

REGISTERED NUMBER: 08201708 (England and Wales)

**LE CHAMEAU HOLDINGS LIMITED**  
**GROUP STRATEGIC REPORT,**  
**REPORT OF THE DIRECTORS AND**  
**CONSOLIDATED FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2020**

WEDNESDAY



\*AAE280JS\*

A65

29/09/2021

#170

COMPANIES HOUSE

**LE CHAMEAU HOLDINGS LIMITED (REGISTERED NUMBER: 08201708)**

**CONTENTS OF THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2020**

|                                                          | <b>Page</b>     |
|----------------------------------------------------------|-----------------|
| <b>Company Information</b>                               | <b>1</b>        |
| <b>Group Strategic Report</b>                            | <b>2 to 3</b>   |
| <b>Report of the Directors</b>                           | <b>4</b>        |
| <b>Report of the Independent Auditors</b>                | <b>5 to 8</b>   |
| <b>Consolidated Income Statement</b>                     | <b>9</b>        |
| <b>Consolidated Other Comprehensive Income</b>           | <b>10</b>       |
| <b>Consolidated Statement of Financial Position</b>      | <b>11</b>       |
| <b>Company Statement of Financial Position</b>           | <b>12</b>       |
| <b>Consolidated Statement of Changes in Equity</b>       | <b>13</b>       |
| <b>Company Statement of Changes in Equity</b>            | <b>14</b>       |
| <b>Consolidated Statement of Cash Flows</b>              | <b>15</b>       |
| <b>Notes to the Consolidated Statement of Cash Flows</b> | <b>16</b>       |
| <b>Notes to the Consolidated Financial Statements</b>    | <b>17 to 31</b> |
| <b>Consolidated Reconciliation of Equity</b>             | <b>32 to 33</b> |
| <b>Company Reconciliation of Equity</b>                  | <b>34 to 35</b> |
| <b>Consolidated Reconciliation of Loss</b>               | <b>36</b>       |

**LE CHAMEAU HOLDINGS LIMITED**

**COMPANY INFORMATION  
FOR THE YEAR ENDED 31 DECEMBER 2020**

**DIRECTORS:**

C E B Cavell-Taylor  
J S McEuen  
Silvercloud Holdings Limited

**REGISTERED OFFICE:**

16 Mill Street  
Oakham  
Rutland  
LE15 6EA

**REGISTERED NUMBER:**

08201708 (England and Wales)

**AUDITORS:**

Duncan & Toplis Limited, Statutory Auditor  
14 All Saints Street  
Stamford  
Lincolnshire  
PE9 2PA

**GROUP STRATEGIC REPORT  
FOR THE YEAR ENDED 31 DECEMBER 2020**

The directors present their strategic report of the company and the group for the year ended 31 December 2020.

**REVIEW OF BUSINESS**

**Strategic Management**

The group's strategy and objectives are to develop the Le Chameau brand within the United Kingdom, Europe, and other markets.

**Business environment**

Trading remains constrained by the competitive environment in wholesale and retail sectors due to the Covid-19 pandemic restrictions.

**Business Performance**

The board consider that the key performance indicators for the group are those that communicate the financial performance and strength of the group as a whole. The key financial highlights are as follows:

|                            | 2020  | 2019  | Change |
|----------------------------|-------|-------|--------|
|                            | £m    | £m    | %      |
| Revenue                    | 15.6  | 12.2  | 27.9   |
| Gross Profit               | 7.6   | 6.2   | 22.6   |
| Gross Margin %             | 48.6% | 50.7% | (4.1)  |
| EBITDA before exceptionals | 0.2   | (6.8) | 102.9  |

2020 was the first full year of the strategic partnership with Bradshaw Taylor, a leading distributor of Schöffel Country, specialist outdoor and country clothing and equipment brand in the UK and Europe.

During the year the business implemented the integration of logistics, finance and administrative functions into Bradshaw Taylors' existing infrastructure and platforms that have resulted in significant operational cost savings going forwards.

Against this backdrop, the group increased sales by 28% on 2019, including revenue growth in the direct-to-customer ("D to C") channel, accounting for 34% of all revenue (2019: 25%), demonstrating positive gains from prior year investments in technology and marketing operations, and cementing further the potential for growth in this area during 2021.

Media and influencer support both online and in traditional media has been very significant across our core markets driving greater awareness of the brand and reinforcing its position as the premium country and outdoor brand in its category. As such the group will continue to invest in its digital marketing strategy and in growing its social media presence.

Our rubber boots are handmade in our factory in Morocco which remains a key component to our premium positioning. There is a long-term rolling programme of process and operational improvement in place with the aim of driving enhanced production efficiency, quality control and margin improvement. We remain committed to Morocco and our excellent workforce and are grateful for their ongoing hard work and support.

**GROUP STRATEGIC REPORT  
FOR THE YEAR ENDED 31 DECEMBER 2020**

**PRINCIPAL RISKS AND UNCERTAINTIES**

The principal risks arising from the group's activities are liquidity risk, currency risk, interest rate risk and credit risk. The board reviews and agrees policies for managing each of these risks and they are summarised below.

**Liquidity risk**

Liquidity risk is the risk that the group is unable to meet its payment obligations associated with its liabilities as they fall due. The group's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the group's reputation. The group determines its liquidity requirements by the use of cash flow forecasts. On at least an annual basis, the Board reviews and approves the funding requirements of the group and on an ongoing basis reviews and monitors the requirements.

**Currency risk**

Currency risk is managed by appropriate use of forward currency contracts.

**Interest rate risk**

Interest rate risk is managed by regular review of fixed and variable rate facilities available from the group's bankers.

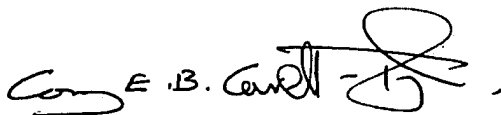
**Credit risk**

Credit risk is managed by constant monitoring of the credit-worthiness of customers and by identifying and addressing any credit issues in a timely manner.

**Coronavirus COVID-19 risk**

The full impact of the COVID-19 pandemic remains uncertain and continues to develop on a daily basis. The directors are monitoring the exposure to the group's business and have implemented strategies in order to mitigate the risks, including utilising various government support measures. The directors are also monitoring the exposure to its employees, customers and other stakeholders, referring to government and professional advice published to help ensure their safety.

**ON BEHALF OF THE BOARD:**



.....  
C E B Cavell-Taylor - Director

Date: 27/9/21

**REPORT OF THE DIRECTORS  
FOR THE YEAR ENDED 31 DECEMBER 2020**

The directors present their report with the financial statements of the company and the group for the year ended 31 December 2020.

**DIVIDENDS**

No dividends will be distributed for the year ended 31 December 2020.

**DIRECTORS**

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

C E B Cavell-Taylor  
J S McEuen  
Silvercloud Holdings Limited

**FINANCIAL INSTRUMENTS**

The group's principal financial instruments comprise cash, bank and other loan term borrowings and other creditors and debtors that directly arise from its operations.

**STATEMENT OF DIRECTORS' RESPONSIBILITIES**

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

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). 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 the group and of the profit or loss of the group for that period. In preparing these financial statements, the directors are required to:

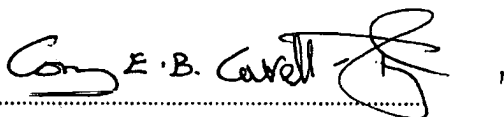
- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

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

**STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITORS**

So far as the directors are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the group's auditors are unaware, and each director has taken all the steps that he ought to have taken as a director in order to make himself aware of any relevant audit information and to establish that the group's auditors are aware of that information.

**ON BEHALF OF THE BOARD:**

  
C E B Cavell-Taylor - Director

Date: 27/9/21

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF  
LE CHAMEAU HOLDINGS LIMITED**

**Opinion**

We have audited the financial statements of Le Chateau Holdings Limited (the 'parent company') and its subsidiaries (the 'group') for the year ended 31 December 2020 which comprise the Consolidated Income Statement, Consolidated Other Comprehensive Income, Consolidated Statement of Financial Position, Company Statement of Financial Position, Consolidated Statement of Changes in Equity, Company Statement of Changes in Equity, Consolidated Statement of Cash Flows and Notes to the Consolidated Statement of Cash Flows, Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

**Basis for opinion**

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

**Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's and the parent company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

**Other information**

The directors are responsible for the other information. The other information comprises the information in the Group Strategic Report and the Report of the Directors, but does not include the financial statements and our Report of the Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF  
LE CHAMEAU HOLDINGS LIMITED**

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

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

- the information given in the Group Strategic Report and the Report of the Directors for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Group Strategic Report and the Report of the Directors have been prepared in accordance with applicable legal requirements.

