

11 ICC Development (International) Limited Directors' Report and Consolidated Financial Statements

For the Year Ending 31 March 2002

ICC Development (International) Limited

Directors' Report and Consolidated Financial Statements

For the Year Ending 31 March 2002

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Directors' Report

For the Year Ended 31 March 2002

The Directors submit their report together with the audited consolidated financial statements for year ended 31 March 2002. The consolidated financial statements comprise the results of ICC Development (International) Limited (the Company) and its subsidiary ICC Administrative Services (UK) Limited, hereafter referred to as the Group.

General Information

International Cricket Council ("ICC")

The ICC is primarily responsible for all aspects of the day to day running and long term development of international cricket. The extensive remit includes management of the playing conditions relevant to the international game, provision of independent match officials for Tests and One Day Internationals, and the management of the ICC Code of Conduct. The ICC is a company registered in the British Virgin Islands with a share capital of \$1 and undertakes no transactions.

The structure of the ICC is as follows:



ICC Development (International) Limited ("IDI")

IDI is incorporated and domiciled in the British Virgin Islands and is principally responsible for:

- Managing the commercial rights to cricket events owned by the members of the ICC, including the organisation of tournaments;
- (ii) Managing the ICC Development Program; and
- (iii) Providing such administration services as are required by the ICC.
- IDI is owned by a BVI registered trust for the benefit of all members of the ICC.

ICC Administrative Services (UK) Limited ("IAS")

IAS provides support and administrative services to IDI.

Registered Office

The address of the company's registered office is as follows: Craigmuir Chambers Road Town, Tortola Territory of the British Virgin Islands

Directors' Report

For the Year Ended 31 March 2002

Operating and Financial Review

The revenue of the Group was \$9,765,278 (2001: \$21,120,579). An analysis of the different sources of revenue is set out in Note 2 of the Financial Statements. The net loss for the year was \$4,791,069 (2001: net profit of \$6,481,000). The total reserves of the Group at 31 March 2002 were \$11,079,359 of which \$8,881,682 has been set aside for development.

Directors

The current Executive Directors of the Company are as follows:

Director

Malcolm Gray	President and Non-Executive Director	
Malcolm Speed	Chief Executive Officer and Executive Director	Appointed 9 July 2001

In addition, David Richards served as an Executive Director in the year until his resignation on 9 July 2001.

The current Non-Executive Directors of the Company are as follows:

Director	Country		
R Merriman	Australia	Member representative	Appointed 21 September 2001
M Ali Asghar	Bangladesh	Member representative	Appointed 26 November 2001
Lord MacLaurin	England	Member representative	
J Dalmiya	India	Member representative	Appointed 29 September 2001
Sir John Anderson	New Zealand	Member representative	
Lt. General Tauqir Zia	Pakistan	Member representative	
Percy Sonn	South Africa	Member representative	
V Malasekara	Sri Lanka	Member representative	Appointed 23 May 2001
Rev. W Hall	West Indies	Member representative	Appointed 30 July 2002
Peter Chingoka	Zimbabwe	Member representative	
HRH Tunku Imran	Malaysia	Associate Member representative	
Rene van Ierschot	Holland	Associate Member representative	
Jimmy Rayani	Kenya	Associate Member representative	

In addition, the following Non-Executive Directors served during the year until their resignation:

Director	Country		
Denis Rogers	Australia	Member representative	Resigned 21 September 2001
Saber Chowdhury, MP	Bangladesh	Member representative	Resigned 23 August 2001
M Akmal Husain	Bangladesh	Member representative	Appointed 23 August 2001,
			Resigned 26 November 2001
Dr A Muthiah	India	Member representative	Resigned 29 September 2001
Stephen Alleyne	West Indies	Member representative	Resigned 30 July 2002

No Director held an interest in the shares of the company during the year.

Directors' Report

For the Year Ended 31 March 2002

Auditors

A resolution to re-appoint PricewaterhouseCoopers as auditors for the forthcoming year will be put to the members at the Annual General Meeting.

By Order of the Board

L Knapp Secretary 28 June 2002

Auditors' Report

To the Members of ICC Development (International) Limited

Introduction

We have audited the accompanying consolidated balance sheet of ICC Development (International) Limited (the Group) as of 31 March 2002 and the related income and cash flow statements for the year then ended. These financial statements set out on pages 5 to 17 are the responsibility of the Group's management. Our responsibility is to express an opinion on these financial statements based on our audit.

