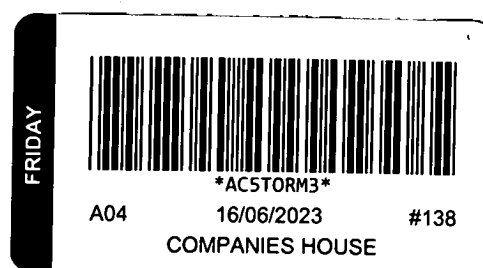


COMPANY REGISTRATION NUMBER 02217099

**CONCESSIONS MANAGEMENT INTERNATIONAL LIMITED
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022**



CONCESSIONS MANAGEMENT INTERNATIONAL LIMITED
FINANCIAL STATEMENTS
YEAR ENDED 31 DECEMBER 2022

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CONCESSIONS MANAGEMENT INTERNATIONAL LIMITED

OFFICERS AND PROFESSIONAL ADVISERS

THE BOARD OF DIRECTORS

BJ Muir
SL Carmel
P Kramer

COMPANY SECRETARY

A Abioye

REGISTERED OFFICE

4 Pancras Square
London
N1C 4AG

AUDITOR

Grant Thornton UK LLP
Statutory Auditor
30 Finsbury Square
London
EC2A 1AG

BANK

HSBC Bank PLC
City of London Branch
60 Queen Victoria Street
London
EC4N 4TR

CONCESSIONS MANAGEMENT INTERNATIONAL LIMITED

STRATEGIC REPORT

YEAR ENDED 31 DECEMBER 2022

The directors present their strategic report for the company for the year ended 31 December 2022.

PRINCIPAL ACTIVITIES AND BUSINESS REVIEW

The principal activity of the company during the year was operating concessions at music, leisure and exhibition venues.

The result and position of the company as at and for the year ended 31 December 2022 are set out in the statement of comprehensive income, statement of financial position and statement of changes in equity on pages 10, 11 and 12 respectively. The result and position of the company were in line with directors' expectations.

In early 2023 the directors have considered the economic viability of continuing future operation in the concessions market and as such it is the intention of the directors to scale back activity with a view to closing the company in 2023. Therefore, the financial statements have been prepared on a basis other than the going concern basis of preparation. This basis includes, where applicable, writing the company's assets down to net realisable value. Provisions have also been made in respect of any contracts which have become onerous at the reporting date. No provision has been made for the future costs of terminating the business unless such costs were committed at the reporting date.

The directors have considered the implication of the Insolvency Act 1986. Included within creditors is a loan from the parent company amounting to £2,949k (2021 - £2,814k). The parent company has confirmed its willingness not to call the loan unless the company is in a suitable financial position.

RESULTS AND DIVIDENDS

The company's loss for the financial year was £19k (2021 - loss £15k). The retained loss for the year has been transferred to reserves.

The directors do not recommend payment of a dividend for the year ended 31 December 2022 (2021 - £Nil).

KEY PERFORMANCE INDICATORS

The company uses a variety of performance indicators to review historical performance. The key indicators are turnover and gross profit margin, as described below.

Turnover

Turnover levels increased by 195% compared to the prior year due to the resumption of live events in 2022, whereas the 2021 performance was affected by Covid-19.

Gross profit margin

The company made a gross margin in 2022 of 10% which was in line with the 10% gross margin made in 2021. This reflects the fact the costs are variable in nature.

FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The company uses a variety of financial instruments including cash and trade payables that arise directly from its operations.

The directors are of a view that the main risks arising from the company's financial instruments are interest rate risk and liquidity risk, as summarised below:

CONCESSIONS MANAGEMENT INTERNATIONAL LIMITED
STRATEGIC REPORT (continued)
YEAR ENDED 31 DECEMBER 2022

Interest rate risk

The company does not have any significant external borrowings and as such the directors consider the interest rate risk to be minimal at this stage.

