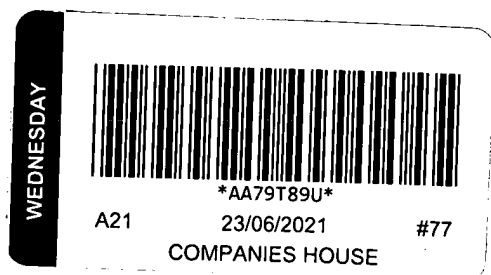


**Strategic Report, Report of the Directors and**  
**Financial Statements**  
**for the Year Ended 31 December 2020**  
**for**  
**Ascott Transport Limited**



**Contents of the Financial Statements  
for the Year Ended 31 December 2020**

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**Ascott Transport Limited**

**Company Information**  
**for the Year Ended 31 December 2020**

**DIRECTORS:** P N Ascott  
S J Ascott  
R D Sarsfield  
N J Thompson  
S James

**SECRETARY:** S J Ascott

**REGISTERED OFFICE:** Hangar House  
Woodyard Lane  
Foston  
Derbyshire  
DE65 5DJ

**REGISTERED NUMBER:** 00633498 (England and Wales)

**AUDITORS:** Bates Weston Audit Ltd  
Statutory Auditors  
Chartered Accountants  
The Mills  
Canal Street  
Derby  
DE1 2RJ

**Strategic Report**  
**for the Year Ended 31 December 2020**

The directors present their strategic report for the year ended 31 December 2020.

The company's principal activities continue to be those of logistics and warehousing.

**REVIEW OF BUSINESS**

Turnover for the year to 31 December 2020 of £23,027k compares to the 6 month period ending December 2019 of £12,475k, with EBITDA of £2,211k comparing to that of £855k.

In a year that endured the global Covid-19 pandemic this was a creditable performance. The company was able to trade relatively normally during this period.

The outlook for 2021 would suggest that the company will continue to perform in a stable manner with an expectation of top line growth.

**PRINCIPAL RISKS AND UNCERTAINTIES**

The company's success is dependent on the success of its customers. The company has a customer base that serves a wide range of market sectors, with some significant customers accounting for a high level of company activity.

The company takes all reasonable steps to ensure quality standards are maintained and has put much effort into the ongoing development of this aspect of the business.

Whilst the Covid-19 pandemic remains a global threat the company has reacted well to the operational requirements required of it under such circumstances.

**INVESTMENT**

During the year the company was able to invest in vehicle replacement in the normal manner with 12 new tractor units acquired during the second half of the year.

Focus upon operational improvements has underlined the need to invest in systems development and this will be a key feature in 2021.

**ORGANISATION**

The directors continue to monitor the company's organisation and profitability, making improvements where appropriate. There has been an ongoing strengthening of the senior management team and staff in all areas.

**FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES**

The company uses basic financial instruments, comprising hire purchase and invoice discounting. The purpose of these financial instruments is to maintain suitable finance for the company's operations. The principal risks arising from the company's financial instruments are interest and liquidity.

**ON BEHALF OF THE BOARD:**

*SJ Ascott*

.....  
S J Ascott - Director

16/06/2021

Date: .....

**Report of the Directors**  
**for the Year Ended 31 December 2020**

The directors present their report with the financial statements of the company 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.

P N Ascott  
S J Ascott  
R D Sarsfield

*Other changes in directors holding office are as follows:*

J D Ward - resigned 6 August 2020  
M D Ash - resigned 12 May 2020  
N J Thompson - appointed 1 April 2020

S James was appointed as a director after 31 December 2020 but prior to the date of this report.

H I A Vint ceased to be a director after 31 December 2020 but prior to the date of this report.

**ENGAGEMENT WITH EMPLOYEES**

Within the bounds of confidentiality, staff at all levels are kept fully informed of matters that affect the progress of the company and are of interest to them as employees.

Disabled persons are given full and fair consideration for all types of vacancy. If an existing employee becomes disabled, such steps as are practical and reasonable are taken to retain him/her in employment. Where appropriate, assistance with rehabilitation and suitable training are given. Disabled persons have equal opportunities for training, career development and promotion, except insofar as such opportunities are constrained by the practical limitations of their disability.

