Registration number: 01545332

# Formula One Management Limited

Strategic Report, Directors' Report and Financial Statements

for the Year Ended 31 December 2025

# Formula One Management Limited

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# Formula One Management Limited

## Glossary of Abbreviated Terms

The following abbreviated terms are used in the Strategic Report, Directors' Report and the Financial Statements:

**(i) Abbreviations of the names of parent and subsidiary entities**

| | |
|---|---|
| "Delta Topco" | Delta Topco Limited (parent company of Formula 1) |
| "Formula 1" or "Group" | Delta Topco and its subsidiaries |
| "FOWC" | Formula One World Championship Limited (a Formula 1 subsidiary) |
| "Liberty" | Liberty Media Corporation (the ultimate parent undertaking of Formula 1) |
| "Liberty GR HCL" | Liberty GR Holding Company Limited (a subsidiary of Liberty Media Corporation) |
| "SLEC" | SLEC Holdings Limited (a Formula 1 subsidiary) |

**(ii) Other abbreviations used**

| | |
|---|---|
| "the Championship" | FIA Formula One World Championship™ |
| "CRH" | Commercial Rights Holder |
| "EU" | European Union |
| "FIA" | Fédération Internationale de l'Automobile |
| "F1 Academy" | F1 Academy™ Racing Series |
| "FRS 101" | Financial Reporting Standard 101 'Reduced Disclosure Framework' |
| "GAAP" | Generally Accepted Accounting Principles |
| "GP" | Grand Prix™ |
| "IAS" | International Accounting Standard |
| "IFRS" | International Financial Reporting Standard |
| "RCF" | Revolving Credit Facility |

# Formula One Management Limited

## Company Information

| | |
|---|---|
| **Directors** | Mr S Domenicali<br>Mr D Llowarch<br>Mr A Babiker |
| **Registered office** | No. 2 St. James's Market<br>London<br>SW1Y 4AH |
| **Auditor** | KPMG LLP<br>Chartered Accountants<br>15 Canada Square<br>London<br>E14 5GL |

# Formula One Management Limited

## Strategic Report for the Year Ended 31 December 2025

The directors present their Strategic Report, Directors' Report and Financial Statements for the year ended 31 December 2025, with abbreviations used defined in the Glossary of abbreviated terms (see page 1).

**Principal activity**
The company's principal activity remains the provision of management, administrative and technical services in connection with the FIA Formula One World Championship™ ("the Championship") and its events.

Under updated agreements that took effect from the start of 2022, the company continues to provide services to FOWC, the Commercial Rights Holder ("CRH") to the Championship and the company's immediate parent (see note 28), as well as to various other Formula 1 companies. The company receives management fees in respect of its services and activities, which include the provision of technical support and broadcast services at all the races on the Championship calendar, and, as it is the employer of the Group's UK staff, it also recharges personnel costs incurred on behalf of other Group companies.

**Parent company**
On 23 January 2017 the company's then ultimate parent undertaking Delta Topco was acquired by Liberty. Delta Topco and its subsidiaries are collectively referred to herein as "Formula 1" or the "Group".

**Review of the business**
The company's key trading performance indicators during the year are shown below:

| | 2025 £m | 2024 £m | Change £m | Change % |
|---|---|---|---|---|
| Intra-group services fees and recharges | **409.6** | 377.0 | 32.6 | 9% |
| Other turnover | **20.0** | 16.4 | 3.6 | 22% |
| Turnover (see note 7) | **429.6** | 393.4 | 36.2 | 9% |
| Cost of sales and operating expenses | **(405.8)** | (372.3) | (33.5) | (9%) |
| EBITDA (see note 10) | **40.4** | 34.1 | 6.3 | 18% |
| Profit before taxation | **20.0** | 19.9 | 0.1 | 1% |
| Average number of employees | **803** | 726 | 77 | 11% |
| Events on Championship calendar | **24** | 24 | - | -% |

The 2025 Championship consisted of the same 24 events as those held in 2024, with 15 of those events being "flyaway" events taking place outside Europe.

In 2025 the company's turnover increased by £36.2m (9%) to £429.6m (2024- £393.4m), driven by a £32.6m (9%) increase to £409.6m in the fees received for technical and other services provided to its fellow Group companies (2024- £377.0m), driven by higher costs incurred in providing relevant services, which also contributed to a similar increase in the company's underlying cost of sales and operating expenses, which were reported £33.5m (9%) higher at a combined £405.8m (2024- £372.3). Other revenues generated £20.0m, £3.6m (22%) higher than in the prior year (2024- £16.4m) due to growth in media & technical services revenues.

Cost of sales include costs incurred in respect of freight, travel and other logistical activities, television production and post-production services, and other race and Championship related technical support. These costs increased by £15.0m (8%) in 2025 to £207.1m (2024- £192.1m), driven by freight cost inflation and costs associated with the freight movements required as a result of the different running order of the Championship's Events together with sustainable fuel initiatives, continued development of the company's technical capabilities, and increased travel costs.

Administrative expenses in 2025 were reported £18.5m (10%) higher at £198.7m (2024- £180.2m), driven by higher personnel costs and marketing costs of initiatives including the F1 75 season launch event. The increases were partly offset by a £14.3m foreign exchange gain (2024- £0.2m gain).

These factors resulted in the company reporting an increase in EBITDA for the year (see note 10) of £6.3m (18%) to £40.4m (2024- £34.1m).

The company's average number of employees increased by 77 (11%) to 803 (2024- 726). The company continues to employ Formula 1's UK based staff, charging elements of the costs of those UK staff who perform work for other Group subsidiaries to those companies under the terms of the relevant services' agreement.

The directors consider the company to have performed well during the year and in line with expectations.

**Principal risks and uncertainties**

The review of risks and uncertainties contains certain forward-looking statements. These statements have been made by the directors in good faith based on the information available to them at the time of their approval of this report. They should be treated with caution due to the inherent uncertainties arising, which relate to events, and depend on circumstances, that may or may not occur in the future.

***Business risk***

With the company's primary business function being to provide services in connection with the Championship, the company's principal risks are closely aligned with those of FOWC, the Championship's CRH.

In 2001 SLEC, a fellow Group company, entered into and funded a series of agreements, the counterparties to which were itself, other Group companies and the Fédération Internationale de l'Automobile ("FIA"), and under which the FIA continues to provide regulatory services and one of the Group companies, FOWC, became the CRH to the Championship for a period of 100 years commencing from 1 January 2011.

Under an agreement with FOWC the company continues to provide services to the CRH and receives fees in respect of its activities, which include the provision of technical support and broadcast services to the Championship.

In 2020, FOWC, SLEC, the FIA and the teams entered into the 2021 Concorde Agreement, which both secured the commitment of the teams to participate in the Championship, and governed the relationship between the parties, during the period 2021 to 2025. With the term of that agreement nearing expiry, during 2025 the parties entered into a successor 2026 Concorde Agreement, securing the commitment of the teams to continue to participate during the period 2026 to 2030. As was the case with the 2021 agreement, the 2026 Concorde Agreement is made up of two separate documents: (a) the 2026 Concorde Commercial Agreement, entered into between FOWC, SLEC and each of the teams; and (b) the 2026 Concorde Governance Agreement, entered into between FOWC, the FIA and each of the teams. The new agreement, among other things, will again govern the relationship between the parties and sets out the terms for the determination, allocation and payment by FOWC of the annual prize fund to the teams.

***Event cancellation***

The majority of the Group's revenues are earned when Championship events take place. Therefore, amongst the Group's principal business risks are any circumstances that would disrupt, postpone or cancel the staging of an event or prevent the broadcasting of the international television feed of a Championship event due to factors beyond the Group's control. This exposure could arise from an inability to transport Formula 1's and the Teams' equipment to an Event, power failures, parties to race promotion contracts terminating those contracts, embargoes or sanctions, cancellation of large-scale public events by a competent authority due to a security or terrorism risk, or outbreak of disease, which could result in the loss of revenue under the Group's commercial contracts. Historically there have been few examples of races being cancelled. The 2022 Russian Grand Prix was cancelled as a consequence of regional conflicts, and in March 2026 it was announced that the 2026 Bahrain and Saudi Arabian Grands Prix would not take place on their scheduled dates in April 2026 for the same reason. The 2023 Emilia-Romagna Grand Prix was cancelled following severe local flooding. Additionally, during the 2020 and 2021 seasons, a number of events were cancelled and/or replaced due to the impact of the COVID-19 pandemic.

Considering the potential effects on the Group of disruption to the Championship and its events, the Group's insurance policies do not typically cover the cancellation of an event, and whether a race promoter would be required to pay the Group its contracted race promotion fee, with respect to an Event that is cancelled due to any factor beyond the control of the Group, depends on the terms and provisions of the applicable promoter agreement. In addition, the Group's F1 broadcast contracts include a provision to reduce the fee payable if there are fewer than a specified number of events in a season for reasons other than a force majeure event. The minimum number of events varies by broadcast contract but is typically set at between 14 and 16 events. However, if an event were to be cancelled due to the race promoter failing to meet its obligations under the race promotion contract, then the Group may be entitled to indemnification from the race promoter for any lost media rights revenue. If an event is not held, cancelled or does not receive international television coverage (for example, as a result of a technical problem), the Group's fees under relevant sponsorship contracts may be reduced where sponsorship rights related to cancelled events cannot be delivered by F1, including sponsor access to the Paddock Club, the Group's principal premium event hospitality offering, at those events. However, contractual terms with sponsors typically allow the Group to deliver replacement rights to the sponsor, which if delivered would reduce or eliminate the potential loss of revenue from cancelled events.

The directors consider that the developments and factors discussed above should allow the company to mitigate its principal business risks for the foreseeable future and at least the next 12 months.

***Other risks***

Other risks and uncertainties are regularly monitored by the directors and no significant change is expected to this activity during the forthcoming year.

**Statement by the directors in performance of their statutory duties in accordance with section 172(1) of the Companies Act 2006**

The company's directors consider, both individually and together, that they have acted in the way which they consider, in good faith, would be most likely to promote the success of the company for the benefit of its sole shareholder, FOWC (see note 28). They have also considered the company's other stakeholders and matters set out in section 172(1)(a) to (f) of the Companies Act 2006 in the decisions taken during the financial year ended 31 December 2025.

***Long term strategy and decision making***

The directors of the company recognise the importance of taking decisions for the long term and analysing the likely consequence of each key decision. In taking decisions the directors seek to apply and maintain the highest standards of business conduct, and given the company has a single shareholder, the directors are not at risk of acting unfairly between its members when making them.