Liquidity risk

The company manages its financial risk by ensuring liquidity is sufficient to meet future needs, and that sufficient funding is in place before any new commitments are entered into. Cash flow forecasts are monitored by management on a regular basis.

PRINCIPAL RISKS AND UNCERTAINTIES

The company is faced with similar risks and uncertainties as other companies operating in the music concessions business, and the expectation is the concessions market will continue to be a very competitive market and that continuing operations would be difficult long term. As explained in 'principal activities and business review' the company will cease trading in 2023 and the financial statements have been prepared on a basis other than the going concern basis of preparation.

By order of the board

Paul Kramer

P Kramer
Director

Date: 14 June 2023

CONCESSIONS MANAGEMENT INTERNATIONAL LIMITED

DIRECTORS' REPORT

YEAR ENDED 31 DECEMBER 2022

The directors present their report, together with the financial statements and the auditor's report of the company for the year ended 31 December 2022.

They have included the following matters within the strategic report, otherwise required to be disclosed in the directors' report, as they are considered to be of strategic importance to the company.

- Results and dividends;
- Financial risk management objectives and policies; and
- Principal risks and uncertainties.

DIRECTORS

The directors who served the company during the year and subsequently were as follows:

BJ Muir
SL Carmel
P Kramer (appointed 24 January 2022)
P Jassal (resigned 24 January 2022)

DIRECTORS' QUALIFYING THIRD PARTY INDEMNITY PROVISIONS

A qualifying third party indemnity provision remains in force as at the date of approving the directors' report, subject to the provisions of section 236 of the Companies Act 2006. Universal Music Group N.V., the ultimate parent undertaking, maintains a Directors & Officers Liability Programme which indemnifies directors' personal liabilities resulting from alleged wrongful acts committed in the line of their employment.

POLICY ON THE PAYMENT OF CREDITORS

It is the company's policy that payments to suppliers are made in accordance with those terms and conditions agreed between the company and its suppliers, provided that all trading terms and conditions have been complied with.

DONATIONS

The company made no charitable or political donations in either year.

BASIS OTHER THAN THAT OF THE GOING CONCERN BASIS OF PREPARATION

The financial statements have been prepared on a basis other than the going concern basis of preparation as it is the intention of the directors to liquidate the company.

CONCESSIONS MANAGEMENT INTERNATIONAL LIMITED
DIRECTORS' REPORT (continued)
YEAR ENDED 31 DECEMBER 2022

DIRECTORS' RESPONSIBILITIES STATEMENT

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

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law), including Financial Reporting Standard 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 and profit or loss of the company for that year. 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.

AUDITOR

In so far as each of the directors at the date of approving this report are aware:

- there is no relevant audit information of which the company's auditor is unaware; and
- each director has taken all 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.

This confirmation is given and should be interpreted in accordance with the provisions of section 418 of the Companies Act 2006.

By order of the board

Bola Abioye

A Abioye

Company Secretary

Date: 14 June 2023

Company Registration Number: 02217099

CONCESSIONS MANAGEMENT INTERNATIONAL LIMITED
INDEPENDENT AUDITOR'S REPORT TO THE DIRECTORS OF CONCESSIONS
MANAGEMENT INTERNATIONAL LIMITED
YEAR ENDED 31 DECEMBER 2022

Opinion

We have audited the financial statements of Concessions Management Limited (the 'Company') for the year ended 31 December 2022, which comprise of the Statement of Comprehensive Income, Statement of Financial Position, Statement of Changes in Equity and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Company's affairs as at 31 December 2022 and of its loss for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the '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 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.

Emphasis of matter – basis of preparation of the financial statements

We draw attention to Note 3 to the financial statements, which describes the basis of preparation of the financial statements. As described in the note, the concessions market would not be economically viable and therefore the company will cease trading in 2023. Accordingly, the management of the company prepared the financial statements on basis other than the going concern basis of preparation (break-up basis). Our opinion is not modified in this respect of this matter.