**DISCLOSURE IN THE STRATEGIC REPORT**

The matters required to be disclosed under SI (2008) 410 Sch 7 relating to future developments and financial instruments are contained within the Strategic report as is applicable in accordance with s414C(11) of the Companies Act 2006.

**STATEMENT OF DIRECTORS' RESPONSIBILITIES**

The directors are responsible for preparing the 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 of the profit or loss of the company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and 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.

**Report of the Directors**  
**for the Year Ended 31 December 2020**

**STATEMENT OF DIRECTORS' RESPONSIBILITIES - continued**

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are 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.

**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 company'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 company's auditors are aware of that information.

**ON BEHALF OF THE BOARD:**

*SJ Ascott*

.....  
S J Ascott - Director

16/06/2021

Date: .....

**Report of the Independent Auditors to the Members of**  
**Ascott Transport Limited**

**Opinion**

We have audited the financial statements of Ascott Transport Limited (the 'company') for the year ended 31 December 2020 which comprise the Profit and Loss Account, Other Comprehensive Income, Balance Sheet, Statement of Changes in Equity and 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 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; 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 company 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 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 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.

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

**Report of the Independent Auditors to the Members of**  
**Ascott Transport Limited**

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

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 material misstatements in the 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, 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.

**Responsibilities of directors**

As explained more fully in the Statement of Directors' Responsibilities set out on pages three and 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 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.*

**Report of the Independent Auditors to the Members of**  
**Ascott Transport 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:

Based on our understanding of the company and industry in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the freight trade industry and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006. Audit procedures performed by the engagement team included:

- Enquiry of management around actual and potential litigation and claims;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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**  
**Ascott Transport 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.

Wayne Thomas ACA (Senior Statutory Auditor)  
for and on behalf of Bates Weston Audit Ltd  
Statutory Auditors  
Chartered Accountants  
The Mills  
Canal Street  
Derby  
DE1 2RJ

Date: 21 June 2021 .....

**Profit and Loss Account**  
**for the Year Ended 31 December 2020**

|  | Notes | Year Ended<br>31.12.20<br>£'000 | Period<br>1.7.19<br>to<br>31.12.19<br>£'000 |
|--|-------|---------------------------------|---|
| <b>TURNOVER</b>  | 3     | 23,027                          | 12,475                                      |
| Cost of sales  |       | <u>10,422</u>                   | <u>6,158</u>                                |
| <b>GROSS PROFIT</b>  |       | 12,605                          | 6,317                                       |
| Administrative expenses  |       | <u>12,242</u>                   | <u>6,230</u>                                |
|  |       | 363                             | 87  |
| Other operating income   |       | <u>518</u>                      | <u>39</u>                                   |
| Operating profit before depreciation and amortisation ("EBITDA") |       | 2,211                           | 855   |
| Depreciation   |       | <u>(1,330)</u>                  | <u>(729)</u>                                |
| <b>OPERATING PROFIT</b>  | 5     | 881                             | 126   |
| Interest payable and similar expenses                            | 7     | <u>188</u>                      | <u>111</u>                                  |
| <b>PROFIT BEFORE TAXATION</b>                                    |       | 693                             | 15  |
| Tax on profit  | 8     | <u>140</u>                      | <u>19</u>                                   |
| <b>PROFIT/(LOSS) FOR THE FINANCIAL YEAR</b>                      |       | <u>553</u>                      | <u>(4)</u>                                  |

The notes form part of these financial statements

**Other Comprehensive Income**  
**for the Year Ended 31 December 2020**

|  | Notes | Year Ended<br>31.12.20<br>£'000 | Period<br>1.7.19<br>to<br>31.12.19<br>£'000 |
|--|-------|---------------------------------|---|
| <b>PROFIT/(LOSS) FOR THE YEAR</b>                  |       | 553                             | (4)   |
| <b>OTHER COMPREHENSIVE INCOME</b>                  |       | —                               | —   |
| <b>TOTAL COMPREHENSIVE INCOME<br/>FOR THE YEAR</b> |       | <u>553</u>                      | <u>(4)</u>                                  |