Scope

We conducted our audit in accordance with International Standards on Auditing. Those Standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

Opinion

In our opinion the financial statements give a true and fair view of the financial position of the Group as of 31 March 2002 and of the results of its operations and its cash flows for the year then ended in accordance with International Accounting Standards.

PricewaterhouseCoopers

Chartered Accountants and Registered Auditors British Virgin Islands 28 June 2002

Consolidated Income Statement

For the Year Ended 31 March 2002

		2002	2001
	Note	\$	\$
Revenue	2	9,765,278	21,120,579
Administrative Expenses	3	(8,089,539)	(5,257,449)
Cricket Event Costs	4	(2,156,367)	(8,214,271)
Global Cricket Development Program Costs	5	(5,743,576)	(2,730,522)
Expenses		(15,989,482)	(16,202,242)
Operating (loss)/profit	6	(6,224,204)	4,918,337
Interest and other financial income	7	1,527,039	1,584,985
Group (loss)/profit before tax		(4,697,165)	6,503,322
Taxation	9	(93,904)	(22,322)
Net (loss)/profit		(4,791,069)	6,481,000

The Group had no recognised gains or losses during the year other than those reflected in the above income statement and therefore a supplementary consolidated statement of total recognised gains and losses is not presented. Additional information on shareholder's equity is given in note 18.

The notes on pages 8 to 17 form an integral part of the consolidated financial statements.

Consolidated Balance Sheet

At 31 March 2002

		2002	2001
	Note	\$	\$
ASSETS			
Non-current assets			
Fixtures, furniture and equipment	10	580,833	252,604
Current assets			
Receivables and prepayments	11	26,833,611	7,896,081
Cash and cash equivalents	12	97,931,493	50,165,874
		124,765,104	58,061,955
Total assets		125,345,937	58,314,559
LIABILITIES AND EQUITY			
Non-current liabilities	12		40,200,000
Deferred income	13	-	40,200,000
Deferred tax liability	14	27,656	-
		27,656	40,200,000
Current liabilities			
Trade and other payables	15	2,038,922	1,902,838
Deferred income	16	112,200,000	250,000
		114,238,922	2,152,838
Total liabilities		114,266,578	42,352,838
Capital and reserves			
Called up share capital	17	1	1
ICC Associate members fund	18	-	87,782
Development Fund	18	8,881,682	13,303,621
IDI Reserve	18	2,197,676	2,570,317
Total equity		11,079,359	15,961,721
Total liabilities and equity		125,345,937	58,314,559

The notes on pages 8 to 17 form an integral part of these consolidated financial statements. Movements in shareholders equity are shown in note 18.

The financial statements on pages 5 to 17 were approved by the board of directors on 28 June 2002 and were signed on its behalf by:

Mr Malcom Gray

Mr Malcom Speed

Consolidated Cash Flow Statement

For the Year Ended 31 March 2002

		2002	2001
	Note	\$	\$
Cash flows from operating activities			6 502 222
Group (loss)/profit before tax		(4,697,165)	6,503,322
Adjustments for:			
Interest received	7	(1,582,960)	(1,562,749)
Loss/(profit) on foreign exchange movements	7	55,921	(22,236)
Depreciation	10	71,227	44,129
Profit on release of payable for ICC Knockout		(58,264)	-
Transfer of Associate Members Fund from Reserves	18	(91,293)	-
Changes in working capital:			
Receivables	11	(8,051,545)	164,970
Prepayments	11	814,120	(6,235,570)
Non-current liabilities – deferred income	13	(40,200,000)	40,200,000
Non-current liabilities – deferred tax liability	14	27,656	-
Trade and other payables	15	136,084	(113,822)
Current liabilities – deferred income	16	111,950,000	250,000
Cash generated from operations		58,373,781	39,228,044
Tax paid	9	(93,904)	(22,322)
Net cash from / (used in) operating activities		58,279,877	39,205,722
Cash flows from investing activities			
Interest received – cricket events	7	1,283,814	863,269
Interest received – umpires & referees fund	7	-	8,500
Interest received – other	7	299,146	690,980
Purchase of fixtures, furniture and equipment	10	(397,677)	(140,437)
Net cash from investing activities		1,185,283	1,422,312
Cash flows from financing activities			
Loan to Members	11	(10,663,124)	-
Loan to Associate Members	11	(1,036,981)	(1,000,000)
Net Cash flows used in financing activities		(11,700,105)	(1,000,000)
Increase / (decrease) in cash		47,765,055	39,628,034
Movements in cash and cash equivalents			
At start of year	12	50,165,874	10,537,840
Increase / (decrease) in cash		47,765,055	39,628,034
Effects of exchange rate changes		564	-
At end of year	12	97,931,493	50,165,874
Cash and bank balances		97,931,493	50,165,874
Bank Overdrafts		-	-

