

English Braids Limited

**Annual report and consolidated
financial statements**

Registered number 00932500

For the year ended 31 December 2020

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Company information

Directors

P Earp
HR Earp

Secretary

M Earp

Registered office

Spring Lane
Malvern Link
Malvern
Worcestershire
WR14 1AL

Registered number

00932500 (England and Wales)

Auditor

KPMG LLP
One Snowhill
Snow Hill Queensway
Birmingham
B4 6GH

Strategic report

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

Principal activities and review of business

The principal activities of the group and company during the year continued to be the manufacture of ropes, cords and braids in a variety of sizes and constructions sold into UK and export markets.

The directors are pleased with the profit achieved on ordinary activities for the year and the state of affairs at the balance sheet date.

In order to monitor the Group's performance, management uses the following key performance Indicators to ensure targets are achieved:

	2020	2019
1. Group turnover growth year on year	-11.6%	2.7%
2. Return on capital employed ("ROCE") – Note 1	6.55%	9.7%
3. EBITDA – Note 2	£2.6m	£3.3m

Note 1 - Return on capital employed ("ROCE") = Profit before tax / total assets less current liabilities

Note 2 - EBITDA = Profit before tax + depreciation – interest received

By closely monitoring these indicators, management is able to react to any adverse conditions which may occur and take corrective action.

The directors recognise that 2021 and 2022 could be challenging years, given the competitive nature of the markets in which the group operates and the effects of the Covid pandemic. The group, however, with a strong asset base, continues to be well placed for the future whilst at the same time seeking investment vehicles to further grow the group profitability and cash reserves in the future.

Principal risks and uncertainties

The group's global presence in a number of competitive market segments has enabled it to perform strongly during and post the recession. Whilst any global downturn might provide significant challenges to the group the directors consider the group well placed, with its significant cash reserves, to continue to prosper and continue its growth strategy.

Existing customers relationships have been maintained and new customers won. The risk from exchange fluctuation is not considered material as the business' cost base is being carefully controlled to maintain profitability.

There are no other material exposures of the group relating to price risk, credit risk, liquidity risk and cash flow risk which are material for the assessment of the assets, liabilities, financial position and profit of the group.

As a result of the Covid-19 pandemic the Company furloughed some staff in its manufacturing plants in late March 2020 to help protect the safety and wellbeing of employees. Trading was understandably down in 2020, however the Company is now operating close to pre-pandemic levels and is performing well. In achieving this level of financial performance for the current environment and to ensure longevity, the Group and Company have made use of the government's Coronavirus Job Retention Scheme, reduced headcount, curtailed discretionary expenditure and is tightly controlling working capital.

The Company and Group is funded by working capital and a strong cash reserve of £22m, with no external debt. The Company is a guarantor to the working capital facilities of its subsidiary group undertakings Marlow Ropes Limited, Ibex Marine Ropes Limited and Ace Supplies Limited.

In light of the outbreak of the pandemic the Directors have prepared more detailed profit and cash forecasts for the period to 31 December 2022 and have considered the potential effects of the pandemic on the company's performance, liquidity and therefore ability to meet its financial obligations. The Directors have considered a severe but plausible downside scenario. Based on this assessment the company retained significant positive cash balances at all times and

the Directors considered that it was appropriate to adopt the going concern basis having reviewed any uncertainties that may affect the Company's ability to continue as a going concern for at least the next 12 months from the date these Financial Statements were approved.

By order of the board

A handwritten signature in black ink, appearing to be 'P Earp', written over a horizontal line.

P Earp
Director

7 December 2021

Directors' report

The directors present their annual report and the audited financial statements for the year ended 31 December 2020.

Dividends

No dividends will be distributed for the year ended 31 December 2020 (2019: £Nil).

Directors

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

P Earp
H R Earp

Disclosure of information to auditor

The directors who held office at the date of approval of this directors' report confirm that, so far as they are each aware, there is no relevant audit information of which the company's auditor is unaware; and each director has taken all the steps that they ought to have taken as a director to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information.

Auditor

Pursuant to Section 487 of the Companies Act 2006, the auditor will be deemed to be reappointed and KPMG LLP will therefore continue in office.

By order of the board



P Earp
Director

Spring Lane
Malvern Link
Malvern
Worcestershire
WR14 1AL

7 December 2021

Statement of directors' responsibilities in respect of the Strategic report, the Directors' report and the financial statements

The directors are responsible for preparing the Strategic report, the Directors' 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 they have elected to prepare the group and parent company financial statements in accordance with UK accounting standards and applicable law (UK Generally Accepted Accounting Practice), including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland*.

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 group and parent company and of their profit or loss for that period. In preparing each of the group and parent company financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and 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;
- assess the group and parent company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and
- use the going concern basis of accounting unless they either intend to liquidate the group or the parent company or to cease operations, or have no realistic alternative but to do so.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the parent company's transactions and disclose with reasonable accuracy at any time the financial position of the parent company and enable them to ensure that its financial statements comply with the Companies Act 2006. They are responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the group and to prevent and detect fraud and other irregularities.



KPMG LLP

One Snowhill
Snow Hill, Queensway
Birmingham
B4 6GH
United Kingdom

Independent auditor's report to the members of English Braids Limited

Opinion

We have audited the financial statements of English Braids Limited ("the company") for the year ended 31 December 2020 which comprise the Consolidated profit and loss account and other comprehensive income, Consolidated balance sheet, Company balance sheet, Consolidated statement of changes in equity, Company statement of changes in equity and Consolidated cash flow statement and related notes, including the accounting policies in note 1.