The notes form part of these financial statements

**Balance Sheet**  
**31 December 2020**

|  | Notes | 2020<br>£'000 | £'000        | 2019<br>£'000 | £'000        |
|--|-------|---------------|--------------|---------------|--------------|
| <b>FIXED ASSETS</b>                          |       |               |              |               |              |
| Tangible assets                              | 9     |               | 5,519        |               | 5,764        |
| Investments                                  | 10    |               | <u>31</u>    |               | <u>31</u>    |
|  |       |               | 5,550        |               | 5,795        |
| <b>CURRENT ASSETS</b>                        |       |               |              |               |              |
| Stocks                                       | 11    | 47            |              | 47            |              |
| Debtors                                      | 12    | 8,100         |              | 7,707         |              |
| Cash at bank                                 |       | <u>399</u>    |              | <u>268</u>    |              |
|  |       | 8,546         |              | 8,022         |              |
| <b>CREDITORS</b>                             |       |               |              |               |              |
| Amounts falling due within one year          | 13    | <u>8,091</u>  |              | <u>8,461</u>  |              |
| <b>NET CURRENT ASSETS/(LIABILITIES)</b>      |       |               | <u>455</u>   |               | <u>(439)</u> |
| <b>TOTAL ASSETS LESS CURRENT LIABILITIES</b> |       |               | 6,005        |               | 5,356        |
| <b>CREDITORS</b>                             |       |               |              |               |              |
| Amounts falling due after more than one year | 14    |               | (2,038)      |               | (2,078)      |
| <b>PROVISIONS FOR LIABILITIES</b>            |       |               | <u>(410)</u> |               | <u>(274)</u> |
| <b>NET ASSETS</b>                            |       |               | <u>3,557</u> |               | <u>3,004</u> |
| <b>CAPITAL AND RESERVES</b>                  |       |               |              |               |              |
| Called up share capital                      | 19    |               | 50           |               | 50           |
| Retained earnings                            | 20    |               | <u>3,507</u> |               | <u>2,954</u> |
| <b>SHAREHOLDERS' FUNDS</b>                   |       |               | <u>3,557</u> |               | <u>3,004</u> |

The financial statements were approved by the Board of Directors and authorised for issue on 16/06/2021..... and were signed on its behalf by:

*SJ Ascott*

.....  
S J Ascott - Director

The notes form part of these financial statements

**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 | Total<br>equity<br>£'000 |
|------------------------------------|--|-------------------------------|--------------------------|
| <b>Balance at 1 July 2019</b>      | 50                                     | 2,958                         | 3,008                    |
| <b>Changes in equity</b>           |  |                               |                          |
| Total comprehensive income         | -                                      | (4)                           | (4)                      |
| <b>Balance at 31 December 2019</b> | <u>50</u>                              | <u>2,954</u>                  | <u>3,004</u>             |
| <b>Changes in equity</b>           |  |                               |                          |
| Total comprehensive income         | -                                      | 553                           | 553                      |
| <b>Balance at 31 December 2020</b> | <u>50</u>                              | <u>3,507</u>                  | <u>3,557</u>             |

The notes form part of these financial statements

**Notes to the Financial Statements**  
**for the Year Ended 31 December 2020**

**1. STATUTORY INFORMATION**

Ascott Transport 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 Company Information page.

**2. ACCOUNTING POLICIES**

**Basis of preparing the financial statements**

These financial statements have been 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 financial statements have been prepared under the historical cost convention.

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

The company has taken advantage of the following disclosure exemption in preparing these 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.

**Related party exemption**

The company has taken advantage of exemption, under the terms of Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", not to disclose related party transactions with wholly owned subsidiaries within the group.

**Turnover**

Turnover generated from the sales of services is recognised when the company has transferred the significant risks and rewards of ownership to the buyer and it is probable that the company will receive the previously agreed upon payment. These criteria are considered to be met when the service has been completed by the company.

**Tangible fixed assets**

Tangible fixed assets are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and necessary condition for it to be capable of operating in the manner intended by management.

Depreciation is provided at the following annual rates in order to write off the cost less estimated residual value of each asset over its estimated useful life:

|                        |                              |
|------------------------|------------------------------|
| Trailers               | - 10% on reducing balance    |
| Equipment and fixtures | - 10% on cost                |
| Motor vehicles         | - 20% on cost                |
| Computer equipment     | - Straight line over 3 years |

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or if there is an indication of a significant change since the last reporting date.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in the profit and loss account.

