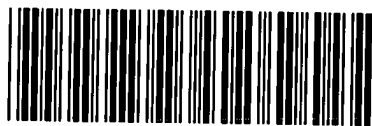


Blackcircles.com Limited
Annual report and financial statements
for the year ended 31 December 2020

Registered number: SC224310

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Blackcircles.com Limited

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Blackcircles.com Limited

Officers and Professional Advisers

Directors

Graeme Cole
Gary Guthrie
Berther Phillippe

Company Secretary

Lynne Thomson

Registered Office

1 Tanfield
Edinburgh
EH3 5DA

Bankers

Barclays Bank plc
1st Floor, Aurora
120 Bothwell Street
Glasgow
G2 7JT

Solicitors

Addleshaw Goddard
Cornerstone
107 West Regent Street
Glasgow
G2 2BA

Independent Auditors

Deloitte LLP
110 Queen Street
Glasgow
G1 3BX

Blackcircles.com Limited

Strategic report

Blackcircles is a leading online tyre retailer distributing to consumers across the UK. The directors, in preparing this strategic report, have complied with s414C of the Companies Act 2006.

Review of the business

The financial results of Blackcircles.com Limited ('the company') reflect the successful negotiation of the global Covid-19 pandemic and its disruption to the economy and tyre market generally. In spite of Covid-19 and the economic headwinds associated with the pandemic, and various government actions to stem its impact, the company continued to trade profitably and limited revenue decline year on year to 9%, which management consider a very positive outcome.

During the year we focused on the protection of our colleagues and partners, and on developing solutions to continue trading in a safe environment for our customers. We have utilised government schemes such as CJRS and rates relief for our Pitstop centres. This ensured that we minimised the impact on the trade and profitability for the Company while excelling in operational effectiveness and adapting to the challenges.

The focus on strategic objectives continued unabated and progress on new services, network expansion and new customer acquisition, ensures that we are well positioned for the future and the economic recovery anticipated post lockdown.

The International franchise opportunities for the expansion into new territories is continuing with new partners and locations opening in 2021. This will strengthen the visibility, loyalty and buying power for Blackcircles.com and capitalise on new customers migration online and familiarity with our proposition.

Key performance indicators

The following indicators are regarded by the Board as the most important in external reporting:

	2020	2019
Revenue	£65,797,431	£72,456,372
Earnings before Interest, Tax, Depreciation and Amortisation	£2,399,773	£2,518,420
Profit Before Tax	£1,948,376	£2,168,325
Cash at bank and in hand	£3,582,273	£2,248,192
Net current assets	£3,112,929	£1,726,600

Principal risks and uncertainties

The principal risks and uncertainties facing the Company are as follows:

Covid-19 Pandemic – the Company recognises that the ongoing government action against the spread of the virus may lead to further lockdowns and stresses to the economy, but also that the vaccination program, and recent actions to stem the spread, should assist in reducing any future effect. The company traded successfully throughout the pandemic and adapted well in its care of staff and customers and trading online to its full strengths. The company monitors closely any government announcements, road traffic index, economy recovery, to ensure any further risk is addressed in a timely manner.

Competition in the UK retail tyre market – the Company strives to provide customers with the best value in the UK market and takes active steps to monitor competitor activity, while optimising our own offer to stay ahead. A close review of the market is performed regularly.

Quality of service to our customers – the Company monitors customer service rigorously through our Net Promoter Score (NPS), which is measured weekly and the service standards delivered by our fitting partners across the UK and takes action to ensure that the requisite standards are enforced.

Brand and reputation – the Company invests in marketing and brand positioning and takes care to ensure that quality standards are applied across the business to control the risk of reputational or brand damage. This gets monitored through NPS score and customer reviews.

Blackcircles.com Limited

Strategic report (continued)

Principal risks and uncertainties (continued)

IT systems – the Company depends on leading-edge infrastructure and has taken steps to protect the systems from threat from external sources or through misuse, including the implementation of appropriate firewalls and disaster recovery facilities.

Supply and Logistics – The Company works closely with our multiple tyre suppliers and logistics partners in order to mitigate the risk of products not being available to our customers when they require them.

People – The Company recognises the critical importance of our management and staff to the success and sustainability of the business and takes appropriate steps to ensure that the health and safety of our people are carefully looked after and that competitive financial terms are offered, including appropriate incentive arrangements, and has development programs to support succession planning.

Adequacy of cash – the Company operates in a cash positive manner and has no debt nor any debt facilities on which it is reliant. Cash flow is carefully managed to ensure that our suppliers are paid on time from profitable revenue generation.

Brexit - The situation post Brexit created minimal disruption for a short period of time for shipments to Northern Ireland, but this was resolved quickly and normal service resumed. To date there has been no impact to the supply chain as a result of Brexit and, from discussions with suppliers and logistic partners, none is anticipated in the near future.

Future developments

The successful negotiation of the Covid-19 pandemic, and associated economic downturn, while continuing to focus on key strategic initiatives, has kept the Company on the path of market out-performance and its trajectory for growth in 2021.

The International franchisee programme will continue in its development through 2021.