In our opinion the financial statements:

- give a true and fair view of the state of the group's and of the parent company's affairs as at 31 December 2020 and of its group's profit for the year then ended;
- have been properly prepared in accordance with UK accounting standards, including *FRS 102 Financial Reporting Standard applicable in the UK and Republic of Ireland*; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities are described below. We have fulfilled our ethical responsibilities under, and are independent of the company in accordance with, UK ethical requirements including the FRC Ethical Standard. We believe that the audit evidence we have obtained is a sufficient and appropriate basis for our opinion.

Going concern

The directors have prepared the financial statements on the going concern basis as they do not intend to liquidate the group or the company or to cease their operations, and as they have concluded that the group and the company's financial position means that this is realistic. They have also concluded that there are no material uncertainties that could have cast significant doubt over their ability to continue as a going concern for at least a year from the date of approval of the financial statements ("the going concern period").

In our evaluation of the directors' conclusions, we considered the inherent risks to the group's business model and analysed how those risks might affect the group and company's financial resources or ability to continue operations over the going concern period.

Our conclusions based on this work:

- we consider that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate;
- we have not identified, and concur with the directors' assessment that there is not, a material uncertainty related to events or conditions that, individually or collectively, may cast significant doubt on the group or the company's ability to continue as a going concern for the going concern period.

However, as we cannot predict all future events or conditions and as subsequent events may result in outcomes that are inconsistent with judgements that were reasonable at the time they were made, the above conclusions are not a guarantee that the group or the company will continue in operation.

Fraud and breaches of laws and regulations – ability to detect

Identifying and responding to risks of material misstatement due to fraud

To identify risks of material misstatement due to fraud ("fraud risks") we assessed events or conditions that could indicate an incentive or pressure to commit fraud or provide an opportunity to commit fraud. Our risk assessment procedures included:

Independent auditor's report to the members of English Braids Limited (continued)

- Enquiring of directors and inspection of policy documentation as to the group's high-level policies and procedures to prevent and detect fraud, and whether they have knowledge of any actual, suspected or alleged fraud.
- Considering remuneration incentive schemes and performance targets for management, directors and staff.
- Using analytical procedures to identify any unusual or unexpected relationships.

We communicated identified fraud risks throughout the audit team and remained alert to any indications of fraud throughout the audit.

As required by auditing standards, and taking into account possible pressures to meet profit targets and our overall knowledge of the control environment, we perform procedures to address the risk of management override of controls and the risk of fraudulent revenue recognition, in particular the risk that revenue from the manufacture and sale of ropes, cords and braids in a variety of sizes and constructions into UK and export markets is recorded in the wrong period and the risk that group management may be in a position to make inappropriate accounting entries.

We did not identify any additional fraud risks.

We also performed procedures including:

- Identifying journal entries and other adjustments to test based on risk criteria and comparing the identified entries to supporting documentation. These included those posted by senior finance management and unexpected revenue account combinations during the financial year.

Identifying and responding to risks of material misstatement due to non-compliance with laws and regulations

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial and sector experience and through discussion with the directors and other management (as required by auditing standards), and discussed with the directors and other management the policies and procedures regarding compliance with laws and regulations.

We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit.

The potential effect of these laws and regulations on the financial statements varies considerably.

Firstly, the Group is subject to laws and regulations that directly affect the financial statements including financial reporting legislation (including related companies legislation), distributable profits legislation, taxation and pension legislation and we assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

Secondly, the Group is subject to many other laws and regulations where the consequences of non-compliance could have a material effect on amounts or disclosures in the financial statements, for instance through the imposition of fines or litigation. We identified the following areas as those most likely to have such an effect: health and safety, anti-bribery and employment law recognising the nature of the Company's activities. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the directors and other management and inspection of regulatory and legal correspondence, if any. Therefore if a breach of operational regulations is not disclosed to us or evident from relevant correspondence, an audit will not detect that breach.

Context of the ability of the audit to detect fraud or breaches of law or regulation

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it.

In addition, as with any audit, there remained a higher risk of non-detection of fraud, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. Our audit procedures are designed to detect material misstatement. We are not responsible for preventing non-compliance or fraud and cannot be expected to detect non-compliance with all laws and regulations.

Independent auditor's report to the members of English Braids Limited (continued)

Strategic report and Directors' report

The directors are responsible for the Strategic report and the Directors' report. Our opinion on the financial statements does not cover those reports and we do not express an audit opinion thereon.

Our responsibility is to read the Strategic report and the Directors' report and, in doing so, consider whether, based on our financial statements audit work, the information therein is materially misstated or inconsistent with the financial statements or our audit knowledge. Based solely on that work:

- we have not identified material misstatements in the Strategic report and the Directors' report;
- in our opinion the information given in those reports for the financial year is consistent with the financial statements; and
- in our opinion those reports have been prepared in accordance with the Companies Act 2006.

Matters on which we are required to report by exception

Under the Companies Act 2006 we are required 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.

We have nothing to report in these respects.

Directors' responsibilities

As explained more fully in their statement set out on page 5, the directors are responsible for: the preparation of the financial statements and for being satisfied that they give a true and fair view; such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; assessing the group and parent company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and using the going concern basis of accounting unless they either intend to liquidate the group or the parent company or to cease operations, or have no realistic alternative but to do so.

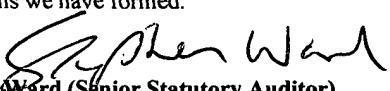
Auditor's responsibilities

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 our opinion in an auditor's report. Reasonable assurance is a high level of assurance but does not 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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

A fuller description of our responsibilities is provided on the FRC's website at www.frc.org.uk/auditorsresponsibilities.