**CONCESSIONS MANAGEMENT INTERNATIONAL LIMITED
INDEPENDENT AUDITOR'S REPORT TO THE DIRECTORS OF CONCESSIONS
MANAGEMENT INTERNATIONAL LIMITED (continued)**

YEAR ENDED 31 DECEMBER 2022

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The directors are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the 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 themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the strategic report and the 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.

Matter on which we are required to report under the Companies Act 2006

In the light of the knowledge and understanding of the Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic report and the Director's report.

Matters on which we are required to report by exception

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

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

Responsibilities of directors for the financial statements

As explained more fully in the Directors' responsibilities statement, the director is 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 director determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

CONCESSIONS MANAGEMENT INTERNATIONAL LIMITED
INDEPENDENT AUDITOR'S REPORT TO THE DIRECTORS OF CONCESSIONS
MANAGEMENT INTERNATIONAL LIMITED (continued)
YEAR ENDED 31 DECEMBER 2022

In preparing the financial statements, the director is 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 director either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below:

- We understood how the Company is complying with legal and regulatory frameworks by making enquiries of management. We corroborated our enquiries throughout our audit work.
- We assessed the susceptibility of the Company's Financial Statements to material misstatement, including how fraud might occur by meeting with management from relevant parts of the business to understand where management considered there was a susceptibility to fraud. We also considered performance targets and their influence on efforts made by management to manage earnings or influence the perceptions of analysts.
- Audit procedures performed by the engagement team included:
 - evaluation of the programmes established to address the risks related to irregularities and fraud;
 - testing manual journal entries, in particular journal entries relating to management estimates and entries determined to be large or relating to unusual transactions; and
 - identifying and testing related party transactions.
- These audit procedures were designed to provide reasonable assurance that the financial statements were free from fraud or error. The risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error and detecting irregularities that result from fraud is inherently more difficult than detecting those that result from error, as fraud may involve collusion, deliberate concealment, forgery or intentional misrepresentations. Also, the further removed non-compliance with laws and regulations is from events and transactions reflected in the financial statements, the less likely we would become aware of it;
- Assessment of the appropriateness of the collective competence and capabilities of the engagement team included consideration of the engagement team's:
 - understanding of, and practical experience with audit engagements of a similar nature and complexity through appropriate training and participation;
 - knowledge of the industry in which the client operates; and
 - understanding of the legal and regulatory requirements specific to the entity/regulator entity including:
 - the provisions of the applicable legislation;
 - the regulators rules and related guidance, including guidance issued by relevant authorities that interprets those rules; and
 - the applicable statutory provisions.

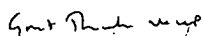
CONCESSIONS MANAGEMENT INTERNATIONAL LIMITED**INDEPENDENT AUDITOR'S REPORT TO THE DIRECTORS OF CONCESSIONS****MANAGEMENT INTERNATIONAL LIMITED (continued)****YEAR ENDED 31 DECEMBER 2022**

- We did not identify any matters relating to non-compliance with laws and regulation or relating to fraud.

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

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.



Nicholas Page PhD BSc FCA
Senior Statutory Auditor
For and behalf of Grant Thornton UK LLP
Statutory Auditor, Chartered Accountants
London

Date: 14 June 2023

Company Registration Number: 02217099

CONCESSIONS MANAGEMENT INTERNATIONAL LIMITED
STATEMENT OF COMPREHENSIVE INCOME
YEAR ENDED 31 DECEMBER 2022

	Note	2022 £	2021 £
TURNOVER	4	2,991,873	1,531,540
Cost of sales		(2,703,366)	(1,381,900)
GROSS PROFIT		288,507	149,640
Administrative expenses		(357,470)	(175,555)
OPERATING LOSS	5	(68,963)	(25,915)
Interest receivable and similar income	7	78,387	7,311
Interest payable and similar charges		(31,805)	(3,210)
LOSS BEFORE TAXATION		(22,381)	(21,814)
Tax on loss	8	3,821	6,669
LOSS FOR THE FINANCIAL YEAR		(18,560)	(15,145)

All of the activities of the company are classed as continuing operations.