The company is part of a larger Group and with all Formula 1 companies wholly owned, long term strategy is determined at the Group level with decisions and activities then delegated to its individual companies. Whilst the main objectives of the company and certain strategic decisions will be set/taken at a Group level, consideration does still need to be given to the individual interests of the company. Given that, in addition to being directors of the company, Mr Domenicali, Mr Llowarch and Mr Babiker are also members of the Group's executive management, being respectively, the Group's President & Chief Executive Officer, Chief Financial Officer and Chief Legal Officer, they are able to consider any decisions to be taken both in the context of the interests of the wider Group and its detailed strategy, and in the interests of the company.

The Group's strategy sets out to deliver long-term value to its ultimate owner Liberty and other stakeholders through the principal goal of broadening and increasing the global scale and appeal of the Championship. It aims to drive the overall value of the Championship and the Group's financial performance by:

• Maximising the value of Formula 1's commercial rights:

- Leveraging high demand and positive competitive tension for Event renewals to increase the quality and value of every race slot;
- Maximising media rights across markets, including alternate media platforms; continuing to grow Formula 1's direct-to-consumer F1 TV product, alongside its growing suite of digital media assets;
- Developing sponsorship revenue by optimising Formula 1's existing inventory to maximise impact, exclusivity and value for Formula 1's partners, while creating new, tailored assets to satisfy growing demand from a broad-spectrum of global brands; and,

- Enhancing Formula 1's hospitality and experience business by developing its existing Paddock Club programme, together with new premium offerings.

• Augmenting Formula 1's diverse and valuable fanbase by expanding the ways in which it interacts with fans, which will drive deeper fan engagement and improved fan data;

• Driving growth in key strategic markets with under-monetised fan potential;

• Improving the environmental and social impact of Formula 1 through delivery of activities related to its sustainability strategy. Formula 1 is also pioneering an advanced sustainable fuel to be introduced in 2026.

***Maintaining a reputation for high standards of business conduct***

The Group seeks to maintain its high business standards, ensuring that wherever its subsidiaries are operating in the world including higher risk territories, their business is conducted with integrity, and in compliance with the law and the Formula 1 Code of Conduct. The Code, which includes the Group's anti-bribery, corruption and anti-fraud policies, continues to be adopted by each Formula 1 subsidiary, including the company, and applies to every officer and employee of the Group.

In addition to the requirements of its subsidiaries, officers and employees, the Group also expects third parties who perform services for Formula 1 to apply or adopt internal policies that are consistent with this Code. In that regard the Group's compliance team conduct KYC checks and other due diligence work on any potential partners the company considers doing business with.

As the subsidiary of a US public company, Liberty, the Group are also required to comply with additional requirements, including the Foreign Account Tax Compliance Act (FATCA) and certain aspects of the 2002 Sarbanes-Oxley Act (SOX). SOX requires Liberty, and certain of its subsidiaries, to establish and maintain robust internal control structures and procedures for financial reporting, to report on their effectiveness, and have that effectiveness tested and assessed annually by its external auditors. This applies to Delta Topco, and certain of its subsidiaries, as part of the wider Liberty Group. Whilst there is no specific assessment required for SOX over these financial statements, the directors are of the view that the company continues to operate the robust and effective control environment required by Liberty.

***Engagement with key stakeholders***

In addition to the company's parent and other fellow subsidiary companies of Formula 1, the directors consider the company's key stakeholders to be its employees; the FIA and F1's competing Teams; the Championship's race promoters and broadcasters; other key suppliers; Liberty; and the Group's external lenders.

With a defined set of values underpinning all that Formula 1 does, the company continues to invest in developing its people and building a high-performing team, whilst creating an inclusive culture that is welcoming to all. The company offers a vast array of training and development opportunities that it makes accessible no matter what job role people are in and how remotely they are working. To drive high performance, Formula 1 provides structured frameworks that enable its people to build clear pathways for growth. Remuneration is regularly benchmarked to ensure that the company remains competitive in the market and performance is rewarded through a targeted, discretionary bonus scheme.

There is weekly communication with all staff to keep them abreast of issues, news and topical information, which is also shared with those on long-term sick leave, maternity, paternity or other extended leave. The company's aim is to ensure that everyone remains connected and engaged with the business no matter where they are. To support staff when travelling the company utilises an app-based messaging service to provide real time information and continues to engage with all colleagues through face-to-face conversations, one-to-ones, team / cross-team meetings. The company also holds regular town hall events and quarterly company updates from Mr Domenicali and other members of senior management. The company's management listens to and addresses the views of staff when they are raised, but also runs a more formal quarterly engagement survey, which allows those that work for the company to provide their opinions and feedback across a range of subjects.

The company also invests time and money in the communities in which its operations are based, including developing close ties with Bromley Council and Westminster to support various local initiatives, with employees donating their time and raising funds for good causes. The company brings its charity partners to its annual family day, which aims to celebrate its staff and to thank their families for the support they have provided.

The directors, together with the Group's other senior management, ensure continued close collaboration with the FIA, the Formula 1 Teams and stakeholders. This collaboration includes attendance at regular meetings of the F1 Commission; other technical, sporting, commercial and financial consultation meetings between Formula 1, the FIA and each of the F1 Teams (both individually and together); and frequent ad hoc meetings between the Group's executive leadership and other senior members of the FIA and the Teams.

The company and the Group maintain regular ongoing engagement throughout the year with the various key stakeholders including broadcasters, commercial partners, and promoters to work together and further build out the Championship's global presence, as well as discussions with prospective new collaborators in these fields. In addition to the detailed and regular liaison with all individual stakeholders to address opportunities, issues and challenges arising throughout the season, the Group undertakes various engagement activities during the year including staging a pre-season global summit for all partners and a mid-season promoter summit to discuss marketing, commercial and operational plans, and branding and event-related collaboration opportunities.

The company's management and its procurement team engage with the company's key suppliers and business-wide supply base via regular calls and meetings, both virtually and in person, making site visits and, occasionally, holding face to face meetings at Championship events in order to build, and maintain, strong and lasting relationships, whilst ensuring contractual requirements are being delivered as expected and managing performance where necessary. Key considerations include ethical and sustainable procurement, which is supported by the company's widely distributed sustainability questionnaire; access to sites at race weekends (including health and safety provisions); the timely communication of new strategic approaches across the Group; through to delivery of subsequent projects, which continue to improve the Group's supplier engagement model. The company uses statements of work which set out service requirements, deliverables, timelines for delivery, service levels and targets against which supplier performance can be measured. The company's delegated authorities are set such that material contracts can only be executed by authorised individuals, principally the company's directors, and therefore all such arrangements are assessed against strategic aims and budget expectations before execution. The procurement team have a formalised structure around supplier and related contract management, and the electronic issuing of tenders and quote requests to streamline processes and increase efficiency. Close management of all key suppliers continued throughout the year, with regular reviews and feedback sessions.

The directors, together with the Group's other senior management, regularly discuss material strategic and operational matters with senior Liberty executives, some of whom sit on the boards of certain Group companies, including Delta Topco Limited, and this process continued throughout 2025. As a US listed company, Liberty has significant public reporting obligations, and given Formula 1 is a material subsidiary, the Group is required to fulfil significant reporting requirements to Liberty on a quarterly and annual basis. These include the requirement for the Group to be compliant with, and report to it on, certain SOX requirements as discussed above. The Group also continues to assist Liberty with investor relations activities, contributing to Liberty's quarterly earnings calls and annual investor day.

There are a number of trading relationships between the subsidiary companies of Formula 1, including sub-licensing arrangements, the provision of intra-group services, various intra-group loans and other trading balances. Formula 1's subsidiaries work together to pursue and deliver the Group's strategy and targets and ensure that any intra-group arrangements are in the interests of both parties. This often requires day to day management co-operation and operational liaison to ensure the terms of any trading arrangements and the terms of any agreements relating to intra-group loans and trading balances are followed and that any required support is provided. These activities continued as per normal during 2025.

The company, together with several other Group companies, is party to and guarantees the Group's external borrowing arrangements. The Group provides quarterly management reports and compliance certificates to external lenders, holds periodic update calls and liaises on a regular basis with the agents who oversee the facilities on behalf of lenders. The Group also meets on a regular basis with the rating agencies to update them on its progress and expectations for the future.

***Other stakeholder considerations***

The directors recognise the importance of certain other stakeholders in the success of both the company and the Group as a whole, including the Championship's fans and other key commercial partners, including its sponsors. The Group's wider engagement with such stakeholders is discussed in the financial statements of the Group companies primarily responsible for overseeing the relevant relationships, and the section 172 (1) statements required of any of its subsidiaries are published on the Group's corporate website.

***The community and the environment***
In 2025 Formula 1 focused on the continued delivery against its ESG Strategy which sets out the following ambitions:
• To achieve its Net Zero Carbon by 2030 commitment;
• To leave a legacy of positive change wherever we race;
• To take steps to build a more diverse and inclusive sport by removing barriers, nurturing talent, and inspiring change.

Key actions in 2025 included:
• Continued investment in the Group's Sustainable Aviation Fuel (SAF) framework;
• Retaining ISO20121: 2012 certification in respect of the planning of events for the Championship, the FIA Formula 2 Championship™ ("F2") and the FIA Formula 3 Championship™ ("F3");
• Retaining FIA Three-Star Environmental Accreditation - Formula 1 is the first motorsport championship in the world to have all member teams achieve FIA Three-Star Environmental Accreditation, the highest level of environmental sustainability recognition from the sport's governing body;
• Supporting education programmes like Learning Sectors in partnership with the British Council, which has reached more than 130,000 young people across 700 schools;
• Brought young people and community residents to track through collaborations with charities and NGOs, whose missions span creating pathways into STEM careers, promoting inclusion, and supporting children with long-term illnesses;
• Publication of impact reports to highlight progress made by Formula 1 and across the wider sport during the 2024 season.

The directors continue to fully subscribe to the aims of the Sustainability Strategy, details of which are available from the Group's corporate website, and the company will pursue any required actions to contribute to its successful delivery.

As part of this strategy, advanced sustainable fuels and efficient engine technology are a key focus for Formula 1, with progress continuing in 2025 as the sport continued to prepare for the introduction in 2026 of a next generation power unit, which will see F1 cars powered by ultra-efficient hybrid engines and Advanced Sustainable Fuel. In advance of the use of such fuel in F1 in 2026, since 2023 F2 and F3 have been powered by 55% advanced sustainable fuel developed in partnership with Aramco, an F1 Global Partner. Since 2024, the FIA Formula 1 Safety and Medical Cars have been powered by a 40% advanced sustainable fuel blend.

