

**LATTICE LABELS LIMITED**

**ANNUAL REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 DECEMBER 2021**

**LATTICE LABELS LIMITED**

**COMPANY INFORMATION**

<b>DIRECTORS</b>	C B Beadle (resigned 28 February 2021) J L Roberts G Powell (resigned 4 May 2021) T C Clifton
<b>COMPANY SECRETARY</b>	T C Clifton
<b>REGISTERED NUMBER</b>	02589295
<b>REGISTERED OFFICE</b>	2 Chester Road Colmworth Business Park St Neots Cambridgeshire PE19 8YT
<b>INDEPENDENT AUDITORS</b>	Price Bailey LLP Chartered Accountants & Statutory Auditors Tennyson House Cambridge Business Park Cambridge CB4 0WZ
<b>BANKERS</b>	Barclays Bank plc 41 High Street St Neots PE19 1AS
<b>SOLICITORS</b>	Hunt & Combs 35 Thorpe Road Peterborough PE3 6AG

**LATTICE LABELS LIMITED**

**CONTENTS**

	Page
<b>Strategic Report</b>	1 - 2
<b>Directors' Report</b>	3 - 4
<b>Independent Auditors' Report</b>	5 - 8
<b>Statement of Income and Retained Earnings</b>	9
<b>Balance Sheet</b>	10
<b>Analysis of Net Debt</b>	11
<b>Notes to the Financial Statements</b>	12 - 25

# **LATTICE LABELS LIMITED**

## **STRATEGIC REPORT FOR THE YEAR ENDED 31 DECEMBER 2021**

### **INTRODUCTION**

This is a balanced and comprehensive review of the performance of our business during the year and its position at the year end consistent with the size and nature of our business and is written in the context of the risks and uncertainties we face.

### **BUSINESS REVIEW**

#### **Financial overview**

The Company achieved a profit before taxation for the year ended 31 December 2021 of £463,634 (2020: £647,327)

The Directors are delighted with the performance of the business considering the effects of the COVID-19 pandemic the world is currently facing and expect a similar level of performance for the year ahead subject to influence of external economic factors. 2022 has thrown up a new set of challenges however and the effects on profit of runaway inflation must not be underestimated.

#### **Turnover**

Management consider the results for the year to be in line with overall performance of the market.

#### **Operating costs**

Operating costs have been controlled and remain consistent with the prior financial year.

### **PRINCIPAL RISKS AND UNCERTAINTIES**

The management of the business and the nature of the Company's strategy are subject to a number of risks. Management have set out below the principal risks facing the business. Where possible processes are in place to monitor and mitigate such risks.

#### **Economic downturn**

The success of the business is reliant on consumer demand. An economic downturn, resulting in reduction of consumer demand, will have an impact on the income achieved by the Company. In response to this risk, management aim to keep abreast of economic downturn, marketing and pricing strategies are modified to reflect the new market conditions.

#### **Manufacturing of products**

The Company is reliant on its products being of a high quality and up to date with its customer's demand. This exposes the Company to risks in a number of areas which is dependent on its manufacturing in respect of:

- quality of the labels
- pricing of the labels
- range of types of labels offered

Management are confident that the products produced will be of a continued high quality and will meet the market's demand.

## LATTICE LABELS LIMITED

### STRATEGIC REPORT (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2021

#### FINANCIAL KEY PERFORMANCE INDICATORS

The Company measures its financial performance in several areas as follows:

1. Growth in turnover is a key measure of the company's success in winning new business and retaining existing clients. Despite the easing of COVID-19 related lockdowns the consumer market continued to shop from home and have products delivered to home or work. This has led to a continued strong demand for delivery labels. Many more labels are consumed when an item is delivered to a home rather than delivered to a store. This resulted in turnover increasing by 10.0 percentage points compared to 2020. Gross margins improved by 12.0 percentage points compared to 2020.