The notes on pages 8 to 17 form an integral part of these consolidated financial statements.

31 March 2002

01 Accounting Policies

a Basis of Preparation

The consolidated financial statements have been prepared in accordance with International Accounting Standards. The consolidated financial statements have been prepared under the historical cost convention and the reporting currency of the Group is US Dollars.

b Group Accounting

Subsidiary undertakings, which are those entities in which the Group has an interest of more than one half of the voting rights or otherwise has power to exercise control over the operations are consolidated. Subsidiaries are consolidated from the date on which control is transferred to the Group and are no longer consolidated from the date that control ceases. All intercompany transactions, balances and unrealised gains on transactions between group companies are eliminated. Where necessary, accounting policies for subsidiaries have been changed to ensure consistency with the policies adopted by the Group.

c Revenue

Revenue represents the net amount receivable from the sale of media and commercial rights in respect of cricket events held during the year, subscription fees from members and other income. Revenue from cricket events is recognised when earned at the time cricket events are held. All other income of the Group is recognised on an accruals basis. Expenditure on cricket events is expensed as incurred.

d Foreign Currencies

Income statements of foreign entities are translated into the Group's reporting currency at the weighted average exchange rates for the year and balance sheets are translated at the exchange rates ruling on 31 March. Exchange differences arising from the retranslation of the net investment in the foreign subsidiary undertaking are taken to shareholders' equity where material.

Foreign currency transactions are accounted for at the exchange rates prevailing at the date of the transactions; gains and losses resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies, are recognised in the income statement.

e Financial Instruments

Financial instruments carried on the balance sheet include cash and bank balances, investments, and receivables. The particular recognition methods adopted are disclosed in the individual policy statements associated with each item.

Disclosures about financial instruments to which the Group is a party are provided in Note 20.

31 March 2002

f Deferred Taxation

Deferred Taxation is provided in full using the liability method on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements.

Tax rates enacted or substantively enacted by the balance sheet date are used to determine deferred income tax.

Deferred tax assets are recognised to the extent that it is probable that future taxable profit will be available against which temporary differences can be utilised.

Deferred income tax is provided on temporary differences arising on investments in subsidiaries except where the timing of the reversal of the temporary difference can be controlled and it is probable that the temporary difference will not reverse in the foreseeable future.

g Fixtures, Furniture and Equipment

All fixtures, furniture and equipment are initially recorded at cost and subsequently depreciated over the periods shown below.

Depreciation is calculated on the straight line method to write off the cost of each asset, to their residual values, over their estimated useful lives, at rates between 12% and 33.33%.

Where the carrying amount of an asset is greater than its recoverable amount, it is written down immediately to its recoverable amount.

Gains and losses on disposal of fixtures, furniture and equipment are determined by reference to their carrying amount and are taken into account in determining operating profit.

h Accounting for Leases

Leases of property where a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under operating leases are charged to the income statement on a straight-line basis over the period of the lease.

Receivables

Receivables are carried at anticipated realisable value. An estimate is made for doubtful receivables based on a review of all outstanding amounts at the year-end. Bad debts are written off during the year in which they are identified.

Cash and Cash Equivalents

For the purposes of the cash flow statement, cash and cash equivalents comprise cash in hand, and deposits held at call with banks, net of bank overdrafts. In the balance sheet, bank overdrafts are included in current liabilities.

31 March 2002

k Provisions

Provisions are recognised when the Group has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate of the amount of the obligation can be made.

l Pension Obligations

The Group's contributions to defined contribution pension plans are charged to the income statement in the year to which they relate.

