Registered number: 00553154

Associated Cold Stores & Transport Limited

Annual report and financial statements

for the period ended 28 December 2019

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Associated Cold Stores & Transport Limited

Report and financial statements 2019

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Associated Cold Stores & Transport Limited

Report and financial statements 2019

Officers and professional advisers

Directors

M Johnstone
T Franks
K Lea
A Wiltshire

Company secretary

A Takk

Bankers

HSBC Bank plc
1-3 Bishopgate
London
EC2N 3AQ

Principal Place of Business

Estate Road No. 2
South Humberside Industrial Estate
Grimsby
DN31 2TG

Registered Office

Linton Park
Linton
Maidstone
Kent ME17 4AB

Registered Number

00553154

Independent auditors

Deloitte LLP
Statutory Auditor
Hill House
1 Little New Street
London
EC4A 3TR
United Kingdom

Associated Cold Stores & Transport Limited

Strategic report

The directors present their strategic report on the company for the 52 week period ended 28 December 2019 (comparative 52 week period ended 29 December 2018).

Principal activities

The principal activities of the company are temperature controlled storage and distribution and dry goods warehousing. The company is a limited company, domiciled and incorporated in the United Kingdom. The principal place of business is situated in Grimsby, Lincolnshire, which is different to the registered office with the address as set out on page 1.

Review of business, future developments and principal risks and uncertainties

The total comprehensive income and expenditure for the period is set out on page 10.

The Directors report that the business achieved an operating profit of £1.8m (2018: £2.2m).

Turnover in 2019 decreased by 11% to £25.5m (2018: £28.6m).

In May 2019, a customer terminated their contract with the company. As a result, a settlement payment was made to Associated Cold Stores & Transport Limited of £1,025,915, and after cost recovery the balance was included within operating profit.

A change in the mix of business and the customer account loss mid-year, resulted in the decline of turnover and gross profit margin. Warehouse turnover decreased year on year compared to 2018. Warehouse utilisation decreased by 6% and average pallet throughput decreased by 14%. Distribution turnover also decreased year on year. Distributed loads decreased by 4% compared to 2018. Seasonal business and the introduction of a new strategic customer account during quarter 4 allowed the business to end the year on a strong positive note ready for a stable start to 2020. As ever, there was a focus within the management and business culture on cost control and better utilisation of assets. The production of daily operational and weekly financial KPI's ensure quick and meaningful actions are taken.

There has been considerable capital investment during 2019 amounting to £1.9m. A significant part of this investment related to the replacement of tractor fleet. In addition, there was further investment to enhance our IT systems. Electric vehicle charging points were installed in 2018 at all sites to reduce vehicle emissions for the company car fleet, to minimise our impact on the environment. As a result, in 2019 the number of plug-in hybrid electric vehicles has increased. Energy efficient lighting, has and continues to be rolled out into each of our warehouses, reducing our electricity usage and further improving our carbon footprint. This maintains our strategy of continued investment in the business to ensure long-term profitable growth. The investment was made using cash reserves rather than through debt and this is an indication of the financial strength of the company.

In 2019, the company continued with its key differentiator of quality staff, to invest in the training of those staff and to grow the skills and capabilities of the workforce. We continued to develop our apprentices and utilise the apprenticeship levy through our apprenticeship-training programs in Engineering, Customer Services, Finance and IT departments and our extensive Operations program.

At the end of 2019, the company was in a strong financial position with net assets increasing to £19.1m (2018: £18.6m).

Looking towards the future, in 2020 the company will benefit from the growth of new client strategic partnerships achieved towards the end of 2019 and early 2020. Market conditions remain challenging, even more so with the COVID-19 outbreak. The business continues to run as normal, as a government identified key business, with employees working from home where possible and social distancing procedures being adhered to within the warehouse and transport functions. Whilst we have seen a reduction in product throughput and subsequently revenue, warehouse utilisation remains very high. Various strategic scenarios have been investigated to visualise the effects of the pandemic and the change in revenue. The Directors are confident that the business is financially strong with a significant cash balance and as such can weather a period of significant disruption. The Directors have addressed the strategic direction of the business overall and are confident that turnover will start to recover as the country exits the lockdown phase of the pandemic. However, the disruption of COVID-19 will impact on profitability through a decline in activity throughout 2020. Utilising our strong management culture, steps have been taken to manage costs and maintain operating profit where possible.

The Directors do not envisage facing any adverse effects due to Brexit, as our customer base is focused on UK supply and our workforce contains minimal European labour. On the contrary we see demand being stronger for our services.

Strategic report (continued)

Key performance indicators (KPI's)

The company measured its performance for the period ended 28 December 2019 using a series of key performance indicators as follows:

Gross margin %:	21.5% (2018: 24.5%)
Average Debtor days:	44 days (2018: 48 days)

Management have undertaken qualitative assessment of these KPIs when appraising business performance, and remain confident in the strategic direction of the business.

This report was approved by the board and signed on its behalf.

M Johnstone
Director
12 June 2020

Directors' report

The directors present their report and the audited financial statements of the company for the period ended 28 December 2019.

Principal activities

Details on the principal activities of the company are detailed in the Strategic Report.

Future developments

Details on the future developments of the company are detailed in the Strategic Report.

Dividends

Dividends of £1,250,000 have been paid in the period ended 28 December 2019 (2018: £1,000,000). No further dividends are proposed (2018: £nil).

Going Concern

The business is operating at present under COVID-19 restrictions. The Directors, at the time of approving the financial statements and, after assessing the principle risks have considered the impact of a severe but plausible downside scenario for COVID-19. The major variables being the depth and duration of COVID-19 and the extent of action taken by customers and / or the government.