Primary attention for Blackcircles.com Limited will be on maintaining and growing our UK footprint as the largest National garage network of independent garages, maintaining emphasis on quality and convergence of goals and focus on customer experience. The directors are confident that this approach will further establish its USP in the marketplace, and secure future growth and profitability, whilst managing standards upwards within the industry.

As explained in the Going Concern section in the Directors' report, the Covid-19 outbreak and resulting measures taken by the UK government to contain the virus and restrict mobility, have had minimal negative impact on the Company's sales and profitability in 2020.

Despite the government lockdown continuing into the early part of 2021, the Board see's the recovery of sales to pre-Covid-19 levels as the best demonstration and indication of the Company's preparedness and positioning to capitalise on the anticipated economic bounce back from the pandemic.

In line with the requirements of section 172(1) of the Companies Act 2006, the Directors have in good faith, in exercising their duty to promote the success of the Company and the desirability to maintain a reputation for high standards of business conduct, acted for the benefit of its members as a whole.

Section 172 statement

Our stakeholders

The directors consider the following as the Company's key stakeholders – owners, employees, customers, suppliers, regulators and wider community. The Board seeks to understand the respective interests of such stakeholder's, so that these may be properly incorporated at relevant points. We do this through direct engagement by Board members, wider considerations in decision making and reports and updates from members of management who engage with all stakeholders.

Blackcircles.com Limited

Strategic report (continued)

Section 172 statement (continued)

Owners

The directors engage with the Owners on a regular basis through frequent dialogue, reporting and updates. Hearing the Owners' opinion and ensuring this is taken into account in decision-making is intrinsic to our long term sustainability and success. On a monthly basis a standard reporting pack is submitted to the Owners with the main monthly results and KPI's. On a quarterly basis, the directors attend a quarterly activity review meeting to present business performance in detail.

Employees

The executive team takes active steps to ensure that the suggestions, views and interests of the employees are captured and considered in our decision-making.

Blackcircles.com has a number of effective employee engagement mechanisms in place:

- Employees are kept informed of performance and strategy through regular presentations and updates from members of the executive and management team.
- The executive directors attend key business meetings throughout the year, including weekly trading and executive meetings, weekly management meetings, quarterly Town Hall presentations to the entire workforce, monthly financial results presentation to our Group company.
- Employee engagement surveys are undertaken offering all employees the opportunity to feedback on the Company and its culture and management with the results reported to the Owners.
- Quarterly staff meetings are attended by various members of the management team and executive team where representatives of each department discuss staff ideas on engagement improvements. All appropriate suggestions are subsequently enacted.

The Board considers that, taken together, these arrangements deliver an effective means of ensuring the Board stays alert to the views of the workforce.

Customers

Customers are at the heart of our DNA and all key decisions have customer at its centre.

As part of taking customer views under consideration in each decision, we monitor weekly our Net Promoter Score (NPS) and seek to understand and address any movements. Feedback is sought from customers and is distilled to formulate action plans and development changes to our customer journey and integration.

Suppliers

Blackcircles.com supplier base remains stable. We have frequent and open dialogue with our suppliers, conducted by our appointed account managers, aimed at ensuring all parties are aligned on expectation and performance, and that core operating principles are adhered to.

Members of senior management for the Company and Suppliers meet twice yearly for similar reviews.

Wider Community

At Blackcircles we have a continuously growing Community Investment society which aims to support our wider community through donations, volunteering and fund raising. A wide range of activities fosters employee engagement in the community.

Blackcircles.com Limited

Strategic report (continued)

Section 172 statement (continued)

Environment

We conduct business in an environmentally responsible way by:

- Utilising suppliers van for deliveries and collections to ensure we minimise the CO2 emissions,.
- Ensuring proper recycling in the office by employees

Regulators

Key areas of focus are compliance with laws and regulations and health and safety. The Board are aware of and monitor all legal and regulatory developments.

Events after the balance sheet date

Details of significant events since the balance sheet date are contained in note 20 to the financial statements.

Approved by the board of directors and signed on its behalf by:

G Cole

Graeme Cole

Director

On 26th August 2021

Blackcircles.com Limited

Directors' Report

The directors present their annual report on the affairs of the Company, together with the audited financial statements for the year ended 31st December 2020.

The Strategic Report on pages 2 to 5 contains the information required to be presented under section 414C(11) of the Companies Act 2006 in this Directors' Report.

Future developments

Details of future developments can be found in the Strategic Report on page 3 and form part of this report by cross-reference.

Going concern

The directors have every expectation that the Company has adequate resources to continue in operational existence for the foreseeable future. Thus, they continue to adopt the going concern basis in preparing the annual financial statements

As noted above, the Directors are confident that, despite lockdown continuing at the start of 2021, it remains appropriate to adopt the going concern basis for preparing the financial statements. The company maintained profitable status throughout 2020 and into 2021 and are forecasted to continue as such on a prudent assessment of future trading. The company has cash reserves that are carefully and stringently managed on a daily basis and has sufficient resources to meet all its liabilities as they fall due. In addition, the Directors are satisfied to adopt going concern basis after preparing a cash flow forecast (taking into accounts risks such as Covid 19 and BREXIT) for a period of 12 months from signing the financial statements.

