



Wycombe Wanderers Football Club PLC held a meeting for both Ordinary and Founder Shareholders on Tuesday 8th May 2007 in the Vere Suite, Adams Park. The Supporters Trust was invited due to its investment of 100,000 ordinary £1 shares in the PLC and the Founders Trust was invited as a result of its holding of Founder Shares. In the past, the Trusts have made representations to have both Founder Shareholders and the full Boards of each Trust invited to such meeting but these requests have been refused by the PLC. Hence the invitation to have Founder Shareholders attend the meeting on 8th May 2007 is to be welcomed.

On the panel were: Mr. Steve Hayes (Managing Director), Mr. Brian Kane (PLC Director), Mr. Keith Blagbrough (PLC Director elected by the Supporters Trust), Mr. Ian Mather (PLC Director elected by the Founders Trust), Mr. Neil Patterson (Head of Finance) Mr. Paul Lambert (Manager), Mr. Dave Evans (Head of Football in the Community) and Gary Karsa (Head of Youth). Apologies were made for the absence of Mr. Ivor Beeks (PLC Chairman), who was absent with a migraine. A total of 67 shareholders attended the meeting as recorded by Mr. Keith Allen, the Company Secretary.

Mr. Brian Kane began by stating that the meeting was a meeting of the shareholders rather than a Shareholders Meeting. The distinction being that the meeting was to impart information only. No resolutions were to be voted upon and no minutes would be taken.

Mr. Kane stated that the purpose of the meeting was to update shareholders, both Ordinary Shareholders and Founder Shareholders, given that when the AGM was held on Thursday 8th February 2007, it had coincided with very bad weather that prevented a number of shareholders from attending.

Mr. Kane acknowledged that the Club needed to communicate better. He claimed that despite best efforts, it was hard to fit in such communication meetings. *(Note: The Trusts have spoken to the PLC re the lack of any Fans Forums in season 2006/07. See the News page on www.wwst.org for an update.)*

Mr. Kane stated that he could not provide details on the PLC's finances because of the closeness to the PLC's financial year end on 30th June 2007. However later he did reveal that the Club will make a loss approaching £1 million for the year ending 30th June 2007, after additional profit of approximately £600,000 from the Carling Cup run and the transfers of Johnson and Betsy. Mr. Kane claimed that the Club is making progress on many fronts. *(Note: If a loss of approximately £1 million is adjusted for the additional income from the Carling Cup and transfers then the underlying operational losses at the Club continue to run at unsustainable levels, which should be of concern to both shareholders and supporters. No further financial information beyond that above was provided at the meeting.)*

Mr. Kane stated that little had changed in the status of the PLC in the last 12 months. Mr. Kane said that there were 91 Ordinary Shareholders and that no further ordinary shares can be issued without a prospectus unless certain criteria are met. There was no mention of potential additional shareholders to whom Steve Hayes has referred in the past.

The Trusts understand that the number of separate ordinary shareholders is 89 and the issued and outstanding share capital of the PLC is £1,260,900 consisting of 1,260,400 ordinary £1 shares and 500 Founder Shares. The number 91 above double counts two individuals, who have subscribed for two amounts of shares. Messrs. Beeks, Kane and Hayes each hold 315,100 ordinary shares. The Supporters Trust holds 100,000 shares.

The Trusts have previously received expressions of interest in the issuance of £17,500 of ordinary shares from potential investors. This is less than the Euro 35,000 minimum required under the current resolution but would allow the Club to reduce its debts by £70,000 if the share were to be invested and Messrs. Beeks, Kane and Hayes were to increase their personal investment to the 25% maximum level permitted under the PLC's Articles of Association.

Mr. Kane reasserted his view stated at a previous meeting that the money in football is too polarised towards the Premiership and that not enough is shared with lower divisions in football. He stated that there has been some improvement in cash flow from the League and media but it is small and slow.

Mr. Kane repeated that the Club's aspiration is to be promoted to League 1 and then the Championship.

