

KENT COUNTY CRICKET CLUB LIMITED

ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2025



TOGETHER, WE ARE KENT



KENT COUNTY CRICKET CLUB LIMITED

2025/26 CLUB INFORMATION

PATRON:	HRH THE DUKE OF KENT, KG
PRESIDENT 2025:	VICE ADMIRAL SIR TIMOTHY LAURENCE KCVO CB ADC(P)
PRESIDENT 2026:	RICHARD ELLISON
REGISTERED NUMBER:	IP28955R
REGISTERED OFFICE:	THE ST LAWRENCE GROUND, OLD DOVER ROAD, CANTERBURY, KENT CT1 3NZ

VICE PRESIDENTS:	HRH THE DUKE OF KENT KG JAMIE CLIFFORD RICHARD COLLINS JEREMY COWDREY ALISTER DUNNING DL PETER EDGLEY GRAHAM JOHNSON GEORGE KENNEDY CBE	LADY ROSE KINGSDOWN OBE ALAN KNOTT MBE HOWARD MILTON CARL OPENSHAW SIMON PHILIP DAVID ROBERTSON JOHN SHEPHERD DEREK TAYLOR DAVID TURNER
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PAST PRESIDENTS:	BOB BEVAN MBE RICHARD COLLINS CHRIS COWDREY ALISTER DUNNING DL PETER EDGLEY GRAHAM JOHNSON GEORGE KENNEDY CBE LADY ROSE KINGSDOWN OBE VICE ADMIRAL SIR TIMOTHY LAURENCE KCVO CB ADC(P)	PETER MORGAN YVONNE NEAME CARL OPENSHAW JO RICE CHARLES ROWE JOHN SHEPHERD CHRIS SWADKIN MBE DEREK TAYLOR JUDY UFTON
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CLUB POSITIONS AS OF 31 OCTOBER 2025

CHAIR:	JAMIE CLIFFORD (UNTIL 25 MARCH 2025) KRISHNA SHANMUGANATHAN (FROM 25 MARCH 2025)
VICE CHAIR:	BRIAN HAVILL (UNTIL 25 MARCH 2025) JAMIE CLIFFORD (FROM 25 MARCH 2025)
CHIEF EXECUTIVE OFFICER:	SIMON STOREY (UNTIL 31 OCTOBER 2025) NIMMO REID (ACTING CEO FROM 1 NOVEMBER 2025)
CLUB CAPTAIN:	DANIEL BELL-DRUMMOND
HONORARY MEDICAL ADVISER:	DR JULIAN THOMPSON MBBS
HONORARY CURATOR:	IAN PHIPPS
INDEPENDENT AUDITORS:	KRESTON REEVES AUDIT LLP
SOLICITORS:	BIRKETTS LLP
BANKERS:	NATIONAL WESTMINSTER BANK PLC



KENT COUNTY CRICKET CLUB LIMITED (continued)

BOARD OF DIRECTORS:

JAMIE CLIFFORD
SIMON COOK
DAME TRACEY CROUCH DBE
SONYA DEY
JASMINE DUMASIA

BRIAN HAVILL
KRISHNA SHANMUGANATHAN
SIMON STOREY
LAURA TOUGH

SASHA WHITE KC

BOARD VICE CHAIR
CO-OPTED 25 MARCH 2025
BOARD LEAD - SAFEGUARDING AND WELFARE
BOARD LEAD - RECREATIONAL CRICKET
BOARD CO-LEAD - EQUITY, DIVERSITY
AND INCLUSION
BOARD LEAD - AUDIT AND RISK
BOARD CHAIR
CHIEF EXECUTIVE OFFICER (UNTIL 31 OCTOBER 2025)
BOARD CO-LEAD - EQUITY, DIVERSITY
AND INCLUSION
BOARD LEAD - GROUND DEVELOPMENT

NAMED BELOW ARE MEMBERS OF THE CLUB'S FORMALLY APPOINTED SUB COMMITTEES:**COMMUNITY RECREATIONAL CRICKET
STEERING COMMITTEE**

SONYA DEY, CHAIR
JAMES REID
KRISHNA SHANMUGANATHAN
KARL SMITH
MICHAEL WILSHAW

EQUITY, DIVERSITY & INCLUSION STEERING COMMITTEE

JASMINE DUMASIA, CO-CHAIR
LAURA TOUGH, CO-CHAIR
OMOLOLA OSHINLAJA
SUSAN ROONEY

ELITE MEN'S CRICKET STEERING COMMITTEE

JAMIE CLIFFORD, CHAIR
SIMON COOK
KRISHNA SHANMUGANATHAN
SIMON STOREY

AUDIT AND RISK COMMITTEE

BRIAN HAVILL, CHAIR
JAMIE CLIFFORD
HUGO LOUDON
BRIAN MULLENS
KRISHNA SHANMUGANATHAN
DEREK TAYLOR

NOMINATIONS COMMITTEE

KRISHNA SHANMUGANATHAN, CHAIR
JAMIE CLIFFORD
SONYA DEY
KATIE MAIER
DAVID POOLE

SAFEGUARDING STEERING COMMITTEE

DAME TRACEY CROUCH DBE, CHAIR
MICHAEL CHUNG
PETER JONES
OMOLOLA OSHINLAJA
BRIDGET OWEN

**WOMEN'S AND GIRLS' ELITE CRICKET STEERING
COMMITTEE**

DAME TRACEY CROUCH DBE, CHAIR
NICK ALDRICH
LEAH BROWN
SIMON COOK
STUART FULLER
RAY MIA



PRESIDENT'S WELCOME

Year ended 31 October 2025

It would be wrong to avoid the uncomfortable fact that 2025 has not been a successful season on the field for either the Men's or the Women's teams. Both started with promise but a combination of factors, including injuries, led to a tailing off. For the Men, fighting through to the Vitality Blast Quarter-Finals after a weak start showed tremendous spirit. For the Women, their notable feat of snatching victory from the jaws of defeat against Glamorgan off the last ball in Cardiff was for me the highlight. Both teams had some memorable individual performances, and both have very promising young players coming through. There is a mood of optimism for next season.

Off the field, Jamie Clifford handed over the Chair's role to Krishna Shanmuganathan after doing an outstanding job as interim. Krish has picked up the reins with enormous energy and dedication, and we wish him well in the role. Meanwhile Simon Storey has departed after six outstanding years as Chief Executive. He will be much missed.

The sale of The Hundred Teams and the resulting distribution of capital sums to non-franchise Counties, such as Kent, has given us a considerable boost. The capital sum will be held for us by the ECB and at the very least it will provide welcome income from the interest on the investment. And the Club will be able to draw down from it for capital projects such as improving the facilities at our two main grounds.

I was delighted to help get the Derek Underwood Fund up and running. It aims to provide a cricket platform for young players across Kent, regardless of their background and ability. I feel sure the great man would be thrilled to have his name associated with that fine objective. It has been a huge privilege for me to fulfil the role of President for a second time, my first attempt having been almost completely washed out during the Covid pandemic. I have been thoroughly well supported by the team at Canterbury, by the Board and by the Past Presidents. I take this opportunity to give my warmest thanks to all of them. I am delighted to be handing the baton to Richard Ellison and I wish him all the best for his year as President.

Sir Tim Laurence
President 2025



CHAIR'S REPORT

Year ended 31 October 2025

OUR CRICKETING PERFORMANCE

What started brightly for both the Men's and Women's team, ultimately was a season of disappointment, with both sides lacking the consistency required over the season. The bright spots were both sides making the Vitality Blast Quarter Finals and the emergence of some very talented youngsters.

Indeed, our uniqueness has been our ability to produce a conveyor belt of talent – playing not just for Kent but for England too. Winning trophies with players produced by Kent, in a financially sustainable way, is our ambition. It may take time but we are investing more of our resources into ensuring that the Talent Pathway keeps on producing.

THE DOMESTIC SCHEDULE

The domestic schedule dominated discussions amongst the 18 counties, the MCC and the ECB over the summer. Throughout we remained true to the principles we outlined to you all: that any solution needed to be equitable and provide meaningful cricket in August. Sadly, despite our collective best efforts – and I'd like to thank members for their thoughtfulness and consideration as we explored various options – consensus could not be reached on either the County Championship or the One Day Cup. Changes were agreed to revitalise the Blast however – with regional groups of six, enshrining our most important local derbies.

OUR FINANCIAL PERFORMANCE

Your Chair of Audit & Risk will go into more detail but 2025 proved challenging. However, there were reasons for positivity: an EBITDA surplus of over £100k; strong ticket sales, particularly in the Blast; and Beckenham being profitable largely owing to our hosting of the India team.

