory bodies.
- We assessed the susceptibility of the Company's Financial Statements to material misstatement, including how fraud might occur by meeting with management from relevant parts of the business to understand where management considered there was a susceptibility to fraud. We also considered performance targets and their influence on efforts made by management to manage earnings or influence the perceptions of analysts.
- Audit procedures performed by the engagement team included:
  - evaluation of the procedures and controls established to address the risks related to irregularities and fraud;
  - testing manual journal entries, in particular journal entries relating to management estimates and entries determined to be large or relating to unusual transactions;
  - identifying and testing related party transactions

**Independent auditor's report to the members of RMG Operations Limited (continued)**

- Assessment of the appropriateness of the collective competence and capabilities of the engagement team included consideration of the engagement team's:
  - understanding of, and practical experience with audit engagements of a similar nature and complexity through appropriate training and participation
  - knowledge of the industry in which the client operates
  - understanding of the legal and regulatory requirements specific to the entity/regulated entity including:
    - the provisions of the applicable legislation
    - the regulators rules and related guidance, including guidance issued by relevant authorities that interprets those rules
    - the applicable statutory provisions
- We did not identify any matters relating to non-compliance with laws and regulation or relating to fraud.

***Use of our report***

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

*Grant Thornton UK LLP*

**Nicholas Page**  
Senior Statutory Auditor  
for and on behalf of Grant Thornton UK LLP  
Statutory Auditor, Chartered Accountants  
London

**Date:** 27 April 2021

**RMG Operations Limited**

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**Statement of Comprehensive Income for the year ended 31 December 2020**

	<b>Notes</b>	<b>2020 £'000</b>	<b>2019 £'000</b>
<b>Turnover</b>	2	87,722	80,597
<b>Other operating income</b>	3	2,264	2,874
<b>Operating expenses</b>		(86,471)	(80,580)
<b>Operating profit</b>	4	<b>3,515</b>	<b>2,891</b>
<b>Dividend income</b>		-	288
<b>Net interest and similar charges payable</b>	6	(139)	(44)
Profit on ordinary activities before taxation		3,376	3,135
Tax on profit on ordinary activities	7	(652)	(606)
<b>Profit for the year on ordinary activities after taxation and profit for the financial year</b>		<b>2,724</b>	<b>2,529</b>
Movement in cash flow hedge		(216)	251
<b>Total comprehensive income for the year</b>		<b>2,508</b>	<b>2,780</b>

Turnover and operating profit are derived from the Company's continuing activities.

There were no recognised gains or losses other than the profit for the financial period.

The notes on page 17 to 32 form part of the financial statements.

## RMG Operations Limited

Company Registration No. 04809913

## Balance Sheet as at 31 December 2020

	Notes	2020 £'000	2019 £'000
<b>Fixed assets</b>			
Intangible assets	8	133	236
Tangible assets	9	1,713	783
Investments	10	1,054	1,054
<b>Total fixed assets</b>		<b>2,900</b>	<b>2,073</b>
<b>Current assets</b>			
Debtors			
- due within one year	11	20,675	18,321
- due after one year	11	409	506
Cash at bank	20	20,456	25,072
		<b>41,540</b>	<b>43,899</b>
<b>Creditors: amounts falling due within one year</b>	12	(36,404)	(40,637)
<b>Net current assets</b>		<b>5,136</b>	<b>3,262</b>
<b>Total assets less current liabilities</b>		<b>8,036</b>	<b>5,335</b>
<b>Creditors: amounts falling due after one year</b>	13	(193)	-
<b>Net assets</b>		<b>7,843</b>	<b>5,335</b>
<b>Capital and reserves</b>			
Called up share capital	15	1,180	1,180
Profit and loss account		6,499	3,775
Cash flow hedge reserve		164	380
<b>Shareholder's funds</b>		<b>7,843</b>	<b>5,335</b>

The financial statements on pages 17 to 32 were approved and authorised for issue by the board of directors on 27 April 2021 and signed on its behalf by:



M J Stevenson  
Director

**RMG Operations Limited**

Company Registration No. 04809913

**Statement of Cash Flows for the year ended 31 December 2020**

	<b>Notes</b>	<b>2020 £'000</b>	<b>2019 £'000</b>
<b>Operating Activities</b>			
Cash generated from operations	19	(2,445)	(4,704)
Net Interest		(129)	(9)
Taxation - Corporation tax paid		(395)	(633)
<b>Net cash from operating activities</b>		<b>(2,969)</b>	<b>(5,346)</b>
<b>Investing Activities</b>			
Purchase of tangible fixed assets	9	(1,392)	(491)
Purchase of intangible fixed assets	8	-	(4)
Purchase of investment		-	(154)
<b>Net cash from investing activities</b>		<b>(1,392)</b>	<b>(649)</b>
<b>Financing Activities</b>			
Dividend paid		-	(1,434)
Cash flow hedge		(216)	251
<b>Net cash from investing activities</b>		<b>(216)</b>	<b>(1,183)</b>
<b>Net increase in cash and cash equivalents</b>		<b>(4,577)</b>	<b>(7,178)</b>
Effects of foreign exchange (losses)		(39)	(134)
Cash and cash equivalents at 1 January	20	25,072	32,384
<b>Cash and cash equivalents at end of the year</b>		<b>20,456</b>	<b>25,072</b>



**RMG Operations Limited**

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**Statement of Changes in Equity for the year ended 31 December 2020**

	Share capital £'000	Profit and loss account £'000	Cash flow hedge reserve £'000	Total £'000
<b>Balance at 1 January 2019</b>	<b>1,180</b>	<b>2,680</b>	<b>129</b>	<b>3,989</b>
Profit for the year	-	2,529	-	2,529
Dividend	-	(1,434)	-	(1,434)
Cash flow hedge	-	-	251	251
<b>Balance at 31 December 2019</b>	<b>1,180</b>	<b>3,775</b>	<b>380</b>	<b>5,335</b>
Profit for the year	-	2,724	-	2,724
Cash flow hedge	-	-	(216)	(216)
<b>Balance at 31 December 2020</b>	<b>1,180</b>	<b>6,499</b>	<b>164</b>	<b>7,843</b>

**Notes to the financial statements for the year ended 31 December 2020**

RMG Operations Limited ("the Company") is a limited company domiciled and incorporated in England.

The address of the Company's registered office is 10th Floor, The Met Building, 22 Percy Street, London, W1T 2BU and principal place of business is 3<sup>rd</sup> Floor, Gillingham House, 38 - 44 Gillingham Street, London, SW1V 1HU.

The Company's principal activity is the management and exploitation of a range of media rights on behalf of its 34 British racecourse licensors. These rights are primarily exploited via the following channels:

- Pay TV for residential and commercial premises
- International channel to wagering outlets
- Video streaming via RacingTV.com and Bet2View licences with leading bookmakers
- Domestic terrestrial rights
- International terrestrial rights

**1. Accounting policies****a) Going concern**

The Company made a profit on ordinary activities before tax and licence fees of £43,620,000 in the year ended 31 December 2020 (2019: £38,024,000). As shown on page 14, the balance sheet discloses shareholder's funds amounting to £7,843,000, which is in line with directors' expectations.

The board has prepared financial forecasts for the current and subsequent trading periods which indicate that the Company will have sufficient resources to continue in operational existence for the foreseeable future and enable it to meet its liabilities as they fall due.

The Company's budgeted operational performance in the financial year was initially significantly impacted by the COVID-19 Pandemic but subsequently recovered and produced an improved performance on 2019. The COVID-19 Pandemic resulted in the suspension of horseracing in the UK from 18 March 2020 until 1 June 2020. As a consequence the Company suffered a reduction in budgeted revenue in 2020 although this was substantially mitigated by a cost reduction programme including use of the government furlough scheme. The Company's substantial cash resources (£20.5m at 31 December 2020), and access to a revolving cash facility together with licence agreements that result in licence fee payments flexing to reflect the performance of the business, meant that the Company was able to recover from the initial impact of the COVID-19 Pandemic, and remains well placed to continue to grow and operate profitably during 2021. The directors have produced forecasts, including for worst case further lockdowns, which demonstrate this, and that the Company would still retain sufficient cash resources. Accordingly, based upon all the evidence available to the board, the directors consider it appropriate to prepare the financial statements on the going concern basis.

**b) Basis of preparation**

These financial statements are prepared in accordance with Financial Reporting Standard 102 "the Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the requirements of the Companies Act 2006, and under the historical cost convention.

Monetary amounts in these financial statements are rounded to the nearest whole £1,000, except where otherwise indicated.

The Company has not prepared group accounts as permitted by Section 401 of the Companies Act 2006 as the Company is included within the consolidated accounts of Racecourse Media Group Limited. These financial statements therefore present information about the Company as an individual undertaking and not about its group.