- Sales & Marketing

Acknowledging that this has been a difficult area for the Club, Mr. Kane asserted that the Club has made changes and improvements but that it had been slow and there is a lot to do. Mr. Kane asserted that ticketing had improved. The Club has build up its CRM (Customer Relationship Management) database. This now contains 35,000 records including 8,000 email addresses. This has been a significant data collection effort and now the Club must analyse the data and build relationships. The Club has started using the data, for example, the Club has started an e-newsletter, which aims to be timely and accurate. The Club have a new shirt sponsor in place for next season following the end of the arrangements with Loans.co.uk. Since the arrangement is not yet signed Mr. Kane stated that was inappropriate to give their name. Mr. Kane asserted that the Club needs a greater focus on corporate sales. He stated that there has been a lack of continuity and a loss of contacts since the departure of Mark Austin some years earlier. A new head of marketing has been appointed. Her name is Ms. Karen Murphy and she has worked at Tottenham Hotspur.

- Food & Beverage

This was presented as a very positive story for the Club. Mr. John Farrington has brought about changes and has improved revenue by £250,000 per annum. He has introduced new food ranges and has created a stable team below him. Thirty companies were invited to visit the Conference Centre and over 1/3 have booked since. Mr. Farrington has been building business away from matchdays via such events as Valentine's Day, Mother's Day, Father's Day, etc. There has been a 17% growth in non-matchday income.

- Stadium & Safety

This is the responsibility of Richard Stanford, who has a 80 person fully trained stewarding team including more Asian stewards than any other league club. The Club receives continual positive feedback on this area from, for example, the Safety Advisory Group, Police, and away fans. There were only 3 policed games during season 2006/07. Policed games are expensive so the Club prefers to police its own games. This is the 3rd lowest

number in league. Number of off-pitch injuries lowest for 2 years running.

- Financial Performance

Stating that it was inappropriate to say too much because the PLC's financial year end is 30th June 2007, Mr. Kane stated that the finances were helped by the Carling Cup to the tune of £600,000 and by the transfers of Betsy and Johnson. The finances were hurt by the disappointing league attendance that were 10% lower than last year. Last year's loss was £1.9M. This year's loss will be less than £1M

Mr. Gary Karsa, Head of Youth, and Mr. Dave Evans, Head of Football in the Community, both gave informative and impressive reports on the progress and co-operation between their areas of the Club. Their enthusiasm and professionalism was evident to all those listening. These are specialist activities and any supporter who is specifically interested in the matters discussed is encouraged to contact the Club for copies of their presentations and handouts on the activities.

Mr. Steve Hayes gave a presentation entitled: Progress & Development. Mr. Hayes stated that it is important that shareholders know what is going on and that the PLC continues to need better communication. He asserted that a football club is about more than just football.

Mr. Hayes commented on the following activities going on "behind the scenes":

- Mr. Hayes fears that Hillbottom Road represents an accident waiting to happen. Need to regulate what is happening with parking situation. The Club have spoken to all parties involved. This needs to be sorted out for next season.
- Community scheme – The Club needs to promote it better.
- Alan Parry has joined the Club as Head of Media. Promotion of Community Scheme and tickets. The Club needs to make better use of the media.
- Mr. Hayes stated that he has been working with Wycombe District Council (WDC) on proposals for a new stadium for the past 18 months. Mr. Hayes did not reveal any more about the proposals but stated that WDC seem behind a scheme and need progress quicker than the Club as WDC have plans for the 2012 Olympics.
- Working to find sponsor to erect two 15m screens in stadium for pre/post match entertainment.
- Need to encourage Gary Karsa. The enthusiasm is there and the right people are in the right positions.
- Carling Cup semi-final. Not thought possible by many to reach it. It has been a short period of time for Paul Lambert to build (success). Martin O'Neill took 3 years before winning anything. *(Whilst accepting that the intention was to ask for patience, this remark was factually inaccurate: O'Neill arrived in Feb 1990 and although promotion was not achieved until 1992/93, he won the Berks and Bucks Cup in 1990 and the FA Trophy in 1991).* Mr. Hayes claimed that supporters will reflect on the Carling Cup team in future years as we now look at the 1957 Amateur Cup Final team. Mr. Hayes stated that people must stay positive in every area. If every supporter helped publicise non-matchday experience it would make huge difference. People outside of Wycombe think very highly of things at the Club. It is people inside who are more critical.

Question & Answer Session

After a short break there was a question and answer session with the shareholders in attendance. The following seeks to capture the spirit of the questions raised and the answers given.