The bigger picture is that county cricket as a whole continues to make a loss – not just for us but for the majority of counties. The injection of Hundred funds – which largely came in after the year end, even if it sits on the ECB balance sheet rather than our own – have certainly proved a saviour for us, and others, from a cash flow perspective.

But we shouldn't be naïve to think that this is a panacea. Alongside building the foundations to get us back to winning trophies, we also need to ensure that Kent becomes financially sustainable, particularly given a future where ECB revenues to counties are likely to diminish.

LEADERSHIP CHANGES

Following a tumultuous 2024, the Board had a period of stability. With the exception of myself taking over as Chair, there were no new additions – or indeed, resignations – during the financial year. Dame Tracey Crouch however will be standing down at the AGM and I'd like to thank her for her service. Her astute judgement, experience at the highest levels of sporting governance and her sharp wit will be deeply missed. Also, thanks to Simon Cook for agreeing to temporary co-option, helping craft the Club's ambition and ensuring elite cricket remains centre-stage.

As you know, however, your Board needs to evolve to ensure it has the requisite skills, experience and involvement to ensure we meet our ambitions as a Club. Indeed, we have included a Board attendance table on page 7 and will continue to do so in future Reports in line with best practice. Over the winter, we launched a process to recruit new Board members. The Board approved the appointment of David Daly and Tessa O'Neill, and you will find both on your AGM voting papers as they seek your ratification.

David is the former Chair of FTSE250 company Frasers Group (owner of Sports Direct) and is a Non-Executive Director at Fulham Football Club. He has over 40 years of experience in the sports industry, including 30 years at Nike where, amongst other things, he worked with Shane Warne to develop his Nike signature cricket shoe, the Air Flipper. David is a lifelong Kent fan and has served as a Trustee of the Kent Cricket Foundation.



CHAIR'S REPORT (continued)

Tessa is the Head of Town Planning at BDP, an international architecture and urbanism practice, focusing on masterplanning, estate utilisation and development for major estates and campuses, most notably advising the All England Lawn Tennis Club on its long-term masterplan. She brings an enduring passion for Kent Cricket; five generations of women in her family have supported the Club. Tessa currently sits on the Development and Advisory Group at Kent Cricket.

There were leadership changes in the executive team too with Simon Storey standing down as CEO at the end of the season. Through hard work, resilience, and unwavering commitment, Simon guided Kent Cricket through a global pandemic, saw us win several white ball trophies and oversaw the growth of the game throughout Kent. He has been a fantastic servant of this Club for the past seven seasons and we wish him all the best.

The Nominations Committee, on behalf of the Board, led the CEO search process and although somewhat longer than we hoped, we ended up with the best candidate to help meet our ambition. With a long history with high-performance cultures, operational excellence and organisational transformation, Michael Wilshaw brings a proven track record of delivering commercial growth, embedding performance standards, and reshaping organisations in complex stakeholder environments, expertise that will play a pivotal role as Kent navigates a rapidly evolving cricket landscape.

With Michael starting in February, we'd like to thank Nimmo Reid for his time as Acting CEO. As ever, he carried out his duties with steadfast resolve and a sure hand.

VENUE UTILISATION AND DEVELOPMENT

Beckenham has been mentioned a few times in previous Annual Reports and I'm glad to say that we are at least making some progress. Alongside a pre-app submission to the London Borough of Bromley to expand the facilities at The County Ground, we also appointed specialist consultants to develop our masterplanning at both our grounds.

We want to ensure both grounds are financially sustainable both in the short-term and the longer-term. Although it isn't pleasant to hear or indeed admit, county cricket clubs can no longer survive on cricket alone. We therefore need to ensure that we have fantastic facilities for players and supporters to enjoy cricket, but also assets that produce income throughout the year. Developing non-cricket income helps build profitability for reinvestment in cricketing operations, ensuring we can be enduringly competitive on the field.

OUTLOOK

Our rich heritage, a thriving recreational game – with more recreational players than every county bar one – and our unique estate provide the foundations upon which your Board hopes to create the next historic chapter for Kent Cricket. Rebuilding these foundations will take time. To be successful on the pitch, we need to be successful off it, driving our commercial revenues so that we can invest further in our Talent Pathway, our facilities and matchday squads.

In the short-term however, as you will see from your Director of Cricket's report, we have built a squad for next season that ought to see us challenging for promotion as well as for trophies in the white ball competitions, whilst at the same time being true to our ambition of backing the talent coming through the pathway.

Krish Shanmuganathan
Chair



BOARD ATTENDANCE

BOARD MEMBERS	NUMBER ATTENDED / NUMBER OF BOARD MEETINGS ELIGIBLE TO ATTEND (1.11.2024 - 31.10.2025)
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Jamie Clifford	9 / 9
Simon Cook	7 / 8
Dame Tracey Crouch DBE	7 / 9
Sonya Dey	9 / 9
Jasmine Dumasia	9 / 9
Brian Havill	9 / 9
Krishna Shanmuganathan	9 / 9
Simon Storey	9 / 9
Laura Tough	9 / 9
Sasha White KC	7 / 9



ACTING CHIEF EXECUTIVE OFFICER'S STRATEGIC REPORT

Year ended 31 October 2025

OVERVIEW

2025 marked a year of significant transition for Kent Cricket and for the wider domestic game. It was the first full season under our new Men's Head Coach, Adam Hoolioake, and the first year of Tier 2 competition for our Women's team within the new national structure.

It also marked the start of the ECB's new County Partnership Agreement 2.0 funding cycle, which governs over half of the Club's central funding and places increased emphasis on minimum operating standards, governance, facilities and long-term sustainability.

Against a challenging economic backdrop, the Club has continued to balance competitive investment in cricket with a disciplined focus on commercial growth, cost control and long-term financial sustainability.

OPERATIONS, FACILITIES & GROUND DEVELOPMENT

In 2025, our Venue Operations team remained committed to fostering a more "Welcoming Environment," enhancing the overall customer experience at our grounds. Customer satisfaction scores measured by ECB surveys continue to progress.

The team will continue to focus on meeting the ICC, ECB and local authority standards to improve facilities and operational delivery at both Canterbury and Beckenham, enhancing overall customer experience. This winter, we'll see the renewal of the decking around our Leslie Ames Hospitality Boxes, and the removal of the decking around Floodlight 4.

Once again, the work of Adrian Llong and his team was recognised at the 2025 Grounds Manager Awards, winning runners-up in the Outground Pitches Award. Work is going on to improve our four-day pitches, with the re-laying of pitches at Canterbury in its second year.

The pitch improvement programme being delivered by the groundstaff is complemented by the installation of a new irrigation and borehole system. This investment will improve water security and efficiency, reduce reliance on mains water, and support the long-term sustainability and resilience of our playing surfaces and venues.

Canterbury and Beckenham - Masterplanning

We have now formally appointed a specialist sports venue consultancy agency called IPW who are working with us to complete development feasibilities for both The County Ground, Beckenham and St Lawrence Ground, Canterbury. As we look forward, it is vital that each venue is financially sustainable in its own right. This will require each venue to not only be able to host cricket content - whether this is domestic Kent Cricket or as evidenced at Beckenham this year, a host of ECB competitive and training fixtures - but other revenue generating activities.

LONG TERM FINANCIAL SUSTAINABILITY

Under the leadership of Andy Griffiths, Chief Commercial Officer, we have embedded our new structure with a Commercial Department responsible for all revenue generation covering Membership, ticketing, sponsorship, events, hospitality, marketing, and communications.



ACTING CHIEF EXECUTIVE OFFICER'S STRATEGIC REPORT

(continued)

Commercial Partnerships

With marketing and sponsorship budgets under pressure, this has been a challenging year for our Commercial Partners.

We were delighted to secure the extension of our agreement with Shepherd Neame, our Principal Partner, for a further three years, alongside a number of key long-term renewals.

We also welcomed on board eight new Team Kent Business Club Partners. Networking continues to be a key benefit of being partnered with Kent Cricket and we continued to host informal afternoon tea events, trips to Chapel Down and Chilston Park with guided tours and tasting and opportunities to network.

Members & Supporters

Membership continues to hold an important role in the income of the Club.

2025 saw further refinements to our packages, including the launch of the Five Matchday Bundle and Premium Five Matchday Bundle, as the Club continued to push for new Members and package holders, whilst maintaining good value and service for returning Members.

Commercial

Ticket sales were boosted by a 10% increase in T20 revenue and another England Women International IT20 match at Canterbury, increasing by 15%. Metro Bank One Day Cup revenues returned to 2023 levels, with a 43% increase on 2024. Additionally, Kent Women's home fixtures introduced a new ticketing revenue stream with long-term growth potential.