**Notes to the financial statements for the year ended 31 December 2020 (continued)****1. Accounting policies (continued)****c) Turnover**

Turnover is recognised at the fair value of the consideration received or receivable in respect of the principal activities of marketing and managing the media rights for the 34 racecourses that have licensed their rights to the Company. Turnover is shown net of value added tax.

Turnover, which excludes value added tax, represents the income in respect of the principal activities of marketing and managing the media rights for the 34 racecourses that have licensed their rights to the Group. Amounts received for terrestrial rights and subscriptions are recognised over the life of the contracts. Amounts received for streaming are recognised as the services are provided.

**d) Interest income**

Interest income is accrued on a time apportioned basis, by reference to the principle outstanding at the effective interest rate.

**e) Employee benefits**

The costs of short term employee benefits are recognised as a liability and an expense unless those costs are required to be recognised as part of the costs of stock or are capitalised as an intangible fixed asset or tangible fixed asset.

**f) Intangible fixed assets**

Intangible fixed assets comprise of computer software, which is being amortised over its useful economic life.

Software – 3 years straight line

Other Intangibles – 10 years straight line

Assets under construction are classified within their respective asset class until they are sufficiently material to require separate disclosure. Depreciation is not provided until the asset is brought into use.

**g) Fixed asset investments**

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

**Notes to the financial statements for the year ended 31 December 2020 (continued)****1. Accounting policies (continued)****h) Tangible fixed assets**

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

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Computer equipment	- 10%-33% straight line
Office equipment	- 10%-33% straight line
Motor vehicles	- 25% reducing balance

Trade investments are classified as financial instruments and accounted for in accordance with the accounting policy at fair value through profit or loss.

Assets under construction are classified within their respective asset class until they are sufficiently material to require separate disclosure. Depreciation is not provided until the asset is brought into use.

**i) Operating leases**

Rentals payable under operating leases are charged to the statement of comprehensive income on a straight-line basis over the lease term.

**j) Pension scheme arrangements**

The Company operates a contributory defined contribution pension scheme. Payments are made to the fund and charged in the financial statements as part of employment costs as incurred.

**k) Foreign currencies**

The presentational and functional currency of the company is Sterling. Monetary assets and liabilities denominated in foreign currencies are translated at the rate of exchange ruling at the reporting date. All transaction differences are taken to the profit and loss, except to the extent that they relate to gains or losses on non-monetary items recognised in other comprehensive income, when the related transaction gain or loss is recognised in other comprehensive income.

**l) Taxation**

The tax expense represents the sum of the current tax expense and deferred tax expense. Current tax assets are recognised when tax paid exceeds the tax payable.

Current tax is based on taxable profit for the year. Taxable profit differs from total comprehensive income because it excludes items of income or expense that are taxable or deductible in other periods. Current tax assets and liabilities are measured using tax rates that have been enacted or substantively enacted by the reporting date.

Deferred tax is recognised in respect of all timing differences that have originated but not reversed at the balance sheet date where transactions or events that result in an obligation to pay more tax in the future or a right to pay less tax in the future have occurred at the balance sheet date. Timing differences are differences between taxable profits and the results as stated in the financial statements that arise from the inclusion of gains and losses in tax assessments in periods different from those in which they are recognised in the financial statements.

Deferred tax is measured at the average tax rates that are expected to apply in the periods in which timing differences are expected to reverse, based on tax rates and laws that have been enacted or substantively enacted by the balance sheet date. Deferred tax is measured on a non-discounted basis.

**Notes to the financial statements for the year ended 31 December 2020 (continued)****1. Accounting policies (continued)****m) Government grants**

The receipt of funds from government grants is recognised in profit or loss in the same period in which the expense to which it relates is incurred.

**n) Financial instruments**

Financial instruments 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 entity after deducting all of its financial liabilities.

Trade and other debtors are recognised and carried forward at invoiced amounts less provisions for any doubtful debts. Bad debts are written off when identified.

Cash and cash equivalents are included in the balance sheet at transaction price. Cash and cash equivalents comprise cash at bank and in hand and short terms deposits with an original maturity of three months or less.

Trade and other creditors are recognised at transaction price.

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently re-measured to fair value, at each reporting date. Fair value gains and losses are recognised in profit and loss unless hedge accounting is applied and the hedge is a cash flow hedge.