The Directors have considered the impact of COVID-19 on the business for the next 15 months, including profit & loss account, balance sheet and cashflow effects. The Directors believe that the company is well placed to manage its financing and other business risks satisfactorily and, have a reasonable expectation that the company will have adequate resources to continue in operational existence for the foreseeable future in this environment. The Directors therefore continue to adopt the going concern basis in preparing the financial statements.

Financial risk management

The company's operations expose it to a variety of financial risks that include credit risk and liquidity risk. The company has in place a risk management programme that seeks to limit adverse effects on the financial performance of the company.

Given the size of the company, the directors have not delegated the responsibility of monitoring financial risk management to a sub-committee of the board. The company's finance department implements the policies set by the board of directors and by Linton Park plc and Camellia plc, its parent companies.

Credit risk

The company has implemented policies that require appropriate credit checks on potential customers before sales are made. The amount of exposure to any individual warehouse customer is limited by the warehouse keeper's lien. The impact of COVID-19 has increased the potential of this risk, and as such increased emphasis and time has been placed on this area of work with greater customer contact to minimise the risk further.

Liquidity risk

The company generates available finance from continuing operations to provide it with sufficient available funds for operations and planned expansions. The company also has access to longer term funding from its ultimate parent undertaking, if required.

Directors' report (continued)

Directors

The directors who served during the year and up to the date of signing the financial statements are given below:

M Johnstone
S Tomlinson (resigned 17 December 2019)
T Franks
K Lea
A Wiltshire (appointed 17 December 2019)

Employees

The company's policy is to consult and discuss with employees on any matters likely to affect their interests.

The company's policy is to recruit disabled workers for those vacancies that they are able to fill and to give them such training as is appropriate. Should any employee become disabled, every practical effort is made to provide continuing employment.

Information on matters of concern to employees is given through regular bulletins, notices and briefings, in order to achieve a common awareness of the financial and economic factors affecting the performance of the company. Each site also has a Works Council in place where more in depth employee consultations are needed.

Provision of information to auditors

In the case of each director in office at the date the Directors' Report is approved:

- so far as the director is aware, there is no relevant audit information of which the company's auditors are unaware; and
- they 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 auditor's 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.

Auditor

Deloitte LLP have expressed their willingness to continue in office as auditor and a resolution to reappoint them will be proposed at the forthcoming Group Annual General Meeting of the ultimate parent company, Camellia Plc.

Approved by the Board of Directors
and signed on behalf of the Board

M Johnstone
Director
12 June 2020

Directors' responsibilities statement

Directors' responsibilities statement

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

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with International Financial Reporting Standards (IFRSs) as adopted by the European Union. 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;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; 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. 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.

Independent auditor's report to the members of Associated Cold Stores & Transport Limited

Report on the audit of the financial statements

Opinion

In our opinion the financial statements of Associated Cold Stores & Transport Limited (the 'company'):

- give a true and fair view of the state of the company's affairs as at 28 December 2019 and of its profit for the period then ended;
- have been properly prepared in accordance with International Financial Reporting Standards (IFRSs) as adopted by the European Union; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements which comprise:

- the statement of comprehensive income;
- the balance sheet;
- the statement of changes in equity;
- the cash flow statement; and
- the related notes 1 to 24.

The financial reporting framework that has been applied in their preparation is applicable law and IFRSs as adopted by the European Union.

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

We are required by ISAs (UK) to report in respect of the following matters where:

- the directors' use of the going concern basis of accounting in preparation of the financial statements is not appropriate; or
- the directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

We have nothing to report in respect of these matters.

Independent auditors report to the members of Associated Cold Stores & Transport Limited (continued)

Other information

The directors are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report 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 there is a material misstatement in the financial statements or a material misstatement of the other information. 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 respect of these matters.

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.

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 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.

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.

Independent auditors report to the members of Associated Cold Stores & Transport Limited (continued)

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.

Richard Howe (Senior Statutory Auditor)
For and on behalf of Deloitte LLP
Statutory Auditor
London, United Kingdom

12 June 2020

Associated Cold Stores & Transport Limited

Statement of comprehensive income
Period ended 28 December 2019

	Notes	Period ended 28 December 2019 £	Period ended 29 December 2018 £
Revenue	2	25,484,542	28,588,501
Cost of sales		(19,993,043)	(21,571;256)
Gross profit		5,491,499	7,017,245
Administrative expenses		(3,665,398)	(4,823,051)
Operating profit	3	1,826,101	2,194,194
Finance income	4	22,105	15,763
Finance costs	10	(58,598)	-
Profit before tax		1,789,608	2,209,957
Income tax	7	(805,257)	(230,872)
Profit for the year		984,351	1,979,085
Total comprehensive income for the year		984,351	1,979,085

All of the operations included in the statement of comprehensive income above relate to continuing operations.

There is no material difference between the profit before taxation and the profit for the year stated above, and their historical cost equivalents.

Associated Cold Stores & Transport Limited

Balance sheet
As at 28 December 2019

	Notes	28 December 2019 £	29 December 2018 £
Non-current assets			
Property, plant and equipment	8	10,693,391	11,075,918
Intangible assets	9	326,562	530,315
Right-of-use assets	10	1,194,775	-
Deferred tax assets	11	1,739,576	2,204,833
Total non-current assets		13,954,304	13,811,066
Current assets			
Inventories	12	103,499	99,070
Trade and other receivables	13	5,716,792	5,910,318
Cash and cash equivalents		4,294,651	4,044,570
Total current assets		10,114,942	10,053,958
Current liabilities			
Lease liabilities		(173,165)	-
Trade and other payables	14	(3,749,556)	(4,549,480)
Corporation tax payable	7	(340,000)	(420,000)
Provisions	15	(473,492)	(345,000)
Total current liabilities		(4,736,213)	(5,314,480)
Net current assets		5,378,729	4,739,478
Total assets less current liabilities		19,333,033	18,550,544
Non-current liabilities			
Lease liabilities	19	(1,048,138)	-
Total non-current liabilities		(1,048,138)	-
Net assets		18,284,895	18,550,544
Equity			
Share capital	16	9,000,000	9,000,000
Retained earnings		9,284,895	9,550,544
Total equity		18,284,895	18,550,544

The financial statements of Associated Cold Stores & Transport Limited registered number 00553154 were approved by the Board of Directors on 12 June 2020.