02 Revenue

Revenue Analysis

	2002	2001
	\$	\$
1999 World Cup	120,731	-
ICC Knock Out – 2000	-	18,000,000
ICC Trophy – 2001	893,200	-
U19 World Cup – 2002	500,000	-
Cricket Week – Sale of rights	-	2,500,000
Umpire Sponsorship	-	152,599
Members and Associate Members Subscriptions	8,058,053	299,200
ECB & MCC Contributions – Development Program	142,939	-
Fines	58,935	61,359
Licensing	(9,427)	106,133
Other	847	1,288
Total	9,765,278	21,120,579

2001

Notes to the Consolidated Financial Statements

31 March 2002

03 Administrative Expenses

	2002	2001
	\$	\$
Salaries and allowances	1,331,636	988,829
Travel – President and Chief Executive	129,873	99,533
Sponsorship and Branding	999,182	130,234
Annual Conference and Reporting	63,848	70,418
Committees and Executive Board – meeting costs	620,270	670,986
Professional Fees	585,532	176,301
Unrecoverable VAT	558,899	427,050
Sundry office expenses	731,396	363,031
Compensation to cricket boards	309,895	-
Recruitment	124,192	104,522
Provision for doubtful debts	-	139,105
Corporate Governance review costs	270,528	175,333
Public relations and communications	288,796	168,202
Umpires and Referees	910,910	924,064
Anti Corruption Unit	1,164,582	819,841
Total	8,089,539	5,257,449

04 Cricket Events Costs

	2002	2001
	\$	\$
ICC Knock Out	39,991	4,696,379
Cricket week and ambassadors fees	-	2,219,485
Bundling of rights negotiations	-	1,235,932
1999 Under 19 World Cup	-	62,475
2001 ICC Trophy	1,746,553	-
2003 World Cup	369,823	-
Total	2,156,367	8,214,271

05 Global Cricket Development Program Costs

2002	2001
\$	\$
439,329	329,223
67,641	106,496
4,512,741	1,879,369
704,062	415,434
11,399	-
8,404	-
5,743,576	2,730,522
	\$ 439,329 67,641 4,512,741 704,062 11,399 8,404

31 March 2002

06 Operating Loss/Profit

This is stated after charging:

	2002	2001
	\$	\$
Depreciation	71,227	44,129
Operating lease rentals	64,350	63,900
Auditors' remuneration		
- audit	48,223	42,350
- non audit	275,520	184,213

07 Interest and Other Financial Income

	2002	2001
	\$	\$
Umpires and referees fund interest		8,500
Interest on revenue from cricket events	1,283,814	863,269
Other Interest	299,146	690,980
Loss/(profit) on exchange	(55,921)	22,236
Total	1,527,039	1,584,985

08 Staff Costs

2002	2001
\$	\$
1,202,893	648,150
85,407	95,669
13,336	25,926
1,301,636	769,745
	\$ 1,202,893 85,407 13,336

The number of persons employed by the Group at the end of the year was 28. The average number of persons employed by the group during the year was 21.

09 Taxation

	2002	2001
	\$	\$
Corporation Tax at 20% (2001 20%) – UK subsidiary	93,904	22,322

31 March 2002

10 Fixtures, Furniture and Equipment

	2002	2001
	\$	\$
Year ended 31 March		
Opening net book amount	252,604	173,326
Exchange differences	1,779	(17,030)
Additions	397,677	140,437
Depreciation charge	(71,227)	(44,129)
Closing net book amount	580,833	252,604
At 31 March		
Cost	790,158	389,736
Accumulated depreciation	(209,325)	(137,132)
Net book amount	580,833	252,604

11 Receivables and Prepayments

	2002	2001
	\$	\$
Trade debtors	8,165,464	113,919
Other debtors and prepaid expenses	5,968,042	6,782,162
Loans to Members	10,663,124	-
Loans to Associate Members	2,036,981	1,000,000
Total	26,833,611	7,896,081

Other debtors and prepaid expenses include \$5,059,970 advanced to regions to fund development program projects throughout 2003. The \$10,663,124 relates to a loan advanced to the South African Cricket Board for infrastructure development for the World Cup, 2003. The \$2,036,981 relates to interest free loans to associate members in respect of distributable revenues relating to the World Cup, 2003.