The purpose of our audit work and to whom we owe our responsibilities

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.


Stephen Ward (Senior Statutory Auditor)
for and on behalf of KPMG LLP, Statutory Auditor
Chartered Accountants
KPMG LLP
One Snowhill
Snow Hill Queensway
Birmingham
B4 6GH

7 December 2021

Consolidated Profit and Loss Account and Other Comprehensive Income
for the year ended 31 December 2020

	<i>Note</i>	2020 £	2019 £
Turnover			
Group and share of joint ventures		14,572,545	16,493,865
Less: Share of joint ventures' turnover		(1,310,179)	(1,475,913)
		<hr/>	<hr/>
Group turnover	2	13,262,366	15,017,952
Cost of sales		(7,084,826)	(7,867,350)
		<hr/>	<hr/>
Gross profit		6,177,540	7,150,602
Distribution costs		(836,178)	(863,773)
Administrative expenses		(3,564,355)	(3,909,813)
		<hr/>	<hr/>
Operating profit	3	1,777,007	2,377,016
Share of operating profit in joint venture	12	273,848	389,730
Profit on sale of fixed assets		45,829	25,895
Other interest receivable and similar income:	6	80,038	188,751
Other interest payable and similar charges	7	(108,866)	(58,371)
		<hr/>	<hr/>
Profit before taxation		2,067,856	2,923,021
Taxation	8	(315,995)	(509,159)
		<hr/>	<hr/>
Profit for the year		1,751,861	2,413,862
		<hr/>	<hr/>
Total comprehensive income for the year		1,751,861	2,413,862
		<hr/>	<hr/>

The notes on pages 15 to 29 form an integral part of these financial statements.

Consolidated Balance Sheet
at 31 December 2020

	<i>Note</i>	2020		2019	
		£	£	£	£
Intangible assets					
Goodwill	10		35,928		107,783
Fixed assets					
Tangible assets	11		8,741,328		8,417,037
Investments in Joint Venture:					
Share of gross assets	12		4,220,621		3,922,747
Share of gross liabilities	12		(217,169)		(193,143)
Investment property	13		588,044		588,044
			<u>13,368,752</u>		<u>12,842,468</u>
Current assets					
Stocks	14	3,981,903		3,669,815	
Debtors	15	1,836,840		2,044,644	
Cash at bank and in hand		22,676,603		20,702,017	
		<u>28,495,346</u>		<u>26,416,476</u>	
Creditors: amounts falling due within one year	17	(9,954,681)		(9,152,353)	
Net current assets			<u>18,540,665</u>		<u>17,264,123</u>
Total assets less current liabilities			<u>31,909,417</u>		<u>30,106,591</u>
Provisions for liabilities	18		(74,714)		(23,749)
Net assets			<u>31,834,703</u>		<u>30,082,842</u>
Capital and reserves					
Called up share capital	19		120,000		120,000
Profit and loss account			31,714,703		29,962,842
Shareholders' funds			<u>31,834,703</u>		<u>30,082,842</u>

The notes on pages 15 to 29 form an integral part of these financial statements.

These financial statements were approved by the board of directors on 7 December 2021 and were signed on its behalf by:



P Earp
Director

Company registered number: 00932500

Company Balance Sheet
at 31 December 2020

	<i>Note</i>	2020		2019	
		£	£	£	£
Fixed assets					
Tangible assets	11	8,242,183		8,048,987	
Investments	12	904,203		904,203	
Investment property	13	588,044		588,044	
		<u>9,734,430</u>		<u>9,541,234</u>	
Current assets					
Stocks	14	1,575,000		1,361,632	
Debtors	15	760,852		841,497	
Cash at bank and in hand		21,735,404		20,263,826	
		<u>24,071,256</u>		<u>22,466,955</u>	
Creditors: amounts falling due within one year	17	(16,184,469)		(14,790,792)	
Net current assets		<u>7,886,787</u>		<u>7,676,163</u>	
Total assets less current liabilities		<u>17,621,217</u>		<u>17,217,397</u>	
Provisions for liabilities	18	(22,019)		(7,918)	
Net assets		<u>17,599,198</u>		<u>17,209,479</u>	
Capital and reserves					
Called up share capital	19	120,000		120,000	
Profit and loss account		17,479,198		17,089,479	
Shareholders' funds		<u>17,599,198</u>		<u>17,209,479</u>	

The notes on pages 15 to 29 form an integral part of these financial statements.

These financial statements were approved by the board of directors on 7 December 2021 and were signed on its behalf by:



P Earp
Director

Company registered number: 00932500

Consolidated Statement of Changes in Equity

	Called up share capital £	Profit and loss account £	Total equity £
Balance at 1 January 2019	120,000	27,548,980	27,668,980
Total comprehensive income for the period			
Profit for the year	-	2,413,862	2,413,862
Balance at 31 December 2019	120,000	29,962,842	30,082,842
Balance at 1 January 2020	120,000	29,962,842	30,082,842
Total comprehensive income for the period			
Profit for the year	-	1,751,861	1,751,861
Balance at 31 December 2020	120,000	31,714,703	31,834,703

The notes on pages 15 to 29 form an integral part of these financial statements.

Company Statement of Changes in Equity

	Called up share capital £	Profit and loss account £	Total equity £
Balance at 1 January 2019	120,000	16,356,860	16,476,860
Total comprehensive income for the period			
Profit for the year	-	732,619	732,619
Balance at 31 December 2019	120,000	17,089,479	17,209,479
Balance at 1 January 2020	120,000	17,089,479	17,209,479
Total comprehensive income for the period			
Profit for the year	-	389,719	389,719
Balance at 31 December 2020	120,000	17,479,198	17,599,198

The notes on pages 15 to 29 form an integral part of these financial statements.