- Q Given the plans for a new stadium, does this mean there will be no further development at Adams Park?
A SH: I don't want to rule anything out. Development here would be option. Difficulty will always be Hillbottom Road. No real plans to develop.
- Q What is the site of the potential new stadium?
A SH: In Wycombe – less than 5 miles away.
- Q Main problem is traffic coming up Hillbottom Road to collect people at the end of a match.
A SH: Police know there is accident waiting to happen. It needs to be resolved. There needs to be no cars up or down Hillbottom Road at the final whistle.
- Q What transfer action can be expected during the close season?
A PL: SB/PL have been looking since January. The loss of Williamson and Antwi revealed that there was not much cover at centre back. The Club needs men. Young players such as Grant, Golbourne, and Batista did very well but credit is due to the experienced players. This coming season the Club needs mature players of its own rather than loan players, who can be recalled any time. The Club need a whole new team – at least 10 new players to give the Club a chance of promotion next season. Christon did brilliantly well in the last 4 or 5 games but he might dip in form next season if asked to play 60 games. Young kids need to develop but need experienced players to bring them through. The promoted teams in 2006/07 don't have many youngsters.
- Q Is sufficient budget available to bring in the necessary players?
A PL: There is a perception that Wycombe Wanderers is a wealthy club. Finance should be evenly split between all football clubs. It is currently unfair on League 2 sides. The Club needs to break even. Can only dictate what you are doing your self. Need to look at your own house before anyone else's.
- Q The January 2006 transfer window was an opportunity to strengthen the team but the players brought in were underused and unsuccessful.
A PL: We never replaced the lads who left. The money some players were demanding was incredible. Betsy was in the last year of his contract and wanted to leave. O'Halloran was recalled by Martin O'Neill. We needed to strengthen in January because of number of games and increased intensity. I wouldn't have changed cup run but the players who came weren't good enough.
- Q Williamson and Antwi were big losses but why the problem scoring?
A PL: I don't know. A run of defeats when you can not win has a knock-on effect. We often took the lead and then conceded. I won't make the same mistakes again. Needed to score too many goals to win, for example, 3 at Peterborough, 2 at Grimsby. Couldn't score or keep goals out, neither for lack of effort. Lads couldn't give any more and were brilliant. I wasn't expecting the feeling of devastation after the Chelsea

game. The defeat hurt the Club more than was realised. This says something about the level of expectation at the Club. It took Martin O'Neill 3 years to build things and win something. We don't have a divine right to win because of past. The achievements since then are nothing short of incredible. The expectancy level here is really high. It is better to have a high level of expectancy than not.

Q How will you sign 10 players by end of July?

A PL: Word of mouth is very powerful. We have spoken to numerous lads already. Lots of them want to come. We need to be realistic. We have to get them in and sell the Club to them. This started weeks ago and the ball is rolling.

Q I was very impressed by the Football in Community presentation. The enthusiasm came across. What marketing strategy will be used to get more sponsors?

A BK: Marketing on 3 or 4 fronts. The Club lost touch with grassroots in business when it was successful. The Club hasn't gone out and reinforced relationships. The Club is not promoted in Wycombe. There is a lot going for the Club e.g. geographical position, affluence of the area, and the facilities. This is a very strong package but it is not marketed to affluent people in area. Also, the way in which sponsors have been treated has not been creative enough. These represent different levels of attack.

SH: It has proved to be difficult to replace Mark Austin who worked at WWFC for 14 years i.e. since Martin O'Neill's days. Different people have been brought in who didn't work out. Now got someone in all departments. Conferencing v. important. The Club will be offering a free lunch on 15th June to market all facilities. The Club needs to fill non-matchday facilities. Marketing is definitely an area which needs the right person for job. This has been very difficult for Club.

Q What is the difference in money paid to Premiership Clubs, Championship, League 1 & and League 2?

A NP: Not much difference between Leagues 1 & 2 – about £300K but £1M in Championship and even more in Premiership.

SH: It comes down to bigger crowds, which will help the finances. Want to make sure safety is OK if the ground is sold out every week.

Q The Club had a disappointing disciplinary record in season 2006/07.

A PL: Keith Hackett was brought in to review each red card situation. He did not agree with any of the red cards shown (6). Videos taken away to show referees the mistakes they were making. The standard of refereeing is very different to what PL has been used. Bookings are a different situation. PL didn't disagree regarding problems with dissent but partial defence because referees will not enter into a 2-way conversation.

Q Please can we have an indication of net value Wasps contributes per annum?

A SH: wouldn't want to tell us that because it is not in the interests of Wycombe Wanderers. The Club are still negotiating with Wasps.