COMMUNITY CRICKET & KENT CRICKET FOUNDATION

The main theme of 2025 has remained one of inclusion, alongside a significant step forward in establishing a single, joined-up Foundation-led model for community and recreational cricket. During the year, Kent Cricket completed the merger of its Community Team with its charitable arm to form the Kent Cricket Foundation, strengthening governance, funding routes and long-term sustainability for the recreational game across Kent including South East London.

In a year of continued delivery and transition, key highlights included:

Women's and Girls' Cricket

Women's and girls' cricket saw strong growth in 2025, including the launch of a new Women's Softball Indoor League with two divisions and 16 teams across the county. The secondary school pathway strengthened significantly, with 59 additional girls' teams entering Kent Cricket competitions, supported by improved links between schools, junior leagues and county finals. Participation at entry level also increased, with female-only Dynamos programmes engaging 62 additional participants, reinforcing the long-term pipeline for the women's and girls' game.



ACTING CHIEF EXECUTIVE OFFICER'S STRATEGIC REPORT

(continued)

Schools and Street Cricket: Chance to Shine

Our schools programme remained a cornerstone of participation growth, engaging 182 schools and reaching 27,165 children during the academic year. Alongside this, Street Cricket continued to develop as a key access point into the game, expanding from 10 to 12 Street Cricket Clubs across Kent and South East London. New clubs launched with a strong, distinctive Street Cricket identity, attracting 30+ participants at opening sessions and reinforcing momentum and local engagement. Ace partnerships creating a Pathway for all.

Coach Development

Workforce development remained a priority, with 19 coaching courses delivered and 301 coaches trained during 2025. Targeted bursary support continued to remove barriers to entry, alongside ongoing professional development delivered through the Kent Coaches Association.

Partnerships

Partnership working continued to support delivery in metropolitan Kent and South East London. The ACE Programme and Platform Cricket expanded access to the game, alongside collaborative delivery with football partners including Millwall Community Trust and Charlton Athletic Community Trust.

Recreational Cricket and Clubs

The affiliated club and league network remains at the heart of recreational cricket across Kent. In 2025, the number of affiliated clubs increased to 206, with 120 clubs signing up to the new ECB affiliation scheme, piloted with the Kent Cricket League. Foundation staff also supported league governance through committee and appeals panel representation.

County Grants Fund and Facilities

The County Grants Fund awarded £140,000 locally in 2025, supporting 16 projects with a combined project value of £364,478. Investment focused on improving facilities, creating welcoming environments and delivering significant pitch and infrastructure improvements, alongside additional funding secured to support major multi-site pitch enhancement projects.

Safeguarding

Kent Cricket's commitment to safeguarding remained fundamental. By the end of 2025, 164 clubs were using the Safe Hands Management System, supported by 171 Club Safeguarding Officers, with six safeguarding training courses delivered during the year. Kent continued to be recognised by the Cricket Regulator as a leading organisation.



ACTING CHIEF EXECUTIVE OFFICER'S STRATEGIC REPORT

(continued)

Walking Cricket

Walking Cricket continued to grow as a participation and wellbeing offer, with six active hubs delivering around 300 sessions to 95 participants, alongside festivals, community events and inter-county activity. Plans are in place to launch a structured Walking Cricket League and expand provision during 2026.

Volunteers

Volunteers remain fundamental to recreational cricket in Kent. In September 2025, Kent Cricket hosted its annual Volunteers' Day at the St Lawrence Ground, celebrating outstanding contributions across clubs, leagues, coaching and officiating. During the year, three Kent volunteers progressed to national recognition through the ECB National Cricket Collective Awards, reflecting the strength and impact of the county's volunteer workforce.

Youth Engagement Bus

2025 also saw the launch of the Kent Cricket Foundation's Street Cricket Engagement Bus, providing a flexible outreach tool to support youth engagement across rural and deprived communities, with plans in place to further enhance delivery and secure long-term sustainability.

With registered charity status and a unified delivery structure now in place, the Kent Cricket Foundation is well positioned to strengthen grassroots cricket, grow participation and scale community impact across Kent and South East London in the years ahead.

Supported by a dedicated Board of Trustees and clear governance arrangements, the Kent Cricket Foundation enters the next phase of its development with a stronger platform for delivery. This structure enables clearer strategic oversight, more effective partnership working and access to a broader range of funding opportunities, supporting sustainable growth in participation and community impact across Kent and South East London.

OUR PEOPLE

Our objective as an employer is to attract, develop, motivate and retain a diverse and high-performing workforce within a welcoming, inclusive and enabling work environment. Through a period of organisational transition and continued economic pressure, the Club has remained committed to supporting our people, strengthening leadership capability and investing in training, wellbeing and professional development.

The Club has also continued to invest significantly in its Equity, Diversity and Inclusion Action Plan, with extensive training delivered across both the leadership team and the wider workforce, reinforcing our commitment to creating a respectful and inclusive environment for all.



ACTING CHIEF EXECUTIVE OFFICER'S STRATEGIC REPORT

(continued)

I would like to pay tribute and extend sincere thanks to those colleagues and servants of Kent Cricket who moved on during 2025. Martin Gall retired in May after many years of dedicated service to the Club, while Riley Nicholson left to take up a role better aligned with supporting his family. Simon Storey stepped down as Chief Executive Officer at the end of October after a long period of service to Kent Cricket and continues to support the Club in an advisory capacity. I would also like to thank Jamie Clifford, who served as Chair from July 2024 to March 2025, guiding the Club through a challenging period of transition.

Looking ahead, Michael Wilshaw will take up the role of Chief Executive Officer from 2 February 2026. As the Club enters its next phase, our people strategy remains focused on supporting employee development, strengthening organisational capability and ensuring Kent Cricket continues to be a great place to work.

OUTLOOK AND KEY CONSIDERATIONS

The landscape for professional county cricket is undergoing the most significant structural change in a generation. The sale of The Hundred franchises and the evolution of the ECB's funding and broadcast models will reshape the domestic game over the coming decade.

Kent is actively positioning itself for this future through diversified revenue streams, structured masterplanning at Canterbury and Beckenham, and disciplined financial governance.

Beckenham remains a strategically important part of Kent Cricket's future and will continue to be developed as a financially sustainable international training and performance hub.

SUMMARY

Kent Cricket enters the next phase of its development clear about both the challenges and the opportunities that lie ahead.

We remain committed to being competitively successful in both Men's and Women's cricket while maintaining a disciplined focus on financial sustainability.

As we look forward to 2026, we do so with confidence, determination and a clear strategic direction.

Nimmo Reid
Acting Chief Executive Officer



DIRECTOR OF CRICKET'S REPORT

Year ended 31 October 2025

MEN'S PROFESSIONAL TEAM

Below is the list of players contracted for 2026 and beyond. Notably, 45% of the squad are homegrown players, an increase of 9% from the 2025 group. It is unusual for three pathway players to break through in one year, this is a strong indicator of our philosophy starting to embed. We need to be mindful that this short-term spike will be followed over the next few years by a reduction as the Academy refreshes and the new Regional Programme has time to take full effect.

PROFESSIONAL STAFF

Daniel Bell-Drummond
Chris Benjamin
Sam Billings
Michael Cohen
Ben Compton
Zak Crawley
Oliver Curtiss
Ben Dawkins
Jaydn Denly
Joe Denly
Joey Evison
Harry Finch
Corey Flintoff
Fred Klaassen
Matt Milnes
Tawanda Muyeye
Sam Northeast
Matt Parkinson
Matt Quinn
Ekansh Singh
Jas Singh
Grant Stewart

All contracts for the 2026 squad have been signed or agreed. Twelve players were out of contract last year, and we retained eleven, with only Nathan Gilchrist departing for Warwickshire. This represents a strong retention outcome and demonstrates clear buy-in from the playing group toward the Club's short- and medium-term vision under Adam and his staff.

SEASON OUTLINE REVIEW - COUNTY CHAMPIONSHIP

The season began positively with two early wins, but long-term injuries to key bowlers disrupted momentum. Ben Compton was the standout batter; however, modest returns from the rest of the top order meant we again failed to secure batting points, which significantly impacted our Championship position.

The recruitment of Sam Northeast is therefore a major strategic addition. Alongside Compton and DBD, he will provide a strong core around which younger players can learn, grow, and contribute more consistently, particularly in building first-innings totals.



DIRECTOR OF CRICKET'S REPORT (continued)

With the ball, injuries prevented us from fielding a competitive attack for much of the year. A major positive was the progression of Jas Singh, who performed impressively before his injury and returned in September looking the best bowler we had.