Signed on behalf of the Board of Directors

M Johnstone
Director

Statement of changes in equity
Period ended 28 December 2019

	Share capital £	Retained earnings £	Total equity £
At 1 January 2018	9,000,000	8,571,459	17,571,459
Profit for the year and total comprehensive income for the year	-	1,979,085	1,979,085
Dividends paid (Note 22)	-	(1,000,000)	(1,000,000)
At 29 December 2018	9,000,000	9,550,544	18,550,544
Profit for the year and total comprehensive income for the year	-	984,351	984,351
Dividends paid (Note 22)	-	(1,250,000)	(1,250,000)
At 28 December 2019	9,000,000	9,284,895	18,284,895

Cash flow statement
Period ended 28 December 2019

	Notes	Period ended 29 December 2019 £	Period ended 29 December 2018 £
Cash generated from operations			
Cash generated from operations	21	3,315,457	4,363,130
Interest received		22,105	15,763
Interest on lease liability		(58,597)	-
Income taxes paid		(420,000)	(580,000)
Net cash generated from operating activities		2,858,965	3,798,893
Cash flows from investing activities			
Purchase of property, plant and equipment		(1,942,623)	(3,045,858)
Purchase of intangible assets		(87,970)	(14,885)
Proceeds from sale of property, plant and equipment	21	850,121	100,843
Net cash used in investing activities		(1,180,472)	(2,959,900)
Cash flows from financing activities			
Dividends paid to group company	22	(1,250,000)	(1,000,000)
Payments of lease liabilities		(178,412)	-
Net cash used in financing activities		(1,428,412)	(1,000,000)
Net (decrease)/increase in cash and cash equivalents		250,081	(161,007)
Cash and cash equivalents at beginning of the year		4,044,570	4,205,577
Cash and cash equivalents at end of the year		4,294,651	4,044,570

For the purposes of the cash flow statement, cash and cash equivalents are included net of overdrafts repayable on demand. These overdrafts are excluded from the definition of cash and cash equivalents disclosed on the balance sheet. Cash and cash equivalents included in the cash flow statement comprise the following balance sheet amounts:

	Period ended 28 December 2019 £	Period ended 29 December 2018 £
Cash at bank and in hand	4,294,651	4,044,570
Bank overdrafts	-	-
	4,294,651	4,044,570

Notes to the financial statements
Period ended 28 December 2019

1. Accounting policies

General information

Associated Cold Stores & Transport Limited (the Company, 00553154) is a private Company limited by shares, incorporated in the United Kingdom under the Companies Act, and is registered in England. The address of the Company's registered office is shown on page 1.

The principal accounting policies in the presentation of these financial statements are set out below. These policies have been consistently applied to all periods, unless otherwise stated.

Going Concern

As discussed in the Strategic Report, the business is operating as usual. The Directors, at the time of approving the financial statements and, after assessing the principle risks have considered the impact of a severe but plausible downside scenario for COVID-19, with the major variables being the depth and duration of COVID-19 and the extent of action taken by the government. The Directors have considered the impact of COVID-19 on the business for the next 15 months, including profit & loss account, balance sheet and cashflow effects.

The Directors believe that the company is well placed to manage its financing and other business risks satisfactorily and, have a reasonable expectation that the company will have adequate resources to continue in operational existence for the foreseeable future. The Directors therefore continue to adopt the going concern basis in preparing the financial statements.

Basis of preparation

These financial statements have been prepared in accordance with International Financial Reporting Standards as adopted by the European Union (IFRSs as adopted by the EU), IFRIC Interpretations and the Companies Act 2006 applicable to companies reporting under IFRS.

The preparation of financial statements in conformity with IFRSs 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.

Critical accounting estimates and significant judgements

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.

(i) Significant judgements in applying the Company's accounting policies.

The directors do not consider there to be any critical accounting judgements that must be applied.

(ii) Key accounting estimates and assumptions.

The Company makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The directors do not consider there to be any estimates or assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

1. Accounting policies (continued)

New standards and interpretations

The following standards and amendments to existing standards have been published and adopted in the current financial year:

Standards effective for annual periods beginning on or after 29 December 2018

IFRS 16 — ***Leases – effective from 1 January 2019***

The Company has made the decision to adopt IFRS16 early, applying the cumulative catch-up approach and therefore comparative information has not been restated and is presented under IAS17.

On adoption of IFRS 16, the Company recognised lease liabilities in relation to leases which had previously been classified as operating leases under the principles of IAS 17 Leases. These right-of-use assets and lease liabilities were measured at the present value of the remaining lease payments, discounted using the lessee's incremental borrowing rate.

For leases previously classified as finance leases the entity recognised the carrying amount of the lease asset and lease liability immediately before transition as the carrying amount of the right-of-use asset and the lease liability at the date of initial application. The measurement principles of IFRS 16 are only applied after that date.

Practical expedients applied

In applying IFRS 16 for the first time, the Company has used the following practical expedients permitted by the standard:

-the use of a single discount rate to a portfolio of leases with reasonably similar characteristics

-reliance on previous assessments on whether leases are onerous

-the accounting for operating leases with a remaining lease term of less than 12 months as at 1 January 2019 as short-term leases

-the use of hindsight in determining the lease term where the contract contains options to extend or terminate the lease.