Financial risk management objectives and policies

The Company's activities expose it to a limited number of financial risks including price risk, foreign exchange risk, credit risk and liquidity risk. The Company uses no financial derivative products.

Price risk

The Company operates a just in time model for stock purchases, thereby negating any stock and working capital risk. This exposes the company directly to price changes from the supply chain. The company manages this supply cost risk by entering commercially beneficial supply contracts with multiple suppliers while maintaining positive relationships and daily management of gross margin.

Foreign exchange risk

The Company's activities present minimal exposure to the financial risks of changes in foreign currency exchange rates on supply which is sourced from out-with the UK. The Company manages this input cost risk actively along with management of the Company's gross margin.

Credit risk

The Company's principal financial assets are bank balances with reputable financial institutions who are subject to Bank of England liquidity and risk assessment and only limited trade and other receivables and accordingly credit risk is immaterial.

Liquidity risk

In order to maintain liquidity to ensure that sufficient funds are available for ongoing operations and future developments, the Company manages its cash balances carefully. The Company has no debt and no reliance on debt facilities.

Dividends

The directors do not recommend a final dividend for 2020 (2019: £nil).

Blackcircles.com Limited

Directors' Report (continued)

Directors

The directors, who served throughout the year and to the date of this report are:

Eric Chaniot (resigned 17 February 2021)

Graeme Cole

Gary Guthrie

Philippe Berther (appointed 17 February 2021)

Directors indemnities

The Company has made qualifying third party indemnity provisions for the benefit of its directors which were made during the year and remain in force at the date of this report.

Political contributions

No political donations were made by the Company (2019: £Nil).

Independent Auditors

Each of the persons who is a director at the date of approval of this report confirms that:

- so far as the directors are aware, there is no relevant audit information of which the Company's auditors are unaware; and
- the directors have taken all the steps that they ought to have taken as a director in order to make themselves aware of any relevant audit information and to establish that the company's auditors are aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

During the year the company appointed Deloitte LLP as its new auditors following a resolution for their appointment at the Annual General Meeting.

Approved by the Board and signed on its behalf by



Graeme Cole

Director

On 26th August 2021

Blackcircles.com Limited

Directors' responsibilities statement

The directors are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulation.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have prepared the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, comprising FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", 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 of the profit or loss of the company for that period. In preparing the financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- state whether applicable United Kingdom Accounting Standards, comprising FRS 102, have been followed, subject to any material departures disclosed and explained in the financial statements;
- make judgements and accounting estimates that are reasonable and prudent; and
- 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 transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006.

The directors are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Director's responsibilities were approved by the board on 26th August 2021 and signed on its behalf by:

G Cole

Graeme Cole

Director

Independent auditor's report to the members of Blackcircles.com Limited

Report on the audit of the financial statements

Opinion

In our opinion the financial statements of Blackcircles.com Limited (the 'company'):

- give a true and fair view of the state of the company's affairs as at 31 December 2020 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland"; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements which comprise:

- Statement of Comprehensive Income;
- the balance sheet;
- the statement of changes in equity; and
- the related notes 1 to 21.

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).

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 auditor's responsibilities for the audit of the financial statements section of our report.

We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the Financial Reporting Council's (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 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 other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The directors are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Independent auditor's report to the members of Blackcircles.com Limited

Report on the audit of the financial statements (continued)

Responsibilities of directors

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

In preparing the financial statements, the directors are responsible for assessing the 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 company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

A further description of our responsibilities for the audit of the financial statements is located on the FRC's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

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 considered the nature of the company's industry and its control environment, and reviewed the company's documentation of their policies and procedures relating to fraud and compliance with laws and regulations. We also enquired of management about their own identification and assessment of the risks of irregularities.

We obtained an understanding of the legal and regulatory frameworks that the company operates in, and identified the key laws and regulations that:

- had a direct effect on the determination of material amounts and disclosures in the financial statements. These included Companies Act 2006 and tax legislation; and
- do not have a direct effect on the financial statements but compliance with which may be fundamental to the company's ability to operate or to avoid a material penalty.

We discussed among the audit engagement team regarding the opportunities and incentives that may exist within the organisation for fraud and how and where fraud might occur in the financial statements.

As a result of performing the above, we identified the greatest potential for fraud in the following area and our specific procedures performed to address them are described below:

Cut-off of revenue recognition as revenue recorded around the year end may have not met the contractual obligations.

We have performed the following procedures to address this fraud risk:

- Evaluated the design and implementation of controls over the revenue recorded at the year end
- For a sample of revenue recorded at year end, inspected the corresponding invoice in order to conclude if the sample has been recorded in the correct period by confirming the fitting date.

In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override. In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments; assessed whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluated the business rationale of any significant transactions that are unusual or outside the normal course of business.

Independent auditor's report to the members of Blackcircles.com Limited

Report on the audit of the financial statements (continued)

In addition to the above, our procedures to respond to the risks identified included the following:

- reviewing financial statement disclosures by testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- enquiring of management and external legal counsel concerning actual and potential litigation and claims, and instances of non-compliance with laws and regulations; and
- reading minutes of meetings of those charged with governance.