The notes on pages 13 to 24 form part of these financial statements

CONCESSIONS MANAGEMENT INTERNATIONAL LIMITED
STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2022

	Note	2022 £	2021 £
FIXED ASSETS			
Property, plant & equipment		-	1,247
		-	1,247
CURRENT ASSETS			
Debtors: Amounts falling due within one year	9	3,395,987	3,591,177
Cash at bank		14,126	22,752
		3,410,113	3,613,929
CREDITORS: Amounts falling due within one year	10	(3,309,363)	(3,495,865)
NET CURRENT ASSETS		100,750	118,064
TOTAL ASSETS LESS CURRENT LIABILITIES		100,750	119,311
NET ASSETS		100,750	119,311
CAPITAL AND RESERVES			
Called-up equity share capital	16	1	1
Profit and loss account		100,749	119,310
EQUITY SHAREHOLDERS' FUNDS		100,750	119,311

These accounts were approved by the board of directors and authorised for issue on 14 June 2023 and are signed on their behalf by:

Paul Kramer

P Kramer
Director

The notes on pages 13 to 24 form part of these financial statements

CONCESSIONS MANAGEMENT INTERNATIONAL LIMITED**STATEMENT OF CHANGES IN EQUITY****YEAR ENDED 31 DECEMBER 2022**

	Called-Up Equity Share Capital £	Profit & Loss Account £	Total Shareholders' Funds £
Balance brought forward at 1 January 2021	1	134,455	134,456
Total comprehensive income for the period			
Loss for the year	-	(15,145)	(15,145)
Balance brought forward at 1 January 2022	1	119,310	119,311
Total comprehensive income for the period			
Loss for the year	-	(18,560)	(18,560)
Balance carried forward at 31 December 2022	1	100,749	100,750

The notes on pages 13 to 24 form part of these financial statements

CONCESSIONS MANAGEMENT INTERNATIONAL LIMITED

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2022

1. GENERAL INFORMATION

Concessions Management International Limited is a private company limited by shares and incorporated in the UK under the Companies Act 2006 and registered in England and Wales. The registered office is 4 Pancras Square, London, N1C 4AG.

The principal activities of the company and the nature of its operations are set out in the strategic report on page 2.

2. STATEMENT OF COMPLIANCE

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

3. ACCOUNTING POLICIES

Basis of preparation of financial statements

In early 2023 the directors have considered the economic viability of continuing future operation in the concessions market and as such it is the intention of the directors to scale back activity with a view to closing the company in 2023. Therefore, these financial statements have been prepared on a basis other than the going concern basis of preparation. This basis includes, where applicable, writing the company's assets down to net realisable value. Provisions have also been made in respect of contracts which have become onerous at the reporting date. No provision has been made for the future costs of terminating the business unless such costs were committed at the reporting date.

The financial statements are prepared in sterling, which is the functional currency of the company, and have been rounded to the nearest £.

FRS 102 - Qualifying exemptions

The company meets the definition of a qualifying entity under FRS 102 and has therefore taken advantage of the following disclosure exemptions in preparing these financial statements, as permitted by FRS 102:

- from preparing a statement of cash flows and related notes;
- from preparing a reconciliation of the number of shares outstanding from the beginning to the end of the financial year;
- from disclosing related party disclosures;
- from disclosing key management personnel compensation;
- from certain financial instrument disclosures required by FRS 102.11 *Basic Financial Instruments* and FRS 102.12 *Other Financial Instruments*; and
- from certain share based payment disclosures required by FRS 102.26 *Share-based Payment*.

This information is included in the consolidated financial statements of the company's parent undertaking, Universal Music Group N.V.