**Grants**

Revenue grants are recognised in the profit and loss account so as to match them with the expenditure towards which they are intended to contribute.

**Notes to the Financial Statements - continued**  
**for the Year Ended 31 December 2020**

**2. ACCOUNTING POLICIES - continued**

**Stocks**

Stocks are valued at the lower of cost and net realisable value.

**Deferred tax**

Deferred tax arises from timing differences that are differences between taxable total 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 periods different from those in which they are recognised in the financial statements.

Provision is made at current rates for taxation deferred in respect of all material timing differences.

**Hire purchase and leasing commitments**

Assets obtained under hire purchase contracts or finance leases are capitalised in the balance sheet. Those held under hire purchase contracts are depreciated over their estimated useful lives. Those held under finance leases are depreciated over their estimated useful lives or the lease term, whichever is the shorter.

The interest element of these obligations is charged to the profit and loss account on an effective interest rate method. The capital element of the future payments is treated as a liability.

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

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

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 payments obligations. The contributions are recognised as an expense when they fall due. Amounts not paid are shown in accruals in the balance sheet. The assets of the plan are held separately from the company in independently administered funds.

**Debt factoring**

The gross equivalent of debts factored is included within trade debtors with the corresponding amount relating to proceeds received from the factor included within creditors. The interest element and other factors charges are recognised within the profit and loss account as they accrue.

**Fixed asset investments**

Fixed asset investments are valued at cost at the balance sheet date.

**Judgements in applying accounting policies and key sources of estimation uncertainty**

Tangible fixed assets are depreciated over their useful economic lives taking in to account their residual values where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors. In re-assessing the asset lives, factors such as technological innovation, product life cycles and maintenance programmes are taken in to account. Residual values consider such things as future market conditions, the remaining life of the asset and projected disposal values.

**Notes to the Financial Statements - continued**  
**for the Year Ended 31 December 2020**

**3. TURNOVER**

The turnover and profit before taxation are attributable to the one principal activity of the company.

An analysis of turnover by geographical market is given below:

|                | Year Ended<br>31.12.20<br>£'000 | Period<br>1.7.19<br>to<br>31.12.19<br>£'000 |
|----------------|---------------------------------|---|
| United Kingdom | 22,453                          | 12,021                                      |
| Europe         | <u>574</u>                      | <u>454</u>                                  |
|                | <u>23,027</u>                   | <u>12,475</u>                               |

**4. EMPLOYEES AND DIRECTORS**

|                       | Year Ended<br>31.12.20<br>£'000 | Period<br>1.7.19<br>to<br>31.12.19<br>£'000 |
|-----------------------|---------------------------------|---|
| Wages and salaries    | 7,912                           | 4,038                                       |
| Social security costs | 641                             | 300   |
| Other pension costs   | <u>200</u>                      | <u>97</u>                                   |
|                       | <u>8,753</u>                    | <u>4,435</u>                                |

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

|                      | Year Ended<br>31.12.20 | Period<br>1.7.19<br>to<br>31.12.19 |
|----------------------|------------------------|------------------------------------|
| Directors            | 3                      | 3                                  |
| Operative staff      | 198                    | 192                                |
| Administrative staff | <u>70</u>              | <u>65</u>                          |
|                      | <u>271</u>             | <u>260</u>                         |

|  | Year Ended<br>31.12.20<br>£ | Period<br>1.7.19<br>to<br>31.12.19<br>£ |
|--|-----------------------------|---|
| Directors' remuneration                                    | 280,777                     | 107,700                                 |
| Directors' pension contributions to money purchase schemes | <u>11,274</u>               | <u>8,451</u>                            |

The number of directors to whom retirement benefits were accruing was as follows:

|                        |          |          |
|------------------------|----------|----------|
| Money purchase schemes | <u>2</u> | <u>3</u> |
|------------------------|----------|----------|

**Notes to the Financial Statements - continued  
for the Year Ended 31 December 2020**

**4. EMPLOYEES AND DIRECTORS - continued**

Information regarding the highest paid director for the year ended 31 December 2020 is as follows:

|   | Year Ended<br>31.12.20<br>£ |
|---|-----------------------------|
| Emoluments etc                                  | 151,782                     |
| Pension contributions to money purchase schemes | <u>8,097</u>                |