Report on other legal and regulatory requirements

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 strategic report and the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified any material misstatements in the strategic report or the directors' report.

Matters on which we are required to report by exception

Under the Companies Act 2006 we are required to report in respect of the following matters if, in our opinion:

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

We have nothing to report in respect of these matters.

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 an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Paul Hazelton CA (Senior statutory auditor)

For and on behalf of Deloitte LLP

Statutory Auditor

Glasgow

United Kingdom

31st August 2021

Blackcircles.com Limited

Statement of Comprehensive Income For the year ended 31 December 2020

	Note	2020 £	2019 £
Turnover	4	65,797,431	72,456,372
Cost of Sales		(55,654,242)	(60,910,620)
Gross profit		10,143,189	11,545,752
Administrative expenses		(10,122,970)	(10,939,656)
Other operating income		1,924,937	1,540,162
Operating profit		1,945,156	2,146,258
Interest receivable and similar income	5	3,220	22,067
Profit before taxation	6	1,948,376	2,168,325
Tax on profit	8	(359,878)	(447,276)
Profit for the financial year		1,588,498	1,721,049

The results for the current and prior year have been derived from wholly continuing activities.

No separate statement of comprehensive income has been presented because the company has no other comprehensive income other than the profit for the year.

The accompanying notes form an integral part of these financial statements.

Blackcircles.com Limited

Balance sheet

As at 31 December 2020

	Note	2020 £	2019 (restated*) £
Fixed assets			
Intangible assets	9	1,022,430	730,382
Tangible assets	10	302,574	392,453
		1,325,004	1,122,835
Current assets			
Stock	11	178,188	279,021
Debtors (including £180,493 (2019: £127,716) due after one year)	12	11,384,234	11,089,544
Cash at bank and in hand		3,582,273	2,248,192
		15,144,695	13,616,757
Creditors: Amounts falling due within one year	14	(12,031,766)	(11,890,157)
Net current assets		3,112,929	1,726,600
Total assets less current liabilities		4,437,933	2,849,435
Net assets		4,437,933	2,849,435
Capital and reserves			
Called up share capital	16	100	100
Merger reserve	17	37,475	37,475
Profit and loss account	17	4,400,358	2,811,860
Total Shareholder's funds		4,437,933	2,849,435

*refer to note 13

The financial statements of Blackcircles.com Limited, registered number SC224310, were approved by the board of directors and authorised for issue on 26th August 2021. They were signed on its behalf by:

G Cole

Graeme Cole

Director

Blackcircles.com Limited

Statement of changes in equity For the year ended 31 December 2020

	Note	Called up share capital £	Merger reserve £	Profit and Loss account £	Total £
Balance as at 1 January 2019		100	37,475	1,090,811	1,128,386
Profit for the year and other comprehensive income		-	-	1,721,049	1,721,049
Balance as at 31 December 2019		100	37,475	2,811,860	2,849,435
Balance as at 1 January 2020		100	37,475	2,811,860	2,849,435
Profit for the year and other comprehensive income		-	-	1,588,498	1,588,498
Balance as at 31 December 2020		100	37,475	4,400,358	4,437,933

Blackcircles.com Limited

Notes to the financial statements For the year ended 31 December 2020

1. General information

Blackcircles.com Limited ('the company') provides an online tyre supply and fitting service to consumers, supported by a national garage network, selling primarily to UK.

The company is a private company, limited by shares and is incorporated and domiciled in Scotland. The address of its registered office is Tanfield, 1 Inverleith Row, Edinburgh, EH3 5DA.

2. Statement of compliance

The individual financial statements of Blackcircles.com Limited have been prepared in compliance with United Kingdom Accounting Standards, including Financial Reporting Standard 102, "The Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland" ("FRS 102") and the Companies Act 2006.

3. Accounting policies

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been applied consistently to all of the years presented, unless otherwise stated. The company has adopted FRS 102 in these financial statements.

Basis of Preparation

These financial statements are prepared on a going concern basis, under the historical cost convention and in accordance with applicable United Kingdom accounting standards.

The preparation of financial statements in conformity with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the company's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in accounting policies.

Going concern

The Company's business activities, together with the factors likely to affect its future development, performance and position are set out in the Strategic Report. The Strategic and Directors' Report also describe the Company's objectives, policies and processes for managing its capital; its financial risk management objectives; and its exposure to credit risk and liquidity risk.

The directors have a reasonable expectation that the Company has adequate working capital to continue trading for the foreseeable future. Thus, they continue to adopt the going concern basis of accounting in preparing the annual financial statements. The company has strong cash reserves that are carefully and stringently managed on a daily basis and has sufficient resources to meet all its liabilities as they fall due.

The directors have considered the future financial impact to the Company of Covid-19, as disclosed in the Directors' Report, in reviewing the cash flow forecast for the next 12 months and, although the likely full impact is unknown, it is not expected to materially impact the operations or financial position of the Company.