Q Has the CRM system been used to analyse the 10% drop in attendances to determine who is leaving?

A BK: There was a 8% drop in season ticket holders. Home terrace reduction. BCUC/Woodlands constant. Away support was lower.

SH: The difficulty is that the CRM system doesn't go back far enough to provide data. Season ticket holders are called if they don't renew. Lots of people move away and no longer want season tickets e.g. Students. Everything planned as soon as fixtures are

released e.g. community days.

BK: The Club has identified why people don't come but hasn't identified marketing solutions e.g. a person who no longer comes because his or her son has gone to university.

Q WW Founders Trust has found longstanding supporters have become disengaged and alienated, which is part of the reason.

A SH: The Club needs to encourage supporters to bring others along. The Club has all sorts of marketing ideas, but the main factors remain young people and success.

Q A shareholder reported 3 experiences with trying to buy 2007/08 season tickets. (1) He couldn't renew his family stand season ticket because his son is now too old and thereby he is forced to move away from a longstanding group of supporters, (2) 2 supporters were told in the Commercial Office that they could not renew and would have to fill in new form, whereupon they left, (3) MK Dons promote their new stadium pictures, shirts on sale, and season ticket applications in the local Tesco supermarket, whereas WWFC do not do this.

A SH: Fans need to tell the Club these things.

IM: A lot of work done at ASDA for example the Club mascot has been there.

Promotion work has gone well. There has, however, been resistance from Tesco in Loudwater, who claim that they cannot associate with local clubs. The Club are doing things and trying to do a lot more. There were some teething problems with season tickets sales but renewal bookings can now be done.

Q Has the closure of the shop in the town centre affected season ticket sales?

A Yes, probably. However, the shop only used for tickets and hence was not cost effective. Wanted to sell tickets via other outlets e.g. the Swan, sports shops, but nobody appropriate has been identified as yet.

Q Main problem is access to/from ground. Is there any chance of getting alternative access?

A SH: Wasps have explored obtaining emergency egress via another route in order to lift the permitted matchday capacity. However it would cost millions to construct another road even if that were possible and hence this is not possible.

The meeting was closed at this point.

Comment by the Trusts

The Trusts regrets that the PLC's communication with shareholders and supporters more generally continues to be infrequent and lacks substantive financial information. However the Trusts welcome the inclusion of Founder Shareholders for this event since this has been refused in the past. Founder Shareholders have typically invested time, money and energy in the Club over many years.

Without detailed information, it is impossible to judge the current financial state of the Club BUT the Trusts remain very concerned by the likely level of the losses at the Club. The long term funding of the operational losses remains a concern because of the uncertainty surrounding how resultant debts are to be repaid by the operations of the Club. The Trusts anticipate that the PLC's annual accounts to 30th June 2007 will warrant further questioning of the long-term viability of the strategy being undertaken by PLC Board. The Trusts, through their PLC directors, will continue to monitor the governance of the Club.

The Manager, Paul Lambert, and the team are to be congratulated on their Carling Cup success, notwithstanding the poor second half to the season. The danger is that success on the pitch diverts attention from the longer-term commercial challenges off the pitch. These challenges will shape the Club's future far more than any short-term success notwithstanding the enjoyment that such success provides.

The Youth Development and Football in the Community aspects of the Club are impressive and headed by enthusiastic champions in Gary Karsa and Dave Evans. It is appropriate that these are profiled to shareholders, supporters and the wider community but, given the scale of the PLC's losses and the complete lack of any meaningful discussion of the PLC's finances, it is hard not to wonder if they were included in the meeting in order to deflect attention and questioning away from the financial situation at the Club.

Any proposed move to a new ground will need to be carefully scrutinized by the Trusts. In particular, it will be necessary to see if it raises any issues that need Founder Shareholder approval under the enshrined rights of the Founder Shares. The Trusts will monitor developments on this topic on behalf of the Trusts' members.

The Trusts ask that as many supporters as possible join the Trusts so as to allow the Trusts to their work monitoring the PLC and challenging decisions where necessary to better secure the long-term future of the Club.

This report has been produced jointly by the Boards of Wycombe Wanderers Supporters Trust and the Wycombe Wanderers Founders Trust for the purpose of updating their members. The report must not be used for any other purpose including but not limited to selected or total quotation without the prior agreement of the Boards of Wycombe Wanderers Supporters Trust and Wycombe Wanderers Founders Trust.