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

In the light of the knowledge and understanding of the group and the parent company and its environment obtained in the course of the audit, we have not identified material misstatements in the Group Strategic Report or the Report of the Directors.

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

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

**Responsibilities of directors**

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

In preparing the financial statements, the directors are responsible for assessing the group's and the parent company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the group or the parent company or to cease operations, or have no realistic alternative but to do so.

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF  
LE CHAMEAU HOLDINGS LIMITED**

**Auditors' responsibilities for the audit of the financial statements**

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We have identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial experience, knowledge of the sector, a review of regulatory and legal correspondence and through discussions with Directors and other management obtained as part of the work required by auditing standards. We have also discussed with the Directors and other management the policies and procedures relating to compliance with laws and regulations. We communicated laws and regulations throughout the team and remained alert to any indications of non-compliance throughout the audit.

The potential impact of different laws and regulations varies considerably. Firstly, the group is subject to laws and regulations that directly impact the financial statements (for example financial reporting legislation) and we have assessed the extent of compliance with such laws as part of our financial statements audit.

Secondly, the group is subject to other laws and regulations where the consequence for non-compliance could have a material effect on the amounts or disclosures in the financial statement. We identified the following areas as those most likely to have such an effect: Health and safety regulations, consumer rights and employment laws.

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. Through these procedures, if we became aware of any non-compliance, we considered the impact on the procedures performed on the related financial statement items.

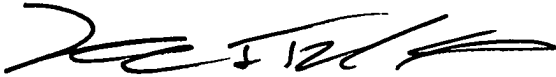
Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. The further removed non-compliance with 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. As with any audit, there is a greater risk of non-detection of irregularities as these may involve collusion, intentional omissions of the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

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

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF  
LE CHAMEAU HOLDINGS LIMITED**

**Use of our report**

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in a Report of the Auditors 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.



Alistair Main BFP FCA (Senior Statutory Auditor)  
for and on behalf of Duncan & Toplis Limited, Statutory Auditor  
14 All Saints Street  
Stamford  
Lincolnshire  
PE9 2PA

Date: 29 September 2021

**LE CHAMEAU HOLDINGS LIMITED (REGISTERED NUMBER: 08201708)**

**CONSOLIDATED INCOME STATEMENT  
FOR THE YEAR ENDED 31 DECEMBER 2020**

|                                               | Notes | 2020<br>£'000 | 2019<br>£'000   |
|-----------------------------------------------|-------|---------------|-----------------|
| <b>REVENUE</b>                                | 3     | 15,601        | 12,164          |
| Cost of sales                                 |       | <u>8,013</u>  | <u>5,996</u>    |
| <b>GROSS PROFIT</b>                           |       | 7,588         | 6,168           |
| Administrative expenses                       |       | <u>7,863</u>  | <u>11,772</u>   |
|                                               |       | (275)         | (5,604)         |
| <b>OPERATING LOSS</b>                         | 5     | (275)         | (5,604)         |
| Cost of fundamental reorg                     | 6     | <u>40</u>     | <u>4,117</u>    |
|                                               |       | (315)         | (9,721)         |
| Amounts written off investments               | 7     | <u>-</u>      | <u>2,489</u>    |
|                                               |       | (315)         | (12,210)        |
| Interest payable and similar expenses         | 8     | <u>62</u>     | <u>95</u>       |
| <b>LOSS BEFORE TAXATION</b>                   |       | (377)         | (12,305)        |
| Tax on loss                                   | 9     | <u>124</u>    | <u>34</u>       |
| <b>LOSS FOR THE FINANCIAL YEAR</b>            |       | <u>(501)</u>  | <u>(12,339)</u> |
| Loss attributable to:<br>Owners of the parent |       | <u>(501)</u>  | <u>(12,339)</u> |

The notes form part of these financial statements

**LE CHAMEAU HOLDINGS LIMITED (REGISTERED NUMBER: 08201708)**

**CONSOLIDATED OTHER COMPREHENSIVE INCOME  
FOR THE YEAR ENDED 31 DECEMBER 2020**

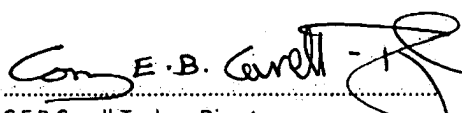
|                                                                     | Notes | 2020<br>£'000 | 2019<br>£'000   |
|---------------------------------------------------------------------|-------|---------------|-----------------|
| <b>LOSS FOR THE YEAR</b>                                            |       | (501)         | (12,339)        |
| <b>OTHER COMPREHENSIVE INCOME</b>                                   |       |               |                 |
| Foreign currency exchange difference                                |       | (168)         | (838)           |
| Income tax relating to other comprehensive income                   |       | <u>-</u>      | <u>-</u>        |
| <b>OTHER COMPREHENSIVE INCOME FOR THE YEAR, NET OF INCOME TAX</b>   |       | <u>(168)</u>  | <u>(838)</u>    |
| <b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>                      |       | <u>(669)</u>  | <u>(13,177)</u> |
| Total comprehensive income attributable to:<br>Owners of the parent |       | <u>(669)</u>  | <u>(13,177)</u> |

The notes form part of these financial statements.

**CONSOLIDATED STATEMENT OF FINANCIAL POSITION**  
**31 DECEMBER 2020**

|                                              |       | 2020            | 2019            |
|----------------------------------------------|-------|-----------------|-----------------|
|                                              | Notes | £'000           | £'000           |
| <b>FIXED ASSETS</b>                          |       |                 |                 |
| Intangible assets                            | 11    | 4               | 168             |
| Property, plant and equipment                | 12    | 1,990           | 2,205           |
| Investments                                  | 13    | -               | -               |
|                                              |       | <u>1,994</u>    | <u>2,373</u>    |
| <b>CURRENT ASSETS</b>                        |       |                 |                 |
| Inventories                                  | 14    | 3,470           | 7,434           |
| Debtors                                      | 15    | 3,816           | 3,782           |
| Cash at bank                                 |       | <u>7,789</u>    | <u>5,805</u>    |
|                                              |       | 15,075          | 17,021          |
| <b>CREDITORS</b>                             |       |                 |                 |
| Amounts falling due within one year          | 16    | <u>3,512</u>    | <u>3,168</u>    |
| <b>NET CURRENT ASSETS</b>                    |       | <u>11,563</u>   | <u>13,853</u>   |
| <b>TOTAL ASSETS LESS CURRENT LIABILITIES</b> |       | 13,557          | 16,226          |
| <b>CREDITORS</b>                             |       |                 |                 |
| Amounts falling due after more than one year | 17    | (7,175)         | (7,115)         |
| <b>PROVISIONS FOR LIABILITIES</b>            | 20    | <u>(1,238)</u>  | <u>(3,298)</u>  |
| <b>NET ASSETS</b>                            |       | <u>5,144</u>    | <u>5,813</u>    |
| <b>CAPITAL AND RESERVES</b>                  |       |                 |                 |
| Called up share capital                      | 21    | 575             | 575             |
| Share premium                                | 22    | 40,481          | 40,481          |
| Foreign currency reserve                     | 22    | (576)           | (408)           |
| Retained earnings                            | 22    | <u>(35,336)</u> | <u>(34,835)</u> |
| <b>SHAREHOLDERS' FUNDS</b>                   |       | <u>5,144</u>    | <u>5,813</u>    |

The financial statements were approved by the Board of Directors and authorised for issue on 27/8/21 and were signed on its behalf by:

  
 C E B Cavell-Taylor - Director

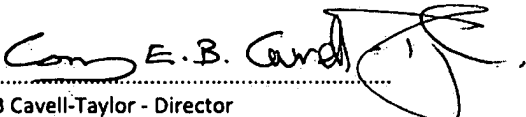
The notes form part of these financial statements