CONCESSIONS MANAGEMENT INTERNATIONAL LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 DECEMBER 2022

3. ACCOUNTING POLICIES (continued)

Other qualifying exemptions

As the ultimate parent undertaking prepares publicly available consolidated financial statements and is incorporated within the European Union the company has taken advantage of the exemption under section 400 of the Companies Act 2006 from preparing consolidated accounts. As such, these financial statements give information about the company as an individual undertaking and not about its group.

Going concern

The company is faced with similar risks and uncertainties as other companies operating in the music concessions business, and the expectation is the concessions market will continue to be a very competitive market and that continuing operations would be difficult long term. As explained in 'principal activities and business review' the company will cease trading in 2023 and the financial statements have been prepared on a basis other than that of the going concern basis.

Turnover

Turnover represents the invoiced value of goods and services supplied by the company net of value added tax. Revenue is recognised to the extent that it is probable that the economic benefit will flow to the company and the revenue can be reliably measured.

Financial instruments

Financial assets and financial liabilities are recognised when the company becomes a party to the contractual provisions of the instrument.

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting all of its liabilities.

Financial assets and liabilities

All financial assets and liabilities are initially measured at transaction price (including transaction costs), except for those financial assets classified as at fair value through profit or loss, which are initially measured at fair value (which is normally the transaction price excluding transaction costs), unless the arrangement constitutes a financing transaction. If an arrangement constitutes a financing transaction, the financial asset or financial liability is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Financial assets and liabilities are only offset in the statement of financial position when, and only when there exists a legally enforceable right to set off the recognised amounts and the company intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Debt instruments which meet the following conditions of being 'basic' financial instruments as defined in paragraph 11.9 of FRS 102 are subsequently measured at amortised cost using the effective interest method.

Debt instruments that have no stated interest rate (and do not constitute financing transaction) and are classified as payable or receivable within one year are initially measured at an undiscounted amount of the cash or other consideration expected to be paid or received, net of impairment.

Other debt instruments not meeting conditions of being 'basic' financial instruments are measured at fair value through profit or loss.

CONCESSIONS MANAGEMENT INTERNATIONAL LIMITED**NOTES TO THE FINANCIAL STATEMENTS (continued)****YEAR ENDED 31 DECEMBER 2022**

3. ACCOUNTING POLICIES (continued)**Financial instruments (continued)*****Financial assets and liabilities (continued)***

Financial assets are derecognised when and only when a) the contractual rights to the cash flows from the financial asset expire or are settled, b) the company transfers to another party substantially all of the risks and rewards of ownership of the financial asset, or c) the company, despite having retained some, but not all, significant risks and rewards of ownership, has transferred control of the asset to another party.

Financial liabilities are derecognised only when the obligation specified in the contract is discharged, cancelled or expires.

Debt instruments which meet the following conditions of being 'basic' financial instruments as defined in paragraph 11.9 of FRS 102 are subsequently measured at amortised cost using the effective interest method.

Debt instruments that have no stated interest rate (and do not constitute financing transaction) and are classified as payable or receivable within one year are initially measured at an undiscounted amount of the cash or other consideration expected to be paid or received, net of impairment.

Other debt instruments not meeting conditions of being 'basic' financial instruments are measured at fair value through profit or loss.

Financial assets are derecognised when and only when a) the contractual rights to the cash flows from the financial asset expire or are settled, b) the company transfers to another party substantially all of the risks and rewards of ownership of the financial asset, or c) the company, despite having retained some, but not all, significant risks and rewards of ownership, has transferred control of the asset to another party.

Financial liabilities are derecognised only when the obligation specified in the contract is discharged, cancelled or expires.

Equity instruments

Equity instruments issued by the company are recorded at the fair value of cash or other resources received or receivable, net of direct issue costs.

Fair value measurement

The best evidence of fair value is a quoted price for an identical asset in an active market. When quoted prices are unavailable, the price of a recent transaction for an identical asset provides evidence of fair value as long as there has not been a significant change in economic circumstances or a significant lapse of time since the transaction took place. If the market is not active and recent transactions of an identical asset on their own are not a good estimate of fair value, the fair value is estimated by using a valuation technique.