In 2025, work on key carbon reduction projects has continued to scale up. The Group has increased its investment in alternative fuels on and off track. The Group continued to increase its purchases of Sustainable Aviation Fuel (SAF), more than doubling its investment in 2025. The Group's global partners DHL & Qatar Airways are key delivery partners of the SAF programme and the initiative is estimated to have reduced more than 40% of the sport's air charter flight emissions in 2025, reducing related emissions by more than 20,000 $tCO_2e$ compared to standard jet fuel. After successful pilots in previous years, in 2025 all European races benefitted from their paddocks, pit lanes, and technical centres being powered by Aggreko's lower-carbon energy generation systems, which deploy alternative energy sources such as HVO, solar, and battery systems. The F1 Teams and the FIA are critical participants in both the F1 SAF programme and the Paddock energy solutions which supports the wider sport's decarbonisation activities.

With a strong focus on creating a diverse workforce and an inclusive culture, the company invests in initiatives that are shared with the F1 teams to attract future generations to work in the sport. The F1 Engineering Scholarship has now supported 50 underrepresented students since its launch, covering the entire cost of the student's tuition and living expenses, plus providing work experience with one of the teams, career workshops and mentoring, all with the aim of securing a future role in motorsport. In addition Formula 1 also offers internships, work experience and apprenticeships and in 2025 continued with hosting apprenticeships and workshops, such as The Next Grand Prix challenge in association with the Social Mobility Business Partnership (SMBP) charity, which challenges students aged between 16 and 18 from a breadth of backgrounds to assume a business leadership role and deliver a fictional bid for a new Formula One World Championship™ location.

Following the launch of the F1 Academy series in 2023, the series is providing the opportunity and potential for young female drivers to reach the highest level in motorsport. As part of the F1 Academy ambition to inspire female participation in motorsport both on and off the track, the global 'Discover Your Drive' initiative has run global events that engage with young females to offer experiences on and off the track to understand career opportunities in motorsport.

Formula 1 works closely with DO&CO, its long term hospitality delivery partner, to advance its long-term sustainability objectives including reducing its carbon footprint and delivering more sustainable hospitality offerings. In 2025, DO&CO and Formula 1 collaborated to continually improve on-site recycling rates and also piloted the use of innovative waste solutions like a state-of-the-art hands free organic waste compactor at the Las Vegas Grand Prix.

# Formula One Management Limited

## Strategic Report for the Year Ended 31 December 2025

As part of the commitment to leave a legacy of positive change wherever it races, Formula 1 continued working with promoters to help assist and amplify numerous initiatives that benefit the local areas in the host countries that stage Championship events, and leave a positive, lasting impact. Formula 1 has formalised its process in this area by issuing guidance and reporting obligations to race promoters who host its events. Topics in the guidance include: plastic and waste, local fan travel, wellbeing and nature, local community, energy and carbon. In 2025, the Group saw continued delivery against these topics by its race promoters and for 2026 has created a new updated framework that aims to support and ensure further steps are taken.

Approved by the Board on 18 March 2026 and signed on its behalf by:

Signed by:
Duncan Llowarch
AOE27DC786E24D6...

Mr D Llowarch
Director

# Formula One Management Limited

## Directors' Report for the Year Ended 31 December 2025

**Results and dividends**

The results for the year are shown in the Profit and Loss Account on page 17. No dividends were declared or paid during the year (2024 - £Nil).

**Matters required to be reported under section 416(4) of the Companies Act 2006**

The company has chosen, as permitted under section 414C(11) of the Companies Act 2006, to discuss matters related to its employees and its key business relationships within its Strategic Report rather than the Directors' Report, as they are considered of strategic importance.

**Employment of disabled persons**

Formula 1 is committed to creating a fair and inclusive environment for all of its employees. Disabled employees have equal opportunities with other employees for training, promotion and career development, and when advertising for new positions the company takes into consideration, wherever possible, the specific requirements to ensure that it is inclusive to the needs of disabled candidates.

Formula 1 takes into account, as far as reasonably practicable, the needs of disabled people when designing its premises and will be prepared to make adaptations to existing offices where this is essential for the employment of a newly-appointed or an existing person with disabilities.

**Future developments**

The directors consider the developments detailed in the Strategic Report leave the company well positioned to continue to perform satisfactorily in the future.

**Environmental report**

The directors have provided the following environmental report for 2025 under the Streamlined Energy and Carbon Reporting Framework ("SECR") implemented by The Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018 ("the Regulations"). Additional information concerning the company's environmental strategy can be found in the Strategic Report.

***Emissions and energy consumption***

The company continues to follow the methodology described within The Greenhouse Gas Protocol: Corporate Accounting and Reporting Standard (Revised Edition 2004) to determine its organisational boundaries and scope its greenhouse gas ("GHG") emissions.

To fulfil the requirements of SECR, the company's UK energy consumption has been measured and the associated GHG emissions classified within Scopes 1 and 2, with reporting also provided on the mandatory element of Scope 3 relating to emissions from business travel in rental cars or in employee-owned vehicles, where the company is responsible for purchasing the fuel used. The company has elected not to voluntarily report on other scope 3 emissions.

The company accounts for 100% of the GHG emissions from UK energy usage as a consequence of its actions, including energy consumption at its premises (electricity, gas and hydrotreated vegetable oil ("HVO") fuel), operation of facilities during Championship events (including generators running off diesel fuel and/or HVO), and its transport activities (diesel and other fuel), including business travel (grey fleet), where the journey starts or ends in the UK, and has reported total energy usage of 6,378,613kWh during the year, 825,747kWh (15%) higher than in the prior year (2024- 5,552,866kWh), as summarised in the table below.

| | 2025<br>Energy use<br>kWh | 2024<br>Energy use<br>kWh | 2023<br>Energy use<br>kwh |
|---|---|---|---|
| Combustion of gas (Scope 1) | 345,360 | 122,222 | 239,163 |
| Purchased electricity (Scope 2) | 5,308,923 | 4,921,765 | 4,764,114 |
| Consumption of fuel for the purposes of transport (Scope 1) | 84,850 | 112,357 | 157,938 |
| Consumption of fuel for the purposes of transport (Scope 3) | 139,560 | 121,269 | 101,470 |
| Combustion of other fuel (Scope 1) | 499,920 | 275,253 | 71,218 |
| | 6,378,613 | 5,552,866 | 5,333,903 |

During the year, the company recorded GHG emissions, in tonnes of carbon dioxide equivalent ("tCO2e") of 1059.4 tCO2e, 55.6 tCO2e (5%) lower than in the prior year (2024- 1,115.0 tCO2e). GHG emissions by Scope-type are detailed in the tables below.

*Summary of Scope 1 (direct) GHG emissions*

| | 2025 Emissions $tCO_2e$ | 2024 Emissions $tCO_2e$ | 2023 Emissions $tCO_2e$ |
|---|---|---|---|
| Combustion of gas | 63 | 22 | 44 |
| Consumption of fuel for the purposes of transport | 21 | 28 | 38 |
| Combustion of other fuel | 2 | 17 | 3 |
| | 86 | 67 | 85 |

In the table above, emissions from the combustion of gas includes those arising from both stationary and mobile activities, including for the purposes of transport, and emissions from combustion of other fuel includes those arising from usage of diesel fuel to power generators.

*Summary of Scope 2 (indirect) GHG emissions*

| | 2025 Emissions $tCO_2e$ | 2024 Emissions $tCO_2e$ | 2023 Emissions $tCO_2e$ |
|---|---|---|---|
| Purchased electricity | 940 | 1,019 | 987 |

In the table above, emissions from electricity purchased for the company's own use, includes those arising from electricity used for the purpose of transport.

*Summary of Scope 3 (other indirect) GHG emissions*

| | 2025 Emissions $tCO_2e$ | 2024 Emissions $tCO_2e$ | 2023 Emissions $tCO_2e$ |
|---|---|---|---|
| Consumption of fuel for the purposes of transport | 34 | 29 | 25 |

The approach to measuring energy consumption in 2025 has been applied consistently with that of prior years, with records of energy consumption collected and aggregated for all of the company's premises and operational activities. Data has been extracted from verifiable sources where possible, with other limited data based on carefully reasoned estimates, for example where energy usage was not provided to the company by its 3rd party landlord and was instead included with larger service charges. In such cases, the energy usage estimations have been calculated based on occupied floor areas and well-recognised energy consumption benchmarks published within the Chartered Institute of Building Service Engineers' CIBSE Guide F publication.

Transport-related energy calculations have been based on mileage travelled on company business by HGV and LGV fleets, including mileage from journeys to or from the Championship's European events which started or ended in the UK, and using actual mileage figures and applicable conversion factors. The energy associated with business travel undertaken by the company's grey fleet has been obtained from mileage claims, with fuel consumption and emissions of an average car assumed for calculation purposes. Data supporting diesel fuel and HVOs consumed by mobile generators has been obtained from purchase invoices.

UK Government approved conversion factors (as published by Department for Energy Security and Net Zero (DESNZ) in Greenhouse gas reporting: conversion factors 2025) have been applied to energy consumption for emissions' calculation purposes.

***Intensity ratio based on Emissions per unit of occupied floor area***

The company reports GHG emissions in tCO2e per square metre of total floor area of its occupied premises, and for 2025 its intensity ratio on that measure was 0.065 tCO2/m2 (2024- 0.074 tCO2/m2).

# Formula One Management Limited

## Directors' Report for the Year Ended 31 December 2025

*Energy efficiency actions taken*
The company, together with its fellow Formula 1 subsidiaries, are actively looking to reduce energy consumption and associated greenhouse gas emissions and are proactively minimising their environmental impact by striving to become more energy conscious by reducing carbon emissions and being committed to energy efficiency actions.

During 2025 actions taken by the Company include:

• retirement of several diesel-fuelled LGV's and vans;

• upgrade of all backup generators at the Company's Biggin Hill offices to more efficient models, capable of running on HVO;

• continued sourcing of electricity from 100% renewable energy in our principal buildings, and transition to 100% renewable electricity at our additional premises as contracts renew, and increasing purchases of gas matched to Renewable Guarantees of Origin, to cover growing power and heating requirements;

• delivery of the 2025 British Grand Prix was supported by Event Energy Transition solutions for the paddock, pit lane, and event technical centre, utilising 100% HVO generator fuel and supplemented by solar & grid electricity with Renewable Energy Guarantee of Origin;

• installation of Building Management Systems to control HVAC and heating/ cooling.