LE CHAMEAU HOLDINGS LIMITED (REGISTERED NUMBER: 08201708)

COMPANY STATEMENT OF FINANCIAL POSITION  
31 DECEMBER 2020

|                                                | Notes | 2020<br>£'000   | 2019<br>£'000   |
|------------------------------------------------|-------|-----------------|-----------------|
| <b>CURRENT ASSETS</b>                          |       |                 |                 |
| Debtors                                        | 15    | 815             | -               |
| Cash at bank                                   |       | <u>1,071</u>    | <u>2,093</u>    |
|                                                |       | 1,886           | 2,093           |
| <b>CREDITORS</b>                               |       |                 |                 |
| Amounts falling due within one year            | 16    | <u>36</u>       | <u>247</u>      |
| <b>NET CURRENT ASSETS</b>                      |       | <u>1,850</u>    | <u>1,846</u>    |
| <b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>   |       | <u>1,850</u>    | <u>1,846</u>    |
| <b>CAPITAL AND RESERVES</b>                    |       |                 |                 |
| Called up share capital                        | 21    | 575             | 575             |
| Share premium                                  | 22    | 40,481          | 40,481          |
| Retained earnings                              | 22    | <u>(39,206)</u> | <u>(39,210)</u> |
| <b>SHAREHOLDERS' FUNDS</b>                     |       | <u>1,850</u>    | <u>1,846</u>    |
| Company's profit/(loss) for the financial year |       | <u>4</u>        | <u>(17,275)</u> |

The financial statements were approved for issue by the Board of Directors and authorised for issue on 27/9/21 and were signed on its behalf by:

  
C E B Cavell-Taylor - Director

The notes form part of these financial statements

**CONSOLIDATED STATEMENT OF CHANGES IN EQUITY  
FOR THE YEAR ENDED 31 DECEMBER 2020**

|                                    | Called up<br>share<br>capital<br>£'000 | Retained<br>earnings<br>£'000 | Share<br>premium<br>£'000 | Foreign<br>currency<br>reserve<br>£'000 | Total<br>equity<br>£'000 |
|------------------------------------|----------------------------------------|-------------------------------|---------------------------|-----------------------------------------|--------------------------|
| <b>Balance at 1 January 2019</b>   | 552                                    | (22,496)                      | 38,237                    | 431                                     | 16,746                   |
| <b>Changes in equity</b>           |                                        |                               |                           |                                         |                          |
| Issue of share capital             | 21                                     | -                             | 2,072                     | -                                       | 2,093                    |
| Capitalisation                     | 2                                      | -                             | 172                       | -                                       | 174                      |
| Cancellation of Ordinary<br>shares | (575)                                  | -                             | -                         | -                                       | (575)                    |
| Issue of A Ordinary shares         | 287                                    | -                             | -                         | -                                       | 287                      |
| Issue of B Ordinary shares         | 287                                    | -                             | -                         | -                                       | 287                      |
| Total comprehensive income         | -                                      | (12,339)                      | -                         | (838)                                   | (13,177)                 |
| <b>Balance at 31 December 2019</b> | <u>575</u>                             | <u>(34,835)</u>               | <u>40,481</u>             | <u>(408)</u>                            | <u>5,813</u>             |
| <b>Changes in equity</b>           |                                        |                               |                           |                                         |                          |
| Total comprehensive income         | -                                      | (501)                         | -                         | (168)                                   | (669)                    |
| <b>Balance at 31 December 2020</b> | <u>575</u>                             | <u>(35,336)</u>               | <u>40,481</u>             | <u>(576)</u>                            | <u>5,144</u>             |

The notes form part of these financial statements

**COMPANY STATEMENT OF CHANGES IN EQUITY  
FOR THE YEAR ENDED 31 DECEMBER 2020**

|                                    | Called up<br>share<br>capital<br>£'000 | Retained<br>earnings<br>£'000 | Share<br>premium<br>£'000 | Total<br>equity<br>£'000 |
|------------------------------------|----------------------------------------|-------------------------------|---------------------------|--------------------------|
| <b>Balance at 1 January 2019</b>   | 552                                    | (21,934)                      | 38,237                    | 16,855                   |
| <b>Changes in equity</b>           |                                        |                               |                           |                          |
| Issue of share capital             | 21                                     | -                             | 2,072                     | 2,093                    |
| Capitalisation                     | 2                                      | -                             | 172                       | 174                      |
| Cancellation of Ordinary<br>shares | (575)                                  | -                             | -                         | (575)                    |
| Issue of A Ordinary shares         | 287                                    | -                             | -                         | 287                      |
| Issue of B Ordinary shares         | 287                                    | -                             | -                         | 287                      |
| Total comprehensive income         | -                                      | (17,275)                      | -                         | (17,275)                 |
| <b>Balance at 31 December 2019</b> | <u>575</u>                             | <u>(39,210)</u>               | <u>40,481</u>             | <u>1,846</u>             |
| <b>Changes in equity</b>           |                                        |                               |                           |                          |
| Total comprehensive income         | -                                      | 4                             | -                         | 4                        |
| <b>Balance at 31 December 2020</b> | <u>575</u>                             | <u>(39,206)</u>               | <u>40,481</u>             | <u>1,850</u>             |

The notes form part of these financial statements

**LE CHAMEAU HOLDINGS LIMITED (REGISTERED NUMBER: 08201708)**

**CONSOLIDATED STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 31 DECEMBER 2020**

|                                                       | Notes | 2020<br>£'000 | 2019<br>£'000  |
|-------------------------------------------------------|-------|---------------|----------------|
| <b>Cash flows from operating activities</b>           |       |               |                |
| Cash generated from operations                        | 1     | 2,414         | (4,501)        |
| Interest paid                                         |       | (62)          | (95)           |
| Tax paid                                              |       | <u>(152)</u>  | <u>(87)</u>    |
| <b>Net cash from operating activities</b>             |       | <u>2,200</u>  | <u>(4,682)</u> |
| <b>Cash flows from investing activities</b>           |       |               |                |
| Purchase of intangible fixed assets                   |       | -             | (4)            |
| Purchase of tangible fixed assets                     |       | (33)          | (87)           |
| Sale of tangible fixed assets                         |       | <u>27</u>     | <u>-</u>       |
| <b>Net cash from investing activities</b>             |       | <u>(6)</u>    | <u>(91)</u>    |
| <b>Cash flows from financing activities</b>           |       |               |                |
| Share issue                                           |       | -             | 2,267          |
| Proceeds from borrowings                              |       | <u>57</u>     | <u>7,000</u>   |
| <b>Net cash from financing activities</b>             |       | <u>57</u>     | <u>9,267</u>   |
| <b>Increase in cash and cash equivalents</b>          |       | <u>2,251</u>  | <u>4,495</u>   |
| <b>Cash and cash equivalents at beginning of year</b> | 2     | 5,805         | 1,980          |
| Effect of foreign exchange rate changes               |       | <u>(266)</u>  | <u>(670)</u>   |
| <b>Cash and cash equivalents at end of year</b>       | 2     | <u>7,789</u>  | <u>5,805</u>   |

The notes form part of these financial statements

NOTES TO THE CONSOLIDATED STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 31 DECEMBER 2020

1. RECONCILIATION OF LOSS BEFORE TAXATION TO CASH GENERATED FROM OPERATIONS

|                                                  | 2020                | 2019                  |
|--------------------------------------------------|---------------------|-----------------------|
|                                                  | £'000               | £'000                 |
| Loss before taxation                             | (377)               | (12,305)              |
| Depreciation charges                             | 481                 | 875                   |
| Impairment of assets                             | -                   | 2,489                 |
| Increase/(decrease) in provisions                | (2,060)             | 2,587                 |
| (Increase)/decrease in non-current asset         | 58                  | 201                   |
| Increase/(decrease) in pension obligation        | 3                   | 12                    |
| Finance costs                                    | <u>62</u>           | <u>95</u>             |
|                                                  | (1,833)             | (6,046)               |
| Decrease in inventories                          | 3,964               | 46                    |
| (Increase)/decrease in trade and other debtors   | (92)                | 1,764                 |
| Increase/(decrease) in trade and other creditors | <u>375</u>          | <u>(265)</u>          |
| <b>Cash generated from operations</b>            | <u><b>2,414</b></u> | <u><b>(4,501)</b></u> |