Exemptions for qualifying entities under FRS 102

Blackcircles.com Limited is a wholly owned subsidiary of another company, Compagnie Generale des Etablissements Michelin which prepares group financial statements. Blackcircles.com Limited meets the definition of a qualifying entity. FRS 102 allows a qualifying entity certain disclosure exemptions under paragraph 1.12 of FRS 102. The company has taken advantage of the following available exemptions for qualifying entities:

- Exemption from preparing a cash flow statement
- Disclosures in respect of financial instruments
- Disclosures in respect of key management personnel compensation

Blackcircles.com Limited

Notes to the financial statements For the year ended 31 December 2020 (continued)

3. Accounting policies (continued)

Intangible fixed assets

Computer software, including development, is stated at cost less accumulated amortisation and accumulated impairment losses. Software is amortised over its estimated useful life, of between 3 and 5 years, which is based on historical experience of similar assets and their useful life, on a straight-line basis.

Where factors, such as technological advancement or changes in market price, indicate that residual value or useful life have changed, the residual value, useful life, or amortisation rate are amended prospectively to reflect the new circumstances.

Intangible assets under development are stated at cost. These assets are not amortised until they are available for use.

The assets are assessed annually by the Company's Head of IT and the relevant team for impairment if the above factors indicate that the carrying amount may be impaired.

Tangible fixed assets

Tangible fixed assets are stated at cost (or deemed cost) less accumulated depreciation and accumulated impairment losses. Cost includes the original purchase price, costs directly attributable to bringing the asset to its working condition for its intended use, dismantling and restoration costs and borrowing costs capitalised.

(a) Fixtures, fittings and equipment and computer hardware

Fixtures, fittings and equipment and computer hardware are stated at cost less accumulated depreciation and accumulated impairment losses.

(b) Depreciation and residual values

Depreciation on assets is calculated using the straight-line method, to allocate the cost of their residual values over their estimated useful lives, as follows:

Fixtures, fitting and equipment	20% - 50% per annum
Computer hardware	20% - 33% per annum

The assets residual values and useful lives are reviewed, and adjusted, if appropriate, at the end of each reporting period. The effect of any change is accounted for prospectively.

(c) Subsequent additions and major components

Subsequent costs, including major inspections, are included in the assets carrying amount or recognised as a separate asset, as appropriate, only when it is probable that economic benefits associated with the item will flow to the company and the cost can be measured reliably.

The carrying amount of any replaced component is derecognised. Major components are treated as a separate asset where they have significantly different patterns of consumption of economic benefits and are depreciated separately over its useful life.

Repairs, maintenance and minor inspection costs are expensed as incurred.

Blackcircles.com Limited

Notes to the financial statements For the year ended 31 December 2020 (continued)

3. Accounting policies (continued)

Tangible fixed assets (continued)

(d) Derecognition

Tangible assets are derecognised on disposal or when no future economic benefits are expected. On disposal, the difference between the net disposal proceeds and the carrying amount is recognised in profit and loss and included in 'Other operating (Losses)/Gains' if applicable.

Stock

Stocks are stated at the lower of cost and net realisable value. Stocks are recognised as an expense in the period in which the related revenue is recognised. Cost includes the purchase price, transport and handling directly attributable to bringing the stock to its present location and condition. At the end of each reporting period, stocks are assessed for impairment. If an item of stock is impaired, the identified stock is reduced to its selling price less costs to complete and sell and an impairment charge is recognised in the profit and loss account.

Taxation

Taxation expense for the period comprises current and deferred tax recognised in the reporting period. Tax is recognised in the profit and loss account, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case tax is also recognised in other comprehensive income or directly in equity respectively.

Current or deferred taxation assets are not discounted.

(a) Current tax

Current tax is the amount of income tax payable in respect of the taxable profit for the year or prior years. Tax is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the period end. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

(b) Deferred tax

Deferred tax arises from timing differences that are taxable profits and total comprehensive income as stated in the financial statements. These timing differences arise from the inclusion of income and expenses in tax assessments in the periods different from those in which they are recognised in the financial statements.

Deferred tax is recognised on all timing differences at the reporting date except for certain exceptions. Unrelieved tax losses and other deferred tax assets are only recognised when it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits.

Deferred tax is measured using tax rates and laws that have been enacted or substantively enacted by the period end and that are expected to apply to the reversal of the timing difference.

Blackcircles.com Limited

Notes to the financial statements For the year ended 31 December 2020 (continued)

3. Accounting policies (continued)

Revenue recognition

Revenue is measured at the fair value of the consideration received or receivable and represents the amount receivable for goods supplied or services rendered, net of returns, discounts and value added taxes.

The company recognises revenue when (a) the significant risks and rewards of ownership have been transferred to the buyer; (b) the company retains no continuing involvement or control over the goods; (c) the amount of revenue can be measured reliably; (d) it is probable that future economic benefits will flow to the entity and (e) when the specific criteria relating to each of the company's sales channels have been met, as described below.

(a) Sale of goods - internet based transactions

The company sells goods via its website for delivery to the customer or to a garage partner within the company's garage network for fitting to the customer vehicle. Revenue is recognised when the risks and rewards of the inventory is passed to the customer. For deliveries to the customer this is at the point of acceptance of the goods by the customer and for fitted orders, this is once the fitting service has been completed.

(b) Other income

The company receives further income from partners in relation to marketing campaigns or Network program. Additionally, this category includes revenue generated from the International franchisees.