2. Cash collection and stock leveraging forms part of our working capital management. At the year end average debtor days were 55.2 days (2020 - 58.6 days) compared to a target of 65.0 days. A proportion of the turnover growth was from one customer we incentivised them to pay earlier resulting in lower debtor days. Stock turns of 11.8:1 (2020 - 18.7:1) compares less favourably with 2020. We took a conscious decision to increase raw material stocks at the year end to offset any impending price increases in 2022.

#### OTHER KEY PERFORMANCE INDICATORS

The Company measures its non-financial performance in several areas as follows:

1. The securing of new business is a critical area if the business is to continue to grow. The value of contracts won during the year is therefore closely monitored. During the year the level of new business won exceeded our target and helped mitigate our losses.

2. The level of contract losses is also measured. Contract losses are categorised into two areas- those under our control and those outside our control. The level of contract losses under our control was in line with anticipated levels, whilst contract losses outside of our control (receiverships and closures) was broadly as expected.

3. Productivity and efficiency is monitored and assessed using different metrics compared to previous years performance, across a wide range of indicators our performance has improved facilitated by product mix improvements and continued targeted capital expenditure.

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

.....  
**J L Roberts**

Director

Date: 26 September 2022

## **LATTICE LABELS LIMITED**

### **DIRECTORS' REPORT FOR THE YEAR ENDED 31 DECEMBER 2021**

The directors present their report and the financial statements for the year ended 31 December 2021.

#### **DIRECTORS**

The directors who served during the year were:

C B Beadle (resigned 28 February 2021)  
J L Roberts  
G Powell (resigned 4 May 2021)  
T C Clifton

#### **RESULTS AND DIVIDENDS**

The profit for the year, after taxation, amounted to £364,616 (2020 - £519,276).

The Directors recommend the payment of a dividend this year totalling £50,000 (2020: £66,400).

#### **DIRECTORS' RESPONSIBILITIES STATEMENT**

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 the directors have elected to prepare the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), 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 of the Company and of the profit or loss of the Company for that period.

In preparing these financial statements, the directors are required to:

- select suitable accounting policies for the Company's financial statements and then apply them consistently;
- make judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

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 to 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.

#### **FUTURE DEVELOPMENTS**

The Directors anticipate no significant changes in the Company's activities for the foreseeable future.

#### **DISCLOSURE OF INFORMATION TO AUDITORS**

Each of the persons who are directors at the time when this Directors' Report is approved has confirmed that:

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

**LATTICE LABELS LIMITED**

**DIRECTORS' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 DECEMBER 2021**

**POST BALANCE SHEET EVENTS**

There have been no significant events affecting the Company since the year end.

**AUDITORS**

Under section 487(2) of the Companies Act 2006, Price Bailey LLP will be deemed to have been reappointed as auditors 28 days after these financial statements were sent to members or 28 days after the latest date prescribed for filing the accounts with the registrar, whichever is earlier.

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

.....  
**J L Roberts**

Director

Date: 26 September 2022

## **LATTICE LABELS LIMITED**

### **INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF LATTICE LABELS LIMITED**

#### **OPINION**

We have audited the financial statements of Lattice Labels Limited (the 'Company') for the year ended 31 December 2021, which comprise the Statement of Income and Retained Earnings, the Balance Sheet and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Company's affairs as at 31 December 2021 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

#### **BASIS FOR OPINION**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### **CONCLUSIONS RELATING TO GOING CONCERN**

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

#### **OTHER INFORMATION**

The other information comprises the information included in the Annual Report other than the financial statements and our Auditors' Report thereon. The directors are responsible for the other information contained within the Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.



## **LATTICE LABELS LIMITED**

### **INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF LATTICE LABELS LIMITED (CONTINUED)**

#### **OPINION 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.

#### **MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION**

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

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**

As explained more fully in the Directors' Responsibilities Statement set out on page 3, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF LATTICE LABELS LIMITED (CONTINUED)

AUDITORS' RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' 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. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We gained an understanding of the legal and regulatory framework applicable to the company and the industry in which it operates and considered the risk of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations. This included those regulations directly related to the financial statements, including financial reporting, tax legislation and distributable profits and industry regulations including GDPR, employment law and health and safety.