Consolidated Cash Flow Statement
for year ended 31 December 2020

	<i>Note</i>	2020 £	2019 £
Cash flows from operating activities			
Profit for the year		1,751,861	2,413,862
<i>Adjustments for:</i>			
Amortisation of goodwill		71,855	71,856
Depreciation, amortisation and impairment		575,904	543,916
Profit on disposal of fixed assets		(45,829)	(25,895)
Finance income		(80,109)	(189,033)
Share of profit of joint venture		(273,848)	(389,730)
(Increase) in stocks		(312,088)	(195,932)
Decrease/(increase) in trade and other debtors		207,804	(335,043)
Increase in trade and other creditors		938,959	456,318
Taxation		405,707	599,044
		<hr/>	<hr/>
Cash generated from operations		3,240,216	2,949,363
Tax paid		(491,373)	(650,273)
		<hr/>	<hr/>
Net cash from operating activities		2,748,843	2,299,090
		<hr/>	<hr/>
Cash flows from investing activities			
Purchase of tangible fixed assets		(900,195)	(3,197,534)
Proceeds from sale of tangible fixed assets		45,829	53,626
Interest received		80,109	189,033
		<hr/>	<hr/>
Net cash from investing activities		(774,257)	(2,954,875)
		<hr/>	<hr/>
Net increase in cash and cash equivalents		1,974,586	(655,785)
Cash and cash equivalents at 1 January		20,702,017	21,357,802
		<hr/>	<hr/>
Cash and cash equivalents at 31 December	<i>16</i>	22,676,603	20,702,017
		<hr/>	<hr/>

The notes on pages 15 to 29 form an integral part of these financial statements.

Notes

(forming part of the financial statements)

1 Accounting policies

English Braids Limited (the "Company") is a private company incorporated, domiciled and registered in England in the UK. The registered number is 00932500 and the registered address is Spring Lane, Malvern Link, Worcestershire, WR14 1AL.

These Group and parent company financial statements were prepared in accordance with Financial Reporting Standard 102 *The Financial Reporting Standard* applicable in the UK and Republic of Ireland ("FRS 102") as issued in August 2014. The amendments to FRS 102 issued in July 2015 have been applied. The presentation currency of these financial statements is sterling. All amounts in the financial statements have been rounded to the nearest £.

The parent company is included in the consolidated financial statements, and is considered to be a qualifying entity under FRS 102 paragraphs 1.8 to 1.12. The following exemptions available under FRS 102 in respect of certain disclosures for the parent company financial statements have been applied:

- Reconciliation of the number of shares outstanding from the beginning to end of the period;
- Parent company Cash Flow Statement and related notes; and
- Key Management Personnel compensation.

The accounting policies set out below have, unless otherwise stated, been applied consistently to all periods presented in these financial statements.

1.1 Going concern

The financial statements have been prepared on a going concern basis which the directors consider to be appropriate for the following reasons.

As a result of the Covid-19 pandemic the Company furloughed some staff in its manufacturing plants in late March 2020 to help protect the safety and wellbeing of employees. However, the Company and Group continued to trade in April and May at notably lower sales, operating in line with the latest government guidelines. The Company and Group thereafter is operating close to pre-pandemic levels and is performing well. In achieving this level of financial performance for the current environment and to ensure longevity, the Company and Group have made use of the government's Coronavirus Job Retention Scheme, reduced headcount, curtailed discretionary expenditure and is tightly controlling working capital.

In light of the outbreak of the pandemic the Directors have prepared more detailed profit and cash forecasts for the period to 31 December 2022 and have considered the potential effects of the pandemic on the company's performance, liquidity and therefore a ability to meet its financial obligations. The Directors have considered a severe but plausible downside scenario, which is that trade for the remainder of 2021 continues at levels experienced in April and May, before gradually reverting to pre-pandemic levels. The Company and Group is funded by working capital and a strong group cash reserve of £23m, with no external debt. The Company is a guarantor to the working capital facilities of its subsidiary group undertakings Marlow Ropes Limited, Ibex Marine Ropes Limited and Ace Supplies Limited.

Consequently, the directors are confident that the Company and Group will have sufficient funds to continue to meet its liabilities as they fall due for at least 12 months from the date of approval of the financial statements and therefore have prepared the financial statements on a going concern basis.

1.2 Basis of consolidation

The consolidated financial statements include the financial statements of the Company and its subsidiary undertakings made up to 31 December 2020. A subsidiary is an entity that is controlled by the parent. The results of subsidiary undertakings are included in the consolidated profit and loss account from the date that control commences until the date that control ceases. Control is established when the Company has the power to govern the operating and financial policies of an entity so as to obtain benefits from its activities. In assessing control, the Group takes into consideration potential voting rights that are currently exercisable.

Notes (continued)

1 Accounting policies (continued)

A joint venture is a contractual arrangement undertaken in which the Group exercises joint control over the operating and financial policies of the entity. Where the joint venture is carried out through an entity, it is treated as a jointly controlled entity. The Group's share of the profits less results of jointly controlled entities is included in the consolidated profit and loss account and its interest in their net assets is recorded on the balance sheet using the equity method.

Under Section 408 of the Companies Act 2006 the Company is exempt from the requirement to present its own profit and loss account. The profit for the financial year included in the financial statements of the company is £389,719 (2019: £732,619).

In the parent financial statements, investments in subsidiaries and jointly controlled entities are carried at cost less impairment.