The Company has also elected not to reassess whether a contract is or contains a lease at the date of initial application. Instead, for contracts entered into before the transition date the Group relied on its assessment made applying IAS 17.

Adjustments recognised on adoption of IFRS 16

The effect of adopting IFRS 16 on 1 January 2019 was to recognise additional right-of-use assets and lease liabilities in the sum of £1.3 million.

In doing so, the Company used incremental borrowing rates of between 4.2% to 4.25% on lease terms ranging from 3 to 60 years.

Impact of IFRS 16

For the year ended 28 December 2019:

-Depreciation expense increased by £204,838 relating to the depreciation of additional right-of-use assets recognised

-Rent expense decreased by £236,909 relating to previous operating leases

- Finance costs increased by £58,598 relating to the interest expense on additional lease liabilities recognised

-Income tax expense decreased by £4,642 relating to the tax effect of those changes

-Retained profits decreased by £26,527 relating to the excess of interest and depreciation over rent expense and tax

-Expense incurred relating to short-term leases £16,498.

-Expense incurred relating to low-value leases £54.

Notes to the financial statements (continued)
Period ended 28 December 2019

1. Accounting policies (continued)

Annual Improvements to IFRS Standards 2015-2017 cycle

Amendments to IAS 12 Income Taxes and IAS 23 Borrowing Costs

The Annual Improvements includes amendments to:

(i) IAS 12 Income Taxes
The amendments clarify that an entity should recognise the income tax consequences of dividends in profit or loss, other comprehensive income or equity according to where the entity originally recognised the transactions that generated the distributable profits. This is the case irrespective of whether different tax rates apply to distributed profits.

(ii) IAS 23 Borrowing Costs

The amendments clarify that if any specific borrowing remains outstanding after the related asset is ready for its intended use or sale, that borrowing becomes part of the funds that an entity borrows generally when calculating the capitalisation rate on general borrowings.

New and Revised IFRS Standards in issue but not yet effective

A number of new standards and amendments to standards and interpretations are effective for annual periods beginning on or after 29 December 2019, and have not been applied in preparing these financial statements. None of these are expected to have a material effect on the financial statements of the company.

IFRS9 (amendments)	Prepayment features with negative compensation (effective 1 January 2019)
IAS 19 (amendments)	Plan amendment, curtailment or settlement (effective 1 January 2019)
IAS Conceptual Framework	Amendments to references to the conceptual framework in IFRS Standards (effective 1 January 2020)
IAS 1 and IAS 8 (amendments)	Definiton of material (effective 1 January 2020)
IFRS 9, IAS 39, IFRS 7	Interest rate benchmark reform (effective 1 January 2020)
IFRS 16 (amendment)	Covid-19-related rent concessions (effective TBC – per IASB 1 June 2020)
IAS 1 (amendments)	Classification of liabilities as current or non-current (effectove TBC-per IASB 1 January 2022)
IAS 16 (amendments)	Property, plant and equipment-proceeds before intended use (effective TBC-per IASB 1 January 2022)
Annual improvements to IFRS Standards 2018-2020	Annual improvements to IFRS Standards 2018-2020 (effective TBC-per IASB 1 January 2022)
IAS 37 (amendments)	Onerous contracts-cost of fulfilling a contract (effective 1 Januray 2022)

Notes to the financial statements (continued)
Period ended 28 December 2019

1. Accounting policies (continued)

Financial assets
All regular way purchases or sales of financial assets are recognised and derecognised on a trade date basis. Regular way purchases or sales of financial assets that require delivery of assets within the time frame established by regulation or convention in the marketplace.

All recognised financial assets are measured subsequently in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

Impairment of financial assets
The Group always recognises lifetime ECL for trade receivables and intercompany receivables. The expected credit losses on these financial assets are estimated using a provision matrix based on the Group's historical credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current as well as the forecast direction of conditions at the reporting date, including time value of money where appropriate.

Write off policy

The Group writes off a financial asset when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings, or in the case of trade receivables, when the amounts are over two years past

due, whichever occurs sooner. Financial assets written off may still be subject to enforcement activities under the Group's recovery procedures, taking into account legal advice where appropriate. Any recoveries made are recognised in profit or loss.

De-recognition of financial assets

The Group derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity. If the Group neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Group recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Group retains substantially all the risks and rewards of ownership of a transferred financial asset, the Group continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

Financial liabilities and equity

Debt and equity instruments are classified as either financial liabilities or as equity in accordance with the substance of the contractual arrangements and the definitions of a financial liability and an equity instrument.

Revenue recognition

Revenue is measured at the fair value of the consideration received or receivable and represents amounts receivable for goods and services provided in the normal course of business, net of discounts, value added tax and other sales related taxes.

Revenue from the handling of goods is recognised when all the following conditions are satisfied:

- identify contracts with customers

- identify the separate performance obligation

- determine the transaction price of the contract, and

- allocate the transaction price of each of the separate performance obligations.

Revenue, other than for handling goods, is recognised in the period that the services were performed. Revenue for handling is recognised at the point that the goods are actually handled.

1. Accounting policies (continued)

The transaction price is determined with consideration to the variable costs of the transaction and fixed costs of the company.

Foreign currency translation

The financial statements are presented in sterling which is the company's functional and presentational currency. Transactions in currencies other than sterling are recorded at the rates of exchange prevailing on the dates of the transactions. At each balance sheet date, monetary assets and liabilities that are denominated in foreign currencies are retranslated at the rates prevailing on the balance sheet date and the differences recognised in the statement of comprehensive income.

Inventories

Inventories are stated at the lower of cost and net realisable value. Cost is determined using the first in, first out (FIFO) method. Provision has been made for obsolete and slow-moving items where necessary.