We communicated the identified laws and regulations with the audit team and remained alert to any indications of non-compliance throughout the audit. We carried out specific procedures to address the risks identified.

These included the following:

- agreeing the financial statement disclosures to underlying supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- enquiries of management including those responsible for key regulations;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;

In addressing the risk of management override of controls, we carried out testing of journal entries and other adjustments for appropriateness, assessing whether the judgements made in making accounting estimates are indicative of a potential bias and evaluating the business rationale of significant transactions outside the normal course of business.

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Auditors' Report.

## LATTICE LABELS LIMITED

### INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF LATTICE LABELS LIMITED (CONTINUED)

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

Paul Cullen FCCA (Senior Statutory Auditor)

for and on behalf of

**Price Bailey LLP**

Chartered Accountants

Statutory Auditors

Tennyson House

Cambridge Business Park

Cambridge

CB4 0WZ

29 September 2022

**LATTICE LABELS LIMITED**

**STATEMENT OF INCOME AND RETAINED EARNINGS  
FOR THE YEAR ENDED 31 DECEMBER 2021**

	Note	2021 £	2020 £
Turnover	4	11,437,447	10,398,728
Cost of sales		(7,835,096)	(7,029,484)
<b>Gross profit</b>		<u>3,602,351</u>	<u>3,369,244</u>
Distribution costs		(77,621)	(83,330)
Administrative expenses		(3,055,067)	(2,687,043)
Other operating income	5	-	50,280
<b>Operating profit</b>	6	<u>469,663</u>	<u>649,151</u>
Interest receivable and similar income	9	-	192
Interest payable and similar expenses	10	(6,029)	(2,016)
<b>Profit before tax</b>		<u>463,634</u>	<u>647,327</u>
Tax on profit	11	(99,018)	(128,051)
<b>Profit after tax</b>		<u><u>364,616</u></u>	<u><u>519,276</u></u>
Retained earnings at the beginning of the year		2,727,171	2,274,295
Profit for the year		364,616	519,276
Dividends declared and paid	12	(50,000)	(66,400)
<b>Retained earnings at the end of the year</b>		<u><u>3,041,787</u></u>	<u><u>2,727,171</u></u>

The notes on pages 12 to 25 form part of these financial statements.

**LATTICE LABELS LIMITED**  
**REGISTERED NUMBER: 02589295**

**BALANCE SHEET**  
**AS AT 31 DECEMBER 2021**

	Note	2021 £	2020 £
<b>Fixed assets</b>			
Tangible assets	13	1,333,626	1,442,650
<b>Current assets</b>			
Stocks	14	905,576	400,318
Debtors: amounts falling due within one year	15	3,159,987	3,550,352
Cash at bank and in hand	16	518,309	209,838
		<u>4,583,872</u>	<u>4,160,508</u>
Creditors: amounts falling due within one year	17	(2,209,111)	(2,107,871)
<b>Net current assets</b>		<u>2,374,761</u>	<u>2,052,637</u>
<b>Total assets less current liabilities</b>		<u>3,708,387</u>	<u>3,495,287</u>
Creditors: amounts falling due after more than one year	18	-	(104,167)
<b>Provisions for liabilities</b>			
Deferred tax	21	(232,850)	(230,199)
Other provisions	22	(125,000)	(125,000)
		<u>(357,850)</u>	<u>(355,199)</u>
<b>Net assets</b>		<u><u>3,350,537</u></u>	<u><u>3,035,921</u></u>
<b>Capital and reserves</b>			
Called up share capital	23	308,750	308,750
Profit and loss account	24	3,041,787	2,727,171
		<u><u>3,350,537</u></u>	<u><u>3,035,921</u></u>

The financial statements were approved and authorised for issue by the board and were signed on its behalf by:

.....  
**J L Roberts**  
Director

Date: 26 September 2022

The notes on pages 12 to 25 form part of these financial statements.