12 Cash and Cash Equivalents

	2002	2001
	\$	\$
Cash at bank and in hand	1,469,646	1,567,452
Short term bank deposits	96,461,847	48,598,422
Total	97,931,493	50,165,874

31 March 2002

13 Non-Current Liabilities – Deferred Income

	2002	2001
	\$	\$
Deferred income due in more than one year	-	40,200,000

Deferred income represents amounts received from the sale of media and commercial rights in respect of cricket events that have not yet been held. The \$40,200,000 from 2001 has been transferred to current liabilities as it is now due in less than one year, see note 16.

14 Non-Current Liabilities – Deferred Tax Liability

	2002	2001
	\$	\$
Deferred tax liability	27,656	-

Deferred tax liability for timing difference due to capital allowances from IAS.

15 Current Liabilities – Trade and other Payables

	2002	2001
	\$	\$
Funds due to Members	405,972	556,915
Funds due to Associate Members	91,293	-
Taxation and social security	188,781	86,373
Accruals	353,955	1,259,550
Other creditors	998,921	-
Total	2,038,922	1,902,838

16 Current Liabilities – Deferred Income

	2002	2001
	\$	\$
Deferred income	112,200,000	250,000

Deferred income is received from the sale of media and commercial rights in respect of cricket events that are due to be held within one year. This includes \$40,200,000 transferred from Non-Current – Deferred income during the year.

31 March 2002

17 Share Capital

	2002	2001
	\$	\$
Authorised:		
50,000 Bearer shares of US\$1 each	50,000	50,000
Allotted, called up and fully paid		
1 Bearer share of US\$1	1	1

The 1 Bearer share is held in Trust for all of the Members of the International Cricket Council.

18 Movements in Shareholders' Equity

2002

	At 1 April	Retained	Reserve	At 31 March
	2001	Profit/(Loss)	Transfers	2002
	\$	\$	\$	\$
Share Capital	1	-	-	1
Associate Members Fund	87,782	-	(87,782)	-
Development Fund	13,303,621	-	(4,421,939)	8,881,682
IDI Reserve	2,570,317	-	(372,641)	2,197,676
Profit and loss account	-	(4,791,069)	4,791,069	-
Total	15,961,721	(4,791,069)	(91,293)	11,079,359

2001

	At 1 April	Retained	Reserve	At 31 March
	2000	Profit/(Loss)	Transfers	2001
	\$	\$	\$	\$
Share Capital	1	-	-	1
Umpires and Referees Fund	321,270	-	(321,270)	-
Associate Members Fund	80,541	-	7,241	87,782
Operations Fund	4,078,909	-	(4,078,909)	-
Development Fund	-	-	13,303,621	13,303,621
IDI Reserve	5,000,000	-	(2,429,683)	2,570,317
Profit and loss account	-	6,481,000	(6,481,000)	-
Total	9,480,721	6,481,000	-	15,961,721

The Development Fund is held to finance the ICC Development Program operations and is credited with all proceeds from the ICC KnockOut and ICC Under 19 World Cup events and income specifically set aside for development. It is reduced by development expenditure, excluding central costs, incurred in the year.

The IDI Reserve is held on behalf of the Members of ICC. Amounts relating to the profit and loss are transferred to reserves.

31 March 2002

19 Operating Lease Commitments

The future minimum annual lease payments under non-cancellable operating leases are as follows:

	2002	2001
	\$	\$
Expiring:		
Later than 1 year and not later than 5 years	64,350	63,900

20 Financial Instruments

i) Financial risk management

The overall objective of the Group is to protect the Group's profitability from fluctuations in the financial markets and to use products to enhance the Group's competitive position.

ii) Interest rate risk

The Group is exposed to interest rate risk through its interest bearing assets. Interest rate risk is monitored and managed by the Finance and Marketing Committee.

iii) Credit risk

The Group has no significant concentrations of credit risk. The Group has policies that limit the amount of credit exposure to any one financial institution and investments are only made in high quality financial institutions. The Group has policies in place to ensure that sales of commercial rights are only made to counterparties with an appropriate credit history.

iv) Liquidity risk

Prudent liquidity risk management implies maintaining sufficient cash and marketable securities, the availability of funding through an adequate amount of committed credit facilities and the ability to close out market positions.

v) Foreign exchange risk

The Group has no significant foreign exchange risk. The Company's investment in its foreign subsidiary, whose net assets are exposed to currency translation risk, is not significant to the Company. Intercompany transactions are settled on a timely basis to minimise exposure to currency translation risk.