Property, plant and equipment

All property, plant and equipment is shown at cost less subsequent depreciation and impairment. Cost includes expenditure that is directly attributable to the acquisition of these assets. Subsequent costs are included in the asset's carrying amount, only when it is probable that future economic benefits associated with the item will flow to the company and the cost of the item can be measured reliably. Repairs and maintenance are charged to the statement of comprehensive income during the financial period in which they are incurred.

No depreciation is provided on freehold land. Depreciation of HGV motor vehicles is calculated to write off their cost less residual value on a diminishing balance basis over their expected useful lives. Depreciation of other fixed assets is calculated to write off their cost less residual value on a straight-line basis over their expected useful lives, which are as follows:

Land & Buildings: -	
Freehold buildings	10 - 40 years
Long leasehold buildings	period of lease
Short leasehold buildings	period of lease
Plant & Machinery: -	
General Plant and machinery	3 - 24 years
Motor vehicles	4 - 10 years
Fixtures & Fittings	3 - 24 years

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each balance sheet date. The gain or loss arising on the disposal or retirement of an asset is determined as the difference between the sales proceeds and the carrying amount of the asset and is included in the statement of comprehensive income.

Intangible assets

Costs associated with maintaining computer software programmes are recognised as an expense as incurred. Development costs that are directly attributable to the design and testing of identifiable and unique software products controlled by the company are recognised as intangible assets when the following criteria are met:

- it is technically feasible to complete the software product so that it will be available for use;
- management intends to complete the software product and use or sell it;
- there is an ability to use or sell the software product;
- it can be demonstrated how the software product will generate probable future economic benefits;
- adequate technical, financial and other resources to complete the development and to use or sell the software product are available; and
- the expenditure attributable to the software product during its development can be reliably measured.

Notes to the financial statements (continued)
Period ended 28 December 2019

1. Accounting policies (continued)

Directly attributable costs that are capitalised as part of the software product include the software development employee costs and an appropriate portion of relevant overheads.

Other development expenditures that do not meet these criteria are recognised as an expense as incurred. Development costs previously recognised as an expense are not recognised as an asset in a subsequent period.

Computer software development costs recognised as assets are amortised over their estimated useful lives (i.e. on a straight-line basis), which does not exceed five years, and are recognised in cost of sales.

Trade receivables

Trade receivables are carried at original invoice amount less provision made for expected credit losses. Expected credit losses of trade receivables are established when there is objective evidence that the company will not be able to collect all amounts due according to the original terms. The amount of the provision is recognised in the statement of comprehensive income.

Cash and cash equivalents

Cash and cash equivalents comprise deposits with banks and other bank and cash balances. For the purposes of the cash flow statement, cash equivalents include bank overdrafts. In the balance sheet, bank overdrafts are included in borrowings in current liabilities.

Borrowings

Interest-bearing bank loans and overdrafts are initially recorded at the proceeds received, net of direct issue costs. Finance charges, including premiums payable on settlement or redemption and direct issue costs, are accounted for on an accruals basis in the statement of comprehensive income using the effective interest method and are added to the carrying amount of the instrument to the extent that they are not settled in the period in which they arise.

Financial Instruments

The main risks arising from the company's financial instruments are cash flow, interest rate risk, liquidity risk and credit risk. The Board of Directors reviews and agrees policies for managing each of these risks, which is summarised in note 19.

Taxation

The tax expense represents the sum of the tax currently payable and deferred tax. The tax currently payable is based on taxable profit for the year adjusted to take account of losses surrendered by / to group companies. Taxable profit differs from net profit as reported in the statement of comprehensive income because it excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are never taxable or deductible.

Deferred tax is the tax expected to be payable or recoverable on differences between the carrying amount of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profit, and is accounted for using the liability method. Deferred tax is not accounted for if it arises from initial recognition of an asset or liability in a transaction, other than in a business combination, that at the time of the transaction affects neither accounting nor taxable profit or loss. Deferred tax is determined using tax rates and laws that have been enacted or substantively enacted by the balance sheet date and are expected to apply when the related tax asset is realised or the tax liability is settled. Deferred tax assets are recognised to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised.

Pension costs

The company contributions to the Linton Park Group Personal Pension Plan are recognised as an expense in the statement of comprehensive income as incurred.

Notes to the financial statements (continued)
Period ended 28 December 2019

1. Accounting policies (continued)

Provisions

Provisions are recognised when the company has a present legal or constructive obligation as a result of past events; it is probable that an outflow of resources will be required to settle the obligation; and the amount has been reliably established. Provisions are not recognised for future operating losses.

Provisions are measured at the present value of the expenditure expected to be required to settle the obligation using a pre-tax discount rate that reflects the current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to the passage of time is recognised as an interest expense.

Exceptional items

Exceptional items are disclosed separately in the financial statements where it is necessary to do so to provide further understanding of the financial performance of the company. They are material items of income or expense that have been shown separately due to the significance of their nature or amount.

2. Revenue

The directors consider that the operations of the company fall into one operating segment, being temperature controlled storage and distribution and dry goods warehousing. All revenue, arising from the one operating segment, has been generated in the United Kingdom, and in respect of IFRS 15 is at a point in time.