**5. OPERATING PROFIT**

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

|  | Year Ended<br>31.12.20<br>£'000 | Period<br>1.7.19<br>to<br>31.12.19<br>£'000 |
|--|---------------------------------|---|
| Depreciation - owned assets                      | 436                             | 215   |
| Depreciation - assets on hire purchase contracts | 894                             | 514   |
| Profit on disposal of fixed assets               | (195)                           | (32)  |
| Auditors' remuneration                           | 13                              | 21  |
| Auditors' remuneration for non audit work        | 6                               | 6   |
| Foreign exchange differences                     | 3                               | -   |
| Operating leases paid                            | <u>2,564</u>                    | <u>713</u>                                  |

**6. EXCEPTIONAL ITEMS**

|                   | Year Ended<br>31.12.20<br>£'000 | Period<br>1.7.19<br>to<br>31.12.19<br>£'000 |
|-------------------|---------------------------------|---|
| Exceptional items | <u>(172)</u>                    | <u>-</u>                                    |

**7. INTEREST PAYABLE AND SIMILAR EXPENSES**

|                             | Year Ended<br>31.12.20<br>£'000 | Period<br>1.7.19<br>to<br>31.12.19<br>£'000 |
|-----------------------------|---------------------------------|---|
| Invoice discounting charges | 72                              | 45  |
| Hire purchase               | <u>116</u>                      | <u>66</u>                                   |
|                             | <u>188</u>                      | <u>111</u>                                  |

**Notes to the Financial Statements - continued  
for the Year Ended 31 December 2020**

**8. TAXATION**

**Analysis of the tax charge**

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

|  | Year Ended<br>31.12.20<br>£'000 | Period<br>1.7.19<br>to<br>31.12.19<br>£'000 |
|--|---------------------------------|---|
| Current tax:                                   |                                 |   |
| UK corporation tax                             | 4                               | -   |
| Deferred tax:                                  |                                 |   |
| Origination and reversal of timing differences | <u>136</u>                      | <u>19</u>                                   |
| Tax on profit                                  | <u>140</u>                      | <u>19</u>                                   |

**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:

|   | Year Ended<br>31.12.20<br>£'000 | Period<br>1.7.19<br>to<br>31.12.19<br>£'000 |
|---|---------------------------------|---|
| Profit before tax   | <u>692</u>                      | <u>15</u>                                   |
| Profit multiplied by the standard rate of corporation tax in the UK of 19% (2019 - 19%) | 132                             | 3   |
| Effects of:   |                                 |   |
| Expenses not deductible for tax purposes  | 9                               | 5   |
| Other timing differences  | (1)                             | 7   |
| Group loss relief   | <u>-</u>                        | <u>4</u>                                    |
| Total tax charge  | <u>140</u>                      | <u>19</u>                                   |