**Directors of the company**
The directors, who held office during the year, were as follows:

Mr S Domenicali

Mr D Llowarch

Mr L Anthony (resigned 22 February 2025)

Mr A Babiker (appointed 20 February 2025)

**Disclosure of information to the auditor**
Each director has taken the necessary steps that they ought to have taken as a director in order to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information. The directors confirm that there is no relevant information that they know of, and of which they know the auditor is unaware.

**Reappointment of auditor**
The auditor, KPMG LLP, will be deemed reappointed in accordance with section 487 of the Companies Act 2006.

Approved by the Board on 18 March 2026 and signed on its behalf by:

Signed by:
Duncan Llowarch
ADC27DC788C24D3...

Mr D Llowarch
Director

# Formula One Management Limited

## Statement Of Directors' Responsibilities in Respect of The Strategic Report, The Directors' Report and the Financial Statements

The directors are responsible for preparing the Strategic Report, the Directors' Report and the Financial Statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law they have elected to prepare the financial statements in accordance with UK accounting standards and applicable law (UK Generally Accepted Accounting Practice), including FRS 101 *Reduced Disclosure Framework.*

Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- assess the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and
- use the going concern basis of accounting unless they either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the company and to prevent and detect fraud and other irregularities.

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

# Independent Auditor's Report to the Members of Formula One Management Limited

**Opinion**

We have audited the financial statements of Formula One Management Limited (the "company") for the year ended 31 December 2025 which comprise the Profit and Loss Account, Statement of Comprehensive Income, Balance Sheet, Statement of Changes in Equity, and related notes, including the accounting policies in note 5.

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 December 2025 and of its profit for the year then ended;
- have been properly prepared in accordance with UK accounting standards, including FRS 101 *Reduced Disclosure Framework*; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities are described below. We have fulfilled our ethical responsibilities under, and are independent of the company in accordance with, UK ethical requirements including the FRC Ethical Standard. We believe that the audit evidence we have obtained is a sufficient and appropriate basis for our opinion.

**Going concern**

The directors have prepared the financial statements on the going concern basis as they do not intend to liquidate the company or to cease its operations, and as they have concluded that the company's financial position means that this is realistic. They have also concluded that there are no material uncertainties that could have cast significant doubt over its ability to continue as a going concern for at least a year from the date of approval of the financial statements ("the going concern period").

In our evaluation of the directors' conclusions, we considered the inherent risks to the company's business model and analysed how those risks might affect the company's financial resources or ability to continue operations over the going concern period.

Our conclusions based on this work:

- we consider that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate;
- we have not identified, and concur with the directors' assessment that there is not, a material uncertainty related to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for the going concern period.

However, as we cannot predict all future events or conditions and as subsequent events may result in outcomes that are inconsistent with judgements that were reasonable at the time they were made, the above conclusions are not a guarantee that the company will continue in operation.

**Fraud and breaches of laws and regulations - ability to detect**

***Identifying and responding to risks of material misstatement due to fraud***

To identify risks of material misstatement due to fraud ("fraud risks") we assessed events or conditions that could indicate an incentive or pressure to commit fraud or provide an opportunity to commit fraud. Our risk assessment procedures included:

- Enquiring of directors and management, and inspection of policy documentation as to the company's high-level policies and procedures to prevent and detect fraud, including the company's channel for "whistleblowing", as well as whether they have knowledge of any actual, suspected or alleged fraud.
- Performing walkthroughs and obtaining understanding of key processes.
- Reading Board and Risk & Compliance Committee minutes.
- Considering remuneration incentive schemes and performance targets for management and directors.
- Using analytical procedures to identify any unusual or unexpected relationships.

We communicated identified fraud risks throughout the audit team and remained alert to any indications of fraud throughout the audit.

# Independent Auditor's Report to the Members of Formula One Management Limited

As required by auditing standards, and taking into account possible pressures to meet profit targets and our overall knowledge of the control environment, we perform procedures to address the risk of management override of controls, in particular the risk that management may be in a position to make inappropriate accounting entries and the risk of bias in accounting estimates and judgements such as impairment. On this audit we do not believe there is a fraud risk related to revenue recognition because contracts are typically not complex and revenue recognition, which in most cases is linked directly to specific races or an entire championship season, requires minimal judgement.

We did not identify any additional fraud risks.

In determining the audit procedures we took into account the results of our evaluation and testing of the operating effectiveness of some of the company-wide fraud risk management.

We also performed procedures including:

- Identifying journal entries to test based on risk criteria and comparing the identified entries to supporting documentation. These included those posted to unusual accounts, those containing unexpected words or descriptions, those posted by unexpected individuals and unbalanced or non-standard format journals.
- Assessing whether the judgements made in making accounting estimates are indicative of a potential bias.
- Reviewed certain contracts and/or commission arrangements for evidence of unusual or unexpected items.

***Identifying and responding to risks of material misstatement related to compliance with laws and regulations***
We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial and sector experience, and through discussion with the directors and other management (as required by auditing standards) and discussed with the directors and other management the policies and procedures regarding compliance with laws and regulations.

We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit.

The potential effect of these laws and regulations on the financial statements varies considerably.

Firstly, the company is subject to laws and regulations that directly affect the financial statements including financial reporting legislation (including related companies legislation), distributable profits legislation, and taxation legislation, and we assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

Secondly, the company is subject to many other laws and regulations where the consequences of non-compliance could have a material effect on amounts or disclosures in the financial statements, for instance through the imposition of fines or litigation. We identified the following areas as those most likely to have such an effect: health and safety regulations, employment law, and anti-bribery and corruption legislation, recognising the nature of the company's business activities with governmental agencies and public officials. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the directors and other management and inspection of regulatory and legal correspondence, if any. Therefore, if a breach of operational regulations is not disclosed to us or evident from relevant correspondence, an audit will not detect that breach.

***Context of the ability of the audit to detect fraud or breaches of law or regulation***
Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it.

In addition, as with any audit, there remained a higher risk of non-detection of fraud, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. Our audit procedures are designed to detect material misstatement. We are not responsible for preventing non-compliance or fraud and cannot be expected to detect non-compliance with all laws and regulations.

**Strategic report and directors' report**
The directors are responsible for the strategic report and the directors' report. Our opinion on the financial statements does not cover those reports and we do not express an audit opinion thereon.

## Independent Auditor's Report to the Members of Formula One Management Limited

Our responsibility is to read the strategic report and the directors' report and, in doing so, consider whether, based on our financial statements audit work, the information therein is materially misstated or inconsistent with the financial statements or our audit knowledge. Based solely on that work:

- we have not identified material misstatements in the strategic report and the directors' report;
- in our opinion the information given in those reports for the financial year is consistent with the financial statements; and
- in our opinion those reports have been prepared in accordance with the Companies Act 2006.

**Matters on which we are required to report by exception**
Under the Companies Act 2006 we are required to report to you if, in our opinion:

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

We have nothing to report in these respects.

**Directors' responsibilities**
As explained more fully in their statement set out on page 13, the directors are responsible for: the preparation of the financial statements and for being satisfied that they give a true and fair view; such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and using the going concern basis of accounting unless they either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

**Auditor's responsibilities**
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 our opinion in an auditor's report. Reasonable assurance is a high level of assurance, but does not 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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

A fuller description of our responsibilities is provided on the FRC's website at www.frc.org.uk/auditorsresponsibilities.

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

DocuSigned by:
9C59B8860239449...
Paul Smeulders (Senior Statutory Auditor)
For and on behalf of KPMG LLP, Statutory Auditor

Chartered Accountants
15 Canada Square
London
E14 5GL

20 March 2026 | 12:21 GMT
Date:............................

# Formula One Management Limited

## Profit and Loss Account for the Year Ended 31 December 2025

| | Note | 2025<br>£ 000 | 2024<br>£ 000 |
|---|---|---|---|
| Turnover | 7 | 429,637 | 393,362 |
| Cost of sales | | (207,110) | (192,067) |
| Gross profit | | 222,527 | 201,295 |
| Administrative expenses | | (198,733) | (180,184) |
| Operating profit | 8 | 23,794 | 21,111 |
| Other (losses)/gains | 9 | (79) | (22) |
| Profit on ordinary activities before interest | | 23,715 | 21,089 |
| Interest receivable and similar income | 11 | 5 | 6 |
| Interest payable and similar expenses | 11 | (3,762) | (1,157) |
| Profit before tax | | 19,958 | 19,938 |
| Tax on profit on ordinary activities | 15 | (552) | 9,533 |
| Profit for the financial year | | 19,406 | 29,471 |

The above results were derived from continuing operations.

# Formula One Management Limited

## Statement of Comprehensive Income for the Year Ended 31 December 2025

| | 2025<br>£ 000 | 2024<br>£ 000 |
|---|---|---|
| Profit for the year | 19,406 | 29,471 |
| **Other comprehensive income, net of tax** | - | - |
| Total comprehensive income for the year | 19,406 | 29,471 |

The notes on pages 21 to 38 form an integral part of these financial statements.

# Formula One Management Limited

## (Registration number: 01545332)
## Balance Sheet as at 31 December 2025

| | Note | 2025<br>£ 000 | 2024<br>£ 000 |
|---|---|---|---|
| **Fixed assets** | | | |
| Intangible assets | 16 | 1,892 | 1,397 |
| Tangible fixed assets | 17 | 86,645 | 67,792 |
| Right-of-use assets | 18 | 18,466 | 19,729 |
| | | 107,003 | 88,918 |
| **Current assets** | | | |
| Debtors due within one year | 19 | 143,645 | 144,312 |
| Debtors due after more than one year | 20 | 1,491 | 281 |
| Cash at bank and in hand | 21 | 71 | 56 |
| | | 145,207 | 144,649 |
| Creditors: Amounts falling due within one year | 22 | (102,178) | (106,254) |
| Net current assets (including debtors due after more than one year) | | 43,029 | 38,395 |
| Total assets less current liabilities | | 150,032 | 127,313 |
| Creditors: Amounts falling due after more than one year | 23 | (33,051) | (29,738) |
| Provisions for liabilities | 24 | (1,500) | (1,500) |
| Net assets | | 115,481 | 96,075 |
| **Capital and reserves** | | | |
| Called up share capital | 25 | 1 | 1 |
| Profit and Loss account | | 115,480 | 96,074 |
| Shareholders' funds | | 115,481 | 96,075 |

Approved by the Board on 18 March 2026 and signed on its behalf by:

Signed by:
Duncan Llowarch
ADC27DC786C24D3...
Mr D Llowarch
Director

The notes on pages 21 to 38 form an integral part of these financial statements.