Foreign currency

Transactions in foreign currencies are translated to the Group companies' functional currency at the foreign exchange rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies at the balance sheet date are retranslated to the functional currency at the foreign exchange rate ruling at that date. Non-monetary assets and liabilities that are measured in terms of historical cost in a foreign currency are translated using the exchange rate at the date of the transaction. Non-monetary assets and liabilities denominated in foreign currencies that are stated at fair value are retranslated to the functional currency at foreign exchange rates ruling at the dates the fair value was determined. Foreign exchange differences arising on translation are recognised in the profit and loss account.

1.3 Basic financial instruments

Trade and other debtors / creditors

Trade and other debtors are recognised initially at transaction price less attributable transaction costs. Trade and other creditors are recognised initially at transaction price plus attributable transaction costs. Subsequent to initial recognition they are measured at amortised cost using the effective interest method, less any impairment losses in the case of trade debtors.

Cash and cash equivalents

Cash and cash equivalents comprise cash balances.

1.4 Tangible fixed assets

Tangible fixed assets are stated at cost less accumulated depreciation and accumulated impairment losses. Tangible fixed assets include investment property whose fair value cannot be measured reliably without undue cost or effort.

Where parts of an item of tangible fixed assets have different useful lives, they are accounted for as separate items of tangible fixed assets.

The company assesses at each reporting date whether tangible fixed assets are impaired.

Depreciation is charged to the profit and loss account on a straight-line basis over the estimated useful lives of each part of an item of tangible fixed assets. Leased assets are depreciated over the shorter of the lease term and their useful lives. Land is not depreciated. The estimated useful lives are as follows:

- Freehold property 50 years
- Long leasehold 50 years
- Aircraft 10 years
- Plant and Machinery 5-8 years
- Fixtures and fittings 5-8 years
- Motor Vehicles 4 years
- Computer equipment 4 years

Depreciation methods, useful lives and residual values are reviewed if there is an indication of a significant change since last annual reporting date in the pattern by which the group expects to consume an asset's future economic benefits.

Notes (continued)

1 Accounting policies (continued)

1.5 Business combinations

Business combinations are accounted for using the purchase method as at the acquisition date, which is the date on which control is transferred to the entity.

At the acquisition date, the group recognises goodwill as:

- the fair value of the consideration (excluding contingent consideration) transferred; plus
- estimated amount of contingent consideration (see below); plus
- the fair value of the equity instruments issued; plus
- directly attributable transaction costs; less
- the net recognised amount (generally fair value) of the identifiable assets acquired and liabilities and contingent liabilities assumed.

1.6 Intangible assets, goodwill and negative goodwill

Goodwill

Goodwill is stated at cost less any accumulated amortisation and accumulated impairment losses. Goodwill is allocated to cash-generating units or group of cash-generating units that are expected to benefit from the synergies of the business combination from which it arose.

Amortisation

Amortisation is charged to the profit or loss on a straight-line basis over the estimated useful lives of intangible assets. Intangible assets are amortised from the date they are available for use.

Goodwill is amortised on a straight-line basis over its useful life. Goodwill has no residual value. The finite useful life of goodwill is estimated to be 5 years

- The company reviews the amortisation period and method when events and circumstances indicate that the useful life may have changed since the last reporting date.
- Goodwill is tested for impairment in accordance with Section 27 Impairment of assets when there is an indication that goodwill or an intangible asset may be impaired.

1.7 Investment property

Investment properties are properties which are held either to earn rental income or for capital appreciation or for both. Investment properties are recognised initially at cost.

Subsequent to initial recognition

- i. investment properties whose fair value can be measured reliably without undue cost or effort are held at fair value. Any gains or losses arising from changes in the fair value are recognised in profit or loss in the period that they arise; and
- ii. no depreciation is provided in respect of investment properties applying the fair value model.

If a reliable measure is not available without undue cost or effort for an item of investment property, this item is thereafter accounted for as tangible fixed assets in accordance with section 17 until a reliable measure of fair value becomes available.

1.8 Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. Cost is based on the weighted average principle and includes expenditure incurred in acquiring the stocks, production or conversion costs and other costs in bringing them to their existing location and condition. In the case of manufactured stocks and work in progress, cost includes an appropriate share of overheads based on normal operating capacity.

Notes (continued)

1 Accounting policies (continued)

1.9 Employee benefits

Defined contribution plans and other long-term employee benefits

A defined contribution plan is a post-employment benefit plan under which the company pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. Obligations for contributions to defined contribution pension plans are recognised as an expense in the profit and loss account in the periods during which services are rendered by employees.

1.10 Provisions

A provision is recognised in the balance sheet when the entity has a present legal or constructive obligation as a result of a past event, that can be reliably measured and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are recognised at the best estimate of the amount required to settle the obligation at the reporting date.

Where the parent Company enters into financial guarantee contracts to guarantee the indebtedness of other companies within its group, the company treats the guarantee contract as a contingent liability in its individual financial statements until such time as it becomes probable that the company will be required to make a payment under the guarantee.

1.11 Turnover

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

1.12 Expenses

Operating lease

Payments (excluding costs for services and insurance) made under operating leases are recognised in the profit and loss account on a straight-line basis over the term of the lease unless the payments to the lessor are structured to increase in line with expected general inflation; in which case the payments related to the structured increases are recognised as incurred. Lease incentives received are recognised in profit and loss over the term of the lease as an integral part of the total lease expense.

Interest receivable and Interest payable

Interest payable and similar expenses include interest payable, finance expenses on finance leases recognised in profit or loss using the effective interest method, unwinding of the discount on provisions, and net foreign exchange losses that are recognised in the profit and loss account (see foreign currency accounting policy).