**Notes to the Financial Statements - continued  
for the Year Ended 31 December 2020**

**9. TANGIBLE FIXED ASSETS**

|                        | Leasehold<br>property<br>£'000 | Trailers<br>£'000              | Equipment<br>and<br>fixtures<br>£'000 |
|------------------------|--------------------------------|--------------------------------|---------------------------------------|
| <b>COST</b>            |                                |                                |                                       |
| At 1 January 2020      | 23                             | 3,133                          | 2,161                                 |
| Additions              | -                              | -                              | 26                                    |
| Disposals              | <u>-</u>                       | <u>-</u>                       | <u>(133)</u>                          |
| At 31 December 2020    | <u>23</u>                      | <u>3,133</u>                   | <u>2,054</u>                          |
| <b>DEPRECIATION</b>    |                                |                                |                                       |
| At 1 January 2020      | 23                             | 1,336                          | 808                                   |
| Charge for year        | -                              | 180                            | 206                                   |
| Eliminated on disposal | <u>-</u>                       | <u>-</u>                       | <u>(102)</u>                          |
| At 31 December 2020    | <u>23</u>                      | <u>1,516</u>                   | <u>912</u>                            |
| <b>NET BOOK VALUE</b>  |                                |                                |                                       |
| At 31 December 2020    | <u>-</u>                       | <u>1,617</u>                   | <u>1,142</u>                          |
| At 31 December 2019    | <u>-</u>                       | <u>1,797</u>                   | <u>1,353</u>                          |
| <br>                   |                                |                                |                                       |
|                        | Motor<br>vehicles<br>£'000     | Computer<br>equipment<br>£'000 | Totals<br>£'000                       |
| <b>COST</b>            |                                |                                |                                       |
| At 1 January 2020      | 5,767                          | 758                            | 11,842                                |
| Additions              | 1,165                          | 88                             | 1,279                                 |
| Disposals              | <u>(1,614)</u>                 | <u>-</u>                       | <u>(1,747)</u>                        |
| At 31 December 2020    | <u>5,318</u>                   | <u>846</u>                     | <u>11,374</u>                         |
| <b>DEPRECIATION</b>    |                                |                                |                                       |
| At 1 January 2020      | 3,371                          | 540                            | 6,078                                 |
| Charge for year        | 784                            | 160                            | 1,330                                 |
| Eliminated on disposal | <u>(1,451)</u>                 | <u>-</u>                       | <u>(1,553)</u>                        |
| At 31 December 2020    | <u>2,704</u>                   | <u>700</u>                     | <u>5,855</u>                          |
| <b>NET BOOK VALUE</b>  |                                |                                |                                       |
| At 31 December 2020    | <u>2,614</u>                   | <u>146</u>                     | <u>5,519</u>                          |
| At 31 December 2019    | <u>2,396</u>                   | <u>218</u>                     | <u>5,764</u>                          |

The net book value of tangible fixed assets includes £4,012,222 (2019 - £4,688,975) in respect of assets held under hire purchase contracts.

**Notes to the Financial Statements - continued  
for the Year Ended 31 December 2020**

**10. FIXED ASSET INVESTMENTS**

|   | Unlisted<br>investments<br>£'000 |
|---|----------------------------------|
| <b>COST</b>                               |                                  |
| At 1 January 2020<br>and 31 December 2020 | <u>31</u>                        |
| <b>NET BOOK VALUE</b>                     |                                  |
| At 31 December 2020                       | <u>31</u>                        |
| At 31 December 2019                       | <u>31</u>                        |

The directors consider the cost of the unlisted investments as stated in the accounts to be its fair value at the balance sheet date.

**11. STOCKS**

|      | 2020<br>£'000 | 2019<br>£'000 |
|------|---------------|---------------|
| Fuel | <u>47</u>     | <u>47</u>     |

**12. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

|                                      | 2020<br>£'000 | 2019<br>£'000 |
|--------------------------------------|---------------|---------------|
| Trade debtors                        | 4,270         | 4,449         |
| Amounts owed by related undertakings | 348           | 81            |
| Other debtors                        | 2,182         | 1,657         |
| Directors' current accounts          | -             | 5             |
| Prepayments and accrued income       | <u>1,300</u>  | <u>1,515</u>  |
|                                      | <u>8,100</u>  | <u>7,707</u>  |

**13. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

|                                       | 2020<br>£'000 | 2019<br>£'000 |
|---------------------------------------|---------------|---------------|
| Other loans (see note 15)             | 2,488         | 2,691         |
| Hire purchase contracts (see note 16) | 1,297         | 1,502         |
| Trade creditors                       | 1,862         | 2,644         |
| Pension fund loan account             | 20            | 20            |
| Taxation                              | 4             | -             |
| Social security and other taxes       | 1,409         | 748           |
| Other creditors                       | 540           | 458           |
| Accruals and deferred income          | 337           | 251           |
| Directors' current accounts           | <u>134</u>    | <u>147</u>    |
|                                       | <u>8,091</u>  | <u>8,461</u>  |

**14. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR**

|                                       | 2020<br>£'000 | 2019<br>£'000 |
|---------------------------------------|---------------|---------------|
| Hire purchase contracts (see note 16) | <u>2,038</u>  | <u>2,078</u>  |

**Notes to the Financial Statements - continued**  
**for the Year Ended 31 December 2020**

**15. LOANS**

An analysis of the maturity of loans is given below:

|  | 2020<br>£'000 | 2019<br>£'000 |
|--|---------------|---------------|
| Amounts falling due within one year or on demand:<br>Amounts advanced under invoice<br>discounting | <u>2,488</u>  | <u>2,691</u>  |