# Formula One Management Limited

## Statement of Changes in Equity for the Year Ended 31 December 2025

| | Share capital £ 000 | Retained earnings £ 000 | Total £ 000 |
|---|---|---|---|
| At 1 January 2024 | 1 | 66,603 | 66,604 |
| Total comprehensive income | - | 29,471 | 29,471 |
| At 31 December 2024 | 1 | 96,074 | 96,075 |
| Total comprehensive income | - | 19,406 | 19,406 |
| At 31 December 2025 | 1 | 115,480 | 115,481 |

## 1 General information

The company is a private company limited by share capital, and incorporated and domiciled in England and Wales.

The address of its registered office is:
No. 2 St. James's Market
London
SW1Y 4AH

These financial statements were authorised for issue by the Board on 18 March 2026.

## 2 Basis of preparation

Abbreviations used in these financial statements are defined in the Glossary of abbreviated terms (see page 1).

These financial statements were prepared in accordance with FRS 101 and under historical cost accounting rules.

The financial information is presented in GBP pounds (£) sterling and all values are rounded to the nearest thousand (£000) except where otherwise indicated.

*New standards, interpretations and amendments effective*
None of the new standards, interpretations and amendments adopted by the company for the first time for its annual reporting period commencing 1 January 2025 have had a material effect on the financial statements.

## 3 Going concern

The company's business activities, together with the factors likely to affect its future development, its financial position and its principal risk exposures, are described in the Strategic Report on page 3.

Excluding debtors due after more than one year, the company reported net current assets of £41.5m as at 31 December 2025 (2024- £38.1m).

The company and its fellow Formula 1 subsidiaries have access to considerable financial resources and also benefit from revenues generated from a significant number of material long-term contracts with geographically diverse customers from across a range of different industries. The company also has access to the wider resources of its fellow Formula 1 subsidiaries, together with access to the Group's $500m undrawn revolving credit facility ("RCF"). The Group's access to liquidity and the strength of its business model was seen during, and in the aftermath of the coronavirus pandemic, when despite its significant impact on the Group and the company, the directors were able to adopt the going concern assumption as the Group continued to generate significant EBITDA, had access to significant liquidity throughout the period, and in the expectation/knowledge that the business would/had started to rebound strongly as restrictions began to be lifted. That did indeed prove to be the case as the Group and company performed strongly as conditions eased and a normal scope of activities resumed in the second half of 2021, and in the period subsequently has reported successive years of both record revenues and EBITDA, with the company making a strong contribution. Continued strong performance and further growth projected by the Group in its 2026 budget, together with the longer term projections for the business, continue to support the going concern assessment.

As part of the going concern consideration a severe but plausible downside scenario has also been considered, as required. Given the experience of the coronavirus pandemic, that scenario considered the emergence of a new disruptive variant of the virus or a new pandemic, leading to a repeat of the circumstances seen during the 2021 season, when ongoing restrictions required the replacement of a number of events, with lower race promotion fees received, and only a reduced scope of activities possible on account of significant assumed attendance and other restrictions. Even if such circumstances were to repeat, the Group showed during the 2020-22 period that it is able to replace cancelled events, even at short notice, and deliver a full Championship season, whilst still generating the majority of its revenues. The very successful commercial progress made by the Group since 2021, has seen both its annual revenues and its future revenues under contract grow materially, with many new and upsold sponsors and business partners secured, and the prize fund paid to the teams is calculated with reference to the Group's revenues and costs and is now fully variable. This makes it likely that in the severe but plausible downside scenario that has been considered, revenues and profits would most likely be higher than those recorded in 2021, when the Group still reported significant EBITDA of close to $0.5bn and in so doing generated positive net cash flows.

## 3 Going concern (continued)

In a repeat of such circumstances it is therefore believed that similar, or more likely better, financial results would be generated by the Group, which in turn leads the directors to believe that in such a scenario the company would be able to meet its liabilities during the going concern period.

When considering liquidity, the directors note that the Group reported available cash on balance sheet of $538.6m at 31 December 2025, and in addition continues to have access to a wholly undrawn $500.0m RCF, the maturity of which extends to September 2029.

As at 31 December 2025, the Group has $3,350.6m of outstanding gross debt under its Term Loan A and Term Loan B facilities. A number of successful refinancing activities over recent years have seen the weighted average of the Group's debt reduce to SOFR +1.69% by 31 December 2025, a margin which reflects the strong creditworthiness of the Group, which is also reflected in its debt ratings. The Group also has in place a $2,200.0m portfolio of interest rate swaps which notionally fixes 66% of its floating rate exposure at 3.02%. With the availability of the Group's loan facilities extending out to September 2029 and September 2031, the Group will also not be required to refinance its debt for some years.

The RCF and Term Loan A element of the facilities incorporate a covenant requirement for the Group to report against a single net debt leverage ratio, with the quarterly test requiring net leverage to be reported below 6.5x. With net leverage at 31 December 2025 reported at 2.8x there remains considerable headroom against the test requirement, despite the drawdown of an additional $1,000.0m of incremental facilities in July 2025.

The Group's performance in 2025, its expectations for 2026, expected levels of leverage, the stable capital structure with no impending maturities and a significant portfolio of interest rate swaps fixing a significant proportion of floating rate debt, and continued access to significant readily available liquidity, support the directors' view that the company will have access to adequate resources to continue to meet all liabilities as and when they fall due for a period of at least 12 months from the date of approval of these financial statements. Accordingly, the financial statements have been prepared on a going concern basis.

## 4 Disclosure exemptions

The company has taken advantage of the following disclosure exemptions under FRS 101:

- the requirements of paragraphs 45(b) and 46-52 of IFRS 2 Share-based Payment, because the share based payment arrangement concerns the instruments of another group entity;
- the requirements of IFRS 7 Financial Instruments: Disclosures;
- the requirements of paragraphs 91-99 of IFRS 13 Fair Value Measurement;
- the requirement in paragraph 38 of IAS 1 Presentation of Financial Statements to present comparative information in respect of:

  (i) paragraph 79(a)(iv) of IAS 1;

  (ii) paragraph 118(e) of IAS 38 Intangible Assets;

  (iii) paragraph 73(e) of IAS 16 Property, Plant and Equipment;
- the requirements of paragraphs 10(d), 10(f), 16, 38A, 38B-D, 111 and 134-136 of IAS 1 Presentation of Financial Statements;
- the requirements of IAS 7 Statement of Cash Flows;
- the requirements of paragraphs 30 and 31 of IAS 8 Accounting Policies, Changes in Accounting Estimates and Errors;
- the requirements of paragraph 17 of IAS 24 Related Party Disclosures;

## 4 Disclosure exemptions (continued)

- the requirements in IAS 24 Related Party Disclosures to disclose related party transactions entered into between two or more members of a group, provided that any subsidiary which is a party to the transaction is wholly owned by such a member;
- the requirements of the second sentence of paragraph 110 and paragraphs 113(a), 114, 115, 118, 119(a) to (c), 120 to 127 and 129 of IFRS 15 Revenue from Contracts with Customers;
- the requirements of paragraphs 52, 58, the second sentence of paragraph 89, and paragraphs 90, 91 and 93 of IFRS 16 Leases.

## 5 Accounting policies

**Summary of significant accounting policies and key accounting estimates**
The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

**Revenue recognition**
Revenue recognition is determined using the principles of IFRS 15 Revenue from Contracts with Customers, which are applied through the application of the following 5 step model:

1. Identify the contracts with the customer
2. Identify the performance obligations in the contract
3. Determine the transaction price
4. Allocate the transaction price to the performance obligations in the contract
5. Recognise revenue when or as the entity satisfies its performance obligations

The company generates revenue from services provided to FOWC, the CRH to the Championship and other Group companies. Under the terms of its agreement with FOWC, the company charges for costs incurred in respect of the services and activities it performs, including the provision of worldwide travel services, technical support and broadcast services at all races on the Championship calendar, and associated head office and "back office" services. The operating costs incurred in providing the services include costs of personnel, worldwide travel, technical support and broadcast services at all races on the Championship calendar, along with associated head office costs. In addition the company charges other fellow Formula 1 subsidiaries for personnel and other costs incurred on their behalf. Other revenue also includes technical support services to television broadcasters, the Championship's participating teams and other third parties. Revenues can therefore relate to (i) services associated with an entire Championship season, (ii) services related to a specific Championship event, (iii) services related to a specific period, typically a calendar year, or (iv) services with more ad hoc performance obligations.

Revenues that relate to services provided for an entire Championship season are recognised evenly on an event by event basis, with revenues relating to specific Championship events being recognised on the occurrence of the events concerned. Revenues that relate to services provided over a period of time are recognised evenly over that time period. Otherwise, revenues that do not meet these criteria are recognised when the services are provided.

The transaction price is determined by fees typically specified in the contract or are based on cost recharges. Occasional multi-year contracts specify a fee for each Championship season, event or period, falling within each year of the contract. If a contract contains multiple distinct performance obligations but does not specify a specific fee for each element, a separate standalone value is identified for each performance obligation, with the overall transaction price then allocated to each performance obligation in proportion to its standalone value relative to the total standalone value of all performance obligations.

**Interest receivable**
Income is recognised as interest accrues using the effective interest rate ("EIR") method; that is, the rate that exactly discounts estimated future cash receipts through the expected life of the financial instrument to the net carrying amount of the financial asset.

## 5 Accounting policies (continued)

**Foreign currency transactions and balances**

Transactions in foreign currencies are initially recorded by the company at their respective functional currency spot rates at the date the transaction first qualifies for recognition.

Monetary assets and liabilities denominated in foreign currencies are retranslated at the functional currency spot rate of exchange at the reporting date.

All differences arising on settlement or translation of monetary items are taken to the Profit and Loss account. Tax charges and credits attributable to exchange differences on those monetary items are also recorded in the Profit and Loss account.

Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates as at the dates of the initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value is determined. The gain or loss arising on retranslation of non-monetary items is treated in line with the recognition of gain or loss on change in fair value of the item (i.e. translation differences on items whose fair value gain or loss is recognised in other comprehensive income or the Profit and Loss account, are also recognised in other comprehensive income or the Profit and Loss account, respectively).

**Tax**

The tax expense for the period comprises current and deferred tax. Tax is charged or credited to the Profit and Loss account except where it relates to items charged or credited to other comprehensive income or directly to equity, in which case the tax is recognised in other comprehensive income or in equity.