The signing of Matt Milnes strengthens our attack across all formats. Bowling remains an area of relative weakness, but there are encouraging signs. The additions of Keith Dudgeon for the whole year plus 3 other overseas bowlers should allow us to compete more consistently.

SEASON OUTLINE REVIEW - VITALITY BLAST

The T20 campaign was more positive. The top order performed strongly and our Powerplay bowling was particularly economical. Reaching the quarter-final represented a good achievement for the group who will look to go one stage further in 2026.

Harry Finch and Tawanda Muyeye had standout seasons, while middle-overs wicket-taking and death-bowling remain areas for improvement. Matt Milnes returning should provide additional death options and overseas recruitments will bolster our mid-innings options.

SEASON OUTLINE REVIEW - ONE DAY CUP

The One-Day Cup was arguably the most encouraging format of 2025. Several younger players took their opportunities, most notably Ben Dawkins with an excellent hundred against Northamptonshire. Strong contributions were also made by Jaydn Denly and Ekansh Singh. This format will continue to be the most important for the Club in allowing our best young players to accelerate their learning.

OVERALL SUMMARY

There were highs and lows typical of a young squad in transition. Successful teams tend to have an average age of around 31; ours is currently 27, reflecting the need for patience and continued development.

We remain committed to giving young players opportunities at the right time and to give every format our best.

WOMEN'S TIER 2 TEAM

KENT WOMEN'S CRICKET: A YEAR OF TRANSITION AND GROWTH IN 2025

The 2025 season was a pivotal year for Kent Women, defined by change. With the ECB introducing a new domestic competition structure, the County faced the dual challenge of rebuilding its squad while competing in a more demanding and streamlined environment.

SQUAD REBUILD AND STRATEGIC RECRUITMENT

We entered the season with a refreshed lineup, blending experienced players from within the County setup with exciting young talent from the Pathway. To strengthen depth and create healthy competition for places, the squad also welcomed several seasoned recruits from outside the County. This strategic rebuild was designed to lay a sustainable foundation for future success and ensure we remained competitive in the evolving landscape.



DIRECTOR OF CRICKET'S REPORT (continued)

ADAPTING TO THE ECB'S NEW STRUCTURE

The ECB's revamped system raised the bar across all formats, requiring Counties to adapt quickly. We embraced this challenge, delivering glimpses of our potential with strong performances in the Vitality T20 Women's County Cup, including notable wins against Middlesex, Berkshire, and Cambridgeshire. However, the Vitality Blast League 2 and Metro Bank One Day Cup campaigns highlighted the learning curve, as inconsistency and narrow defeats proved costly.

TALENT PATHWAY AND PROFESSIONAL ASPIRATIONS

While results were mixed, individual performances provided plenty of encouragement. Competing in Tier 2 means that players aspiring to a professional career must progress through a Tier 1 County. Surrey serves as our official Talent Partner, offering our most promising young cricketers the opportunity to join a Tier 1 Academy and begin their professional journey. Our Pathway remains exceptionally strong, with five Kent players currently part of the Surrey Academy setup—a testament to the depth of talent within the County.

LOOKING AHEAD

We are always evolving as a group and although we have said goodbye to a number of players from 2025, we have again been active and recruited some extra experience from players that have been involved in Tier 1 over the last year. With the experiences carried over from last season, we look forward to the challenges we face in 2026.

Simon Cook
Director of Cricket



FINANCE REVIEW

Year ended 31 October 2025

OVERVIEW

The financial review in the three previous Annual Reports concluded that our key financial risk was that of many organisations in the current economic environment – it is difficult to grow income yet there are significant pressures on maintaining expenditure levels.

In part because of the above, we suffered high financial deficits both in the year to October 2023 and in the year to October 2024.

This year, to October 2025, has seen new revenue lines in that from the sale of franchises in The Hundred, the England and Wales Cricket Board (ECB) has paid distributions (dividends) to counties for the first time. We have continued to receive fee payments from the ECB. The dividends totalled £809,000 which in the accounts have been shown as exceptional items. Three dividends were received:

- an unconditional one-off amount of £413,000;
- a dividend of £146,000, to cover costs incurred in relation to seeking planning permission on The County Ground at Beckenham; and
- a dividend of £250,000, to provide funds to enable the transfer of the community cricket reserve to the Kent Cricket Foundation.

INCOME

Standard income rose by £1,221,000 (15%), thanks primarily to increases in standard ECB income; rental and sport hire revenue; and contributions received in relation to our Talent Pathway programmes. The increase in sport hire revenue was a result of Beckenham being used far more as an international training hub.

EXPENDITURE

There was also a 15% increase in direct expenditure – up £1,062,000. This was in part because of increases in costs associated with increases in income. For example, Talent Pathway income rose £378,000 while associated costs rose £447,000. The increase in net expenditure of £69,000 was a result of our wish to bring the Regional Development Programme in house as this leads to better integration of the whole cricket pathway in Kent Cricket.

Administration expenditure rose by £162,000 (16%), with a significant proportion of the increase (£89,000) being the increase in Beckenham pre-app costs which in turn led to the £146,000 dividend from ECB discussed above.

RESULTS

Once again, we earned a relatively small positive EBITDA (earnings before interest, taxation, depreciation and amortisation) - £118,000 (2024: £73,000). This would not have been sufficient to cover interest and depreciation and as in previous years, we would have again incurred an overall deficit was it not for the exceptional income of £809,000 and the gain on the revaluation of the investment property of £200,000. The overall surplus was £752,000.



FINANCE REVIEW (continued)

BALANCE SHEET

The losses in the two previous years led to reductions in reserves from £7,456,000 to £6,674,000, a combined drop of £782,000 (10.5%). The positive result in 2025 and surplus on the revaluation of fixed assets, has seen balance sheet reserves increase to £8,235,000.

The increase in reserves is welcome but it needs to be remembered that our reserve levels continue to be significantly below the level of fixed assets.

This said, perhaps the most pleasing figure on our balance sheet is net current liabilities of £490,000 – less than half of the prior year comparative. It is hoped that we will have net current assets on our balance sheet next year.

CONTINGENT ASSET

The sale of franchises in The Hundred has led to the ECB setting funds aside that they hold that are earmarked for individual counties.

As with other non-host counties, the amount allocated during the year by ECB to Kent was £18,060,000.

Kent are able to apply for these funds to be paid over by ECB to Kent for certain agreed purposes – primarily for revenue generating projects. Other purposes include certain professional fees. Funds will not cover professional cricket costs nor expenditure relating to our junior pathways.

Two amounts were paid over during the year.

SUMMARY

	£'000	£'000
Balance at start of year		-
Allocated to Kent during the year		18,060
Dividends received during the year (note 7)		
Re Kent Cricket Foundation	(250)	
Re Costs in relation to planning permission	(146)	
		(396)
Balance at end of year		17,664

Brian Havill
Chair, Audit and Risk Committee



BOARD OF DIRECTORS' RESPONSIBILITIES STATEMENT

For the year ended 31 October 2025

The Board of Directors are responsible for preparing the Annual Report and the Financial Statements in accordance with applicable law and regulations.

Co-operative and Company Benefit Society law requires the Board of Directors to prepare financial statements for each financial year. Under that law, the Board of Directors have elected to prepare the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'. The financial statements are required by law to show a true and fair view of the state of affairs of the Club and of the surplus or deficit of the Club for the year.

In preparing these financial statements, the Board of Directors are required to:

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

The Board of 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 Club and to enable them to ensure that the financial statements comply with the Co-operative and Community Benefit Societies Act 2014.

The Board of Directors are also responsible for:

- safeguarding the assets of the Club and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities;
- the maintenance and integrity of the corporate and financial information included on the Club's website.



INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF KENT COUNTY CRICKET CLUB LIMITED

OPINION

We have audited the financial statements of Kent County Cricket Club Limited (the 'Club') for the year ended 31 October 2025, which comprise the Statement of comprehensive income, the Balance sheet, Cash flow statement, the Statement of changes in equity and the related notes, 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 Club's affairs as at 31 October 2025 and of its income and expenditure 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 Co-operative and Community Benefit Societies Act 2014.

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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the Club in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council'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

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.

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 Club'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.

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



INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF KENT COUNTY CRICKET CLUB LIMITED (continued)

OTHER INFORMATION

The other information comprises the information included in the Annual Report other than the financial statements and our Auditors' report thereon. The directors are responsible for the other information contained within the Annual Report. 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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.