**LATTICE LABELS LIMITED**  
**REGISTERED NUMBER: 02589295**

**ANALYSIS OF NET DEBT**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**

	At 1 January 2021 £	Cash flows £	At 31 December 2021 £
Cash at bank and in hand	209,838	308,471	518,309
Finance leases	(229,167)	125,579	(103,588)
	<u>(19,329)</u>	<u>434,050</u>	<u>414,721</u>

The notes on pages 12 to 25 form part of these financial statements.

# **LATTICE LABELS LIMITED**

## **NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021**

### **1. GENERAL INFORMATION**

Lattice Labels Limited is a private Company limited by shares incorporated in England and Wales, United Kingdom. The registered office is 2 Chester Road, Colmworth Business Park, St Neots, PE19 8YT.

The principal activity of the company continued to be that of a label producer and supplier.

### **2. ACCOUNTING POLICIES**

#### **2.1 BASIS OF PREPARATION OF FINANCIAL STATEMENTS**

The financial statements have been prepared under the historical cost convention unless otherwise specified within these accounting policies and in accordance with Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and the Republic of Ireland and the Companies Act 2006.

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgment in applying the Company's accounting policies (see note 3).

The Company's level of rounding is to the nearest Pound.

The following principal accounting policies have been applied:

#### **2.2 GOING CONCERN**

The directors have considered the impact of the COVID-19 pandemic on the Company's operations and going concern status. In making their assessment they have prepared sales, profit and loss and

cash flow forecasts, which have been prepared using various scenarios in relation the continued impact of COVID-19 and management's best estimate of future demand.

The Finnish paper strike which started on the 4th January 2022 and lasted 4 months, impacted heavily on the whole label industry through the first half of 2022. This caused poor availability and also contributed to significant raw material inflation of between 20 and 45%. This has intern led to disruption of customer demand with some demand moving to China. We anticipate this will impact negatively on our turnover through the second half of 2022.

Despite the pandemic, the directors anticipate that the company will remain profitable for the year ahead. The directors continue to monitor cashflow closely and exercise tight credit control and, based on their forecasts and built up reserves, consider it appropriate to continue to prepare the financial statements on a going concern basis.

#### **2.3 TURNOVER**

Turnover comprises revenue recognised by the company in respect of goods supplied during the year, exclusive of Value Added Tax and trade discounts. Turnover is recognised on despatch of goods.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021

**2. ACCOUNTING POLICIES (CONTINUED)**

**2.4 TANGIBLE FIXED ASSETS**

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

At each reporting date the company assesses whether there is any indication of impairment. If such indication exists, the recoverable amount of the asset is determined which is the higher of its fair value less costs to sell and its value in use. An impairment loss is recognised where the carrying amount exceeds the recoverable amount.

Depreciation is charged so as to allocate the cost of assets less their residual value over their estimated useful lives.

Depreciation is provided on the following basis:

Plant and machinery	-	5-20% straight line
Fixtures and fittings	-	5-10% straight line
Computer equipment	-	18-32% straight line

**2.5 OPERATING LEASES: THE COMPANY AS LESSEE**

Rentals paid under operating leases are charged to profit or loss on a straight-line basis over the lease term.

**2.6 STOCKS**

Stocks are stated at the lower of cost and net realisable value, being estimated selling price less costs to complete and sell. Cost is based on the cost of purchase on a first in, first out basis.

At each balance sheet date, stocks are assessed for impairment. If stock is impaired, the carrying amount is reduced to its selling price less costs to complete the sell. The impairment loss is recognised immediately in profit or loss.

**2.7 DEBTORS**

Short term debtors are measured at transaction price, less any impairment.

**2.8 CASH AND CASH EQUIVALENTS**

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours.

**2.9 CREDITORS**

Short term creditors are measured at the transaction price.



NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021

2. ACCOUNTING POLICIES (CONTINUED)

2.10 FINANCIAL INSTRUMENTS

The Company only enters into basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other debtors and creditors, loans from banks and other third parties, loans to related parties and investments in ordinary shares.

Financial assets that are measured at cost and amortised cost are assessed at the end of each reporting period for objective evidence of impairment. If objective evidence of impairment is found, an impairment loss is recognised in the Statement of Income and Retained Earnings.

2.11 FOREIGN CURRENCY TRANSLATION

**Functional and presentation currency**

The Company's functional and presentational currency is GBP.

**Transactions and balances**

Foreign currency transactions are translated into the functional currency using the spot exchange rates at the dates of the transactions.

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

2.12 GOVERNMENT GRANTS

Grants are accounted under the accruals model as permitted by FRS 102. Grants relating to expenditure on tangible fixed assets are credited to profit or loss at the same rate as the depreciation on the assets to which the grant relates. The deferred element of grants is included in creditors as deferred income.

Grants of a revenue nature are recognised in the Statement of Income and Retained Earnings in the same period as the related expenditure.

2.13 FINANCE COSTS

Finance costs are charged to profit or loss over the term of the debt using the effective interest method so that the amount charged is at a constant rate on the carrying amount. Issue costs are initially recognised as a reduction in the proceeds of the associated capital instrument.

2.14 DIVIDENDS

Equity dividends are recognised when they become legally payable. Interim equity dividends are recognised when paid. Final equity dividends are recognised when approved by the shareholders at an annual general meeting.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021

**2. ACCOUNTING POLICIES (CONTINUED)**

**2.15 LEASED ASSETS: THE COMPANY AS LESSEE**

Assets obtained under hire purchase contracts and finance leases are capitalised as tangible fixed assets. Assets acquired by finance lease are depreciated over the shorter of the lease term and their useful lives. Assets acquired by hire purchase are depreciated over their useful lives. Finance leases are those where substantially all of the benefits and risks of ownership are assumed by the company. Obligations under such agreements are included in creditors net of the finance charge allocated to future periods. The finance element of the rental payment is charged to profit or loss so as to produce a constant periodic rate of charge on the net obligation outstanding in each period.

**2.16 PENSIONS**

**Defined contribution pension plan**

The Company operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the Company pays fixed contributions into a separate entity. Once the contributions have been paid the Company has no further payment obligations.

The contributions are recognised as an expense in profit or loss when they fall due. Amounts not paid are shown in accruals as a liability in the Balance Sheet. The assets of the plan are held separately from the Company in independently administered funds.

**2.17 HOLIDAY PAY ACCRUAL**

A liability is recognised to the extent of any unused holiday pay entitlement which is accrued at the balance sheet date and carried forward to future periods. This is measured at the undiscounted salary cost of the future holiday entitlement so accrued at the balance sheet date.

**2.18 INTEREST INCOME**

Interest income is recognised in profit or loss using the effective interest method.

**2.19 PROVISIONS FOR LIABILITIES**

Provisions are made where an event has taken place that gives the Company a legal or constructive obligation that probably requires settlement by a transfer of economic benefit, and a reliable estimate can be made of the amount of the obligation.

Provisions are charged as an expense to profit or loss in the year that the Company becomes aware of the obligation, and are measured at the best estimate at the balance sheet date of the expenditure required to settle the obligation, taking into account relevant risks and uncertainties.

When payments are eventually made, they are charged to the provision carried in the Balance Sheet.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021

2. ACCOUNTING POLICIES (CONTINUED)

2.20 CURRENT AND DEFERRED TAXATION

The tax expense for the year comprises current and deferred tax. Tax is recognised in profit or loss except that a charge attributable to an item of income and expense recognised as other comprehensive income or to an item recognised directly in equity is also recognised in other comprehensive income or directly in equity respectively.

The current corporation tax charge is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the balance sheet date in the countries where the Company operates and generates income.