Other interest receivable and similar income include interest receivable on funds invested and net foreign exchange gains.

1.13 Taxation

Tax on the profit or loss for the year comprises current and deferred tax. Tax is recognised in the profit and loss account except to the extent that it relates to items recognised directly in equity or other comprehensive income, in which case it is recognised directly in equity or other comprehensive income.

Current tax is the expected tax payable or receivable on the taxable income or loss for the year, using tax rates enacted or substantively enacted at the balance sheet date, and any adjustment to tax payable in respect of previous years.

Deferred tax is provided on timing differences which 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. The following timing differences are not provided for: differences between accumulated depreciation and tax allowances for the cost of a fixed asset if and when all conditions for retaining the tax allowances have been met; and differences relating to investments in subsidiaries and joint ventures to the extent that it is not probable that they will reverse in the foreseeable future and the reporting entity is able to control the reversal of the timing difference. Deferred tax is not recognised on permanent differences arising because certain types of income or expense are non-taxable or are disallowable for tax or because certain tax charges or allowances are greater or smaller than the corresponding income or expense.

Notes (continued)

1 Accounting policies (continued)

1.14 Taxation (continued)

Deferred tax is provided in respect of the additional tax that will be paid or avoided on differences between the amount at which an asset (other than goodwill) or liability is recognised in a business combination and the corresponding amount that can be deducted or assessed for tax. Goodwill is adjusted by the amount of such deferred tax.

Deferred tax is measured at the tax rate that is expected to apply to the reversal of the related difference, using tax rates enacted or substantively enacted at the balance sheet date. For investment property that is measured at fair value, deferred tax is provided at the rates and allowances applicable to the sale of the asset/property. Deferred tax balances are not discounted.

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

2 Turnover

The turnover and profit before taxation are attributable to the principal activities of the group.

An analysis of turnover by geographical market is as follows:

	2020 £	2019 £
United Kingdom	5,321,867	8,338,139
Rest of the World	7,940,499	6,679,813
	<u>13,262,366</u>	<u>15,017,952</u>

3 Expenses and auditor's remuneration

Included in profit/loss are the following:

	2020 £	2019 £
Other operating leases	440,056	440,056
Depreciation of owned assets	575,904	543,916
Amortisation of goodwill	71,855	71,856
	<u></u>	<u></u>

Auditor's remuneration:

Audit of these financial statements	15,873	15,873
Audit of financial statements of subsidiaries of the company	22,860	21,006
Audit of joint venture company	16,665	15,873
Taxation compliance services	13,729	15,096
Other services	948	948
	<u></u>	<u></u>

Notes (continued)

4 Staff numbers and costs

The average number of persons employed by the Group (including directors) during the year, analysed by category, was as follows:

	Number of employees	
	2020	2019
Administration	48	47
Production	89	97
	<u>137</u>	<u>144</u>

The aggregate payroll costs of these persons were as follows:

	£	£
Wages and salaries	3,327,284	4,055,975
Social security costs	278,073	3,43,969
Other pension costs	134,094	118,736
	<u>3,739,451</u>	<u>4,518,680</u>

5 Directors' remuneration

	2020 £	2019 £
Directors' remuneration	650,964	563,935
Company contributions to money purchase pension plans	<u>7,870</u>	<u>3,882</u>

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

	Number of directors	
	2020	2019
Retirement benefits are accruing to the following number of directors under:		
Money purchase schemes	<u>1</u>	<u>1</u>

Information regarding the highest paid director is as follows:

	£	£
Remuneration	474,764	488,759
Pension contributions to money purchase schemes	<u>7,870</u>	<u>3,882</u>

6 Other interest receivable and similar income

	2020 £	2019 £
Foreign exchange gain	1,019	-
Deposit account interest	<u>79,019</u>	<u>188,751</u>
	<u>80,038</u>	<u>188,751</u>

Notes (continued)

7 Other interest payable and similar expenses

	2020 £	2019 £
Foreign exchange loss	(108,866)	(53,371)

8 Taxation

Total tax expense recognised in the profit and loss account, other comprehensive income and equity

	2020 £	2019 £
<i>Current tax</i>		
Current tax on income for the period	331,328	533,725
Adjustments in respect of prior periods	(66,298)	(703)
Total current tax	265,030	533,022
<i>Deferred tax (see note 18)</i>		
Origination and reversal of timing differences	48,335	(24,492)
Adjustments in respect of prior years	2,630	629
Total deferred tax	50,965	(23,863)
Total tax	315,995	509,159

Reconciliation of effective tax rate

	2020 £	2019 £
Profit for the year	1,751,861	2,413,862
Total tax expense	315,995	509,159
Share of joint venture results	(273,848)	(389,730)
Profit excluding taxation and joint venture	1,794,008	2,533,291
Tax using the UK corporation tax rate of 19% (2019: 19%)	340,861	481,325
Depreciation on ineligible assets	28,314	21,555
Expenses not taxable	7,693	3,472
Difference between corporation and deferred tax rates	2,795	2,881
Adjustment in respect of previous periods	(63,668)	(74)
Total tax expense included in profit or loss	315,995	509,159

Factors that may affect future current and total tax charges

A UK corporation rate of 19% (effective 1 April 2020) was substantively enacted on 17 March 2020, reversing the previously enacted reduction in the rate from 19% to 17%. This will increase the company's future current tax charge accordingly. On the 3 March 2021 Budget, it was announced that the UK tax rate will increase from 19% to 25% from 1 April 2023. The impact of the rate change on the deferred tax liability is not considered significant. The deferred tax liability at 31 December 2020 has been calculated at 19% (2019: 17%).