2. CASH AND CASH EQUIVALENTS

The amounts disclosed on the Statement of Cash Flows in respect of cash and cash equivalents are in respect of these Statement of Financial Position amounts:

Year ended 31 December 2020

|                           | 31.12.20     | 1.1.20       |
|---------------------------|--------------|--------------|
|                           | £'000        | £'000        |
| Cash and cash equivalents | <u>7,789</u> | <u>5,805</u> |

Year ended 31 December 2019

|                           | 31.12.19     | 1.1.19       |
|---------------------------|--------------|--------------|
|                           | £'000        | £'000        |
| Cash and cash equivalents | <u>5,805</u> | <u>5,805</u> |

3. ANALYSIS OF CHANGES IN NET FUNDS

|              | At 1.1.20           | Cash flow           | At 31.12.20         |
|--------------|---------------------|---------------------|---------------------|
|              | £'000               | £'000               | £'000               |
| Net cash     |                     |                     |                     |
| Cash at bank | <u>5,805</u>        | <u>1,984</u>        | <u>7,789</u>        |
|              | <u>5,805</u>        | <u>1,984</u>        | <u>7,789</u>        |
| <b>Total</b> | <u><b>5,805</b></u> | <u><b>1,984</b></u> | <u><b>7,789</b></u> |

The notes form part of these financial statements

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2020**

**1. STATUTORY INFORMATION**

Le Chateau Holdings Limited is a private company, limited by shares, registered in England and Wales. The company's registered number and registered office address can be found on the General Information page.

The presentation currency of the financial statements is the Pound Sterling (£).

The nature of the company's operations and principal activities are detailed in the Report of the Directors of these financial statements.

**2. ACCOUNTING POLICIES**

**Basis of preparing the financial statements**

These financial statements for the year ended 31 December 2020 are the first that are prepared in accordance with Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Companies Act 2006. The previous company financial statements were prepared in accordance with Financial Reporting Standard 101, 'Reduced Disclosure Framework' (FRS 101) and the previous group financial statements were prepared in accordance with International Financial Reporting Standards (IFRS). The financial statements have been prepared under the historical cost convention.

**Going concern**

The full impact of the Coronavirus pandemic remains uncertain and continues to develop on a daily basis. Trading for the period to date has been positive despite the difficult backdrop for the industry and the directors have taken all necessary steps to reduce and mitigate any risks arising to the business. The directors are confident that the company will have sufficient cash and financial headroom to continue operating through the pandemic. The financial statements have therefore been prepared on a going concern basis and there is no material uncertainty as to the appropriateness of this basis.

**Financial Reporting Standard 102 - reduced disclosure exemptions**

Subsidiary companies have taken advantage of the following disclosure exemptions in preparing financial statements, as permitted by FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland":

- the requirements of Section 7 Statement of Cash Flows;

The disclosures above are incorporated within these consolidated financial statements.

**Basis of consolidation**

The consolidated financial statements incorporate the results of Le Chateau Holdings Ltd and its subsidiary undertakings as at the period end using the acquisition method of accounting. Subsidiaries are entities controlled by the group. The financial information of subsidiaries is included in the group's financial statements from the date that control commences until the date that control ceases.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 DECEMBER 2020

2. ACCOUNTING POLICIES - continued

**Significant judgements and estimates**

In the application of the group's accounting policies, management are required to make judgements, estimates and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The key sources of estimation uncertainty that have a significant effect on the amounts recognised in the financial statements are described below.

**i) Stock provisions**

The group is subject to changing consumer demands and economic trends. As a result it is necessary to consider the recoverability of the cost of stock and the associated provisioning required. Stocks are stated after provisions for impairment of £1,435k (2019: £2,099k). When calculating the stock provision, management consider the nature and condition of the stock, as well as applying assumptions around anticipated saleability of finished goods.

**Revenue**

Revenue is measured at the fair value of the consideration received or receivable, excluding discounts, rebates, value added tax and other sales taxes.

**Goodwill**

Goodwill arising on the acquisition of subsidiary undertakings and businesses, representing the excess of the fair value of the consideration given over the fair value of the identifiable assets and liabilities acquired is capitalised as an intangible asset.

Goodwill is recognised at cost less any accumulated amortisation and any accumulated impairment losses. At the reporting date goodwill is fully written down.

**Intangible assets**

Intangible assets are initially measured at cost. After initial recognition, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses. Other intangibles are being amortised evenly over their useful lives of 20 years (brands) and 5 years (technology).

**Tangible fixed assets**

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

|                       |                                                                     |
|-----------------------|---------------------------------------------------------------------|
| Freehold property     | - 2% on cost and straight line over the term of the lease           |
| Plant and machinery   | - At varying rates between 10% and 33%                              |
| Fixtures and fittings | - 33% on cost, 25% on cost and at varying rates between 10% and 33% |

Tangible fixed assets are stated at cost (or deemed cost) or valuation less accumulated depreciation and accumulated impairment losses. Cost includes costs directly attributable to making the asset capable of operating as intended.

**Inventories**

Stocks are valued at the lower of cost and estimated selling price less costs to complete and sell and after making due allowance for obsolete and slow moving items.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 DECEMBER 2020

2. ACCOUNTING POLICIES - continued

**Financial instruments**

The group has chosen to adopt the Sections 11 and 12 of FRS 102 in respect of financial instruments.

Basic financial assets, including trade and other debtors and cash and bank balances are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest.

At the end of each reporting period financial assets measured at amortised cost are assessed for objective evidence of impairment. If an asset is impaired the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in the income statement.

Other financial assets, including investments in equity instruments which are not subsidiaries, associates or joint ventures, are initially measured at fair value, which is normally the transaction price.

Such assets are subsequently carried at fair value and the changes in fair value are recognised in the income statement, except that investments in equity instruments that are not publicly traded and whose fair values cannot be measured reliably are measured at cost less impairment.

Financial assets are derecognised when (a) the contractual rights to the cash flows from the asset expire or are settled, or (b) substantially all the risks and rewards of the ownership of the asset are transferred to another party or (c) control of the asset has been transferred to another party who has the practical ability to unilaterally sell the asset to an unrelated third party without imposing additional restrictions.

Basic financial liabilities, including trade and other creditors, bank loans, loans from related companies and preference shares that are classified as debt, are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future receipts discounted at a market rate of interest.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

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. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

**Taxation**

Taxation for the year comprises current and deferred tax. Tax is recognised in the Consolidated Income Statement, except to the extent that it relates to items recognised in other comprehensive income or directly in equity.

Current or deferred taxation assets and liabilities are not discounted.

Current tax is recognised at the amount of tax payable using the tax rates and laws that have been enacted or substantively enacted by the statement of financial position date.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 DECEMBER 2020

2. ACCOUNTING POLICIES - continued

**Deferred tax**

Deferred tax is recognised in respect of all timing differences that have originated but not reversed at the statement of financial position date.

Timing differences arise from the inclusion of income and expenses in tax assessments in periods different from those in which they are recognised in financial statements. Deferred tax is measured using tax rates and laws that have been enacted or substantively enacted by the year end and that are expected to apply to the reversal of the timing difference.

Unrelieved tax losses and other deferred tax assets are recognised only to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits.

**Foreign currencies**

Assets and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling at the statement of financial position date. Transactions in foreign currencies are translated into sterling at the rate of exchange ruling at the date of transaction. Exchange differences are taken into account in arriving at the operating result.

**Hire purchase and leasing commitments**

Rentals paid under operating leases are charged to profit or loss on a straight line basis over the period of the lease.

**Pension costs and other post-retirement benefits**

Subsidiaries within the group operate a defined contribution pension scheme for certain employees. The costs of the pension funding are charged to the consolidated income statement as an expense in the period to which they relate.

In France, employees receive a lump sum payment on retirement in accordance with contractual commitments. The full liability of such an obligation is calculated annually by a specialist local actuary incorporating assumptions including discount factor and future salary increases. All costs in relation to this benefit are included in the consolidated income statement as an employee benefit expense comprising of the current service cost and unwinding of the discount. This liability and cost covers the group's subsidiary, Le Chameau SAS.

3. REVENUE

The revenue and loss before taxation are attributable to the principal activities of the group.