Current tax is the expected tax payable for the year based on the tax rates and laws enacted or substantively enacted at the balance sheet date, plus any adjustments to tax payable in respect of previous periods.

Tax assets and liabilities are offset only when there is a legally enforceable right to set off current tax assets against current tax liabilities, and the taxes relate to the same taxation authority and to the same taxable entity or to different entities which intend to settle the current tax assets and liabilities on a net basis.

Deferred tax is recognised on temporary differences arising between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts relevant for tax purposes. Deferred tax is calculated on an undiscounted basis at the tax rates that are expected to apply when the related asset is realised or liability is settled, based on tax rates and laws enacted or substantively enacted at the balance sheet date.

Deferred tax assets are recognised only to the extent that it is probable that taxable profit will be available against which the underlying temporary differences, carried forward tax credits or tax losses can be utilised.

Deferred tax is not recognised on temporary differences that arise on the initial recognition of goodwill or on the initial recognition of an asset or liability in a transaction that is not a business combination and affects neither accounting nor taxable profit. Deferred tax is not recognised in respect of taxable temporary differences associated with investments in subsidiaries where the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

**Intangible assets**

Intangible assets acquired separately are measured on initial recognition at cost. The cost of intangible assets acquired in a business combination is fair value as at the date of acquisition. Following initial recognition, intangible assets are carried at cost less any accumulated amortisation and any accumulated impairment losses. Internally generated intangible assets, excluding capitalised development costs, are not capitalised and expenditure is reflected in the Profit and Loss account in the year in which the expenditure is incurred.

The useful lives of intangible assets are assessed to be either finite or indefinite.

## 5 Accounting policies (continued)

Intangible assets with finite lives are amortised over their useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method for an intangible asset with a finite useful life is reviewed at least at each financial year end. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are accounted for by changing the amortisation period or method, as appropriate, and are treated as changes in accounting estimates. The amortisation expense on intangible assets with finite lives is recognised in the Profit and Loss account in the expense category consistent with the function of the intangible asset, including cost of sales and administrative expenses.

Gains or losses arising from derecognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognised in the Profit and Loss account when the asset is derecognised.

**Tangible fixed assets**
Tangible fixed assets are stated in the Balance Sheet at cost, less any subsequent accumulated depreciation and impairment losses. The carrying value of such assets is reviewed for impairment when events or changes in circumstances indicate the carrying value may not be recoverable. The assets' residual values, useful lives and methods of depreciation are reviewed at each financial year end and adjusted prospectively, if appropriate.

The cost of tangible fixed assets includes directly attributable incremental costs incurred in their acquisition and installation. Such cost includes the cost of replacing part of the tangible fixed asset. When significant parts of tangible fixed assets are required to be replaced at intervals, the company recognises such parts as individual assets with specific useful lives and depreciates them accordingly. All other repair and maintenance costs are recognised in the Profit and Loss account as incurred.

A tangible fixed asset and any significant part initially recognised is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the Profit and Loss account when the asset is derecognised.

**Depreciation**
Depreciation is charged so as to write off the cost of assets, other than land and properties under construction, over their estimated useful lives as follows:

| Asset class | Depreciation method and rate |
|---|---|
| Long leasehold land and buildings | straight-line over remaining term of the lease |
| Plant, machinery and vehicles | 25% reducing balance basis |
| Furniture, fittings and equipment | 25% reducing balance basis |

**Impairment of non-financial assets**
The company assesses at each reporting date whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the company estimates the asset's recoverable amount. An asset's recoverable amount is the higher of an asset's fair value less costs to sell and its value in use.

**Leases**
***The company as lessee***

At inception of a contract, the company assesses whether a contract is, or contains, a lease based on whether the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. A contract is deemed to convey the right to control the underlying asset if, throughout the period of use, the company has the right to:

· Obtain substantially all the economic benefits from the use of the underlying asset, and;
· Direct the use of the underlying asset (e.g. direct how and for what purpose the asset is used).

**5 Accounting policies (continued)**

Where contracts contain a lease coupled with an agreement to purchase or sell other goods or services (i.e., non-lease components), the non-lease components have been treated as separate components from the lease components and have been accounted for by applying other relevant and applicable accounting standards.

***(a) Initial recognition and measurement***
At the lease commencement date, the company recognises a right-of-use asset for the right to use the underlying asset for the lease term, and a lease liability for the obligation to make lease payments. The right-of-use asset is initially measured at the amount of the lease liability, adjusted for lease prepayments, lease incentives received, the company's initial direct costs and an estimate of restoration, removal and dismantling costs. The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease, or if that rate cannot be readily determined, the company's incremental borrowing rate.

If the company incurs an obligation for costs to dismantle and remove a leased asset, restore the site on which the asset is located or restore the underlying asset to the condition required by the terms of the lease, a provision is recognised and measured under IAS 37 Provisions, Contingent Liabilities and Contingent Assets. The costs are included in the related right-of-use asset.

***(b) Subsequent measurement***
The right-of-use assets are depreciated to the earlier of the end of the useful life of the asset, or the lease term using the straight-line method because this most closely reflects the expected pattern of consumption of the future economic benefits. The lease term includes periods covered by an option to extend if the company is reasonably certain to extend that option. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, in accordance with the company's policy on impairment of non-financial assets, and also adjusted for certain re-measurements of the lease liability.

The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability (using the effective interest method) and by reducing the carrying amount to reflect the lease payments made.

***(c) Short-term and low value leases***
The company has elected to apply the practical expedient not to recognise right-of-use assets and lease liabilities for short-term leases that have a lease term of 12 months or less and leases of low value assets. The lease payments associated with these leases are recognised as an expense on a straight-line basis over the lease term.

**Financial instruments**
A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity. The company's financial instruments consist of trade debtors, cash and cash equivalents, intra-group receivables, trade creditors and intra-group payables.

Financial assets and liabilities are recognised when the company becomes a party to the contractual provisions of the instrument. The company determines the classification of financial assets and financial liabilities at initial recognition.

All financial assets and liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial instruments classified as "at amortised cost" and financial assets "at fair value through other comprehensive income" ("FVOCI") are included within the carrying value of such instruments. Transaction costs directly attributable to the acquisition of financial instruments which are classified as "fair value through profit and loss" ("FVPL") are recognised immediately in the Profit and Loss account.

*Financial Assets*

***(a) Classification and subsequent measurement***
All recognised financial assets are classified as either financial assets at amortised cost, FVOCI or FVPL. The company currently has no financial assets classified as either FVOCI or FVPL.

**5 Accounting policies (continued)**

*Financial assets at amortised cost*
Financial assets that meet the following conditions are classified as 'financial assets at amortised cost':

- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest; and
- The asset is held within a business model whose objective is to hold assets in order to collect contractual cash flows; and
- The asset was not acquired principally for the purpose of selling in the near term or management for short-term profit taking (held for trading).

Financial assets at amortised cost are subsequently measured at amortised cost using the EIR method. The EIR is the rate that exactly discounts the estimated future cash payments or receipts through the expected life of the financial instrument, or a shorter period where appropriate, to the net carrying amount of the financial instrument. Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included in finance income or finance costs in the Profit and Loss account.

Financial assets at amortised cost are subject to impairment review. Gains and losses are recognised in the Profit and Loss account when the asset is derecognised, modified or impaired.

***(b) Impairment of financial assets***
The company assesses financial assets at amortised cost for impairment and recognises an impairment loss allowance that reduces the carrying amount of the assets. The impairment loss, as required by IFRS 9, is based on expected credit losses ("ECL") and reflects forward looking information. The ECL is first recognised on the date of initial recognition of the asset.

The simplified approach is used under IFRS 9 for assessing the potential impairment of short-term trade receivables, long-term trade receivables, accrued income and lease receivables, with the general approach used for other financial assets.

The simplified approach:
Under IFRS 9's simplified approach, the impairment loss is based on credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECL) and is calculated, for a class of assets, as the weighted average of credit losses where the weights are the probabilities of default. Factors such as historical credit loss experience, future economic climate and forward-looking factors specific to the debtors are taken into account when estimating the probability of default.

The general approach:
Impairments are assessed and recognised in three stages to reflect the potential variation in credit quality of financial assets:

-Stage 1: items that have not deteriorated significantly in credit quality since initial recognition. For these items, the ECL is based on credit losses that result from default events that are possible within the next 12 months (a 12 month ECL) and is calculated as lifetime losses from default inside 12 months weighted by the probability of default in 12 months
-Stage 2: items that have deteriorated significantly in credit quality since initial recognition but do not have objective evidence of a credit loss event. For these items, the ECL is equal a lifetime ECL and interest is calculated based on the gross carrying value of the asset
-Stage 3: items that have objective evidence of impairment at the reporting date. For these items the ECL is also equal to a lifetime ECL but the interest is calculated based on the net carrying value of the asset.

The amount of credit loss is calculated as the present value of estimated cash shortfalls discounted at the financial asset's original EIR.

***(c) Financial assets held by the company***
*(i) Trade debtors*
Trade debtors are amounts due from customers for commercial rights sold or services performed in the ordinary course of business. If collection is expected in one year or less, they are classified as current assets. If not, they are presented as non-current assets.

## 5 Accounting policies (continued)

Trade debtors that do not contain a significant financing component or for which the company has applied the practical expedient under IFRS 15 are recognised initially at the transaction price under IFRS 15. Otherwise they are initially measured at fair value. They are subsequently measured at amortised cost less provision for impairment.

*(ii) Intra-group receivables*
Intra-group receivables are recognised at transaction price less any provision for impairment on receivables.

*(iii) Cash and cash equivalents*
Cash and cash equivalents include cash at bank and in hand, deposits and short-term deposits with an original maturity of three months or less that are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value. Term deposits with an initial maturity of more than three months are treated as other current financial assets.

***Financial liabilities***

***(a) Classification and measurement***
All recognised financial liabilities are subsequently measured at either amortised cost or fair value. Financial liabilities that are not held for trading and are not designated as at fair value through profit and loss are classified as 'Financial liabilities measured at amortised cost' and are measured at amortised cost at the end of subsequent accounting periods. The carrying amounts that are subsequently measured at amortised cost are determined based on the EIR method (see above). The company's financial liabilities include trade and other creditors and intra-group payables. All of the company's financial liabilities are classified as 'Financial liabilities measured at amortised cost'.

*(i) Trade payables*
Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less (or in the normal operating cycle of the business if longer). If not, they are presented as non-current liabilities.