Notes (continued)

9 Profit of parent company

As permitted by Section 408 of the Companies Act 2006, the Profit and Loss and Statement of Comprehensive Income of the parent company is not presented as part of these financial statements. The parent company's profit for the financial year was £389,719 (2019: £732,619).

10 Goodwill

Group

	Goodwill £000
Cost	
Balance at beginning and end of year	359,278
	<u> </u>
Amortisation and impairment	
Balance at beginning of year	251,495
Amortisation for the year	71,855
	<u> </u>
Balance at end of year	323,350
	<u> </u>
Net book value	
At 31 December 2020	35,928
	<u> </u>
At 31 December 2019	107,783
	<u> </u>

Notes (continued)

11 Tangible fixed assets

Group

	Freehold property £	Long leasehold property £	Aircraft £	Plant and machinery £	Fixtures and fittings £	Motor vehicles £	Computer equipment £	Total £
Cost								
At beginning of year	3,039,185	5,562,808	407,595	6,667,671	384,418	447,653	546,923	17,056,253
Additions	-	424,300	-	275,422	32,395	61,809	106,269	900,195
Disposals	-	-	-	(38,398)	-	(71,277)	-	(109,675)
At end of year	3,039,185	5,987,108	407,595	6,904,695	416,813	438,185	653,192	17,846,773
Depreciation and impairment								
At beginning of year	698,975	745,333	141,648	6,012,891	264,933	274,398	501,038	8,639,216
Depreciation charge for the year	52,611	96,411	40,189	237,331	27,811	96,602	24,949	575,904
Disposals	-	-	-	(38,398)	-	(71,277)	-	(109,675)
At end of year	751,586	841,744	181,837	6,211,824	292,744	299,723	525,987	9,105,445
Net book value								
At 31 December 2020	2,287,599	5,145,364	225,758	692,871	124,069	138,462	127,205	8,741,328
At 31 December 2019	2,340,210	4,817,475	265,947	654,780	119,485	173,255	45,885	8,417,037

Notes (continued)

11 Tangible fixed assets (continued)

Company

	Freehold property £	Long leasehold property £	Aircraft £	Plant and machinery £	Fixtures and fittings £	Motor vehicles £	Computer equipment £	Total £
Cost								
At beginning of year	3,039,183	5,562,808	407,595	5,150,840	254,275	463,605	343,220	15,221,526
Additions	-	424,300	-	39,052	4,351	61,809	103,716	633,228
Disposals	-	-	-	(38,397)	-	(71,277)	-	(109,674)
At end of year	3,039,183	5,987,108	407,595	5,151,495	258,626	454,137	446,936	15,745,080
Depreciation and impairment								
At beginning of year	698,973	745,332	141,649	4,794,540	186,652	290,350	315,043	7,172,539
Depreciation charge for the year	52,611	96,411	40,189	128,127	12,463	96,601	13,630	440,032
Disposals	-	-	-	(38,397)	-	(71,277)	-	(109,674)
At end of year	751,584	841,743	181,838	4,884,270	199,115	315,674	328,673	7,502,897
Net book value								
At 31 December 2020	2,287,599	5,145,365	225,757	267,224	59,511	138,462	118,265	8,242,183
At 31 December 2019	2,340,210	4,817,476	265,946	356,300	67,623	173,255	28,177	8,048,987

Notes (continued)

12 Fixed asset investments

Group

	Interest in joint venture £
Cost	
At beginning of year	3,729,604
Share of profit	273,848
	<hr/>
At end of year	4,003,452
	<hr/>
Net book value	
At 31 December 2020	4,003,452
	<hr/>
At 31 December 2019	3,729,604
	<hr/>

Interest in joint venture – Ibex Marina Ropes Limited

The group's share of Ibex Marina Ropes Limited is as follows:

	2020 £	2019 £
Turnover	1,310,179	1,475,913
	<hr/>	<hr/>
Profit before taxation	340,724	479,616
Taxation	(66,876)	(89,885)
	<hr/>	<hr/>
Share of assets		
Fixed assets	189,695	117,975
Current assets	4,030,926	3,804,772
	<hr/>	<hr/>
	4,220,621	3,922,747
	<hr/>	<hr/>
Share of liabilities		
Liabilities due within one year	(217,169)	(193,143)
	<hr/>	<hr/>
Share of net assets	4,003,452	3,729,604
	<hr/>	<hr/>

Notes (continued)

12 Fixed asset investments (continued)

Company

	Shares in group undertaking £	Investment in joint venture £	Total £
<i>Cost</i>			
At beginning and end of year	904,202	1	904,203
	<u> </u>	<u> </u>	<u> </u>
<i>Net book value</i>			
At 31 December 2020	904,202	1	904,203
	<u> </u>	<u> </u>	<u> </u>
At 31 December 2019	904,202	1	904,203
	<u> </u>	<u> </u>	<u> </u>

Joint venture

A joint venture is a contractual arrangement undertaking in which the Group exercises joint control over the operating and financial policies of the entity. Where the joint venture is carried out through an entity it is treated as a jointly controlled entity. The Group's share of the profits less losses of its joint venture is included in the consolidated profit and loss account and its interest in its net assets is recorded on the balance sheet using the equity method.

In the parent financial statements, Investments in subsidiaries and its jointly controlled entities are carried at cost less impairment.