An analysis of revenue by geographical market is given below:

|               | 2020          | 2019          |
|---------------|---------------|---------------|
|               | £'000         | £'000         |
| Europe        | 14,734        | 11,426        |
| Rest of World | <u>867</u>    | <u>738</u>    |
|               | <u>15,601</u> | <u>12,164</u> |

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 DECEMBER 2020

## 4. EMPLOYEES AND DIRECTORS

|                       | 2020         | 2019         |
|-----------------------|--------------|--------------|
|                       | £'000        | £'000        |
| Wages and salaries    | 2,168        | 4,904        |
| Social security costs | 440          | 833          |
| Other pension costs   | 91           | 244          |
|                       | <u>2,699</u> | <u>5,981</u> |

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

|                               | 2020       | 2019       |
|-------------------------------|------------|------------|
| Management and administration | 42         | 77         |
| Direct                        | <u>137</u> | <u>171</u> |
|                               | <u>179</u> | <u>248</u> |

No directors of the group received remuneration during the year.

|                                  | 2020     | 2019     |
|----------------------------------|----------|----------|
|                                  | £'000    | £'000    |
| Directors' remuneration          | -        | 340      |
| Directors' fees                  | 15       | 2        |
| Directors' benefits              | -        | 5        |
| Directors' pension contributions | <u>-</u> | <u>-</u> |

## 5. OPERATING LOSS

The operating loss is stated after charging/(crediting):

|                                  | 2020      | 2019         |
|----------------------------------|-----------|--------------|
|                                  | £'000     | £'000        |
| Hire of plant and machinery      | 74        | 110          |
| Depreciation - owned assets      | 310       | 412          |
| Loss on disposal of fixed assets | 34        | 4            |
| Other intangibles amortisation   | 172       | 465          |
| Auditors' remuneration           | 84        | 115          |
| Foreign exchange differences     | 21        | (485)        |
| Impairment losses                | -         | (2,489)      |
| Exceptional costs                | <u>40</u> | <u>4,117</u> |

Auditors' remuneration for the year ended 31 December 2020 was paid as follows:

| Group company                  | Auditor                          | £'000     |
|--------------------------------|----------------------------------|-----------|
| Le Chameau Holdings Ltd        | Duncan & Topliss Ltd             | 13        |
| Le Chameau UK Ltd              | Duncan & Topliss Ltd             | 23        |
| Le Chameau Holdings SAS        | PricewaterhouseCoopers France    | 43        |
| Sté Caoutchoutière des Zenatas | Deloitte Touche Tohmatsu Limited | <u>5</u>  |
|                                |                                  | <u>84</u> |

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 DECEMBER 2020

6. EXCEPTIONAL ITEMS

|                                                      | 2020      | 2019         |
|------------------------------------------------------|-----------|--------------|
|                                                      | £'000     | £'000        |
| Increase / (release) of provisions for legal cases   | (295)     | 79           |
| Increase / (release) of provisions for restructuring | (1,818)   | 2,722        |
| Costs related to restructuring - employee related    | 1,375     | 355          |
| Costs related to restructuring - other               | 544       | 934          |
| Costs related to legal cases                         | 295       | -            |
| Other exceptional                                    | (61)      | 27           |
|                                                      | <u>40</u> | <u>4,117</u> |

7. AMOUNTS WRITTEN OFF INVESTMENTS

|                         | 2020  | 2019  |
|-------------------------|-------|-------|
|                         | £'000 | £'000 |
| Amounts w/o investments | -     | 2,489 |

8. INTEREST PAYABLE AND SIMILAR EXPENSES

|               | 2020      | 2019      |
|---------------|-----------|-----------|
|               | £'000     | £'000     |
| Bank interest | 5         | 95        |
| Loan interest | 57        | -         |
|               | <u>62</u> | <u>95</u> |

9. TAXATION

Analysis of the tax charge

The tax charge on the loss for the year was as follows:

|                    | 2020       | 2019      |
|--------------------|------------|-----------|
|                    | £'000      | £'000     |
| Current tax:       |            |           |
| UK corporation tax | 124        | 34        |
| Tax on loss        | <u>124</u> | <u>34</u> |

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 DECEMBER 2020**

**9. TAXATION - continued**

**Reconciliation of total tax charge included in profit and loss**

The tax assessed for the year is higher than the standard rate of corporation tax in the UK. The difference is explained below:

|                                                                                          | 2020<br>£'000 | 2019<br>£'000   |
|------------------------------------------------------------------------------------------|---------------|-----------------|
| Loss before tax                                                                          | <u>(377)</u>  | <u>(12,305)</u> |
| Loss multiplied by the standard rate of corporation tax in the UK of 19%<br>(2019 - 19%) | (72)          | (2,338)         |
| Effects of:                                                                              |               |                 |
| Expenses not deductible for tax purposes                                                 | 200           | 207             |
| Utilisation of tax losses                                                                | (128)         | 2,131           |
| Adjustments to tax charge in respect of previous periods                                 | -             | (20)            |
| Tax charge on operations in Morocco (overseas)                                           | <u>124</u>    | <u>54</u>       |
| Total tax charge                                                                         | <u>124</u>    | <u>34</u>       |

**Tax effects relating to effects of other comprehensive income**

|                                      | 2020           |              |              |
|--------------------------------------|----------------|--------------|--------------|
|                                      | Gross<br>£'000 | Tax<br>£'000 | Net<br>£'000 |
| Foreign currency exchange difference | <u>(168)</u>   | <u>-</u>     | <u>(168)</u> |
|                                      |                |              |              |
|                                      | 2019           |              |              |
|                                      | Gross<br>£'000 | Tax<br>£'000 | Net<br>£'000 |
| Foreign currency exchange difference | <u>(838)</u>   | <u>-</u>     | <u>(838)</u> |

**10. INDIVIDUAL INCOME STATEMENT**

As permitted by Section 408 of the Companies Act 2006, the Income Statement of the parent company is not presented as part of these financial statements.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 DECEMBER 2020

## 11. INTANGIBLE FIXED ASSETS

| Group                 | Goodwill<br>£'000 | Other<br>intangibles<br>£'000 | Totals<br>£'000 |
|-----------------------|-------------------|-------------------------------|-----------------|
| <b>COST</b>           |                   |                               |                 |
| At 1 January 2020     | 517               | 3,591                         | 4,108           |
| Exchange differences  | -                 | (1,842)                       | (1,842)         |
| At 31 December 2020   | <u>517</u>        | <u>1,749</u>                  | <u>2,266</u>    |
| <b>AMORTISATION</b>   |                   |                               |                 |
| At 1 January 2020     | 517               | 3,423                         | 3,940           |
| Amortisation for year | -                 | 172                           | 172             |
| Exchange differences  | -                 | (1,850)                       | (1,850)         |
| At 31 December 2020   | <u>517</u>        | <u>1,745</u>                  | <u>2,262</u>    |
| <b>NET BOOK VALUE</b> |                   |                               |                 |
| At 31 December 2020   | <u>-</u>          | <u>4</u>                      | <u>4</u>        |
| At 31 December 2019   | <u>-</u>          | <u>168</u>                    | <u>168</u>      |

## 12. PROPERTY, PLANT AND EQUIPMENT

| Group                  | Freehold<br>property<br>£'000 | Plant and<br>machinery<br>£'000 | Fixtures<br>and<br>fittings<br>£'000 | Totals<br>£'000 |
|------------------------|-------------------------------|---------------------------------|--------------------------------------|-----------------|
| <b>COST</b>            |                               |                                 |                                      |                 |
| At 1 January 2020      | 2,829                         | 2,224                           | 199                                  | 5,252           |
| Additions              | 14                            | 13                              | 6                                    | 33              |
| Disposals              | -                             | (467)                           | (188)                                | (655)           |
| Exchange differences   | <u>188</u>                    | <u>181</u>                      | <u>15</u>                            | <u>384</u>      |
| At 31 December 2020    | <u>3,031</u>                  | <u>1,951</u>                    | <u>32</u>                            | <u>5,014</u>    |
| <b>DEPRECIATION</b>    |                               |                                 |                                      |                 |
| At 1 January 2020      | 1,389                         | 1,520                           | 138                                  | 3,047           |
| Charge for year        | 128                           | 167                             | 15                                   | 310             |
| Eliminated on disposal | -                             | (302)                           | (326)                                | (628)           |
| Exchange differences   | <u>117</u>                    | <u>144</u>                      | <u>34</u>                            | <u>295</u>      |
| At 31 December 2020    | <u>1,634</u>                  | <u>1,529</u>                    | <u>(139)</u>                         | <u>3,024</u>    |
| <b>NET BOOK VALUE</b>  |                               |                                 |                                      |                 |
| At 31 December 2020    | <u>1,397</u>                  | <u>422</u>                      | <u>171</u>                           | <u>1,990</u>    |
| At 31 December 2019    | <u>1,440</u>                  | <u>704</u>                      | <u>61</u>                            | <u>2,205</u>    |