3. Operating profit

Operating profit is stated after charging/(crediting):

	Period ended 28 December 2019 £	Period ended 29 December 2018 £
Staff costs (note 5)	7,137,714	7,153,892
Depreciation of property, plant and equipment:		
Owned	1,547,113	1,818,715
Right-of-use assets	204,838	-
Amortisation	291,722	288,074
Operating lease charges for the hire of plant and other assets	-	258,793
Auditor's remuneration - Fees payable for the auditing of these financial statements	38,168	34,802
Profit on disposal of tangible fixed assets	72,085	36,434
Loss on disposal of intangible fixed assets	-	(97)

4. Finance income

	Period ended 28 December 2019 £	Period ended 29 December 2018 £
Interest income on cash deposits	22,105	15,763

Notes to the financial statements (continued)
Period ended 28 December 2019

5. Employees

The average monthly number of persons (including executive directors) employed by the company during the period was:	Period ended 28 December 2019 £	Period ended 29 December 2018 £
By activity		
Production	164	178
Management and administration	50	50
Sales and distribution	2	2
	216	230

Employment costs (including directors' emoluments)		
Wages and salaries	6,095,147	6,238,817
Social security costs	572,649	582,189
Other pension costs	469,918	332,886
	7,137,714	7,153,892

6. Directors emoluments

	Period ended 28 December 2019 £	Period ended 29 December 2018 £
Aggregate emoluments including benefits	578,313	514,592
Defined contribution scheme pension contributions	17,756	14,264

No retirement benefits are accruing to the directors under the defined contribution scheme (29 December 2018: Nil).

The key management of the company is deemed to be the Board of Directors.

The above emoluments include amounts paid to the highest paid director as follows:

	Period ended 28 December 2019 £	Period ended 29 December 2018 £
Aggregate emoluments including benefits	238,072	230,897
Defined contribution scheme pension contributions	-	-

Notes to the financial statements (continued)
Period ended 28 December 2019

7. Income tax

a) Analysis of tax charge for the year

	Period ended 28 December 2019 £	Period ended 29 December 2018 £
Current tax:		
UK Corporation tax for the year	340,000	420,000
Total current tax	340,000	420,000
Deferred tax (note 11):		
Reversal of timing differences	443,781	(187,241)
Impact of change in tax rate	21,476	(1,887)
Total deferred tax	465,257	(189,128)
Income tax charge for the year	805,257	230,872

b) Factors affecting the tax charge for the year

	Period ended 28 December 2019 £	Period ended 29 December 2018 £
Profit before tax	1,789,608	2,209,957
Expected tax at the standard rate of UK corporation tax of 19.0% (29 December 2018: 19.0%)	340,026	419,892
Effects of:		
Expenses not deductible for tax purposes	138,332	207,259
Group relief claimed	(324,453)	(418,529)
Re-measurement of deferred tax - change in UK tax rate	21,476	-
Adjustment in respect of prior year	629,876	22,250
Total tax charge for the year	805,257	230,872

c) Factors that may affect future tax charges

The Finance Bill 2016 included provisions to reduce the main rate of corporation tax to 17% from 1 April 2020. However, in the March 2020 Budget it was announced that the cut in the rate to 17% will now not occur and the Corporation Tax Rate will be held at 19%. As this has not been enacted by the balance sheet date, balances as at 28 December 2019 continue to be measured at 17%, the amended tax rate would cause a £259,170 decrease in the deferred tax asset. Deferred tax has been calculated at the rate at which temporary differences are expected to reverse.

Notes to the financial statements (continued)
Period ended 28 December 2019

8. Property, plant and equipment

	Land and buildings £	Plant and machinery £	Motor vehicles £	Fixtures and fittings £	Total £
Cost					
At 31 December 2017	30,565,758	10,993,440	6,797,624	1,335,846	49,692,668
Additions	916,761	608,651	1,174,758	345,688	3,045,858
Disposals	(2,961)	(4,378)	(849,412)	(297,932)	(1,154,683)
At 29 December 2018	31,479,558	11,597,713	7,122,970	1,383,602	51,583,843
Additions	456,991	145,282	1,003,632	336,717	1,942,622
Disposals	(1,021,477)	(559,833)	(1,020,757)	(23,960)	(2,626,027)
At 28 December 2019	30,915,072	11,183,162	7,105,845	1,696,359	50,900,438
Accumulated depreciation					
At 31 December 2017	24,746,853	10,022,684	4,027,763	982,184	39,779,484
Charge for the year	680,861	309,165	668,735	159,954	1,818,715
Disposals	(251)	(4,378)	(794,415)	(291,230)	(1,090,274)
At 29 December 2018	25,427,463	10,327,471	3,902,083	850,908	40,507,925
Charge for the year	495,564	263,279	609,103	179,167	1,547,113
Disposals	(668,145)	(441,971)	(725,100)	(12,775)	(1,847,991)
At 28 December 2019	25,254,882	10,148,779	3,786,086	1,017,300	40,207,047
Net book amount					
At 28 December 2019	5,660,190	1,034,383	3,319,759	679,059	10,693,391
At 29 December 2018	6,052,095	1,270,242	3,220,887	532,694	11,075,918

Notes to the financial statements (continued)
Period ended 28 December 2019

9. Intangible assets

	Computer software £
Cost or deemed cost	
At 31 December 2017	1,949,245
Additions	14,885
Disposals	(250,121)
At 29 December 2018	1,714,009
Additions	87,969
Disposals	-
At 28 December 2019	1,801,978
Accumulated Amortisation	
At 31 December 2017	1,145,644
Charge for the period	288,074
Disposals	(250,024)
At 29 December 2018	1,183,694
Charge for the period	291,722
Disposals	-
At 28 December 2019	1,475,416
Net book amount	
At 28 December 2019	326,562
At 29 December 2018	530,315

10. Right-of-use assets

	Land and buildings £	Motor vehicles £	Total £
Cost or deemed cost			
At 29 December 2018	-	-	-
Adoption of IFRS 16 on 30 December 2018	1,246,597	89,599	1,336,196
Additions	-	63,417	63,417
At 28 December 2019	1,246,597	153,016	1,399,613
Depreciation			
At 29 December 2018	-	-	-
Adoption of IFRS 16 on 30 December 2018	-	-	-
Charge for the period	138,079	66,759	204,838
At 28 December 2019	138,079	66,759	204,838
Net book amount			
At 28 December 2019	1,108,518	86,257	1,194,775

The company leases land and buildings at the site in Grimsby over a 60 year term, and company cars over 3 years. Leases that expired during the year and were replaced by new leases for identical or the same underlying assets resulted in additions to right-of-use assets of £63,417.