Investments

Investments in non-convertible preference shares and non-puttable ordinary or preference shares, where shares are publicly traded or their fair value is reliably measurable, are measured at fair value through profit or loss. Where fair value cannot be measured reliably, investments are measured at cost less impairment.

Inventories

Inventories are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

Net realisable value is based on estimated selling price less any further costs expected to be incurred to completion and disposal.

CONCESSIONS MANAGEMENT INTERNATIONAL LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 DECEMBER 2022

3. ACCOUNTING POLICIES (continued)

Impairment (excluding inventories and deferred tax assets)

Impairment of assets

Assets, other than those measured at fair value, are assessed for indicators of impairment at each balance sheet date. If there is objective evidence of impairment, an impairment loss is recognised in profit or loss as described below.

Non-financial assets

An asset is impaired where there is objective evidence that, as a result of one or more events that occurred after initial recognition, the estimated recoverable value of the asset has been reduced. The recoverable amount of an asset is the higher of its fair value less costs to sell and its value in use.

Where indicators exist for a decrease in impairment loss previously recognised, the prior impairment loss is tested to determine reversal. An impairment loss is reversed on an individual impaired asset to the extent that the revised recoverable value does not lead to a revised carrying amount higher than the carrying value had no impairment been recognised.

Financial assets

For financial assets carried at amortised cost, the amount of an impairment is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the financial asset's original effective interest rate.

For financial assets carried at cost less impairment, the impairment loss is the difference between the asset's carrying amount and the best estimate of the amount that would be received for the asset if it were to be sold at the reporting date.

Where indicators exist for a decrease in impairment loss, and the decrease can be related objectively to an event occurring after the impairment was recognised, the prior impairment loss is tested to determine reversal. An impairment loss is reversed on an individual impaired financial asset to the extent that the revised recoverable value does not lead to a revised carrying amount higher than the carrying value had no impairment been recognised.

Tangible Assets

Tangible assets are stated at cost (or deemed cost) less accumulated depreciation and accumulated impairment losses.

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

- Short leasehold property: over the period of the lease

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

Tangible assets are derecognised on disposal or when no future economic benefits are expected.

CONCESSIONS MANAGEMENT INTERNATIONAL LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 DECEMBER 2022

3. ACCOUNTING POLICIES (continued)

Interest receivable and Interest payable

Interest payable and similar charges include interest payable, finance charges, unwinding of the discount on provisions, and net foreign exchange losses that are recognised through profit or loss in the statement of comprehensive income.

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

Interest income and interest payable are recognised in profit or loss as they accrue. Foreign currency gains and losses are reported on a net basis.

Dividend income

Dividend income is recognised in the statement of comprehensive income on the date the company's right to receive payments is established.

Taxation

The charge/(credit) for taxation is based on the profit/(loss) for the period and takes into account taxation deferred because of the timing differences between the treatment of certain items for taxation and accounting purposes.

Deferred tax is recognised in respect of all timing differences that have originated but not reversed at the balance sheet date where transactions or events have occurred at that date that result in an obligation to pay more tax in the future or a right to pay less tax in future.

Timing differences are differences between the company's taxable profit and loss and its results as stated in the financial statements. No deferred tax is recognised on permanent differences.

Deferred tax is measured at the average tax rates that are expected to apply in the period in which the timing differences are expected to reverse, based on tax rates and law that have been enacted or substantively enacted by the balance sheet date. Deferred tax is measured on a non-discounted basis. Deferred tax assets are recognised only to the extent that it is considered more likely than not that there will be suitable taxable profits from which the future reversal of the underlying timing differences can be deducted.