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 DECEMBER 2020

13. FIXED ASSET INVESTMENTS

| Company               | Shares in<br>group<br>undertakings<br>£'000 |
|-----------------------|---------------------------------------------|
| <b>COST</b>           |                                             |
| At 1 January 2020     |                                             |
| and 31 December 2020  | <u>55,494</u>                               |
| <b>PROVISIONS</b>     |                                             |
| At 1 January 2020     |                                             |
| and 31 December 2020  | <u>55,494</u>                               |
| <b>NET BOOK VALUE</b> |                                             |
| At 31 December 2020   | <u>-</u>                                    |
| At 31 December 2019   | <u>-</u>                                    |

The group or the company's investments at the Statement of Financial Position date in the share capital of companies include the following:

**Subsidiaries**

**Le Chateau Holdings SAS**

Registered office: 115 rue Cardinet 75017 Paris, France

Nature of business: Premium goods seller

|                  |         |
|------------------|---------|
|                  | %       |
| Class of shares: | holding |
| Ordinary         | 100.00  |

**Le Chateau BV**

Registered office: Klavermaten 49, 7472DD Goor, The Netherlands

Nature of business: Premium goods seller

|                  |         |
|------------------|---------|
|                  | %       |
| Class of shares: | holding |
| Ordinary         | 100.00  |

**Le Chateau UK Ltd**

Registered office: 16 Mill Street, Oakham, Rutland, LE15 6EA, UK

Nature of business: Premium goods seller

|                  |         |
|------------------|---------|
|                  | %       |
| Class of shares: | holding |
| Ordinary         | 100.00  |

**Le Chateau USA Inc.**

Registered office: Corporation Service Company, 251 Little Falls Drive, Wilmington, DE 19808, USA

Nature of business: Premium goods seller

|                  |         |
|------------------|---------|
|                  | %       |
| Class of shares: | holding |
| Ordinary         | 100.00  |

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 DECEMBER 2020

## 13. FIXED ASSET INVESTMENTS - continued

**Sté Caoutchoutiere des Zenatas**

Registered office: 86, Parc Industriel CFCIM- Bouskoura, Casablanca Marcoc, 27182, Morocco

Nature of business: Premium goods manufacturer

| Class of shares: | %<br>holding |
|------------------|--------------|
| Ordinary         | 100.00       |

## 14. STOCKS

|                                    | Group        |              |
|------------------------------------|--------------|--------------|
|                                    | 2020         | 2019         |
|                                    | £'000        | £'000        |
| Raw materials and work in progress | 546          | 778          |
| Finished goods                     | <u>2,924</u> | <u>6,656</u> |
|                                    | <u>3,470</u> | <u>7,434</u> |

Stocks are recognised after provisions for impairment of £1,435k (2019: £2,099k).

## 15. DEBTORS

|                                               | Group        |              | Company    |       |
|-----------------------------------------------|--------------|--------------|------------|-------|
|                                               | 2020         | 2019         | 2020       | 2019  |
|                                               | £'000        | £'000        | £'000      | £'000 |
| Amounts falling due within one year:          |              |              |            |       |
| Trade debtors                                 | 2,309        | 1,838        | -          | -     |
| Amounts owed by group undertakings            | -            | -            | 815        | -     |
| Other debtors                                 | 414          | 682          | -          | -     |
| VAT recoverable                               | 711          | 860          | -          | -     |
| Prepayments                                   | <u>169</u>   | <u>131</u>   | -          | -     |
|                                               | <u>3,603</u> | <u>3,511</u> | <u>815</u> | -     |
| Amounts falling due after more than one year: |              |              |            |       |
| Other financial assets                        | -            | 53           | -          | -     |
| Loans                                         | <u>213</u>   | <u>218</u>   | -          | -     |
|                                               | <u>213</u>   | <u>271</u>   | -          | -     |
| Aggregate amounts                             | <u>3,816</u> | <u>3,782</u> | <u>815</u> | -     |

**Loans falling due after more than one year (relating to Le Chameau Holdings SAS)**

Loans falling due after more than one year relate to the Action Logement Scheme in France, whereby the company was required to make annual loans to the Government between 1996 and 2015 based on the number of employees. Each annual loan is repayable 20 years after being advanced. All loans are due to be repaid by 31 December 2035.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 DECEMBER 2020

16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

|                                    | Group        |              | Company   |            |
|------------------------------------|--------------|--------------|-----------|------------|
|                                    | 2020         | 2019         | 2020      | 2019       |
|                                    | £'000        | £'000        | £'000     | £'000      |
| Trade creditors                    | 1,847        | 1,435        | 6         | 6          |
| Amounts owed to group undertakings | -            | -            | -         | 186        |
| Taxation                           | (16)         | 12           | -         | -          |
| Other taxes and social security    | 222          | 338          | -         | -          |
| VAT                                | 756          | 606          | -         | -          |
| Other creditors                    | 293          | 291          | -         | -          |
| Accruals and deferred income       | <u>410</u>   | <u>486</u>   | <u>30</u> | <u>55</u>  |
|                                    | <u>3,512</u> | <u>3,168</u> | <u>36</u> | <u>247</u> |

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

|                              | Group        |              |
|------------------------------|--------------|--------------|
|                              | 2020         | 2019         |
|                              | £'000        | £'000        |
| Other loans                  | 7,057        | 7,000        |
| Retirement benefit provision | <u>118</u>   | <u>115</u>   |
|                              | <u>7,175</u> | <u>7,115</u> |

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 DECEMBER 2020

17. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR - continued

Other loans

In November 2019 a company within the group entered into a £2M loan facility and further £5M stock loan facility with Silvercloud Holdings Limited, a related company which owns 50% of the share capital of Le Chameau Holdings Ltd.

The £2M facility accrues interest daily and the £5M facility accrues interest daily upon satisfaction of the group selling a minimum number of products.

Interest rates on both facilities are payable above the Bank of England base rate as follows:

Inception to 31 December 2022 - 2.5%

1 January 2023 to 31 December 2024 - 7.5%

From 1 January 2025 - 10.0%

The facilities are repayable by 31 December 2026.

Retirement benefit provision (relating to Le Chameau Holdings SAS)

In France, employees are entitled by law to receive at the time of retirement and end of service compensation based on the number of years spent in the company. The amount to be paid and accrued is based on a projection regarding the salary increase until retirement and discounted using a discount rate. This accrual is based on the assumption that employees will stay until retirement in the company.

Reconciliation of actuarial liability:

|                               | 2020<br>£'000 | 2019<br>£'000 |
|-------------------------------|---------------|---------------|
| Liability at 1 January        | 115           | 103           |
| Cost of service               | (3)           | 18            |
| Effects of currency movements | 6             | (6)           |
| Liability at 31 December      | <u>118</u>    | <u>115</u>    |

The principal actuarial assumptions were as follows:

|                                               | 2020  | 2019  |
|-----------------------------------------------|-------|-------|
| Discount rate                                 | 0.77% | 0.77% |
| Salary increase - executives                  | 3.00% | 3.00% |
| Salary increase - technical and factory staff | 3.00% | 3.00% |

18. LEASING AGREEMENTS

Minimum lease payments fall due as follows:

Group

|                            | Non-cancellable operating<br>leases |               |
|----------------------------|-------------------------------------|---------------|
|                            | 2020<br>£'000                       | 2019<br>£'000 |
| Within one year            | 160                                 | 256           |
| Between one and five years | 555                                 | 559           |
| In more than five years    | <u>70</u>                           | <u>70</u>     |
|                            | <u>785</u>                          | <u>885</u>    |

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 DECEMBER 2020

19. FINANCIAL INSTRUMENTS

The group has the following financial instruments:

|                                                                              | 2020  | 2019  |
|------------------------------------------------------------------------------|-------|-------|
|                                                                              | £'000 | £'000 |
| <b>Financial assets that are debt instruments measured at amortised cost</b> |       |       |
| Trade debtors                                                                | 2,309 | 1,838 |
| Other debtors                                                                | 414   | 682   |
| <b>Financial liabilities measured at amortised cost</b>                      |       |       |
| Trade creditors                                                              | 1,847 | 1,435 |
| Other creditors                                                              | 293   | 291   |

The total interest income and interest expense for financial assets and financial liabilities that are not measured at fair value through profit or loss was £nil (2019: £nil) and £62k (2019: £95k) respectively.