**o) Judgements in applying accounting policies and key sources of estimation uncertainty**

The Company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

An assumption has been applied regarding the recognition of revenues relating to certain contract revenues. These are recognised and phased in accordance with the stage of completion of the project, where costs are incurred to complete can be measured reliably.

**2 Geographical analysis**

Turnover is attributable to the principal activities of the Company and is derived from the following geographical locations:

	2020 £'000	2019 £'000
UK and Ireland	67,421	58,097
Rest of World	20,301	22,500
	<b>87,722</b>	<b>80,597</b>

Turnover derived in the United Kingdom and Republic of Ireland is primarily from the exploitation of horseracing content via contracts with broadcasters, direct subscriptions and internet video-streaming.

Turnover derived from the Rest of the World is from licence agreements for the distribution of horseracing content.

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**Notes to the financial statements for the year ended 31 December 2020 (continued)****3 Other Operating Income**

	<b>2020</b>	<b>2019</b>
	<b>£'000</b>	<b>£'000</b>
Income from recharges	2,068	2,874
Income from government grants	196	-
	<b>2,264</b>	<b>2,874</b>

**4 Operating profit**

	<b>2020</b>	<b>2019</b>
	<b>£'000</b>	<b>£'000</b>
Operating profit is stated after charging:		
Depreciation and amortisation of fixed assets	560	510
Loss of disposal of fixed asset	1	-
Services provided by the Company's auditor:		
Statutory audit	47	41
Other services relating to taxation and compliance services	10	9
Fees for other services	7	6
Foreign currency exchange losses	39	134
Licence fees	40,244	34,889
Operating Lease rentals - Land and buildings	254	224
Operating Lease rentals - Other	801	771

**5. Employees and directors**

The average number of employees of the Company, including executive directors, during the year was 89, including 41 for administration and 48 for production (2019: 37 for administration and 48 for production).

Employment costs were:	<b>2020</b>	<b>2019</b>
	<b>£'000</b>	<b>£'000</b>
Wages and salaries	5,222	6,235
Social security costs	576	799
Pension costs	441	427
	<b>6,239</b>	<b>7,461</b>
Directors' emoluments (excluding pension contributions)	1,151	1,573
Directors pension contributions	75	78
Emoluments (excluding pension fund contributions) of the highest paid director	317	579

The Company made contributions to a defined contribution pension scheme for four directors (2019: four) during the year. The Company made contributions of £27,000 (2019: nil) to a defined contribution pension scheme for the highest paid director.

The Company made compensation payments of £290,000 in respect of loss of office in the year (2019: nil). No share options have been granted to or exercised by any of the directors (2019: nil). During the year no director had an interest in the shares of the Company (2019: nil).

During the financial year, the Company received government assistance relating to the wages and salaries costs of employees furloughed under the Coronavirus Job Retention Scheme. Grants received have been recognised using the accrual model in accordance with FRS102 paragraph 24.5, and amount to £196,000 (2019: nil).

## RMG Operations Limited

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## Notes to the financial statements for the year ended 31 December 2020 (continued)

## 6. Interest

	2020 £'000	2019 £'000
Bank interest receivable	16	111
Interest payable and similar charges	(155)	(155)
<b>Net interest (payable)</b>	<b>(139)</b>	<b>(44)</b>

## 7. Taxation

<b>Analysis of the tax charge:</b>	<b>2020 £'000</b>	<b>2019 £'000</b>
Current Tax:		
UK corporation tax	504	617
Double taxation relief	(240)	(215)
After double taxation relief	264	402
Foreign taxation	240	215
Adjustments in respect of prior periods (foreign tax)	(42)	-
Total current tax charge	462	617
Deferred tax:		
Timing differences	191	(11)
Effect of tax rate change on opening balance	(1)	-
Total deferred tax charge/(credit)	190	(11)
<b>Tax on profit on ordinary activities</b>	<b>652</b>	<b>606</b>

	2020 £'000	2019 £'000
--	---------------	---------------

## The Company's effective tax rate reconciliation is as follows:

Profit on ordinary activities before tax	3,376	3,135
Profit on ordinary activities multiplied by the statutory rate of corporation tax in the UK of 19% (2019: 19%)	641	596
Effects of:		
Expenses not deductible for tax purposes	44	58
Fixed asset differences	24	6
Group income	-	(55)
Group relief claimed	(14)	-
Remeasurement of deferred tax for changes in tax rates	(1)	-
Adjustments in respect of prior periods (foreign tax)	(42)	-
Adjust closing deferred tax to average rate of 19%	-	1
<b>Tax charge for period</b>	<b>652</b>	<b>606</b>

## Factors affecting future tax charge

The rate of 19% is used for the calculation of the deferred tax provision as at 31 December 2020 (2019: 19%).