Trade creditors are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest method.

*(ii) Intra-group payables*
Intra-group payables are initially recognised at the transaction price and subsequently measured at amortised cost using the EIR method.

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

Provisions are measured at the directors' best estimate of the expenditure required to settle the obligation at the reporting date and are discounted to present value where the effect is material.

When the company expects some or all of a provision to be reimbursed, for example, under an insurance contract, the reimbursement is recognised as a separate asset, but only when the reimbursement is virtually certain. The expense relating to any provision is presented in the Profit and Loss account net of any reimbursement.

## 6 Judgements and key sources of estimation uncertainty

The preparation of historical financial information requires management to make judgements, estimates and assumptions that affect the reported amounts of revenue, expenses, assets and liabilities and the disclosures of contingent liabilities, at the end of the reporting period. Uncertainty in making these judgements, assumptions and estimates can result in outcomes that require a material adjustment to the carrying amount of the asset or liability affected in future periods.

## 6 Judgements and key sources of estimation uncertainty (continued)

In preparing the financial statements management have made certain judgements, estimates and assumptions which are considered to have a significant effect on the amounts recognised in the historical financial information and where significant uncertainty may exist, with the risk that a material adjustment to the carrying amounts of assets and liabilities may be required within the next financial year.

Those judgements, estimates and assumptions are discussed below.

***Taxation***

Deferred tax assets are recognised for all unused tax losses and deductible temporary differences to the extent that it is probable that taxable profit will be available against which the losses and reversal of the temporary differences can be utilised. Management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing, level and make up of future taxable profits and future tax planning strategies.

***Lease term***

Judgements have been applied in determining whether it is reasonably certain that extension options on certain property leases will be exercised. Where management have judged that it is reasonably certain that an extension option will be exercised, the lease term has been treated as running to the end of the extension period. The effect of this has been to increase the amount of the lease liabilities and right-of-use assets on the Balance Sheet.

## 7 Turnover

Turnover represents invoiced amounts, stated net of value added tax.

The analysis of the company's turnover for the year from continuing operations is as follows:

| | 2025<br>£ 000 | 2024<br>£ 000 |
|---|---|---|
| Intra-group services fees and recharges | 409,583 | 377,016 |
| Other | 20,054 | 16,346 |
| | 429,637 | 393,362 |

The company is exempt from the requirements of IFRS 8 to disclose segmental information.

## 8 Operating profit

Arrived at after charging/(crediting)

| | 2025<br>£ 000 | 2024<br>£ 000 |
|---|---|---|
| Amortisation expense (see note 16) | 290 | 65 |
| Depreciation expense on tangible fixed assets (see note 17) | 13,442 | 10,490 |
| Depreciation expense on right-of-use assets (see note 18) | 2,938 | 2,404 |
| Foreign exchange gains | (14,337) | (178) |
| Expense on short term leases | 564 | 661 |

## 9 Other gains and losses

The analysis of the company's other gains and losses for the year is as follows:

| | 2025<br>£ 000 | 2024<br>£ 000 |
|---|---|---|
| Loss on disposal of tangible fixed assets | (79) | (22) |

## 10 Reconciliation of non-GAAP measures

The directors' discussion of the company's financial performance in the Strategic Report includes reference to Earnings before Interest, Taxes, Depreciation and Amortisation ("EBITDA"), a measure which is intended to assist readers in analysing the underlying performance of the company. The measure is non-GAAP in nature and therefore a reconciliation to the equivalent GAAP measure is provided below.

| | 2025 £ 000 | 2024 £ 000 |
|---|---|---|
| **EBITDA** | | |
| Operating profit | 23,794 | 21,111 |
| Add: amortisation expense (see notes 8 and 16) | 290 | 65 |
| Add: depreciation expense on tangible fixed assets (see notes 8 and 17) | 13,442 | 10,490 |
| Add: depreciation expense on right-of-use assets (see notes 8 and 18) | 2,938 | 2,404 |
| EBITDA | 40,464 | 34,070 |

## 11 Interest payable and receivable

| | 2025 £ 000 | 2024 £ 000 |
|---|---|---|
| **Interest receivable and similar income** | | |
| Other finance income | 5 | 6 |
| **Interest payable and similar expenses** | | |
| Interest expense on lease liabilities | (1,114) | (1,140) |
| Other finance costs | (2,648) | (17) |
| Total interest payable and similar expenses | (3,762) | (1,157) |

## 12 Staff costs

The aggregate payroll costs (including directors' remuneration) were as follows:

| | 2025 £ 000 | 2024 £ 000 |
|---|---|---|
| Wages and salaries | 98,162 | 85,560 |
| Social security costs | 15,050 | 11,928 |
| Pension costs, defined contribution scheme | 6,520 | 5,213 |
| | 119,732 | 102,701 |

The average number of persons employed by the company (including directors) during the year, analysed by category, was as follows:

| | 2025 No. | 2024 No. |
|---|---|---|
| Management and administration | 410 | 371 |
| Technical | 390 | 352 |
| Directors | 3 | 3 |
| | 803 | 726 |

## 12 Staff costs (continued)

During the year the average number of employees of the company increased by 77 (11%) to 803 (2024- 726).

All of Formula 1's principal activities are based in the UK, and its UK based employees continue to be employed by the company, which acts as a service company for the Group and on an annual basis recharges personnel costs to fellow Group companies which it incurs on their behalf.

## 13 Directors' remuneration

The directors' remuneration for the year was as follows:

| | 2025<br>£ 000 | 2024<br>£ 000 |
|---|---|---|
| Aggregate emoluments in respect of qualifying services | 13,300 | 21,165 |
| Company contributions to money purchase schemes | 1 | 4 |
| | 13,301 | 21,169 |

The above represents remuneration paid to 4 directors for qualifying services provided during the year (2024- 4). Remuneration receivable by the directors, and disclosed above, represents amounts receivable in respect of all services they provided to the Group in the year during the respective periods they acted as directors. Remuneration for their services to the Group was paid by the company, and the fees were taken into account in determining charges raised to other Group companies for services the company is contracted to provide.

Remuneration included amounts totalling £1,962k (2024- £3,741k) which were paid under the terms of long term incentive plans.

The highest paid director received aggregate emoluments of £7,999k (2024- £8,765k) and exercised share options.

During the year, the company made contributions of £1k (2024-£4k) to money purchase pensions schemes on behalf of 1 of the directors (2024- 2).

During the year 1 director was granted stock options and RSUs under Liberty's executive incentive plans (2024- 1) and 1 director exercised stock options (2024- 3).

## 14 Auditor's remuneration

| | 2025<br>£ 000 | 2024<br>£ 000 |
|---|---|---|
| Audit of the financial statements | 76 | 74 |

| | 2025<br>£ 000 | 2024<br>£ 000 |
|---|---|---|
| **Other fees paid to auditor** | | |
| Audit fees incurred on behalf of other UK Formula 1 subsidiaries | 1,188 | 1,141 |
| Tax advisory services | 143 | 244 |
| Audit-related assurance services | 85 | 80 |
| | 1,416 | 1,465 |

## 14 Auditor's remuneration (continued)

Tax advisory services are predominantly related to advice received on international tax matters.

The company incurs fees in addition to those in respect of the audit of its financial statements. These fees include non-audit services incurred on behalf of other UK-based Group companies which are recharged where appropriate.

## 15 Taxation

Tax charged in the Profit and Loss account:

| | 2025<br>£ 000 | 2024<br>£ 000 |
|---|---|---|
| **Current taxation** | | |
| UK corporation tax adjustment to prior periods | (94) | (5) |
| Receipt from fellow Formula 1 subsidiaries for Group taxation relief | (3,447) | (10,387) |
| Group relief adjustment to prior periods | (861) | (2,586) |
| Total current tax credit | (4,402) | (12,978) |
| **Deferred taxation** | | |
| Arising from origination and reversal of temporary differences | 4,562 | 3,005 |
| Adjustments in respect of prior periods | 392 | 440 |
| Total deferred taxation | 4,954 | 3,445 |
| Tax charged in the Profit and Loss account | 552 | (9,533) |

Tax charged to the profit and loss account differs from the rate of corporation tax in the UK of 25% (2024- 25%) applied to the result before tax for the period. The differences are reconciled below:

| | 2025<br>£ 000 | 2024<br>£ 000 |
|---|---|---|
| Profit before tax | 19,958 | 19,938 |
| Corporation tax at standard rate | 4,990 | 4,985 |
| Expenses not deductible for tax purposes | 412 | 526 |
| Effect of share based payment transactions | (4,287) | (12,893) |
| Adjustments to prior periods-current tax | (955) | (2,591) |
| Adjustments to prior periods-deferred tax | 392 | 440 |
| Total tax charge/(credit) | 552 | (9,533) |

**Deferred tax assets and liabilities**

| | Asset<br>£ 000 | Liability<br>£ 000 | 2025<br>Net<br>£ 000 | Asset<br>£ 000 | Liability<br>£ 000 | 2024<br>Net<br>£ 000 |
|---|---|---|---|---|---|---|
| Accelerated capital allowances | - | (15,174) | (15,174) | - | (10,236) | (10,236) |
| Accruals | 591 | - | 591 | 607 | - | 607 |
| | 591 | (15,174) | (14,583) | 607 | (10,236) | (9,629) |

## 15 Taxation (continued)

**Deferred tax movement during the year**

| | Accelerated tax depreciation £ 000 | Accruals £ 000 | Net tax assets/ (liabilities) £ 000 |
|---|---|---|---|
| At 1 January 2024 | (6,608) | 424 | (6,184) |
| Recognised in income | (3,628) | 183 | (3,445) |
| At 31 December 2024 | (10,236) | 607 | (9,629) |
| Recognised in income | (4,938) | (16) | (4,954) |
| At 31 December 2025 | (15,174) | 591 | (14,583) |

Deferred tax balances at 31 December 2024 have been recognised at 25% (2024- 25%) of the underlying temporary differences, being the rate at which they are now expected to unwind.

Deferred tax assets have been recognised in respect of deductible temporary differences because the company's financial projections indicate that sufficient taxable profits will be available in future periods against which the reversing temporary differences can be offset.

## 16 Intangible assets

| | Other intangible assets £ 000 | Total £ 000 |
|---|---|---|
| **Cost or valuation** | | |
| At 1 January 2025 | 1,763 | 1,763 |
| Additions | 785 | 785 |
| At 31 December 2025 | 2,548 | 2,548 |
| **Amortisation** | | |
| At 1 January 2025 | 366 | 366 |
| Amortisation charge | 290 | 290 |
| At 31 December 2025 | 656 | 656 |
| **Carrying amount** | | |
| At 31 December 2025 | 1,892 | 1,892 |
| At 31 December 2024 | 1,397 | 1,397 |

Intangible assets represent purchased software licences with a term in excess of 12 months.