CONCESSIONS MANAGEMENT INTERNATIONAL LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 DECEMBER 2022

3. ACCOUNTING POLICIES (continued)

Foreign currencies

Transactions in foreign currencies are translated to the company's functional currency at the foreign exchange rate ruling at the date of transaction. Monetary assets and liabilities denominated in foreign currencies at the statement of financial position 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 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 through profit or loss in the statement of comprehensive income except for differences arising on the retranslation of qualifying cash flow hedges and items which are fair valued with changes taken to other comprehensive income.

Critical accounting judgements and key sources of estimation uncertainty

The directors may make judgements in the application of the accounting policies above that have a significant impact on the amounts recognised, and may make estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

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

Critical judgements in applying the Group's accounting policies

The directors have concluded there are no critical judgements to disclose.

Key source of estimation uncertainty

The directors have concluded there are no key sources of estimation uncertainty to disclose.

CONCESSIONS MANAGEMENT INTERNATIONAL LIMITED**NOTES TO THE FINANCIAL STATEMENTS (continued)****YEAR ENDED 31 DECEMBER 2022****4. TURNOVER**

Turnover by activity is as follows:

	2022 £	2021 £
Concession Income	2,991,873	1,531,540
	<u>2,991,873</u>	<u>1,531,540</u>

Turnover by source is exclusively derived in the United Kingdom.

5. OPERATING LOSS

Operating loss is stated after charging/(crediting):

	2022 £	2021 £
Depreciation of assets held under finance lease agreements	1,247	3,762
Auditor's remuneration	16,645	15,500
Operating lease costs:		
- Land and buildings	<u>6,584</u>	<u>8,935</u>

CONCESSIONS MANAGEMENT INTERNATIONAL LIMITED
NOTES TO THE FINANCIAL STATEMENTS (continued)
YEAR ENDED 31 DECEMBER 2022

6. PARTICULARS OF EMPLOYEES

The company had no employees during the year ended 31 December 2022 (2021: nil).

Emoluments for the directors of the Company are paid for by a fellow group company. The fellow group company has not recharged any amount to the Company (2021: nil) on the basis that they are unable to make a reasonable apportionment of the portion of these total emoluments that relate to qualifying services provided by directors of the Company.

7. INTEREST RECEIVABLE AND SIMILAR INCOME

	2022 £	2021 £
Interest receivable from group undertakings	78,387	7,311
	<u>78,387</u>	<u>7,311</u>

8. TAX ON LOSS

(a) Analysis of tax credit in the year

	2022 £	2021 £
Current tax:		
UK Taxation		
In respect of the year		
UK Corporation tax based on profit/(loss) for the year	-	-
Adjustments in respect of previous years	-	-
Group relief payable/(receivable) for losses claimed from/surrendered to other group undertakings	(5,616)	(5,939)
Total current tax	<u>(5,616)</u>	<u>(5,939)</u>
Deferred tax:		
Capital allowances	1,795	(730)
Total deferred tax	<u>1,795</u>	<u>(730)</u>
Tax on loss	<u>(3,821)</u>	<u>(6,669)</u>

CONCESSIONS MANAGEMENT INTERNATIONAL LIMITED
NOTES TO THE FINANCIAL STATEMENTS (continued)
YEAR ENDED 31 DECEMBER 2022

8. TAX ON LOSS (continued)

(b) Factors affecting current tax credit

The tax assessed on the profit/(loss) on ordinary activities for the year is lower than the average rate of corporation tax in the UK of 19% (2020 - 19%).

	2022 £	2021 £
Loss before taxation	(22,381)	(21,814)
Loss at the standard rate of UK Corporation tax of 19.00% (2021 - 19.00%)	(4,252)	(4,145)
Expenses not deductible for tax purposes	-	(131)
Adjustments in respect of previous periods	-	-
Impact of statutory rate change	431	(2,393)
Current tax charge/(credit) for the financial year	(3,821)	(6,669)

CONCESSIONS MANAGEMENT INTERNATIONAL LIMITED
NOTES TO THE FINANCIAL STATEMENTS (continued)
YEAR ENDED 31 DECEMBER 2022

9. DEBTORS: Amounts due within one year

	2022 £	2021 £
Trade debtors	210	9,009
Amounts owed by group undertakings	3,366,113	3,487,225
VAT recoverable	21,288	-
Other debtors	200	33,382
Prepayments and accrued income	-	51,590
Deferred taxation (note 11)	8,176	9,971
	<u>3,395,987</u>	<u>3,591,177</u>

All interest-bearing loans and borrowings are initially recognised at net proceeds. Interest bearing debt is increased by the finance cost in respect of the reporting period by any settlement made. Interest is charged and earned on a fixed element of the debt at an arms length rate.