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**Notes to the financial statements for the year ended 31 December 2020 (continued)****8. Intangible fixed assets**

	<b>Software Costs £'000</b>	<b>Other Intangibles £'000</b>	<b>Total £'000</b>
<b>Cost</b>			
At 1 January 2020	596	183	779
Additions	-	-	-
At 31 December 2020	596	183	779
<b>Amortisation</b>			
At 1 January 2020	511	32	543
Charge for year	85	18	103
At 31 December 2020	596	50	646
<b>Carrying Amount</b>			
At 31 December 2020	-	133	133
At 31 December 2019	85	151	236

**9. Tangible fixed assets**

	<b>Computer equipment £'000</b>	<b>Office equipment £'000</b>	<b>Motor vehicles £'000</b>	<b>Totals £'000</b>
<b>Cost</b>				
At 1 January 2020	3,449	384	20	3,853
Additions	1,384	8	-	1,392
Disposal	-	-	(20)	(20)
At 31 December 2020	4,833	392	-	5,225
<b>Depreciation</b>				
At 1 January 2020	2,779	276	15	3,070
Charge for year	414	43	-	457
Disposal	-	-	(15)	(15)
At 31 December 2020	3,193	319	-	3,512
<b>Net book value</b>				
At 31 December 2020	1,640	73	-	1,713
At 31 December 2019	670	108	5	783



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**Notes to the financial statements for the year ended 31 December 2020 (continued)****10. Investments**

Name	Type of Business	Country of Incorporation	Class of Shares	2020 Ownership	2020 £'000	2019 Ownership	2019 £'000
Bosca Technologies DAC*	Media	UK	Ordinary	25.1%	900	25.1%	900
Coursetrack Limited**	Media	UK	'B' Ordinary	51%	154	51%	154
GBI Racing Limited***	Media	UK	'B' Ordinary	50%	-	50%	-
Racecourse Data Company Limited****	Media	UK	'A' Ordinary	53.45%	-	53.45%	-
<b>Total cost of investment</b>					<b>1,054</b>		<b>1,054</b>

\* The Company exercised an option to acquire 25.1% of Bosca Technologies DAC (formerly known as Boscabet DAC) in January 2018.

\*\* The Company acquired a 51% interest in the ordinary share capital of Coursetrack Limited on 31 May 2019.

\*\*\* The Company acquired a 50% interest in the ordinary share capital of GBI Racing Limited on 1 March 2010.

\*\*\* The Company acquired a 55% floating interest in the ordinary share capital of Racecourse Data Company on 23 December 2013. Ownership floats in accordance with the provisions set out in the shareholder agreement and is currently at 53.45%.

The capital and reserves of Coursetrack Limited at 31 December 2020 were negative £46,000 (2019: £61,000) and the loss before taxation for the year was £93,000 (2019: loss of £109,000).

The capital and reserves of GBI Racing Limited at 31 December 2020 were £34,000 (2019: £49,000) and the net loss for the year was £22,000 (2019: nil). The joint venture pays licence fees to the joint venture partners in respect of the grant of media rights to it from the partners. Loss before licence fees, interest and tax in the year was £22,000 (2019: profit of £638,000).

The capital and reserves of Racecourse Data Company Limited at 31 December 2020 were £1,254,000 (2019: £824,000) and the profit before taxation for the year was £530,000 (2019: £850,000).

**11. Debtors****Amounts falling due within one year:**

	2020 £'000	2019 £'000
Trade debtors	15,268	13,191
Other debtors	38	38
Other taxes receivable	50	673
Prepayments and accrued income	5,319	4,411
Deferred tax asset	-	8
	<b>20,675</b>	<b>18,321</b>

**Amounts falling due after one year:**

Prepayments and accrued income	118	15
Other debtors	291	491
	<b>409</b>	<b>506</b>
<b>Total debtors</b>	<b>21,084</b>	<b>18,827</b>

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**Notes to the financial statements for the year ended 31 December 2020 (continued)****12. Creditors: Amounts falling due within one year**