**16. LEASING AGREEMENTS**

Minimum lease payments fall due as follows:

|                            | Hire purchase contracts             |               |
|----------------------------|-------------------------------------|---------------|
|                            | 2020<br>£'000                       | 2019<br>£'000 |
| Net obligations repayable: |                                     |               |
| Within one year            | 1,297                               | 1,502         |
| Between one and five years | <u>2,038</u>                        | <u>2,078</u>  |
|                            | <u>3,335</u>                        | <u>3,580</u>  |
|                            |                                     |               |
|                            | Non-cancellable<br>operating leases |               |
|                            | 2020<br>£'000                       | 2019<br>£'000 |
| Within one year            | 2,791                               | 1,703         |
| Between one and five years | 7,438                               | 9,819         |
| In more than five years    | <u>11,753</u>                       | <u>14,178</u> |
|                            | <u>21,982</u>                       | <u>25,700</u> |

The following operating lease income is committed to be received:

|                            | Non-cancellable<br>operating leases |               |
|----------------------------|-------------------------------------|---------------|
|                            | 2020<br>£'000                       | 2019<br>£'000 |
| Within one year            | 847                                 | 1,918         |
| Between one and five years | <u>-</u>                            | <u>357</u>    |
|                            | <u>847</u>                          | <u>2,275</u>  |

**Notes to the Financial Statements - continued  
for the Year Ended 31 December 2020**

**17. SECURED DEBTS**

The following secured debts are included within creditors:

|  | 2020<br>£'000 | 2019<br>£'000 |
|--|---------------|---------------|
| Amounts advanced under invoice discounting | 2,488         | 2,691         |
| Hire purchase contracts                    | <u>3,335</u>  | <u>3,580</u>  |
|  | <u>5,823</u>  | <u>6,271</u>  |

The amounts advanced under invoice discounting are secured by over all assets owned by the company.

Hire purchase balances are secured against the assets to which the agreement relates.

**18. PROVISIONS FOR LIABILITIES**

|  | 2020<br>£'000 | 2019<br>£'000 |
|--|---------------|---------------|
| Deferred tax<br>Other timing differences | <u>410</u>    | <u>274</u>    |

|                             |                       |
|-----------------------------|-----------------------|
|                             | Deferred tax<br>£'000 |
| Balance at 1 January 2020   | 274                   |
| Provided during year        | <u>136</u>            |
| Balance at 31 December 2020 | <u>410</u>            |

**19. CALLED UP SHARE CAPITAL**

| Allotted, issued and fully paid: |          |                | 2020<br>£'000 | 2019<br>£'000 |
|----------------------------------|----------|----------------|---------------|---------------|
| Number:                          | Class:   | Nominal value: |               |               |
| 50,100                           | Ordinary | £1             | <u>50</u>     | <u>50</u>     |

**20. RESERVES**

|                     |                            |
|---------------------|----------------------------|
|                     | Retained earnings<br>£'000 |
| At 1 January 2020   | 2,954                      |
| Profit for the year | <u>553</u>                 |
| At 31 December 2020 | <u>3,507</u>               |

**21. ULTIMATE PARENT COMPANY**

DNA (1959) Limited - registered in England & Wales is regarded by the directors as being the company's ultimate parent company. Copies of the consolidated financial statements may be obtained from Companies House.

**Notes to the Financial Statements - continued**  
**for the Year Ended 31 December 2020**

**22. OTHER FINANCIAL COMMITMENTS**

The company has a contingent liability in respect of a composite guarantee given to The Royal Bank of Scotland Plc to secure borrowings within the DNA (1959) Limited group of companies. At the balance sheet date, the net amount of the group liability was £Nil (2019 - £Nil).

**23. RELATED PARTY DISCLOSURES**

During the period, rent charged by the company's pension scheme and a related undertaking controlled by two of the directors totalled £1,053,496 (2019 - £768,388). At 31 December 2020, the company owed £20,000 to the pension scheme (2019 - £20,000) and was due £2,177,339 from the related undertaking (2019 - £1,656,602) whose intercompany account was shown as part of other debtors.

**24. EMPLOYEE BENEFITS**

Included in the notes to the financial statements are payments to a defined contribution pension scheme.