(c) Interest receivable and other income

Interest income is recognised when it is probable that the economics benefits will flow to the company and the amount of revenue can be measured reliably. Interest income is accrued on a time basis, by reference to the principal outstanding and its effective interest rate.

Employee Benefits

The company provides a range of benefits to employees, including annual bonus arrangements, paid holiday arrangements and defined contribution pension plans.

(a) Short term benefits

Short term benefits, including holiday pay and other similar monetary benefits, are recognised as an expense in the period in which the service is received.

(b) Defined contribution pension plans

The company operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the company pays fixed contributions into a separate entity. Once the contributions have been paid the company has no further payment obligations. The contributions are recognised as an expense when they are due. Amounts not paid are shown in accruals in the balance sheet. The assets are held separately from the company in independently administered funds.

Blackcircles.com Limited

Notes to the financial statements For the year ended 31 December 2020 (continued)

3. Accounting policies (continued)

Foreign currency

The company's functional and presentation currency is the pound sterling.

At each period end, foreign currency monetary items are translated using the closing rate. Non-monetary items measured at historical cost are translated using the exchange rate at the date of the transaction and non-monetary items measured at fair value are measured using the exchange rate when fair value was determined.

Foreign exchange gains and losses resulting from the settlement of transactions and from the translation at period end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the profit and loss account.

Leased Assets

At inception the company assesses agreements that transfer the right to use assets. The assessment considers whether the arrangement is, or contains, a lease based on the substance of the arrangement.

(a) Operating leased assets

Leases that do not transfer all the risks and rewards of ownership are classified as operating leases. Payments under operating leases are charged to the profit and loss account on a straight-line basis over the period of the lease.

Incentives received to enter into an operating lease are credited to the profit and loss account, to reduce the lease expense, on a straight-line basis over the period of the lease.

The company has taken advantage of the exemption in respect of lease incentives on leases in existence on the date of transition to FRS 102 (1 January 2014) and continues to credit such lease incentives to the profit and loss account over the period to the first review date on which the rent is adjusted to market rates.

Cash flow statement

The Company, being a subsidiary undertaking where 100% of the voting rights are controlled within the Group whose consolidated financial statements which include a consolidated cash flow statement are publicly available (Note 20), is exempt from the requirement to draw up a cash flow statement in accordance with paragraph 1.12 of FRS 102.

Financial Instruments

The company has chosen to adopt section 11 and 12 of FRS 102 in respect of financial instruments.

(a) Financial assets

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.

Blackcircles.com Limited

Notes to the financial statements For the year ended 31 December 2020 (continued)

3. Accounting policies (continued)

Financial Instruments (continued)

(a) Financial assets (continued)

Such assets are subsequently carried at amortised cost using the effective interest rate method.

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 now recognised in profit or loss.

If there is a decrease in the impairment loss arising from an event occurring after the impairment was recognised the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been had the impairment not previously been recognised. The impairment is recognised in the profit and loss.

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

(b) Financial liabilities

Basic financial liabilities, including trade and other creditors and loans from fellow group companies 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 the 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 rate method.

Financial liabilities are derecognised when the liability is exhausted, that is when the contractual obligation is discharged, cancelled or expires.

Related party transactions

The company discloses transactions with related parties which are not wholly owned within the same Group. Where appropriate, transactions of a similar nature are aggregated unless, in the opinion of the directors, separate disclosure is necessary to understand the effect of the transactions on the company financial statements.

The Company has taken advantage of the exemption available in section 33 of FRS 102, "Related Party Disclosures", and has not disclosed details of transactions with group companies on the grounds that the Company is a wholly owned subsidiary where consolidated financial statements are publicly available.

Share capital

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of new ordinary shares or options are shown in equity as a deduction, net of tax, from the proceeds.

Cash and cash equivalents

Cash and cash equivalents include cash at bank and in hand

Distributions to equity holders

Dividends and other distributions to the Company's shareholders are recognised as a liability in the financial statements in the period in which the dividends and other distributions are approved by the shareholders. These amounts are recognised in the statement of changes in equity.

Blackcircles.com Limited

Notes to the financial statements For the year ended 31 December 2020 (continued)

3. Accounting policies (continued)

Critical accounting judgements and estimation uncertainty

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Key accounting estimates and assumptions

In the view of the directors, there are no key accounting estimates and assumptions which affect the company's financial statements.

Critical accounting judgements in applying the Company's accounting policies

In the view of the directors, there are no critical accounting judgements which affect the company's financial statements.

4. Turnover

All sales are attributable to the Company's principal activity, online tyre sales, and were generated within the United Kingdom.

Franchise fees payable by our Premier Partner fitting network are included within turnover.