Deferred tax balances are recognised in respect of all timing differences that have originated but not reversed by the balance sheet date, except that:

- The recognition of deferred tax assets is limited to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits; and
- Any deferred tax balances are reversed if and when all conditions for retaining associated tax allowances have been met.

Deferred tax balances are not recognised in respect of permanent differences except in respect of business combinations, when deferred tax is recognised on the differences between the fair values of assets acquired and the future tax deductions available for them and the differences between the fair values of liabilities acquired and the amount that will be assessed for tax. Deferred tax is determined using tax rates and laws that have been enacted or substantively enacted by the balance sheet date.

3.

JUDGMENTS IN APPLYING ACCOUNTING POLICIES AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of the Company's accounting policy, the directors are required to make significant judgements, estimates and assumptions. The estimates and associated assumptions are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Although these estimates are based on management's best knowledge of the amount, events or actions, actual results ultimately may differ from those estimates.

Estimates and judgements are continually evaluated. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of revision and future periods where the revision affects both current and future periods.

Details of the company's significant accounting judgements and critical estimates include:

**Impairment of stock and work in progress**

Management have assessed the need to write off or provide against any specific items based on the levels held at period end and the expected sales of such items in the immediate period post year end. Management take into account historic sales data at the date the estimate is made.

**Impairment of trade debtors**

The recoverability of trade debtors has been assessed at the year end and up until the date of signing these financial statements. Management have based the decision to provide for any amounts based on their judgement of all the available information and their experience of the specific nature of the trade debtor in question.

**LATTICE LABELS LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021**

**4. TURNOVER**

The whole of the turnover is attributable to the one principal activity of the Company.

Analysis of turnover by country of destination:

	2021 £	2020 £
United Kingdom	11,226,638	10,051,453
Rest of Europe	210,809	347,275
	<u>11,437,447</u>	<u>10,398,728</u>

**5. OTHER OPERATING INCOME**

	2021 £	2020 £
Government grants receivable	<u>-</u>	<u>50,280</u>

**6. OPERATING PROFIT**

The operating profit is stated after charging:

	2021 £	2020 £
Depreciation of tangible fixed assets	256,971	230,494
Exchange differences	4,818	(18,405)
Fees payable to the Company's auditor and its associates for the audit of the Company's annual financial statements	12,500	5,705
Other operating lease rentals	271,697	236,615
Defined contribution pension cost	<u>179,411</u>	<u>113,499</u>

**LATTICE LABELS LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021**

**7. EMPLOYEES**

Staff costs, including directors' remuneration, were as follows:

	2021 £	2020 £
Wages and salaries	1,642,947	1,496,656
Social security costs	167,085	152,534
Cost of defined contribution scheme	179,411	113,499
	<u>1,989,443</u>	<u>1,762,689</u>

The average monthly number of employees, including the directors, during the year was as follows:

	2021 No.	2020 No.
Production and development	47	45
Office management	3	3
	<u>50</u>	<u>48</u>

**8. DIRECTORS' REMUNERATION**

	2021 £	2020 £
Directors' emoluments	231,110	364,486
Company contributions to defined contribution pension schemes	21,320	37,102
	<u>252,430</u>	<u>401,588</u>

During the year retirement benefits were accruing to 4 directors (2020 - 4) in respect of defined contribution pension schemes.

The highest paid director received remuneration of £116,015 (2020 - £110,658).

The value of the Company's contributions paid to a defined contribution pension scheme in respect of the highest paid director amounted to £11,622 (2020 - £11,141).