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

We have nothing to report in respect of the following matters where the Co-operative and Community Benefit Societies Act 2014 requires us to report to you if, in our opinion:

- the Club has not kept proper books of account, and not maintained a satisfactory system of control over its transactions, in accordance with the requirements of the legislation; or
- the revenue account, any other accounts to which our report relates, and the balance sheet are not in agreement with the Club's books of account; or
- we have not received all the information and explanations necessary for the purposes of our audit.

RESPONSIBILITIES OF DIRECTORS

As explained more fully in the Directors' responsibilities statement set out on page 18, 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 Club'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 Club 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.



INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF KENT COUNTY CRICKET CLUB LIMITED (continued)

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:

Capability of the audit in detecting irregularities, including fraud

Based on our understanding of the Club and industry, and through discussion with the directors and other management (as required by auditing standards), we identified that the principal risks of non-compliance with laws and regulations related to health and safety, anti-bribery and employment law. We considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Co-operative and Community Benefit Societies Act 2014 and taxation legislation. We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls). Audit procedures performed by the engagement team included:

- Discussions with management and assessment of known or suspected instances of non-compliance with laws and regulations (including health and safety) and fraud; and
- Assessment of identified fraud risk factors; and
- Challenging assumptions and judgements made by management in its significant accounting estimates; and
- Checking and reperforming the reconciliation of key control accounts; and
- Performing analytical procedures to identify any unusual or unexpected relationships, including related party transactions, that may indicate risks of material misstatement due to fraud; and
- Review of significant and unusual transactions and evaluation of the underlying financial rationale supporting the transactions; and
- Identifying and testing journal entries, in particular any manual entries made at the year end for financial statement preparation.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance.

As part of an audit in accordance with ISAs (UK), we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.



INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF KENT COUNTY CRICKET CLUB LIMITED (continued)

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion of the effectiveness of the Club's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude 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 Club's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our Auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our Auditors' report. However, future events or conditions may cause the Club to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

USE OF OUR REPORT

This report is made solely to the Club's members, as a body, in accordance with Section 87 of the Co-operative and Community Benefit Societies Act 2014. Our audit work has been undertaken so that we might state to the Club's members those matters we are required to state to them in an Auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Club and the Club's members, as a body, for our audit work, for this report, or for the opinions we have formed.

Kreston Reeves Audit LLP
Statutory Auditor
Canterbury
Date: 13 March 2026



STATEMENT OF COMPREHENSIVE INCOME

For the year ended 31 October 2025

	Note	2025 £	2024 £
Income and Expenditure Account			
Income	5	9,596,518	8,375,447
Direct expenditure	6	(8,384,035)	(7,322,123)
Administration expenditure		(1,181,058)	(1,019,440)
Other operating income	4	86,741	39,049
Earnings before interest, taxation, depreciation, amortisation and exceptional items		118,166	72,933
Exceptional income	7	808,838	-
Gain on revaluation of investment property	15	200,000	-
Earnings before interest, taxation, depreciation and amortisation		1,127,004	72,933
Depreciation less amortisation of capital grant	8	(264,370)	(312,435)
Interest receivable	11	6,100	5,738
Interest payable	12	(116,428)	(124,047)
Surplus/(deficit) before taxation for the year		752,306	(357,811)
Taxation	13	-	-
Surplus/(deficit) after taxation for the year		752,306	(357,811)
Other comprehensive income			
Surplus/(deficit) before taxation for the year		752,306	(357,811)
Surplus on revaluation of tangible fixed assets		1,115,439	-
Taxation	24	(306,210)	45,400
Total comprehensive income for the year		1,561,535	(312,411)

The notes on pages 28 to 45 form part of these financial statements.



BALANCE SHEET

As at 31 October 2025

Registered number: IP28955R

		2025	2024
	Note	£	£
Fixed assets			
Tangible assets	14	10,937,631	10,030,884
Investment property	15	1,300,000	1,100,000
		<u>12,237,631</u>	<u>11,130,884</u>
Current assets			
Stocks	17	111,759	130,177
Debtors: amounts falling due within one year	18	473,871	274,882
Cash at bank and in hand	19	863,526	393,888
		<u>1,449,156</u>	<u>789,947</u>
Creditors: amounts falling due within one year	20	(1,938,923)	(1,869,691)
Net current liabilities		<u>(489,767)</u>	<u>(1,070,744)</u>
Total assets less current liabilities		<u>11,747,864</u>	<u>10,060,140</u>
Creditors: amounts falling due after more than one year	21	(2,703,360)	(2,883,378)
Provisions for liabilities			
Deferred tax	24	(809,086)	(502,876)
		<u>(809,086)</u>	<u>(502,876)</u>
Net assets		<u>8,235,418</u>	<u>6,673,886</u>
Capital and reserves			
Called up share capital	25	100	103
Revaluation reserve	26	1,334,575	525,346
Other reserves	26	380,347	105,520
Profit and loss account	26	6,520,396	6,042,917
		<u>8,235,418</u>	<u>6,673,886</u>

The financial statements were approved and authorised for issue by the board and were signed on its behalf by:

Krishna Shanmuganathan
Chair
Date 13 March 2026

Brian Havill
Director

The notes on pages 28 to 45 form part of these financial statements.



STATEMENT OF CHANGES IN EQUITY

For the year ended 31 October 2025

	Called Up Share Capital	Revaluation Reserve	Other Reserves	Income and Expenditure Account Reserve	Total Equity
	£	£	£	£	£
At 1 November 2024	103	525,346	105,520	6,042,917	6,673,886
Surplus for the year	-	-	-	752,306	752,306
Surplus on revaluation of land & buildings less deferred tax provision	-	809,229	-	-	809,229
Shares issued during the year	7	-	-	-	7
Shares cancelled during the year	(10)	-	-	-	(10)
Transfer to Community Cricket	-	-	231,483	(231,483)	-
Transfer to Kent Cricket Heritage Trust	-	-	43,344	(43,344)	-
At 31 October 2025	100	1,334,575	380,347	6,520,396	8,235,418

The notes on pages 28 to 45 form part of these financial statements.



STATEMENT OF CHANGES IN EQUITY

For the year ended 31 October 2024

	Called Up Share Capital	Revaluation Reserve	Other Reserves	Income and Expenditure Account Reserve	Total Equity
	£	£	£	£	£
At 1 November 2023	108	501,086	138,929	6,346,178	6,986,301
Deficit for the year	-	-	-	(357,810)	(357,810)
Transfer between revaluation reserve and income and expenditure account	-	(21,140)	-	21,140	-
Deferred tax movement on revaluation of freehold property	-	45,400	-	-	45,400
Shares issued during the year	11	-	-	-	11
Shares cancelled during the year	(16)	-	-	-	(16)
Community Cricket deficit for the year	-	-	(31,075)	31,075	-
Utilisation of Colin Page Cricket Scholarship	-	-	(2,334)	2,334	-
At 31 October 2024	103	525,346	105,520	6,042,917	6,673,886

The notes on pages 28 to 45 form part of these financial statements.



STATEMENT OF CASH FLOWS

For the year ended 31 October 2025

	2025 £	2024 £
Cash flows from operating activities		
Surplus/(deficit) for the financial year	752,306	(357,811)
Adjustments for:		
Depreciation of tangible assets	507,087	524,427
Loss on disposal of tangible assets	-	(1,654)
Revaluation gain on investment properties	(200,000)	-
Interest payable	116,428	124,047
Interest receivable	(6,100)	(5,738)
Decrease/(increase) in stocks	18,418	(2,033)
Decrease/(increase) in debtors	(198,989)	163,276
Increase in creditors	73,549	4,281
Net cash from operating activities	1,062,699	448,795
Cash flows from investing activities		
Purchase of tangible fixed assets	(272,386)	(230,577)
Interest received	6,100	5,738
HP interest paid	(11,007)	(14,417)
Net cash from investing activities	(277,293)	(239,256)
Cash flows from financing activities		
Repayment of other loan	(159,232)	(133,255)
Repayment of finance leases	(51,115)	(70,980)
Loan interest paid	(105,421)	(109,630)
Net cash used in financing activities	(315,768)	(313,865)
Net increase in cash and cash equivalents	469,638	(104,325)
Cash and cash equivalents at beginning of year	393,888	498,213
Cash and cash equivalents at the end of year	863,526	393,888
Cash and cash equivalents at the end of year comprise:		
Cash at bank and in hand	863,526	393,888
	863,526	393,888



NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 October 2025

1. GENERAL INFORMATION

Kent County Cricket Club Limited (the Club) is a society registered under the Co-operative and Community Benefit Societies Act 2014. The address of its registered office is The Spitfire Ground, St Lawrence, Old Dover Road, Canterbury, Kent, CT1 3NZ.