The maturity analysis of lease liabilities is presented in note 19.

	28 December 2019 £	29 December 2018 £
Amounts recognised in the income statement:		
Interest expenses on lease liabilities	58,598	-
Depreciation relating to leases	204,838	-
Expenses relating to short-term leases	16,498	-
Expenses relating to low-value lease	54	-

Notes to the financial statements (continued)
Period ended 28 December 2019

11. Deferred tax asset

	28 December 2019 £	29 December 2018 £
Opening balance	2,204,833	2,015,705
Credit to the statement of comprehensive income	(465,257)	189,128
Closing balance	1,739,576	2,204,833

The movement in deferred tax assets and liabilities during the year is set out below:

	Temporary differences on capital allowances £	Short term temporary differences £	Total £
Deferred tax asset			
At 31 December 2017	2,011,696	4,009	2,015,705
Credited to the statement of comprehensive income	187,241	1,887	189,128
At 29 December 2018	2,198,937	5,896	2,204,833
Charged to the statement of comprehensive income	(463,841)	(1,416)	(465,257)
At 28 December 2019	1,735,096	4,480	1,739,576

There are no amounts of unrecognised deferred tax. The deferred tax asset is deemed to be recoverable against the continued profitability of the company.

12. Inventories

	28 December 2019 £	29 December 2018 £
Raw materials and consumables	103,499	99,070

The cost of inventories recognised as expense and included in 'cost of sales' amounted to £1,957,248 (29 December 2018: £1,988,496).

Notes to the financial statements (continued)
Period ended 28 December 2019

13. Trade and other receivables

	28 December 2019 £	29 December 2018 £
Amounts falling due within one year		
Trade receivables	4,932,584	5,183,801
Amounts owed by group undertakings	9,155	1,348
Prepayments and accrued income	775,053	725,169
	5,716,792	5,910,318

Amounts owed by group undertakings are unsecured, interest free and repayable on demand (29 December 2018: unsecured, interest free and repayable on demand).

The company retains the benefit of a general lien over most of the stock of its customers in its possession, which serves to limit its credit risk. Credit checks on potential customers are also made, if considered appropriate, before sales are made.

As of 29 December 2018, trade receivables of £992,764 (29 December 2018: £686,312) were past due, but impairment was not considered necessary due to the lien over stock mentioned above. These relate to a number of independent customers for whom there is no recent history of default. The ageing analysis of these trade receivables is as follows:

	28 December 2019 £	29 December 2018 £
Up to 3 months	900,865	632,596
Over 3 months	91,899	53,716
	992,764	686,312

During 2019, £0 of customer debt was written off (2018: £255). The balance of the bad debt provision as at 28 December 2019 was £28,652 (29 December 2018: £28,652).

14. Trade and other payables – current

	28 December 2019 £	29 December 2018 £
Trade payables	2,751,883	3,306,053
Accruals and deferred income	143,838	177,601
Amounts owed to group undertakings	127,000	175,695
Other taxation and social security payable	726,835	890,131
	3,749,556	4,549,480

Amounts owed to group undertakings are unsecured, interest free and repayable on demand.

Notes to the financial statements (continued)
Period ended 28 December 2019

15. Provisions

	Other £
At 31 December 2017	-
Provided in the period	345,000
At 29 December 2018	345,000
Utilised in the period	(26,508)
Provided in the period	250,000
Unused amounts reversed in the period	(95,000)
As at 28 December 2019	473,492

The provision relates to the demolition of a cold store and a customer claim under negotiation in the prior year, reversed out in the current year.

16. Share capital

	28 December 2019 £	29 December 2018 £
Allotted, called up and fully paid		
9,000,000 (29 December 2018: 9,000,000) ordinary shares of £1 each	9,000,000	9,000,000

17. Pensions

The pension cost charge for the year is disclosed as 'other pension costs' in note 5.

The company operates a defined contribution scheme. The charge to the statement of comprehensive income for the period ended 28 December 2019 was £469,918 (29 December 2018: £332,886).

At 28 December 2019 the company had accrued unpaid contributions of £34,548 (29 December 2018: £34,688).

Notes to the financial statements (continued)
Period ended 28 December 2019

18. Commitments

	28 December 2019 £	29 December 2018 £
Future capital expenditure		
Contracted but not provided for	614,790	950,427

The future aggregate minimum lease payments under non-cancellable operating leases are as follows:

	28 December 2019 £	29 December 2018 £
Not later than 1 year	-	233,545
Later than 1 year and not later than 5 years	-	728,330
Later than 5 years	-	845,888
	-	1,807,763

The lease arrangements for plant and machinery have various terms, escalation clauses and renewal rights.

19. Financial Instruments

Capital risk management

The company manages its capital to ensure that the company will be able to continue as a going concern, while maximising the return to stakeholders through the optimisation of its debt and equity balance. The capital structure of the company consists of cash and cash equivalents and equity comprising issued share capital and retained earnings.

Categories of financial instruments

The company's principal financial liabilities comprise amounts owed to group companies and trade payables. The main purpose of these financial liabilities is to provide working capital for the company. The company's financial assets consist of trade and other receivables, amounts owed by group companies and cash and cash equivalents.