**9. INTEREST RECEIVABLE**

	2021 £	2020 £
Other interest receivable	<u>-</u>	<u>192</u>

**LATTICE LABELS LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021**

**10. INTEREST PAYABLE AND SIMILAR EXPENSES**

	2021 £	2020 £
Bank interest payable	642	216
Finance leases and hire purchase contracts	5,387	1,800
	<u>6,029</u>	<u>2,016</u>

**11. TAXATION**

	2021 £	2020 £
<b>Corporation tax</b>		
Current tax on profits for the year	<u>96,367</u>	<u>86,354</u>
<b>Deferred tax</b>		
Origination and reversal of timing differences	2,651	41,697
	<u>99,018</u>	<u>128,051</u>

**FACTORS AFFECTING TAX CHARGE FOR THE YEAR**

The tax assessed for the year is higher than (2020 - higher than) the standard rate of corporation tax in the UK of 19% (2020 - 19%). The differences are explained below:

	2021 £	2020 £
Profit on ordinary activities before tax	<u>463,634</u>	<u>647,327</u>
Profit on ordinary activities multiplied by standard rate of corporation tax in the UK of 19% (2020 - 19%)	88,090	122,678
<b>Effects of:</b>		
Expenses not deductible for tax purposes, other than goodwill amortisation and impairment	148	399
Capital allowances for year in excess of depreciation	8,129	(36,723)
Deferred tax	2,651	41,697
	<u>99,018</u>	<u>128,051</u>
<b>Total tax charge for the year</b>		

**FACTORS THAT MAY AFFECT FUTURE TAX CHARGES**

There were no factors that may affect future tax charges.

**LATTICE LABELS LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021**

**12. DIVIDENDS**

	2021 £	2020 £
Declared in the year	<u>50,000</u>	<u>66,400</u>

**13. TANGIBLE FIXED ASSETS**

	Plant and machinery £	Fixtures and fittings £	Total £
<b>Cost or valuation</b>			
At 1 January 2021	3,265,264	357,077	3,622,341
Additions	6,956	140,991	147,947
At 31 December 2021	<u>3,272,220</u>	<u>498,068</u>	<u>3,770,288</u>
<b>Depreciation</b>			
At 1 January 2021	1,896,708	282,983	2,179,691
Charge for the year on owned assets	198,517	27,154	225,671
Charge for the year on financed assets	31,300	-	31,300
At 31 December 2021	<u>2,126,525</u>	<u>310,137</u>	<u>2,436,662</u>
<b>Net book value</b>			
At 31 December 2021	<u>1,145,695</u>	<u>187,931</u>	<u>1,333,626</u>
<b>At 31 December 2020</b>	<u>1,368,556</u>	<u>74,094</u>	<u>1,442,650</u>

The net book value of assets held under finance leases or hire purchase contracts, included above, are as follows:

	2021 £	2020 £
Plant and machinery	<u>271,267</u>	<u>302,567</u>

**LATTICE LABELS LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021**

**14. STOCKS**

	2021 £	2020 £
Raw materials and consumables	832,529	336,272
Finished goods and goods for resale	73,047	64,046
	<u>905,576</u>	<u>400,318</u>

**15. DEBTORS**

	2021 £	2020 £
Trade debtors	1,696,548	2,397,411
Amounts owed by group undertakings	1,408,716	1,093,762
Prepayments and accrued income	54,723	59,179
	<u>3,159,987</u>	<u>3,550,352</u>

**16. CASH AND CASH EQUIVALENTS**

	2021 £	2020 £
Cash at bank and in hand	<u>518,309</u>	<u>209,838</u>



**LATTICE LABELS LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021**

**17. CREDITORS: Amounts falling due within one year**

	2021 £	2020 £
Trade creditors	1,483,272	1,466,781
Corporation tax	96,367	83,656
Other taxation and social security	199,515	322,597
Obligations under finance lease and hire purchase contracts	103,588	125,000
Other creditors	46,127	44,949
Accruals and deferred income	280,242	64,888
	<u>2,209,111</u>	<u>2,107,871</u>

The aggregate amount of creditors in the Company's balance sheet as at the year end in respect of which security has been given by the company is £103,588 (2020: £125,000). Hire purchase contracts outstanding were secured against the assets to which they related.

The Company's bank holds security over the bank borrowings, held within the parent company, which were outstanding at the year end in relation to the total net book value of the Company's and Group's assets at the year end via debenture and via a cross guarantee over the property at 2 Chester Road, Colmworth Business Park, Eaton Socon, St Neots.