The principal activities and objects of the Club are to:

- promote and further the game of cricket at all levels within and beyond the County of Kent;
- to carry on the activity of County Cricket and to undertake such cricket fixtures and other activities as the Board of directors may decide;
- to be a member of the First-Class Cricket Forum of the England and Wales Cricket Board (ECB) and to take part in the activities of the ECB and the First-Class Cricket Forum or any successor;
- to strengthen the bonds between the Club and local communities in the county of Kent and surrounding areas;
- to maintain and develop the County Ground at the The Spitfire Ground, St Lawrence, Canterbury and/or such other location or locations as the Board of directors may from time to time determine as the headquarters of the Club and/or as a venue for playing cricket and so as to provide the best possible facilities for Members and those visiting the Ground or Grounds; and
- to apply the profits of the Club in furthering the objects of the Club.

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.

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

The functional currency and the presentational currency is Pound Sterling. The financial statements are presented to the nearest Pound.

The following principal accounting policies have been applied:

2.2 Going concern

The Club has prepared cash flow forecasts that demonstrate that it will be able to continue to meet its obligations as they fall due for payment for the foreseeable future, including the repayment of its loan commitments.

After making enquiries and taking into account the factors described above, the Club's management have a reasonable expectation that the Club has adequate resources to continue trading for the foreseeable future. Therefore, they continue to adopt the going concern basis of accounting in preparing the Annual Report and Financial Statements.

2.3 Income

All income is accounted for on an accruals basis except for donations which are accounted for in the year of receipt.



2. ACCOUNTING POLICIES (CONTINUED)

Income represents amounts receivable from the Club's principal activities and is analysed between the Club's income streams in note 5. Income received in respect of future seasons is treated as deferred income.

Subscriptions

Subscription income comprises amounts receivable from members in respect of the current season. Subscriptions received in respect of future seasons are treated as deferred income.

Life membership subscriptions received during the year are placed to a deferred income account and amounts are transferred as income to the Income and Expenditure Account over a period of ten years.

Match receipts

Relate to amounts received from gate charges, ticket sales and guarantees directly attributable to staging cricket matches in Kent.

England and Wales Cricket Board (ECB)

ECB income relates to fees receivable, including performance related elements, in the current season distributed from central funds in accordance with the First Class Memorandum of Understanding. ECB fees received in respect of future seasons are treated as deferred income. ECB fees receivable to fund capital projects are treated as deferred income and are released to the Income and Expenditure Account by equal instalments over the expected useful lives of the relevant assets in accordance with accounting policy 2.4 Tangible fixed assets, as set out below.

All other income streams

Income from all other income streams is accounted for on an accruals basis recognised in relation to the activities detailed in note 5. Income received in respect of future periods is recognised as deferred income.

Exceptional income

Exceptional income represents items that are considered significant in size or nature and are not expected to recur frequently or regularly in the normal course of the Club's activities. Such items are disclosed separately in the Income and Expenditure Account to provide a better understanding of the Club's financial performance. See note 7 for further detail.

2.4 Tangible fixed 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.

Freehold land is not depreciated. Depreciation on other assets is charged so as to allocate the cost of assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following basis:

Freehold land	- Nil
Freehold buildings	- 50 - 75 years
Motor vehicles	- 3 years
Ground and office equipment	- 3 to 10 years

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate.

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



2. ACCOUNTING POLICIES (CONTINUED)

2.5 Revaluation of tangible fixed assets

Individual freehold and leasehold properties are carried at fair value at the date of the revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses. Revaluations are undertaken with sufficient regularity to ensure the carrying amount does not differ materially from that which would be determined using fair value at the balance sheet date.

Fair values are determined from market based evidence normally undertaken by professionally qualified valuers.

Revaluation gains and losses are recognised in other comprehensive income unless losses exceed the previously recognised gains or reflect a clear consumption of economic benefits, in which case the excess losses are recognised in the Income and Expenditure Account.

2.6 Investment property

Investment property is carried at fair value determined annually by management and derived from the current market rents and investment property yields for comparable real estate, adjusted if necessary for any difference in the nature, location or condition of the specific asset. No depreciation is provided. Changes in fair value are recognised in the Income and Expenditure Account.

2.7 Valuation of investments

Investments in unlisted company shares, whose market value can be reliably determined, are remeasured to market value at each balance sheet date. Gains and losses on remeasurement are recognised in the Statement of comprehensive income for the period. Where market value cannot be reliably determined, such investments are stated at historic cost less impairment.

2.8 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.

At each balance sheet 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 the Income and Expenditure Account.

2.9 Debtors

Short-term debtors are measured at transaction price, less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method, less any impairment.

2.10 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 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 Club's cash management.

2.11 Creditors

Short-term creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.



2. ACCOUNTING POLICIES (CONTINUED)

2.12 Finance costs

Finance costs are charged to income and expenditure 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.

2.13 Operating leases: the Company as lessee

Rentals paid under operating leases are charged to Income and Expenditure Account on a straightline basis over the lease term.

2.14 Leased assets: the Company as lessee

Assets obtained under hire purchase contracts and finance leases are capitalised as tangible fixed assets. Assets acquired by finance lease are depreciated over the shorter of the lease term and their useful lives. Assets acquired by hire purchase are depreciated over their useful lives. Finance leases are those where substantially all of the benefits and risks of ownership are assumed by the company. Obligations under such agreements are included in creditors net of the finance charge allocated to future periods. The finance element of the rental payment is charged to the Income and Expenditure Account so as to produce a constant periodic rate of charge on the net obligation outstanding in each period.

2.15 Pensions

Defined contribution pension plan

The Company operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the Company pays fixed contributions into a separate entity. Once the contributions have been paid the Company 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 Balance sheet. The assets of the plan are held separately from the Company in independently administered funds.

2.16 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 balance sheet date in the countries where the Company operates and generates income.

Deferred tax balances are recognised in respect of all timing differences that have originated but not reversed by the balance sheet 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 balance sheet date.



2. ACCOUNTING POLICIES (CONTINUED)

2.17 Capital and revenue grants

Grants relating to tangible fixed assets are treated as deferred income and released to the Income and Expenditure Account over the expected useful lives of the assets concerned. Grants received to date relate primarily to the freehold buildings and will be credited to the Income and Expenditure Account over a period of fifty years.

Grants relating to revenue costs are credited to the Income and Expenditure Account in line with the relevant costs.

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

The preparation of the financial statements requires management to make judgements, estimates and assumptions that can affect the amounts reported for assets and liabilities, and the results for the year. The nature of estimation is such though that actual outcomes could differ significantly from those estimates.

The following judgements have had the most significant impact on amounts recognised in the financial statements:

Investment properties

The Club holds investment property with fair value of £1,300,000 at the year end (see note 15). In order to determine the fair value of investment property the Club engaged independent valuation specialists with experience in the location and nature of the property being valued. Their work involved the use of valuation techniques based on comparable market data. The determined fair value of the investment property is most sensitive to fluctuations in the property market.

Tangible fixed assets

The Club has recognised tangible fixed assets with a carrying value of £10,937,631 at the reporting date (see note 14). The Club has adopted the revaluation model for the measurement of land and buildings, other assets are stated at their cost less provision for depreciation and impairment.

In order to determine the fair value of land and buildings the Club engaged independent valuation specialists with experience in the location and nature of the property being valued. Their work involved the use of valuation techniques based on comparable market data. Valuations are obtained with sufficient regularity to ensure that the carrying value of revalued assets reflects current market conditions. The determined fair value of the land and buildings is most sensitive to fluctuations in the property market.

The Club's accounting policy sets out the approach to calculating depreciation for immaterial assets acquired. For material assets such as land and buildings the Club determines at acquisition or the date of revaluation reliable estimates for the useful life of the asset, its residual value and decommissioning costs. These estimates are based upon such factors as the expected use of the acquired asset and market conditions. At subsequent reporting dates management consider whether there are any factors such as technological advancements or changes in market conditions that indicate a need to reconsider the estimates used.

Where there are indicators that the carrying value of tangible assets may be impaired the Club undertakes tests to determine the recoverable amount of assets. These tests require estimates of the fair value of assets less cost to sell and of their value in use. Wherever possible the estimate of the fair value of assets is based upon observable market prices less incremental cost for disposing of the asset. The value in use calculation is based upon a discounted cash flow model, based upon the Club's forecasts for the foreseeable future which do not include any restructuring activities that the Club is not yet committed to or significant future investments that will enhance the asset's



3. JUDGEMENTS IN APPLYING ACCOUNTING POLICIES AND KEY SOURCES OF ESTIMATION UNCERTAINTY (CONTINUED)

performance. The recoverable amount is most sensitive to the discount rate used for the discounted cash flow model as well expected future cash flows and the growth rate used for extrapolation purposes.