	28 December 2019 £	29 December 2018 £
Financial assets		
Cash and cash equivalents	4,294,651	4,044,570
Trade and other receivables	4,932,693	5,183,801
Amounts owed by group undertakings	218	1,348
	9,227,562	9,229,719
Financial liabilities		
Trade and other payables	3,622,665	4,373,785
Amounts owed to group undertakings – under one year	118,063	175,695
	3,740,728	4,549,480

Notes to the financial statements (continued)
Period ended 28 December 2019

19. Financial Instruments (continued)

Financial risk management objectives

The main risks arising from the company's financial instruments are cash flow interest rate risk, liquidity risk and credit risk. The Board of Directors reviews and agrees policies for managing each of these risks, which is summarised below:

Interest rate risk

The company's exposure to the risk of changes in market interest rates relates to the company's overdrafts at floating interest rates.

A 0.1% change in interest rates, using the company's average overdraft balance during the year would increase/reduce the company's profit before tax by £nil (29 December 2018: £nil). The sensitivity analysis is based upon a reasonable approximation of the potential changes to interest rates.

Credit risk

The company has implemented policies that require appropriate credit checks on potential customers before sales are made. The amount of exposure to any individual warehouse customer is limited by the warehouse keeper's lien. At the period end, six customers accounted for 74% (29 December 2018: six customers accounted for 84%) of the total trade receivable balance and £646,694 (29 December 2018: £386,387) was past due, but there were no expected credit losses and no credit issues have been noted in relation to these amounts post year end.

Liquidity risk

The company manages its liquidity risk through the preparation of cash flow projections and the monitoring of accounts receivable and payable. It has access to banking facilities and inter-company funding so as to ensure that it has sufficient funds available to operate.

The table below summarises the maturity profile of the Company's financial liabilities at the period end based upon contractual undiscounted payments.

	On demand £	Less than 1 year £	Between 1-2 years £	Between 2-5 years £	After 5 years	Total £
28 December 2019						
Interest bearing borrowings	-	-	-	-		-
Amounts owed to group undertakings	-	118,063	-	-		118,063
Trade and other payables	-	3,622,665	-	-		3,622,665
Lease liabilities		173,165	142,646	429,526	475,964	1,221,301
	-	3,740,728	142,646	429,526	475,964	4,962,029
29 December 2018						
Interest bearing borrowings	-	-	-	-	-	-
Amounts owed to group undertakings	-	175,695	-	-	-	175,695
Trade and other payables	-	4,373,785	-	-	-	4,373,785
Lease liabilities	-	-	-	-	-	-
	-	4,549,480	-	-	-	4,549,480

At 28 December 2019, the company had undrawn agreed overdraft facilities of £500,000 (29 December 2018: £500,000), which are due for renewal in less than one year from the period end date.

Notes to the financial statements (continued)
Period ended 28 December 2019

20. Ultimate and immediate parent companies

The parent company is Linton Park Plc which is registered in England and Wales and the ultimate parent company is Camellia Plc which is also registered in England and Wales.

Copies of the Camellia Plc report and financial statements prepared in accordance with International Financial Reporting Standards can be obtained from Linton Park, Linton, Maidstone, Kent ME17 4AB. Camellia Plc is the only company to consolidate the company's financial statements. This is the both the smallest and largest registered office of the company.

21. Cash generated from operations

	28 December 2019 £	29 December 2018 £
Profit before taxation	1,826,101	2,194,194
Adjustments for:		
Depreciation and amortisation	1,838,836	2,106,789
Depreciation of right-of-use assets	204,838	
(Profit) on the sale of property, plant and equipment	(72,085)	(36,434)
Loss on the sale of intangible fixed assets	-	97
Changes in working capital:		
Inventories	(4,428)	1,842
Trade and other receivables	201,224	541,691
Trade and other payables	(622,528)	(577,045)
Intra group balances	(56,501)	131,996
	3,315,457	4,363,130

In the cash flow statement, proceeds from the sale of property, plant and equipment comprise:

	28 December 2019 £	29 December 2018 £
Cost value of disposals of property, plant and equipment	2,626,028	1,154,683
Accumulated depreciation of disposals of property, plant and equipment	(1,847,992)	(1,090,274)
Net book amount	778,036	64,409
Proceeds on the sale of property, plant and equipment	850,121	36,434
Profit from the sale of property, plant and equipment	72,085	100,843

Notes to the financial statements (continued)
Period ended 28 December 2019

22 Dividends

	28 December 2019 £	29 December 2018 £
Equity - ordinary		
Final paid: 13.9p (2018: 11.1p) per £1 ordinary share	1,250,000	1,000,000

23. Related party transactions

£340,000 (29 December 2018: £420,000) is owed to Linton Park Plc. for group relief received.

	28 December 2019 £	29 December 2018 £
Purchase of Services		
Linton Park Plc (parent company)	747,981	668,461
Linton Park Services Limited (fellow group company)	1,560,623	1,707,939
Total	2,308,604	2,376,400
Outstanding at balance sheet date (Note 14)	127,000	175,695
Sale of Services		
Abbey Metal Finishing Co Ltd	1,089	1,089
Affish B.V.	-	45,649
AJT Engineering Ltd	1,089	1,089
GU Cutting and Grinding Services Ltd	-	597
Wylax B.V.	-	635
Linton Park Plc (parent company)	4,920	36,169
Atfin	1,089	1,089
BMT	-	612
Total	8,187	86,929
Outstanding at balance sheet date (Note 13)	9,155	1,348

24. Post balance sheet events

Subsequent to the balance sheet date, the World Health Organisation declared a pandemic on 11 March, the UK government moved to a 'delay' phase on 12 March, announced social distancing measures on 16 March, and unprecedented 'stay at home' restrictions on 23 March. The company has therefore concluded that the impact of the virus and the necessity for large scale government interventions in response to COVID-19 only became apparent after the balance sheet date and therefore the consequences of such interventions represent non-adjusting post balance sheet events: The full financial impact of the crisis for 2020 is impossible to predict with any degree of certainty.