**18. CREDITORS: Amounts falling due after more than one year**

	2021 £	2020 £
Obligations under finance lease and hire purchase contracts	<u>-</u>	<u>104,167</u>

The aggregate amount of creditors in the Company's balance sheet as at the year end in respect of which security has been given by the company is £Nil (2020: £104,167). Hire purchase contracts outstanding were secured against the assets to which they related.

The Company's bank holds security over the bank borrowings, held within the parent company, which were outstanding at the year end in relation to the total net book value of the Company's and Group's assets at the year end via debenture and via a cross guarantee over the property at 2 Chester Road, Colmworth Business Park, Eaton Socon, St Neots.

**19. HIRE PURCHASE AND FINANCE LEASES**

Minimum lease payments under hire purchase fall due as follows:

	2021 £	2020 £
Within one year	103,588	125,000
Between 1-5 years	-	104,167
	<u>103,588</u>	<u>229,167</u>

**LATTICE LABELS LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021**

**20. FINANCIAL INSTRUMENTS**

	2021 £	2020 £
<b>Financial assets</b>		
Financial assets measured at fair value through profit or loss	<u>518,309</u>	<u>209,838</u>

Financial assets measured at fair value through profit or loss comprise cash at bank and in hand.

**21. DEFERRED TAXATION**

	2021 £	2020 £
At beginning of year	(230,199)	(188,502)
Charged to profit or loss	(2,651)	(41,697)
<b>At end of year</b>	<u>(232,850)</u>	<u>(230,199)</u>

The provision for deferred taxation is made up as follows:

	2021 £	2020 £
Accelerated capital allowances	<u>(232,850)</u>	<u>(230,199)</u>

**22. PROVISIONS**

	Dilapidations Provision £
At 1 January 2021	125,000
<b>At 31 December 2021</b>	<u>125,000</u>

A dilapidations provision was included in the financial statements in respect of remedial work required to reinstate the buildings when vacated.

**LATTICE LABELS LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021**

**23. SHARE CAPITAL**

	2021 £	2020 £
<b>Allotted, called up and fully paid</b>		
308,750 Ordinary Shares shares of £1.00 each	<u>308,750</u>	<u>308,750</u>

**24. RESERVES**

**Profit and loss account**

Includes all current and prior period retained profits or losses less any dividends paid.

**25. CONTINGENT LIABILITIES**

Intercompany bank guarantees have been given to the parent company, Random Factor Limited, via a fixed and floating charge over the net book value of the company's assets. The amount of this guarantee as at 31 December 2021 is £1,284,690 (2020 - £1,456,311).

**26. PENSION COMMITMENTS**

The Company operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the Company in an independently administered fund. The pension cost charge represents contributions payable by the Company to the fund and amounted to £179,410 (2020 - £113,499). No contributions (2020 - £Nil) were Payable to the fund at the balance sheet date.

**27. COMMITMENTS UNDER OPERATING LEASES**

At 31 December 2021 the Company had future minimum lease payments due under non-cancellable operating leases for each of the following periods:

	2021 £	2020 £
Not later than 1 year	56,248	37,875
Later than 1 year and not later than 5 years	88,510	54,048
	<u>144,758</u>	<u>91,923</u>

**28. RELATED PARTY TRANSACTIONS**

The Company has taken advantage of the exemption from the requirement to disclose transactions with wholly owned Group companies.

Only the Directors are considered to be key management and personnel. Total remuneration in respect of these individuals is disclosed in note 8.

**LATTICE LABELS LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021**

**29. CONTROLLING PARTY**

The ultimate parent undertaking of the Company is Random Factor Limited. The ultimate controlling party of the Company are the Board of Directors of Random Factor Limited by virtue of their directorships and shareholdings of the company.

This document was delivered using electronic communications and authenticated in accordance with the registrar's rules relating to electronic form, authentication and manner of delivery under section 1072 of the Companies Act 2006.