	<b>2020</b>	<b>2019</b>
	<b>£'000</b>	<b>£'000</b>
Trade creditors	3,800	5,184
UK corporation tax	30	148
Deferred tax liability	182	-
Other taxation and social security	237	476
Accruals and deferred income	32,155	34,829
	<b>36,404</b>	<b>40,637</b>

**13. Creditors: Amounts falling due after one year**

	<b>2020</b>	<b>2019</b>
	<b>£'000</b>	<b>£'000</b>
Accruals and deferred income	193	-
	<b>193</b>	<b>-</b>

**14. Deferred tax**

The balance of the deferred tax account consists of the tax effect of timing differences in respect of:

	<b>2020</b>	<b>2019</b>
	<b>£'000</b>	<b>£'000</b>
Accelerated capital allowances	224	63
Other timing differences	(42)	(71)
<b>Liability/(Asset) for deferred tax</b>	<b>182</b>	<b>(8)</b>

	<b>2020</b>	<b>2019</b>
	<b>£'000</b>	<b>£'000</b>
Provision at start of period	(8)	3
Deferred tax credit in profit and loss account	190	(11)
<b>Liability/(Asset) at end of period</b>	<b>182</b>	<b>(8)</b>

The deferred tax liability/(asset) is shown in notes 11 and 12.

**RMG Operations Limited**

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**Notes to the financial statements for the year ended 31 December 2020 (continued)****15. Share Capital**

	<b>Allotted, called up and fully paid</b>	
	<b>Number of shares</b>	<b>£</b>
As at 1 January 2020:		
Ordinary 'A' shares of £1	2	2
Ordinary 'B' shares of £100	11,800	1,180,000
As at 31 December 2020:		
Ordinary 'A' shares of £1	2	2
Ordinary 'B' shares of £100	11,800	1,180,000

The Company's 'A' ordinary shares carry all voting rights, dividends and repayment of capital other than where restricted by the rights attaching to the 'B' ordinary shares.

The 'B' ordinary shares carry no voting rights, receive a share in 10% of the dividends of the Company to the extent that they exceed £100,000,000 in any year and have a preferred right to share in 10% of capital returns over £100,000,000.

**16. Financial commitments**

The Company has future minimum lease payments under non-cancellable operating leases expiring as follows:

	<b>2020 Land and buildings £'000</b>	<b>2020 Other £'000</b>	<b>2019 Land and buildings £'000</b>	<b>2019 Other £'000</b>
Within one year	245	805	245	805
Within 2 to 5 years	185	143	430	948
<b>Total</b>	<b>430</b>	<b>948</b>	<b>675</b>	<b>1,753</b>

**Notes to the financial statements for the year ended 31 December 2020 (continued)****17. Related party transactions**

The Company has taken advantage of the exemption available and has not disclosed transactions with wholly owned group companies headed by Racecourse Media Group Limited; the ultimate parent undertaking which forms part of the group.

**Racecourse groups**

The racecourse operators below are members of the Company's parent, Racecourse Media Group Limited, and have licensed certain parts of their media rights to the Group:

- The Western Meeting Club Limited (Ayr racecourse)
- Catterick Racecourse Company Limited
- Goodwood Racecourse Limited
- Kelso Races Limited
- Musselburgh Joint Racing Committee
- The Ludlow Race Club Limited
- The Beverley Race Company Limited
- Newbury Racecourse plc
- The Perth Hunt Club
- The Pontefract Park Race Company Limited
- Redcar Racecourse Limited
- Thirsk Racecourse Limited
- York Racecourse Knavesmire LLP
- The Hamilton Park Racecourse Company Limited
- The Bibury Club Limited (Salisbury racecourse)
- Cartmel Steeplechases (Holker) Limited
- Jockey Club Racecourses Limited\*
- Wetherby Steeplechase Committee Limited
- Leicester Racecourse Holdings Limited
- Stratford-on-Avon Racecourse Company Limited
- Taunton Racecourse Company Limited

\* Owner of 14 affiliated courses (Aintree, Carlisle, Cheltenham, Epsom Downs, Exeter, Haydock, Huntingdon, Kempton, Market Rasen, Newmarket, Nottingham, Sandown, Warwick and Wincanton).

During the year RMG Operations Limited incurred licence fees from its member racecourses for a range of rights including terrestrial, pay TV, international, internet and mobile together with other services. The total value of these licence fees and services was £40,244,000 (2019: £34,889,000). As at 31 December 2020 the balance outstanding was £22,330,000 (2019: £25,617,000).