20. PROVISIONS FOR LIABILITIES

|                                          | Group               |                     |
|------------------------------------------|---------------------|---------------------|
|                                          | 2020                | 2019                |
|                                          | £'000               | £'000               |
| Other provisions                         |                     |                     |
| Provision for fundamental reorganisation | <u>1,238</u>        | <u>3,298</u>        |
| <b>Aggregate amounts.</b>                | <u><b>1,238</b></u> | <u><b>3,298</b></u> |
| <b>Group</b>                             |                     |                     |
|                                          |                     | Fundamental reorg   |
|                                          |                     | £'000               |
| Balance at 1 January 2020                |                     | 3,298               |
| Credit to Income Statement during year   |                     | (138)               |
| Utilised during year                     |                     | (2,218)             |
| Exchange rate                            |                     | <u>296</u>          |
| Balance at 31 December 2020              |                     | <u><b>1,238</b></u> |

The provision for fundamental reorganisation relates to litigation provisions, factory restructuring, redundancies and professional fees. The remaining provision is expected to be utilised during the forthcoming financial year.

21. CALLED UP SHARE CAPITAL

| Allotted, issued and fully paid: |            |                | 2020              | 2019              |
|----------------------------------|------------|----------------|-------------------|-------------------|
| Number:                          | Class:     | Nominal value: | £'000             | £'000             |
| 28,735,346                       | Ordinary A | £0.01          | 287               | 287               |
| 28,735,346                       | Ordinary B | £0.01          | <u>287</u>        | <u>287</u>        |
|                                  |            |                | <u><b>575</b></u> | <u><b>575</b></u> |

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 DECEMBER 2020

## 21. CALLED UP SHARE CAPITAL - continued

The holders of A Ordinary shares are entitled to appoint one A Director to act as a director of the Company, receive dividends as declared from time to time and are entitled to one vote per share.

The holders of B Ordinary shares are entitled to appoint two B Directors to act as directors of the Company, receive dividends as declared from time to time and are entitled to one vote per share.

## 22. RESERVES

## Group

|                           | Retained<br>earnings<br>£'000 | Share<br>premium<br>£'000 | Foreign<br>currency<br>reserve<br>£'000 | Totals<br>£'000 |
|---------------------------|-------------------------------|---------------------------|-----------------------------------------|-----------------|
| At 1 January 2020         | (34,835)                      | 40,481                    | (408)                                   | 5,238           |
| Deficit for the year      | (501)                         |                           |                                         | (501)           |
| Foreign currency movement | -                             | -                         | (168)                                   | (168)           |
| At 31 December 2020       | <u>(35,336)</u>               | <u>40,481</u>             | <u>(576)</u>                            | <u>4,569</u>    |

## Company

|                     | Retained<br>earnings<br>£'000 | Share<br>premium<br>£'000 | Totals<br>£'000 |
|---------------------|-------------------------------|---------------------------|-----------------|
| At 1 January 2020   | (39,210)                      | 40,481                    | 1,272           |
| Profit for the year | <u>4</u>                      |                           | <u>4</u>        |
| At 31 December 2020 | <u>(39,206)</u>               | <u>40,481</u>             | <u>1,276</u>    |

## a) Retained earnings

Retained earnings represents cumulative profits and losses net of dividends and other adjustments.

## b) Share premium account

The share premium account represents the premium arising on the issue of shares net of issue cost.

## c) Foreign currency reserve

The foreign currency reserve represents the unrealised foreign exchange gains and losses incurred translating the group company accounts into the functional currency.

## 23. CONTROLLING PARTY

There is no single ultimate controlling party. The Group is jointly controlled by Bradshaw Taylor Holdings Limited and Marwyn Value Investors LP ("MVI").

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 DECEMBER 2020

24. RELATED PARTY DISCLOSURES

**Parent entities**

During the year, Marwyn Capital LLP charged the group £62k (2019: £219k) for corporate finance services.

The group also made service fee purchases of £2,201k (2019: £nil) from the Bradshaw Taylor Holdings Ltd group as part of a strategic partnership to centralise administrative functions.

The group has loans with a parent company as detailed in Note 17.

**Other related entities**

During the year the group paid £15k (2019: £50,478) to a company under control of one of the directors in relation to the *provision of company secretarial, administration and accounting services*.

**Key management personnel of the group**

Key management personnel compensation is considered to be included within the service fee as detailed above. In the prior year, management personnel compensation was considered to be £347k relating to a director.

**CONSOLIDATED RECONCILIATION OF EQUITY**

**1 JANUARY 2019**

**(DATE OF TRANSITION TO FRS 102)**

|                                              |   | IFRSs<br>£'000 | Effect of<br>transition<br>to FRS 102<br>£'000 | FRS 102<br>£'000 |
|----------------------------------------------|---|----------------|------------------------------------------------|------------------|
| <b>FIXED ASSETS</b>                          |   |                |                                                |                  |
| Intangible assets                            |   | 2,900          | -                                              | 2,900            |
| Property, plant and equipment                | 1 | 2,910          | -                                              | 2,910            |
| Investments                                  | 2 | 473            | (473)                                          | -                |
|                                              |   | <u>6,283</u>   | <u>(473)</u>                                   | <u>5,810</u>     |
| <b>CURRENT ASSETS</b>                        |   |                |                                                |                  |
| Inventories                                  |   | 7,480          | -                                              | 7,480            |
| Debtors                                      | 2 | 5,275          | 473                                            | 5,748            |
| Cash at bank                                 |   | 1,980          | -                                              | 1,980            |
|                                              |   | <u>14,735</u>  | <u>473</u>                                     | <u>15,208</u>    |
| <b>CREDITORS</b>                             |   |                |                                                |                  |
| Amounts falling due within one year          | 1 | (3,485)        | -                                              | (3,485)          |
| <b>NET CURRENT ASSETS</b>                    |   |                |                                                |                  |
|                                              |   | <u>11,250</u>  | <u>473</u>                                     | <u>11,723</u>    |
| <b>TOTAL ASSETS LESS CURRENT LIABILITIES</b> |   |                |                                                |                  |
|                                              |   | 17,533         | -                                              | 17,533           |
| <b>CREDITORS</b>                             |   |                |                                                |                  |
| Amounts falling due after more than one year | 1 | (103)          | -                                              | (103)            |
| <b>PROVISIONS FOR LIABILITIES</b>            |   |                |                                                |                  |
|                                              |   | <u>(711)</u>   | <u>-</u>                                       | <u>(711)</u>     |
| <b>NET ASSETS</b>                            |   |                |                                                |                  |
|                                              |   | <u>16,719</u>  | <u>-</u>                                       | <u>16,719</u>    |
| <b>CAPITAL AND RESERVES</b>                  |   |                |                                                |                  |
| Called up share capital                      |   | 552            | -                                              | 552              |
| Share premium                                |   | 38,237         | -                                              | 38,237           |
| Other reserves                               |   | 431            | -                                              | 431              |
| Retained earnings                            |   | (22,501)       | -                                              | (22,501)         |
| <b>SHAREHOLDERS' FUNDS</b>                   |   |                |                                                |                  |
|                                              |   | <u>16,719</u>  | <u>-</u>                                       | <u>16,719</u>    |
|                                              |   | <u>16,719</u>  | <u>-</u>                                       | <u>16,719</u>    |