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

	Registered office address	Principal activity	Class and percentage of shares held Group
<i>Subsidiary undertakings</i>			
Marlow Ropes Limited	Spring Lane, Malvern Link, Worcestershire WR14 1AL	Manufacture of ropes and braids	Ordinary 100%
Ibex Ropes Limited	Spring Lane, Malvern, Worcestershire WR14 1AZ	Dormant	Ordinary 100%
Marlow Ropes Inc	155 Federal Street, Suite 700, Boston, MA 02110, USA	Sale of braided cord and rope	Ordinary 100%
Ibex Marina Ropes Limited	Spring Lane, Malvern Link, Worcestershire WR14 1AL	Manufacture of ropes and braids	Ordinary 50%
Weblash Limited	Spring Lane, Malvern, Worcestershire WR14 1AZ	Dormant	Ordinary 50%
ACE Supplies (UK) Limited	Unit C1 B, Stafford Park 4, Telford, Shropshire TF3 3BA	Manufacture and supply of plastic products and assemblies	Ordinary 100%

Notes (continued)

13 Investment property

Group and Company

Fair value

At beginning and end of year	£
	588,044

The investment property has been valued by the directors.

14 Stocks

	Group 2020 £	2019 £	Company 2020 £	2019 £
Raw materials	1,074,256	1,241,103	606,680	444,332
Work in progress	837,399	624,912	229,819	296,251
Finished goods	2,070,248	1,803,800	738,501	621,049
	<u>3,981,903</u>	<u>3,669,815</u>	<u>1,575,000</u>	<u>1,361,632</u>

15 Debtors

	Group 2020 £	2019 £	Company 2020 £	2019 £
Trade debtors	1,545,915	1,790,762	491,719	708,161
Amounts owed by joint venture	82,381	49,327	33,659	-
Prepayments and accrued income	208,544	204,555	138,229	133,336
Amounts owed from group companies	-	-	97,245	-
	<u>1,836,840</u>	<u>2,044,644</u>	<u>760,852</u>	<u>841,497</u>

16 Cash and cash equivalents/bank overdrafts

	2020 £	2019 £
Cash at bank and in hand	22,676,603	20,702,017
Cash and cash equivalents per cash flow statements	<u>22,676,603</u>	<u>20,702,017</u>

Notes (continued)

17 Creditors: amounts falling due within one year

	Group 2020 £	2019 £	Company 2020 £	2019 £
Trade creditors	663,629	410,671	149,985	82,069
Amounts owed to group undertakings	-	-	7,439,226	6,753,534
Amounts owed to joint venture	7,164,659	6,649,229	7,164,659	6,649,229
Taxation	150,968	287,599	19,315	109,189
Social security and other taxes	620,369	222,037	375,950	41,433
Other creditors	192,637	427,432	193,197	428,001
Accruals and deferred income	1,162,419	1,155,385	842,137	727,337
	<u>9,954,681</u>	<u>9,152,353</u>	<u>16,184,469</u>	<u>14,790,792</u>

Amounts owed to group undertakings and to the joint venture are repayable on demand and bear no interest.

18 Provisions for liabilities

Deferred taxation

	Group £	Company £
At beginning of year	23,749	7,918
Charge to profit and loss account	50,965	14,101
At end of year	<u>74,714</u>	<u>22,019</u>

	Group 2020 £	2019 £	Company 2020 £	2019 £
Accelerated capital allowances	<u>74,714</u>	<u>23,749</u>	<u>22,019</u>	<u>7,918</u>

19 Capital and reserves

Share capital

	2020 £	2019 £
<i>Allotted, issued and fully paid</i>		
120,000 ordinary shares of £1 each	<u>120,000</u>	<u>120,000</u>

The holders of ordinary shares are entitled to receive dividends as declared from time to time and are entitled to one vote per share at meetings of the Company.

Notes (continued)

20 Pension commitments

The pension cost charge represents contributions payable by the Group to the defined contributions scheme and amounted to £134,094 (2019: £118,736). At the end of the financial year there were outstanding contributions of £29,560 (2019: £24,965).

21 Contingent liabilities

The Company is party to a Group registration for VAT. At the year end, the maximum liability under this arrangement was £343,992 (2019: £233,196).

22 Related party disclosures

English Braids Limited supplied goods and services amounting to £180,122 (2019: £391,020) to Ibex Marina Ropes Limited and purchases amounted to £160,691 (2019: £190,686). Ibex Marina Ropes Limited is jointly owned by English Braids Limited and P Earp, the ultimate controlling party. All transactions were made in the normal course of business. The balance owed to Ibex Marina Ropes Limited as at 31 December 2020 was £7,149,933 (2019: £6,687,864).

English Braids Limited charged Ibex Marina Ropes Limited £27,000 (2019: £27,000) for the use of plant and machinery and £60,000 (2019: £60,000) for management provided by English Braids Limited.

EBL Pension Fund charged Ibex Marina Ropes Limited £57,750 (2019: £57,750) for rental of the business property, settled through the current account with English Braids Limited. P Earp is a beneficiary of the EBL Pension Fund.

English Braids Limited paid VAT liabilities of £273,191 (2019: £315,745) on behalf of Ibex Marina Ropes Limited, which was settled through the current account.

English Braids Limited paid £nil (2019: £nil) for business travel in an aircraft owned by P Earp, a director of English Braids Limited.

The balance owed to P Earp by English Braids Limited at 31 December 2020 was £196,199 (2019: £388,652)

23 Ultimate controlling party

The ultimate controlling party is P Earp, who is a director and owns 100% of the share capital of the company.

24 Accounting estimates and judgements

Estimates and assumptions are reviewed on an ongoing basis. The key accounting estimates and judgements are considered to be as follows:

Stocks

Stocks are valued at the lower of cost and net realisable value. Provisions are held in respect of obsolete, damaged or stock considered to be non-saleable.

Debtors

Provisions are calculated for all debts considered to be non-collectable.