RMG Operations Limited provides broadcast services to member racecourses as part of a service and cost sharing arrangement. The total value of these sales in the year was £2,035,000 (2019: £2,951,000). As at 31 December 2020 the balance outstanding was £390,000 (2019: £393,000).

**GBI Racing Limited**

See note 9 for details of the joint venture undertaking, GBI Racing Limited. During the year ended 31 December 2020, RMG Operations Limited provided services to GBI Racing Limited of £4,000 (2019: £326,000) and did not incur costs on their behalf (2019: nil). The balance outstanding at the year-end was nil (2019: nil). GBI Racing Limited ceased trading on 31 December 2018.

**Notes to the financial statements for the year ended 31 December 2020 (continued)****17. Related party transactions (continued)****Racecourse Data Company Limited**

See note 9 for details of the joint venture undertaking, Racecourse Data Company Limited, and note 9 for details of amounts outstanding with the Company as at 31 December 2020. During the year ended 31 December 2020, RMG Operations Limited provided services to Racecourse Data Company Limited of £59,000 (2019: £55,000) and the balance outstanding at year-end was £20,000 (2019: nil).

During the year ended 31 December 2020 Racecourse Data Company Limited provided services to RMG Operations Limited of £182,000 (2019: £234,000) and £182,000 remains outstanding at the year end (2019: £240,000).

**Racecourse Retail Business Limited**

Racecourse Retail Business Limited is a company controlled by the same shareholders as Racecourse Media Group Limited, the parent company of RMG Operations Limited. During the year ended 31 December 2020, RMG Operations Limited provided services to Racecourse Retail Business Limited of £4,179,000 (2019: £5,811,000) and the balance outstanding at the year end was £4,082,000 (2019: £2,074,000).

**Coursetrack Limited**

Coursetrack Limited is a company controlled by RMG Operations Limited. During the year ended 31 December 2020, RMG Operations Limited received services from Coursetrack Limited of £299,000 (2019: £205,000) and the balance outstanding at the year end was £0 (2019: nil).

During the year ended 31 December 2020, RMG Operations Limited provided services to Coursetrack Limited of £13,000 (2019: £8,000) and the balance outstanding at the year end was £20,000 (2019: £8,000).

**British Champions' Series Limited**

British Champions' Series Limited has a director that is also a director of Racecourse Media Group Limited. During the year ended 31 December 2020, RMG Operations Limited received services from British Champions' Series Limited of £1,012,000 (2019: £879,000), and the balance outstanding at the year end was £731,000 (2019: £618,000).

**18. Remuneration of key management personnel**

The total remuneration of company directors who are considered to be the key management personnel of the company was £1,212,000 (2019: £1,638,000).

**RMG Operations Limited**

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**Notes to the financial statements for the year ended 31 December 2020 (continued)****19. Reconciliation of profit after tax to net cash generated from operating activities**

	<b>2020</b>	<b>2019</b>
	<b>£'000</b>	<b>£'000</b>
Total comprehensive income	2,508	2,780
Adjustments for :		
Depreciation and amortisation	560	510
Proceeds from disposal of fixed asset	4	-
Loss of disposal of fixed asset	1	-
Interest net	129	9
(Increase) in debtors	(2,257)	(6,821)
Decrease in creditors	(4,040)	(1,698)
Decrease/(Increase) in cash flow hedge	216	(251)
Corporation Tax	395	633
Foreign exchange losses	39	134
<b>Net cash outflow from operating activities</b>	<b>(2,445)</b>	<b>(4,704)</b>

**20. Reconciliation of movement in net funds**

	<b>1 January</b>	<b>Cash flow</b>	<b>31 December</b>
	<b>2020</b>		<b>2020</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Cash at bank	25,072	(4,616)	20,456
<b>Total</b>	<b>25,072</b>	<b>(4,616)</b>	<b>20,456</b>

**21. Financial Instruments**

Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expense are recognised, in respect of each class of financial asset, financial liability and equity instruments are disclosed in note 1 of these financial statements.