5. Interest receivable and similar income

	2020	2019
	£	£
Bank interest received	2,278	10,586
Group interest	942	11,481
	3,220	22,067

Blackcircles.com Limited

Notes to the financial statements For the year ended 31 December 2020 (continued)

6. Profit before taxation

Profit before taxation is stated after charging:

	2020 £	2019 £
Depreciation of tangible fixed assets (note 10)	142,428	154,158
Amortisation of intangible fixed assets (note 9)	312,188	218,004
Operating lease rentals:		
Plant and machinery	86,404	58,312
Property	240,381	266,256

There are no non audit fees payable to the company's auditor (2019: £nil)

The analysis of the auditors' remuneration is as follows:

	2020 £	2019 £
Fees payable to the Company's auditors for the audit of the Company's annual financial statements	35,000	32,363
Total audit fees	35,000	32,363

7. Staff costs

The average monthly number of persons (including executive directors) employed by the company was:

By activity:	2020 No.	2019 No.
Paid Directors	1	1
Non-paid Directors	2	2
Operations	51	45
Administration	21	17
	75	65

Their aggregate remuneration comprised:

	2020 £	2019 £
Wages and salaries	2,700,829	2,838,881
Social security costs	359,998	250,297
Other pension costs (see note 18)	140,180	190,030
	3,201,007	3,279,208

Blackcircles.com Limited

Notes to the financial statements For the year ended 31 December 2020 (continued)

7. Staff costs (continued)

	2020 £	2019 £
Total Directors' remuneration		
Aggregate Emoluments	173,934	246,431
Company contributions to defined contribution pension scheme – 1 director (2019: 1 director)	15,375	14,266

The fees above of the director of the parent company, Black Circles Holdings Limited, were borne by Blackcircles.com Limited (2019: 1 director).

8. Tax on profit

The tax charge comprises:

	2020 £	2019 £
Current tax		
UK corporation tax on profits for the period	423,028	454,919
Adjustment in respect of previous periods	(10,374)	32,578
Foreign tax relief/ other relief	(16,765)	-
Foreign tax suffered	16,765	-
Total current tax	412,654	487,497
Deferred tax		
Origination and reversal of timing differences	(37,744)	(30,181)
Adjustment in respect of previous periods	(6)	(13,217)
Effect of changes in tax rates	(15,026)	3,177
Total deferred tax	(52,776)	(40,221)
Total tax on profit	359,878	447,276

Blackcircles.com Limited

Notes to the financial statements For the year ended 31 December 2020 (continued)

8. Tax on profit (continued)

The charge for the year can be reconciled to the profit per Statement of Comprehensive Income as follows:

	2020 £	2019 £
Profit before tax	1,948,376	2,168,325
Tax at standard UK corporation tax rate of 19.00% (2019: 19%)	370,191	411,982
Effects of:		
Expenses not deductible	15,087	12,757
Effects of group relief	(1)	-
Adjustment from previous periods	(10,374)	19,360
Change in tax rates	(15,026)	3,177
Total charge for the period	359,878	447,276

Further reductions to the UK Corporation tax rates were substantively enacted as part of the Finance No. 2 Bill 2015 on 26 October 2015. These reduce the main rate to 19% from 1 April 2017 and to 18% from 1 April 2020. In the Budget 2016, it was announced that the UK Corporation tax rate will reduce further, to 17% from 1 April 2020 and this was substantively enacted in September 2016. This further reduction was then cancelled in the budget March 2020, meaning the rate will remain at 19%.

The UK government announced in the 2021 March budget, an increase in the standard rate of corporation tax from 19% to 25% effective from 1 April 2023. There is no deferred tax re-measurement as the balance sheet date is before the substantive enactment of the budget in March 2021 and is not expected to have a material effect.

Blackcircles.com Limited

Notes to the financial statements For the year ended 31 December 2020 (continued)

9. Intangible assets

	Intangible Assets under Development £	Computer Software £	Total £
Cost			
At 1 January 2020	85,435	2,775,987	2,861,422
Additions	205,650	556,095	761,745
Transfers	(157,510)	-	(157,510)
At 31 December 2020	133,575	3,332,082	3,465,657
Accumulated Amortisation			
At 1 January 2020	-	2,131,039	2,131,039
Charge for year	-	312,188	312,188
At 31 December 2020	-	2,443,227	2,443,227
Net book value			
At 31 December 2020	133,575	888,855	1,022,430
At 31 December 2019	85,435	644,947	730,382

There are no individually material intangible assets (2019: none).

Blackcircles.com Limited

Notes to the financial statements For the year ended 31 December 2020 (continued)

10. Tangible assets

	Fixtures, fittings and equipment £	Computer hardware £	Total £
Cost			
At 1 January 2020	1,345,706	485,918	1,831,624
Additions	51,958	17,593	69,551
Disposals	(109,282)	-	(109,282)
At 31 December 2020	1,288,382	503,511	1,791,893
Accumulated Depreciation			
At 1 January 2020	987,835	451,336	1,439,171
Charge for the year	118,997	23,431	142,428
Disposals	(92,280)	-	(92,280)
At 31 December 2020	1,014,552	474,767	1,489,319
Net book value			
At 31 December 2020	273,830	28,744	302,574
At 31 December 2019	357,871	34,582	392,453

11. Stock

	2020 £	2019 £
Goods held for resale	178,188	279,021

Blackcircles.com Limited

Notes to the financial statements For the year ended 31 December 2020 (continued)

12. Debtors

	2020 £	2019 (restated) £
Trade debtors	1,192,428	1,205,782
Other debtors	4,260,562	4,011,002
Amounts owed by group undertakings	5,750,751	5,745,044
	11,203,741	10,961,828
Debtors – amounts recoverable after one year		
Deferred tax asset (Note 15)	180,493	127,716
	180,493	127,716

13. Prior Year Adjustment

Amounts receivable under group cash pooling arrangement were incorrectly classified as cash. The comparative figures in the primary statements and notes have been restated to reflect the prior period error. In current financial statements, we have reclassified our Cash Pooling balance from cash to Intercompany Debtors. There has been nil net impact on net assets.