The notes form part of these financial statements

**CONSOLIDATED RECONCILIATION OF EQUITY - continued**  
**31 DECEMBER 2019**

|                                              |   | IFRSs<br>£'000 | Effect of<br>transition<br>to FRS 102<br>£'000 | FRS 102<br>£'000 |
|----------------------------------------------|---|----------------|------------------------------------------------|------------------|
| <b>FIXED ASSETS</b>                          |   |                |                                                |                  |
| Intangible assets                            |   | 168            | -                                              | 168              |
| Property, plant and equipment                | 1 | 2,870          | (665)                                          | 2,205            |
| Investments                                  | 2 | 272            | (272)                                          | -                |
|                                              |   | <u>3,310</u>   | <u>(937)</u>                                   | <u>2,373</u>     |
| <b>CURRENT ASSETS</b>                        |   |                |                                                |                  |
| Inventories                                  |   | 7,434          | -                                              | 7,434            |
| Debtors                                      | 2 | 3,511          | 271                                            | 3,782            |
| Cash at bank                                 |   | 5,805          | -                                              | 5,805            |
|                                              |   | <u>16,750</u>  | <u>271</u>                                     | <u>17,021</u>    |
| <b>CREDITORS</b>                             |   |                |                                                |                  |
| Amounts falling due within one year          | 1 | (3,348)        | 180                                            | (3,168)          |
| <b>NET CURRENT ASSETS</b>                    |   |                |                                                |                  |
|                                              |   | <u>13,402</u>  | <u>451</u>                                     | <u>13,853</u>    |
| <b>TOTAL ASSETS LESS CURRENT LIABILITIES</b> |   |                |                                                |                  |
|                                              |   | 16,712         | (486)                                          | 16,226           |
| <b>CREDITORS</b>                             |   |                |                                                |                  |
| Amounts falling due after more than one year | 1 | (7,600)        | 485                                            | (7,115)          |
| <b>PROVISIONS FOR LIABILITIES</b>            |   |                |                                                |                  |
|                                              |   | <u>(3,298)</u> | <u>-</u>                                       | <u>(3,298)</u>   |
| <b>NET ASSETS</b>                            |   |                |                                                |                  |
|                                              |   | <u>5,814</u>   | <u>(1)</u>                                     | <u>5,813</u>     |
| <b>CAPITAL AND RESERVES</b>                  |   |                |                                                |                  |
| Called up share capital                      |   | 575            | -                                              | 575              |
| Share premium                                |   | 40,481         | -                                              | 40,481           |
| Foreign currency reserve                     |   | (408)          | -                                              | (408)            |
| Retained earnings                            |   | (34,834)       | (1)                                            | (34,835)         |
| <b>SHAREHOLDERS' FUNDS</b>                   |   |                |                                                |                  |
|                                              |   | <u>5,814</u>   | <u>(1)</u>                                     | <u>5,813</u>     |
|                                              |   | <u>5,814</u>   | <u>(1)</u>                                     | <u>5,813</u>     |

**Notes to the reconciliation of equity**

- 1) Transition adjustments to FRS 102 relate to the derecognition of right to use assets.
- 2) Transition adjustments to FRS 102 relate to the reclassification of loans.

The notes form part of these financial statements

**COMPANY RECONCILIATION OF EQUITY**  
**1 JANUARY 2019**  
**(DATE OF TRANSITION TO FRS 102)**

|                                              | IFRSs<br>£'000  | Effect of<br>transition<br>to FRS 102<br>£'000 | FRS 102<br>£'000 |
|----------------------------------------------|-----------------|------------------------------------------------|------------------|
| <b>FIXED ASSETS</b>                          |                 |                                                |                  |
| Investments                                  | <u>17,039</u>   | <u>-</u>                                       | <u>17,039</u>    |
| <b>CURRENT ASSETS</b>                        |                 |                                                |                  |
| Cash at bank                                 | <u>1</u>        | <u>-</u>                                       | <u>1</u>         |
| <b>CREDITORS</b>                             |                 |                                                |                  |
| Amounts falling due within one year          | <u>(185)</u>    | <u>-</u>                                       | <u>(185)</u>     |
| <b>NET CURRENT LIABILITIES</b>               | <u>(184)</u>    | <u>-</u>                                       | <u>(184)</u>     |
| <b>TOTAL ASSETS LESS CURRENT LIABILITIES</b> | <u>16,855</u>   | <u>-</u>                                       | <u>16,855</u>    |
| <b>NET ASSETS</b>                            | <u>16,855</u>   | <u>-</u>                                       | <u>16,855</u>    |
| <b>CAPITAL AND RESERVES</b>                  |                 |                                                |                  |
| Called up share capital                      | 552             | -                                              | 552              |
| Share premium                                | 38,237          | -                                              | 38,237           |
| Retained earnings                            | <u>(21,934)</u> | <u>-</u>                                       | <u>(21,934)</u>  |
| <b>SHAREHOLDERS' FUNDS</b>                   | <u>16,855</u>   | <u>-</u>                                       | <u>16,855</u>    |
|                                              | <u>16,855</u>   | <u>-</u>                                       | <u>16,855</u>    |

The notes form part of these financial statements

**COMPANY RECONCILIATION OF EQUITY - continued**  
**31 DECEMBER 2019**

|                                              | IFRSs<br>£'000  | Effect of<br>transition<br>to FRS 102<br>£'000 | FRS 102<br>£'000 |
|----------------------------------------------|-----------------|------------------------------------------------|------------------|
| <b>CURRENT ASSETS</b>                        |                 |                                                |                  |
| Cash at bank                                 | <u>2,093</u>    | -                                              | <u>2,093</u>     |
| <b>CREDITORS</b>                             |                 |                                                |                  |
| Amounts falling due within one year          | <u>(247)</u>    | -                                              | <u>(247)</u>     |
| <b>NET CURRENT ASSETS</b>                    | <u>1,846</u>    | -                                              | <u>1,846</u>     |
| <b>TOTAL ASSETS LESS CURRENT LIABILITIES</b> | <u>1,846</u>    | -                                              | <u>1,846</u>     |
| <b>NET ASSETS</b>                            | <u>1,846</u>    | -                                              | <u>1,846</u>     |
| <b>CAPITAL AND RESERVES</b>                  |                 |                                                |                  |
| Called up share capital                      | 575             | -                                              | 575              |
| Share premium                                | 40,481          | -                                              | 40,481           |
| Retained earnings                            | <u>(39,210)</u> | -                                              | <u>(39,210)</u>  |
| <b>SHAREHOLDERS' FUNDS</b>                   | <u>1,846</u>    | -                                              | <u>1,846</u>     |
|                                              | <u>1,846</u>    | -                                              | <u>1,846</u>     |

The notes form part of these financial statements

**CONSOLIDATED RECONCILIATION OF LOSS  
FOR THE YEAR ENDED 31 DECEMBER 2019**

|                                       | Notes | IFRSs<br>£'000  | Effect of<br>transition<br>to FRS 102<br>£'000 | FRS 102<br>£'000 |
|---------------------------------------|-------|-----------------|------------------------------------------------|------------------|
| <b>REVENUE</b>                        |       | 12,164          | -                                              | 12,164           |
| Cost of sales                         |       | <u>(5,996)</u>  | -                                              | <u>(5,996)</u>   |
| <b>GROSS PROFIT</b>                   |       | 6,168           | -                                              | 6,168            |
| Administrative expenses               | 1     | <u>(11,697)</u> | <u>(75)</u>                                    | <u>(11,772)</u>  |
| <b>OPERATING LOSS</b>                 |       | (5,529)         | (75)                                           | (5,604)          |
| Cost of fundamental reorg             |       | (4,117)         | -                                              | (4,117)          |
| Amounts written off investments       |       | (2,489)         | -                                              | (2,489)          |
| Interest payable and similar expenses | 1     | <u>(169)</u>    | <u>74</u>                                      | <u>(95)</u>      |
| <b>LOSS BEFORE TAXATION</b>           |       | (12,304)        | (1)                                            | (12,305)         |
| Tax on loss                           |       | <u>(34)</u>     | -                                              | <u>(34)</u>      |
| <b>LOSS FOR THE FINANCIAL YEAR</b>    |       | <u>(12,338)</u> | <u>(1)</u>                                     | <u>(12,339)</u>  |
| Loss attributable to:                 |       |                 |                                                |                  |
| Owners of the parent                  |       |                 |                                                | <u>(12,339)</u>  |

**Notes to the reconciliation of profit or loss**

1) Transition adjustments to FRS 102 relate to the derecognition of right to use assets.