All amounts due from fellow group undertakings are classified as current as they are repayable on demand. They are unsecured and interest rates are linked to SONIA from 1 January 2022. Interest rates were linked to LIBOR prior to 1 January 2022.

10. CREDITORS: Amounts falling due within one year

	2022 £	2021 £
Trade creditors	84,602	234,699
Amounts owed to group undertakings	2,949,493	2,814,495
VAT	-	622
Other creditors	101,317	141,462
Accruals and deferred income	173,951	304,587
	<u>3,309,363</u>	<u>3,495,865</u>

All interest-bearing loans and borrowings are initially recognised at net proceeds. Interest bearing debt is increased by the finance cost in respect of the reporting period by any settlement made. Interest is charged and earned on a fixed element of the debt at an arms length rate.

All amounts to from fellow group undertakings are classified as current as they are repayable on demand. They are unsecured and interest rates are linked to SONIA from 1 January 2022. Interest rates were linked to LIBOR prior to 1 January 2022.

CONCESSIONS MANAGEMENT INTERNATIONAL LIMITED
NOTES TO THE FINANCIAL STATEMENTS (continued)
YEAR ENDED 31 DECEMBER 2022

11. DEFERRED TAXATION

The movement in the deferred taxation account during the year was:

	2022 £	2021 £
Balance brought forward	9,971	9,241
Deferred taxation on ordinary activities account movement arising during the year	(1,795)	730
Provision carried forward	<u>8,176</u>	<u>9,971</u>

Deferred taxation consists of the tax effect of timing differences in respect of:

	2022 £	2021 £
Excess of depreciation over taxation allowances	<u>8,176</u>	<u>9,971</u>
	<u>8,176</u>	<u>9,971</u>

The deferred tax is included in the statement of financial position is as follows:

	2022 £	2021 £
Included in debtors (note 9)	<u>8,176</u>	<u>9,971</u>

12. POST BALANCE SHEET EVENTS

No post balance sheet events have been identified by management.

13. CAPITAL COMMITMENTS

The company had no capital commitments at 31 December 2022 or 31 December 2021.

14. CONTINGENT LIABILITIES

The company had no contingent liabilities at 31 December 2022 or 31 December 2021.

CONCESSIONS MANAGEMENT INTERNATIONAL LIMITED**NOTES TO THE FINANCIAL STATEMENTS (continued)****YEAR ENDED 31 DECEMBER 2022****15. RELATED PARTY TRANSACTIONS**

The company has taken advantage of the exemption in FRS 102 Section 33 not to disclose related party transactions in the financial statements.

16. SHARE CAPITAL**Authorised:**

	2022		2021	
	No	£	No	£
Ordinary shares of £1 each	1,000	1,000	1,000	1,000
	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>

Allotted, called up and fully paid:

	2022		2021	
	No	£	No	£
Ordinary shares of £1 each	1	1	1	1
	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>

17. ULTIMATE PARENT COMPANY

The immediate parent undertaking is Bravado International Group Limited. The ultimate parent undertaking and controlling party is Universal Music Group N.V., a company incorporated and domiciled in the Netherlands.

The smallest and largest group in which the result of the company is consolidated is that headed by Universal Music Group N.V.. Copies of its annual report in English may be obtained from:

Universal Music Group
's-Gravelandseweg 80
1217 EW Hilversum
The Netherlands