**(a) Categories of financial instruments**

<b>Financial assets</b>	<b>2020</b>	<b>2019</b>
	<b>£'000</b>	<b>£'000</b>
<b>Loans and receivables measured at amortised cost</b>		
Trade receivables	15,268	13,191
Accrued Income	4,325	2,665
Other debtors	329	529
<b>Total</b>	<b>19,922</b>	<b>16,385</b>
<b>Financial liabilities measured at amortised cost</b>	<b>2020</b>	<b>2019</b>
	<b>£'000</b>	<b>£'000</b>
Trade payables	3,800	5,184
Accruals and deferred income	32,155	34,829
<b>Total</b>	<b>35,955</b>	<b>40,013</b>

**Notes to the financial statements for the year ended 31 December 2020 (continued)****21. Financial Instruments (continued)****(b) Financial risk management objectives**

The Company's activities involve analysis, acceptance and management of some degree of risk or combination of risks. The most important types of financial statement risk are credit risk and liquidity risk.

The Company's risk management policies are designed to identify and analyse these risks, to set appropriate risk limits and controls and to monitor the risks and limits continually by means of reliable up-to-date systems. The Company modifies and enhances its risk management policies and systems to reflect changes in markets and products.

**(c) Foreign currency risk**

Whilst the Company's trading activities are predominantly sterling based, a significant proportion of its revenue originates in other currencies mainly US dollars and Euro's from the Company's international distribution. The risk in the carrying value of foreign currency amounts is mitigated by minimising foreign currency balances and converting to sterling at regular intervals and undertaking hedges to limit exposure to exchange rate volatility.

The Company uses foreign currency forward contracts and options to manage some of the foreign exchange risk of future transactions and cash flows. The contracts are valued based on available market data.

At the year end, the total amount of outstanding foreign exchange forward contracts that the Company has committed to are as follows:

<b>Foreign Exchange Forward Contract</b>	<b>2020 £'000</b>	<b>2019 £'000</b>
US Dollar	2,518	3,296
Euro	1,879	2,540
Australian Dollar	899	921
Hong Kong Dollar	486	250
	<b>5,782</b>	<b>7,007</b>

**(d) Finance and interest rate risk**

The Company finances its operations through its cash balances. It extended the terms of a revolving credit facility in 2020.

No interest rate hedging agreement is currently in place given the level of cash. The board does not consider fluctuations in interest rates to pose a significant risk to the Company.

The Company does not enter into or trade financial instruments, including derivative financial instruments, for speculative purposes.

**Notes to the financial statements for the year ended 31 December 2020 (continued)****21. Financial Instruments (continued)****(e) Credit risk**

Credit risk is the risk that financial loss arises from the failure of a customer or counterparty to meet its obligations under a contract. The Company has dedicated standards, policies and procedures to control and monitor all such risks.

Although the Company is potentially exposed to credit loss in the event of non-performance by counterparties, such credit risk is controlled through reviews of counterparties and limiting the exposure to any single counterparty.

Customer debtor balances are monitored on an ongoing basis and provision is made for estimated irrecoverable amounts.

**(f) Liquidity risk management**

The Company has managed its cash in a manner designed to ensure maximum benefit is gained, whilst ensuring security of investment sources. The Company's policy on investment of surplus funds limits the placing of deposits to institutions with strong credit ratings.

The Company manages liquidity risk by maintaining adequate short term borrowing facilities and by continuously monitoring forecast and actual cash flows.

**(g) Fair values**

There is no material difference between the fair value of the Company's financial assets and liabilities and their book value.

**22. Control**

The immediate parent company is Racecourse Media Group Limited. Racecourse Media Group Limited, a company incorporated in England and Wales, administers the company in accordance with its articles of association. There is no single controlling party. The largest and smallest company preparing consolidated accounts that include the company is Racecourse Media Group Limited whose registered address is 10th Floor, The Met Building, 22 Percy Street, London, W1T 2BU; and this is where the accounts are held.

**23. Post balance sheet events**

There are no post balance sheet events affecting the Company.

**24. Reserves****Share capital**

Share capital represents the nominal value of shares issued.

**Profit and loss account**

Includes all current and prior period retained profits and losses.

**Cash flow hedge reserve**

Represents the market value of cash flow hedges in place at 31 December 2020.



**Notes to the financial statements for the year ended 31 December 2020 (continued)**

**25. Contingent Liabilities**

There were no contingent liabilities at 31 December 2020 or 31 December 2019.

**26. Capital Commitments**

The Company had capital commitments at 31 December 2020 of £359,000 (2019: £468,000).

**27. Pension**

The Company operates a defined contribution pension scheme. The Company pays fixed contributions into an independently administered entity. The pension cost charge represents contributions payable by the Company to the fund and amounted to £441,000 (2019: £429,000). Contributions totalling £51,000 (2019: £74,000) were payable to the fund at the balance sheet date.