31 March 2002

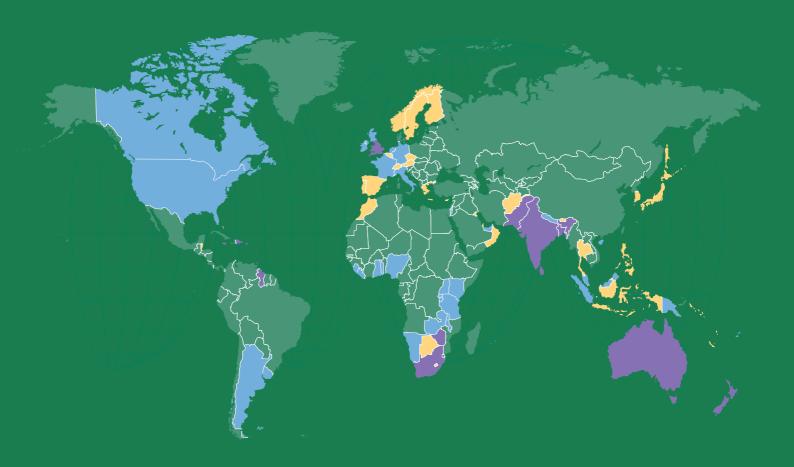
21 Directors' Remuneration

A listing of the members of the Board of Directors is shown on page 2 of the Directors' Report. For the year ended 31 March 2002, two directors received remuneration totalling \$328,595 (2001: \$194,000). This includes salaries, performance related bonuses, provisions for pensions, social charges and contributions for healthcare insurance. None of the Non-Executive Directors received remuneration, including the Chairman, however, the directors are reimbursed for their expenses. An allowance of \$30,000 was paid to the Chairman as a contribution to his expenses.

22 Principal Subsidiary Undertaking

	Country of Incorporation	Ownership
ICC Administrative Services (UK) Limited	United Kingdom	100%





ICC Playing Nations

REGIONS	FULL MEMBERS 🔴	ASSOCIATE MEMBERS 🔵	AFFILIATE MEMBERS 🔶	CONTACT
Africa	South Africa, Zimbabwe	East & Central Africa, Kenya, Namibia, Tanzania, Uganda, West Africa	Botswana, Lesotho, Morocco, St Helena	Hoosein Ayob (ICC Regional Development Manager) c/o United Cricket Board of South Africa, Wanderes (Lub, North Street, Illovo, PO Box 55009, Northlands 2116, South Africa Tel: +27 11 880 02810 Fax: +27 11 880 6578 Email: HooseinA@cricket.co.za
Americas	West Indies	Argentina, Bermuda, Canada, USA	Bahamas, Belize, Cayman Islands	Robert Weekes (ICC Regional Development Manager) 1185 Eglinton Avenue East, Toronto, Ontario, M3C 3C6, Canada Tel: +1 416 426 7312 Fax: +1 416 426 7172 Email: manager@cricamericas.com
Asia	Bangladesh, India, Pakistan, Sri Lanka	Hong Kong, Malaysia, Nepal, Singapore, United Arab Emirates	Afghanistan, Bahrain, Bhutan, Brunei, Kuwait, Maldives, Oman, Qatar, Thailand	Zakir Hussain Syed (ACC Regional Development Manager) Rodham Hall, Sports Complex, Kashmir Highway, Islamabad, Pakistan Tel: +92 S 120 2835 Fax: +92 S 1 921 4572
East Asia Pacific	Australia, New Zealand	Fiji, PNG	Cook Islands, Indonesia, Japan, Philippines, Samoa, South Korea, Tonga, Vanuata	Matthew Kennedy (Regional Development Manager) c/o Australian Cricket Board, 60 Joliment Street, Victoria 3002, Australia Tel: +61 3 9653 9911 Fax: +61 3 9653 9911 Email: matthew_kennedy@acb.com.au
Europe	England	Denmark, France, Germany, Gibraltar, Holland, Ireland, Israel, Italy, Scotland	Austria, Belgium, Croatia, Cyprus, Czech Republic, Finland, Greece, Luxembourg, Malta, Norway, Portugal, Spain, Sweden, Switzerland	lan Stuart (Regional Development Manager) The Europe Office, Lord'S Cricket Ground, London NW8 80N Tel: +44 20 7432 1019 Fax: +44 20 7432 1091 Email: ian.stuart@mcc.org.uk

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