Impact on statement of comprehensive income and balance sheet

	2019 £	2019 (restated) £	Impact £
Statement of comprehensive income – profit for the financial year	1,721,049	1,721,049	-
Balance sheet – Cash	6,942,926	2,248,192	(4,694,734)
Balance sheet – Debtors (including £180,493 (2019: £127,716) due after one year)	6,394,810	11,089,544	4,694,734
Balance sheet – Net assets	2,849,435	2,849,435	-
Note 12 – debtors (Amounts owed by group undertakings)	1,050,309	5,745,045	4,694,734

Blackcircles.com Limited

Notes to the financial statements For the year ended 31 December 2020 (continued)

14. Creditors – amounts falling due within one year

	2020 £	2019 £
Trade creditors	6,617,151	4,980,244
Amounts owed to group undertakings	1,078,169	1,097,919
Corporation tax	359,878	447,276
Taxation and social security	1,093,989	842,752
Accruals and provisions	2,641,349	4,287,907
Deferred income	241,230	234,059
	12,031,766	11,890,157

Amounts owed to Group undertakings are unsecured, do not bear interest and are repayable on demand.

15. Deferred tax

	2020 £	2019 £
At start of year	(127,716)	(87,495)
Adjustment in respect of prior years	(6)	(13,217)
Deferred tax (credit)/ charge in P&L for the year	(52,771)	(27,004)
At end of year	(180,493)	(127,716)

Blackcircles.com Limited

Notes to the financial statements For the year ended 31 December 2020 (continued)

	2020 £	2019 £
15. Deferred tax (continued)		
Fixed asset timing differences	(161,493)	(127,716)
Short Term Temporarily Deferred - trading	(19,000)	-
	(180,493)	(127,716)

Deferred tax assets

Recoverable after one year	(180,493)	(127,716)
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16. Called-up share capital

	2020 £	2019 £
Allotted, called-up and fully paid		
100 (2019: 100) ordinary shares of £1.00 each	100	100

17. Reserves

Profit and loss account - this reserve records retained earnings and accumulated losses

Merger reserve – reserve created on previous merger

Blackcircles.com Limited

Notes to the financial statements For the year ended 31 December 2020 (continued)

18. Financial commitments

Capital commitments contracted but not provided for in the financial statements are as follows:

	2020	2019
	£	£
Fixtures, fittings and equipment	1,000	1,500
Stock	-	74,990
	1,000	76,490

The company had the following future minimum lease payments under non-cancellable operating leases for each of the following periods:

	2020	2019
	£	£
Payments due :		
- Not later than one year	318,127	426,273
- Later than one year and not later than five years	351,650	676,201
- Later than 5 years	-	-
	669,777	1,102,474

The company had no other off balance sheet arrangements.

19. Retirement benefit schemes

The Company operates a defined contribution retirement benefit scheme for all qualifying employees. The assets of the schemes are held separately from those of the Company. The total amount charged to the profit and loss account of £140,180 (2019: £190,030) represents contributions payable to the scheme by the Company in the year. As at 31 December 2020, contributions of £0 (2019: £0) due in respect of the current reporting year had not been paid over to the scheme.

Blackcircles.com Limited

Notes to the financial statements

For the year ended 31 December 2020 (continued)

20. Controlling party

At the point of signing the financial statements the immediate parent company is Compagnie Financiere Michelin SA which is incorporated in Switzerland. The financial statements of this company are available to the public and can be obtained from 10 Route Louis-Braille, Granges-Paccot, Fribourg, Switzerland.

The ultimate parent undertaking is Compagnie Generale des Etablissements Michelin. Copies of Michelin Group consolidated financial statements are available at the Company's registered office, 12, Cours Sablon, Clermont-Ferrand (Puy-de-Dôme), France.

The ultimate controlling party is Compagnie Generale des Etablissements Michelin (CGEM).

The largest group in which the results of the company are consolidated is that headed by CGEM. The smallest group in which the result of the company is consolidated is that headed by Compagnie Financiere Michelin SA.

21. Events after the reporting period

On 7 May 2019, Black Circles Holdings Limited, the immediate parent company of Blackcircles.com Limited, was dissolved. On 4th February 2020, Black Circles Holdings Limited was restored to the Register of Companies in terms of Section 1031 of the Companies Act 2006. On 18th February 2021 Black Circles Holdings Limited subscribed for additional shares in Blackcircles.com Limited for £1,098,255. Following this subscription, Black Circles Holding Limited sold its beneficial interest in the entire issued share capital of Blackcircles.com Limited to Compagnie Financière Michelin SA. On 1st June 2021, Black Circles Holdings Limited was fully dissolved.