Taxation

Provision has been made in the financial statements for deferred tax amounting to £809,086 at the reporting date (see note 24). This provision is based upon estimates of the availability of future taxable profits, the timing of the reversal of timing differences upon which the provision is based and the tax rates that will be in force at that time together with an assessment of the impact of future tax planning strategies.

Contingent asset

The Club has been allocated funds from the ECB following the sale of franchises in The Hundred which the Club may apply to draw down from in future periods through application to the ECB in relation to certain agreed purposes. At the reporting date no asset has been recognised in the financial statements as the Club does not have control over the funds. See note 29 for further information.

4. OTHER OPERATING INCOME

	2025	2024
	£	£
Donations	23,446	32,248
Memorabilia income	43,344	
Sundry income	19,951	6,801
	<u>86,741</u>	<u>39,049</u>

5. INCOME

	2025	2024
	£	£
Subscriptions	339,216	373,035
Match receipts	655,206	571,838
England & Wales Cricket Board	3,524,852	3,178,261
Retail	170,558	162,754
Sports Centre	57,861	71,621
St Lawrence Clinic	1,139,824	1,112,348
Catering	87,278	50,167
Commercial	981,307	1,059,094
Rental & Sport hire	656,682	377,191
Talent Pathway - non-professional elite cricket	892,656	514,265
Community Cricket	1,091,078	904,873
	<u>9,596,518</u>	<u>8,375,447</u>



6. DIRECT EXPENDITURE

	2025	2024
	£	£
Salary and related costs	2,202,271	2,151,917
Match expenses - ground	380,574	262,509
Matches expenses - cricket	672,149	656,291
Ground operating costs	616,328	692,527
Sports Centre	25,587	25,881
Talent Pathway - non-professional elite cricket	986,516	539,400
Rental & Sports Hire	456,420	264,385
Community Cricket	1,059,595	935,948
St Lawrence Clinic	1,072,242	1,045,319
Retail	147,910	115,304
Commercial and marketing	764,443	632,642
	8,384,035	7,322,123

7. EXCEPTIONAL INCOME

	2025	2025
	£	£
Unrestricted dividend		413,333
Dividend in relation to planning permission	145,505	
Dividend in relation to the Kent Cricket Foundation	250,000	
		395,505
		808,836

During the year ended 31 October 2025, the Club received a new revenue stream from the ECB. This dividend income was derived out of the funds raised from the sale of franchises in The Hundred.

The Club first received a dividend of £413,333. This amount was unrestricted.

The Club received two further dividends from ECB, both of which came out of funds allocated to us from the sale of The Hundred (see note 29). These dividends were paid:

- in recognition of costs incurred with regard to seeking planning permission on the County Ground at Beckenham
- in order that we had sufficient funds to be able to transfer the community cricket reserve balance (note 26) to the Kent Cricket Foundation. Further details in note 31.



8. DEPRECIATION

Depreciation is stated after crediting capital grants released:

	2025	2024
	£	£
Depreciation of tangible fixed assets	507,087	524,427
Capital grants released	(242,717)	(211,992)
	<u>264,370</u>	<u>312,435</u>

9. AUDITORS' REMUNERATION

	2025	2024
	£	£
Fees payable to the Club's auditors and its associates for the audit of the Club's annual financial statements	22,600	23,500
	<u>22,600</u>	<u>23,500</u>

10. EMPLOYEES

Staff costs were as follows:

	2025	2024
	£	£
Wages and salaries	4,549,412	4,615,110
Social security costs	501,731	431,244
Other staff costs	260,366	230,899
Cost of defined contribution scheme	315,008	303,942
	<u>5,626,517</u>	<u>5,581,195</u>



10. EMPLOYEES (CONTINUED)

Key management personnel

Total remuneration in respect of key management personnel, including related social security contributions, was £577,761 (2024: £568,975).

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

	2025 No.	2024 No.
Cricket	22	21
Cricket - Coaches, scorers and administration	7	5
Ground/Operations	12	13
Marketing and sales	8	8
Physiotherapy Clinic	15	16
Administration	4	4
Community Cricket	22	21
Talent Pathway	5	6
Science and medicine	3	3
	<u>98</u>	<u>97</u>

11. INTEREST RECEIVABLE

	2025 £	2024 £
Other interest receivable	<u>6,100</u>	<u>5,738</u>

12. INTEREST PAYABLE

	2025 £	2024 £
Loan	105,421	109,630
Finance leases and hire purchase contracts	11,007	14,417
	<u>116,428</u>	<u>124,047</u>



13. TAXATION

	2025	2024
	£	£
Total current tax	-	-
Total deferred tax	-	-
Tax on profit/(loss)	-	-
Factors affecting tax charge for the year		

The tax assessed for the year is lower than (2024 - higher than) the standard rate of corporation tax in the UK of 25% (2024 - 25%). The differences are explained below:

	2025	2024
	£	£
Surplus/(deficit) on ordinary activities before tax	752,306	(357,811)
Surplus/(deficit) on ordinary activities multiplied by standard rate of corporation tax in the UK of 25% (2024 - 25%)	188,077	(89,453)
Effects of:		
Expenses not deductible for tax purposes	7,983	-
Capital allowances for year in excess of depreciation	47,910	(253,177)
Non-taxable fair value movement	(50,000)	-
Non-taxable income	(93,213)	-
Unrelieved tax losses carried forward	-	342,630
Utilisation of tax losses	(36,818)	-
Other differences leading to an increase (decrease) in the tax charge	(63,939)	-
Total tax charge for the year	-	-

Factors that may affect future tax charges

There are no factors that may affect future tax charges.



14. TANGIBLE FIXED ASSETS

	Freehold Land and Buildings	Ground and Office Equipment	Motor vehicles	Total
	£	£	£	£
Cost or valuation				
At 1 November 2024	8,875,522	4,769,967	20,465	13,665,954
Additions	-	298,395	-	298,395
Disposals	-	(39,394)	-	(39,394)
Revaluations	624,478	-	-	(624,478)
As at 31 October 2025	<u>9,500,000</u>	<u>5,028,968</u>	<u>20,465</u>	<u>14,549,433</u>
Depreciation				
At 1 November 2024	400,362	3,215,954	18,754	3,635,070
Charge for the year	90,599	415,555	933	507,087
Disposals	-	(39,394)	-	(39,394)
On revalued assets	(490,961)	-	-	(490,961)
At 31 October 2025	<u>-</u>	<u>3,592,115</u>	<u>19,687</u>	<u>3,611,802</u>
Net book value				
As at 31 October 2025	<u>9,500,000</u>	<u>1,436,853</u>	<u>778</u>	<u>10,937,631</u>
As at 31 October 2024	<u>8,475,160</u>	<u>1,554,013</u>	<u>1,711</u>	<u>10,030,884</u>

The net book value of assets held under finance leases or hire purchase contracts, included above, are as follows:

	2025 £	2024 £
Ground and office equipment	<u>124,430</u>	<u>141,527</u>

Included in land and buildings is freehold land at a valuation of £860,000 (2024: £700,000). This land, which originally cost £6,621 (2024: £6,621) is not depreciated.



14. TANGIBLE FIXED ASSETS (CONTINUED)

At 31 October 2025 the total net book value of land and buildings related to freehold land and buildings.

Cost or valuation at 31 October 2025 is as follows:

	Land and buildings £
At cost	6,165,989
At valuation:	
Uplift per Strutt & Parker Valuation dated 31 October 2019 and 31 March 2025	3,334,011
	<u>9,500,000</u>

During the year the Club's land and buildings were revalued on a Depreciated Replacement Cost (DRC) basis. The uplift recognised in the current year as a result of the revaluation is £624,478.

If the land and buildings had not been included at valuation they would have been included under the historical cost convention as follows:

	2025 £	2024 £
Cost	6,165,989	6,165,989
Accumulated depreciation	<u>(3,611,210)</u>	<u>(3,520,611)</u>
Net book value	<u>2,554,779</u>	<u>2,645,378</u>

15. INVESTMENT PROPERTY

	Freehold investment property £
Valuation:	
At 1 November 2024	1,100,000
Surplus on revaluation	200,000
At 31 October 2025	<u>1,300,000</u>

The 2025 valuations were made by Strutt & Parker, on an open market value for existing use basis.