## 17 Tangible fixed assets

| | Leasehold improvements £ 000 | Plant, machinery and vehicles £ 000 | Furniture, fittings and equipment £ 000 | Total £ 000 |
|---|---|---|---|---|
| **Cost or valuation** | | | | |
| At 1 January 2025 | 48,056 | 31,588 | 21,587 | 101,231 |
| Additions | 8,541 | 18,069 | 5,764 | 32,374 |
| Disposals | - | (389) | (212) | (601) |
| At 31 December 2025 | 56,597 | 49,268 | 27,139 | 133,004 |
| **Depreciation** | | | | |
| At 1 January 2025 | 8,509 | 15,595 | 9,335 | 33,439 |
| Charge for the year | 3,804 | 6,115 | 3,523 | 13,442 |
| Eliminated on disposal | - | (344) | (178) | (522) |
| At 31 December 2025 | 12,313 | 21,366 | 12,680 | 46,359 |
| **Carrying amount** | | | | |
| At 31 December 2025 | 44,284 | 27,902 | 14,459 | 86,645 |
| At 31 December 2024 | 39,547 | 15,993 | 12,252 | 67,792 |

## 18 Lease assets and liabilities

On 24 February 2017 the company signed a lease agreement for its new head office in St. James's Market in London which required fit out and was available for occupation at the end of July 2017. The lease has a term of 15 years with a tenant only break option after 10 years. At the commencement date, management assessed the lease term in accordance with IFRS 16 and concluded that it was reasonably certain that the break option would not be exercised. This judgement reflected the level of fit-out investment made and the company's operational plans at that time. Accordingly, the lease has been accounted for based on a 15-year lease term.

During 2025, the company reviewed its longer-term head office accommodation needs and explored potential alternatives. At 31 December 2025, no binding commitment had been entered into in respect of relocation, and management had not concluded that it was reasonably certain the break option would be exercised. As a result, there has been no change to the assessed lease term or the carrying amounts of the right-of-use asset or lease liability at the reporting date.

As set out in note 29, after the balance sheet date, on 26 February 2026 the company signed an agreement to lease new premises. As a result management now expect to exercise the break option and the lease is likely to be terminated at some point in early 2027. This represents a non-adjusting event after the reporting period and no adjustments have been made to the 31 December 2025 financial statements.

On 19 April 2021 the company signed a successor lease agreement for its Sapphire House site at Biggin Hill, the home of the company's Media and Technology Centre, following the early termination of the existing lease. The new lease has a term of 15 years with a tenant only break option after 10 years. Management believe that it is reasonably certain that the tenant only break option will not be exercised and therefore the lease term has been treated as running for 15 years. On 3 December 2025, a fellow Liberty subsidiary, Liberty GR HCL acquired Sapphire House from the previous third party owner, and is now the lessor of the property under the lease agreement, which remains unchanged.

On 23 April 2024 the company signed an underlease relating to a part of an additional floor at its head office in St James's Market in London. The new lease has a term of 4 years with no break option.

In addition to the above, the company has entered into various leases for the use of commercial vehicles and office premises. The term of these leases range between two and fifteen years.

**18 Lease assets and liabilities (continued)**

There are no restrictions placed upon the company by entering into these leases.

**Right-of-use assets**

The Balance Sheet includes the following right-of-use assets relating to leases:

| | Leasehold properties £ 000 | Plant, machinery and vehicles £ 000 | Total £ 000 |
|---|---|---|---|
| **Cost or valuation** | | | |
| At 1 January 2025 | 30,029 | 137 | 30,166 |
| Additions | 1,675 | - | 1,675 |
| Disposals | - | (57) | (57) |
| At 31 December 2025 | 31,704 | 80 | 31,784 |
| **Depreciation** | | | |
| At 1 January 2025 | 10,384 | 53 | 10,437 |
| Charge for the year | 2,900 | 38 | 2,938 |
| Eliminated on disposal | - | (57) | (57) |
| At 31 December 2025 | 13,284 | 34 | 13,318 |
| **Carrying amount** | | | |
| At 31 December 2025 | 18,420 | 46 | 18,466 |
| At 31 December 2024 | 19,645 | 84 | 19,729 |

**Leases included in creditors**

| | 2025 £ 000 | 2024 £ 000 |
|---|---|---|
| Current lease liabilities (see note 22) | 3,019 | 2,731 |
| Long term lease liabilities (see note 23) | 18,468 | 20,109 |

**Total cash outflows related to leases**

During the year, the company made repayments of the capital portion of lease liabilities of £3,027k (2024- £2,532k), and interest payments on lease liabilities amounted to £1,114k (2024- £1,140k). In addition, payments relating to short-term leases totalled £564k (2024- £661k).

# Formula One Management Limited

## Notes to the Financial Statements for the Year Ended 31 December 2025

### 19 Debtors due within one year

| | 2025<br>£ 000 | 2024<br>£ 000 |
|---|---|---|
| Trade debtors | 5,105 | 1,323 |
| Provision for impairment of trade debtors | - | (1) |
| Net trade debtors | 5,105 | 1,322 |
| Amounts due from other Formula 1 companies | 115,589 | 114,513 |
| Amounts receivable from other Liberty companies | 869 | 246 |
| Accrued income | 345 | 732 |
| Prepayments | 10,167 | 15,679 |
| Other debtors | 639 | 245 |
| Other tax recoverable | 10,822 | 11,065 |
| Income tax asset | 109 | 510 |
| Total debtors due within one year | 143,645 | 144,312 |

Amounts due from other Formula 1 companies and other Liberty companies are trading balances on which no interest is charged.

No ECL has been provided on amounts due from other Formula 1 companies and other Liberty companies because under the simplified approach for trade receivables, the probability of default is considered to be extremely remote because the Group has considerable financial resources. As such the lifetime ECL is deemed to be immaterial and so no impairment has been recognised. In addition no ECL has been provided on other debtors because the balances are at Stage 1 of IFRS 9's general approach impairment model i.e. they have not deteriorated significantly in credit quality since initial recognition. The probability of default is considered to be extremely remote. As such the ECL in the next 12 months is deemed to be immaterial and so no impairment has been recognised.

### 20 Debtors due after more than one year

| | 2025<br>£ 000 | 2024<br>£ 000 |
|---|---|---|
| Prepayments | 1,491 | 281 |

£1,491.0k (2024- £280.6k) of prepayments are classified as non-current, £1,252.1k of which (2024- £53.9k) relate to prepayments of costs connected to future race events which will be recognised in the Profit and Loss account in 2026.

### 21 Cash and cash equivalents

| | 2025<br>£ 000 | 2024<br>£ 000 |
|---|---|---|
| Cash at bank and in hand | 71 | 56 |

The company and most of Formula 1's other subsidiaries participate together in a cash pooling arrangement operated by the Group's principal bank. Under the arrangement, each participating subsidiary's account balances are swept in real time into accounts held by FOWC, the subsidiary that acts as principal to the arrangement. Intra-group receivables or payables with FOWC are then recognised accordingly.

## 22 Creditors: Amounts falling due within one year

| | Note | 2025 £ 000 | 2024 £ 000 |
|---|---|---|---|
| Current lease liabilities | 18 | 3,019 | 2,731 |
| Trade creditors | | 12,903 | 14,037 |
| Accrued expenses | | 72,932 | 57,180 |
| Amounts due to other Formula 1 companies | | 6,025 | 16,960 |
| Amounts due to other Liberty companies | | - | 4,066 |
| Social security and other taxes | | 3,102 | 10,619 |
| Other creditors | | 963 | 513 |
| Deferred income | | 3,234 | 148 |
| | | 102,178 | 106,254 |

Amounts due to other Formula 1 companies and other Liberty companies are trading balances on which no interest is charged.

## 23 Creditors: Amounts falling after more than one year

| | Note | 2025 £ 000 | 2024 £ 000 |
|---|---|---|---|
| Long term lease liabilities | 18 | 18,468 | 20,109 |
| Deferred tax liabilities | 15 | 14,583 | 9,629 |
| | | 33,051 | 29,738 |

## 24 Provisions for liabilities

| | Other Provisions £ 000 |
|---|---|
| At 1 January 2025 | 1,500 |
| At 31 December 2025 | 1,500 |

Other provisions represent a provision for dilapidation costs in connection with the company's St. James's Market offices.

## 25 Share capital

**Allotted, called up and fully paid shares**

| | 2025 No. | 2025 £ | 2024 No. | 2024 £ |
|---|---|---|---|---|
| Ordinary shares of £1 each | 1,000 | 1,000 | 1,000 | 1,000 |

## 26 Commitments

**Capital commitments**

Capital commitments are amounts contracted for, but not provided for, in these financial statements and relate to items of property, plant and equipment. The company had capital commitments of £17.6m at 31 December 2025 (2024-£13.3m).

**Guarantees and other financial commitments**

The Group's third party loan facilities and hedging arrangements are secured by fixed and floating charges (including share pledges and security over intra-group and book debts) over the present and future assets of the Group's main operating companies (of which the company is one), with cross guarantees as appropriate (including from the company).

## 27 Related party transactions

The company has taken advantage of the exemption under FRS 101 not to disclose transactions with wholly-owned Liberty subsidiaries.

**Expenditure with and payables to related parties**

| **2025** | **Other related parties £ 000** |
|---|---|
| Expenses recharged | 110 |

| **2024** | **Other related parties £ 000** |
|---|---|
| Expenses recharged | 10 |

## 28 Parent and ultimate parent undertaking

The company's immediate parent undertaking is FOWC, a company incorporated in England and Wales and a wholly-owned subsidiary of Liberty.

As at the balance sheet date Liberty, a Nasdaq listed company incorporated in the United States of America, is the parent undertaking of the smallest and largest group for which publicly available group financial statements are prepared which include the results of the company. Liberty's consolidated accounts are publicly available from 12300 Liberty Blvd, Englewood, CO 80112, USA. Liberty is considered to be, in the opinion of the directors, the ultimate parent undertaking of the company.

## 29 Non adjusting events after the financial period

As noted in note 18, on 26 February 2026 the company entered into a lease agreement for a new head office building at 40 Broadway, Westminster, London. The property requires fit out and is expected to be available for occupation in early 2027. The lease has a term of 15 years.