16. INVESTMENTS

The Club has an investment of 30,000 ordinary £1 shares in Reigndei Limited, an unquoted company registered in Guernsey, established in order to provide insurance cover for rain affected cricket matches. In common with other First Class Counties who have like investments, these shares are being held by England and Wales Cricket Board as Trustees for the Club. The fair value of this investment is deemed to be £Nil.

The Club also owns other assets, for example paintings and other memorabilia, where the value is not recognised in the financial statements.

17. STOCKS

	2025	2024
	£	£
Finished goods and goods for resale	<u>111,759</u>	<u>130,177</u>

18. DEBTORS

	2025	2024
	£	£
Trade debtors	306,095	143,894
Other debtors	56,165	65,203
Prepayments and accrued income	<u>111,611</u>	<u>65,785</u>
	<u>473,871</u>	<u>274,882</u>

19. CASH AND CASH EQUIVALENTS

	2025	2024
	£	£
Cash at bank and in hand	<u>863,526</u>	<u>393,888</u>



20. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025	2024
	£	£
Trade creditors	314,817	195,591
Other creditors	10,182	10,465
Taxation and social security	416,254	402,521
Accruals and deferred income	791,517	870,823
Deferred capital grants	226,460	213,532
Finance leases and hire purchase contracts	30,563	34,106
Canterbury City Council loan	149,130	142,653
	1,938,923	1,869,691

As security for their loan, Canterbury City Council have a first charge over the The Spitfire Ground, St Lawrence, Canterbury, Kent, CT1 3NZ

Interest is charged at 4.49%, the Public Works Loan Board 30 year fixed rate for annuity loans as applicable to the matched funding.

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

	2025	2024
	£	£
Accruals and deferred income	16,058	20,935
Deferred capital grants	592,452	605,427
Net obligations under finance leases and hire purchase contracts	93,867	107,421
Canterbury City Council loan	2,000,983	2,149,595
	2,703,360	2,883,378

The loan with Canterbury City Council was taken out in 2010 and was originally for £4,000,000. This is due to be fully repaid in May 2037.

Repayments are monthly at just over £20,000 per month. £244,000 per year. Repayments cover both capital and interest. Interest cost for the year to 31 October 2025 was £105,421 (2024: £109,630).

The Canterbury City Council loan is repayable over the following period:

	2025	2024
	£	£
2 - 5 years	667,377	638,392
6 - 10 years	1,019,486	975,237
> 10 years	314,120	535,966
	2,000,983	2,149,595



22. HIRE PURCHASE AND FINANCE LEASES

Minimum lease payments under hire purchase fall due as follows:

	2025	2024
	£	£
Within one year	30,563	34,106
Between 2-5 years	93,867	107,421
	<u>124,430</u>	<u>141,527</u>

23. FINANCIAL INSTRUMENTS

The Club has exposure to two main areas of risk – liquidity risk and customer credit exposure. The Club has established a risk and financial management framework whose primary objectives are to protect the Club from events that hinder the achievement of its performance objectives. The objectives aim to limit undue counterparty exposure, ensure sufficient working capital exists and to monitor the management of risk.

Exposure to price, credit, liquidity and cash flow risk

The Club's principal financial instruments comprise bank balances, trade creditors, trade debtors, loans to the Club, and lease arrangements. The main purpose of these instruments is to finance the Club's operations.

Due to the nature of the financial instruments used by the Club there is no exposure to price risk, for example in respect of fluctuations in commodity or equity prices. The Club's approach to managing other risks applicable to the financial instruments concerned is as follows.

Liquidity risk is the risk that the Club will encounter difficulty in meeting its financial obligations as they fall due. The Club's objective in managing liquidity risk is to ensure that this does not arise. Having assessed future cash flow requirements the Club expects to be able to meet its financial obligations through the cash flows from its operating activities and the loan provided to the Club. With this loan in place the Club is in a position to meet its commitments and obligations as they fall due.



24. DEFERRED TAXATION

	2025 £
At beginning of year	(502,876)
Charged to other comprehensive income	(306,210)
At end of year	(809,086)

The provision for deferred taxation is made up as follows:

	2025 £	2024 £
On revaluation of land and buildings and investment property	(809,086)	(502,876)
	(809,086)	(502,876)

25. SHARE CAPITAL

	2025 £	2024 £
Allotted, called up and fully paid		
2,000 (2024 - 2,060) Ordinary shares of £0.05 each	100	103

Fully paid share holding members in the period totalled 2,000 (2024: 2,060). For a full breakdown of membership numbers see page 46.

26. RESERVES

Revaluation reserve

The Club has adopted the revaluation model for the measurement of its land and buildings. This reserve is used to record increases in the fair value of land and buildings, less any related provision for deferred tax.

The amount of depreciation provided on book value which represents valuation surpluses is transferred each year by way of a reserve movement to the Income and Expenditure Account.

Other reserves

Other reserves include:

- J & K Huntley Bursary for the benefit of providing an educational grant in conjunction with the University of Kent to students with proven cricketing ability £49,211 (2024: £49,211).
- Community Cricket fund for the development of recreational cricket £287,792 (2024: £56,309).
- Kent Cricket Heritage Trust for the preservation and display of Kent Cricket Memorabilia £43,344 (2024:NIL).

Income and expenditure account reserve

This reserve comprises all current and prior period retained surpluses and deficits.



27. ANALYSIS OF NET DEBT

	At 1 November 2024	Cash flows	At 31 October 2025
	£	£	£
Cash at bank and in hand	393,888	469,638	863,526
Canterbury City Council loan	(2,292,248)	142,135	(2,150,113)
Finance leases	(141,527)	17,097	(124,430)
	<u>(2,039,887)</u>	<u>628,870</u>	<u>(1,411,017)</u>

28. PENSION COMMITMENTS

Included in staff costs for the period is £315,008 (2024: £303,942) in respect of the Club's contributions to staff and players group personal pension schemes. Amounts outstanding at the balance sheet date amounted to £33,860 (2024: £31,764).

29. CONTINGENT ASSET

As a result of the sale of franchises in The Hundred, the England and Wales Cricket Board (ECB) have funds that they hold that are earmarked for individual counties.

As with other non-host counties, the amount allocated by ECB to the Club during the year was £18,059,695. This amount has not been recognised as an asset by the Club in its Financial Statements.

These funds are conditional on ECB approval of applications and will be paid over by ECB to the Club on application by the Club in relation to certain agreed purposes - primarily for revenue generating projects. Other purposes include some professional fees but the funds will not cover professional cricket costs nor expenditure relating to our junior pathways.

Two amounts were paid over by ECB during the year:

	2025 £	2025 £
Balance at the start of the year		-
Allocated to the Club during the year		18,059,695
Dividends received out of allocated funds during the year (note 7)		
- Re Kent Cricket Foundation	(250,000)	
- Re Costs in relation to planning permission	(145,505)	
		(395,505)
Balance at end of year		<u>17,664,190</u>



30. COMMITMENTS UNDER OPERATING LEASES

At 31 October 2025 the Club had future minimum lease payments due under non-cancellable operating leases for each of the following periods:

	2025	2024
	£	£
Not later than 1 year	17,099	5,494
Later than 1 year and not later than 5 years	33,254	48,510
	<u>50,353</u>	<u>54,004</u>

31. POST BALANCE SHEET EVENTS

In November 2025, Kent County Cricket Club (the Club) completed a strategic merger of its community cricket team with the Club's charitable arm, the Kent Cricket Foundation (formerly Kent Cricket Development Trust).

The Club is the sole member of the Kent Cricket Foundation, which in effect is now responsible for all of the community cricket work that was previously undertaken by the Club.



MEMBERSHIP NUMBERS

	1/11/24	Transferred, Deceased & Cancelled	New	As at 31/10/25
Life	841	(4)	-	837
Annual Honorary	125	0	-	125

FULL

Club	746	(152)	134	728
Club & Friend	206	(67)	31	170
Junior & Youth Associate*	266	(208)	81	139
Young Adult	109	(70)	27	66
The Century Club	22	0	-	22

COUNTRY

Club Country	127	(18)	18	127
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TICKETING PACKAGES

Six Pack*	484	(484)		
Five Bundle***			525	525
Supporters Network*	22	0	5	27

	2,948	(1,003)	821	2,766
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* Non-Shareholders

** New Category

*** New Category and Non-Shareholder

The above has not been subject to audit.

WE WOULD LIKE TO THANK OUR PARTNERS
FOR THEIR SUPPORT:



KENT SPITFIRES MAJOR PARTNER



ELITE PARTNERS



WOMEN'S CRICKET
HEADLINE PARTNER



COMMUNITY PARTNERS



TEAM KENT PARTNERS



TOGETHER, WE ARE KENT



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