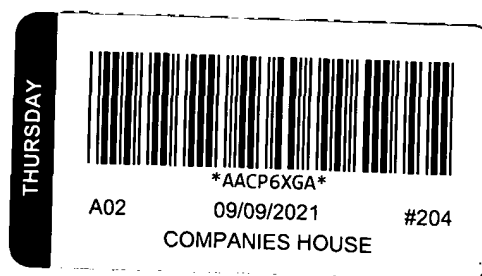


Registered number: 00148700

**GRAYS OF CAMBRIDGE (INTERNATIONAL) LIMITED**

**DIRECTORS' REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 DECEMBER 2020**



**GRAYS OF CAMBRIDGE (INTERNATIONAL) LIMITED**

**COMPANY INFORMATION**

**REGISTERED NUMBER** 00148700

**CHAIRMAN** D M Noyes

**DIRECTORS**  
N D J Gray  
R W Gray  
P D Gray FCMA  
J C Gray ACA  
N J Gray  
D M Noyes

**COMPANY SECRETARY** P D Gray FCMA

**REGISTERED OFFICE** Station Road  
Robertsbridge  
East Sussex  
TN32 5DH

**INDEPENDENT AUDITORS** Price Bailey LLP  
Chartered Accountants & Statutory Auditors  
Causeway House  
1 Dane Street  
Bishop's Stortford  
Hertfordshire  
CM23 3BT

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**GRAYS OF CAMBRIDGE (INTERNATIONAL) LIMITED**

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## **GRAYS OF CAMBRIDGE (INTERNATIONAL) LIMITED**

### **GROUP STRATEGIC REPORT FOR THE YEAR ENDED 31 DECEMBER 2020**

#### **INTRODUCTION**

The Company is engaged in the business of supplying quality sports goods and distributing them wherever those sports are played.

#### **BUSINESS REVIEW**

The Company and its staff have had a very difficult time since March 2020 with sales collapsing at each lockdown, many staff furloughed and then sudden bursts of very buoyant demand each time lockdown ends.

In response to the loss of sales, our sports not being played and the overall uncertainty the Directors took unprecedented steps to manage working capital and reduce outgoings. Dividends were stopped, most of the staff were furloughed, directors pay was cut and only a skeleton staff were retained at work.

Throughout the lockdowns the Company has continued to project the impact of these changes

#### **PRINCIPAL RISKS AND UNCERTAINTIES**

The principal uncertainty hinges on when sport participation returns to normal. The Company is assuming that there is a gradual redemption through 2021 but will not expect sales to resume to historic underlying levels until late 2021 at the earliest.

The Company is reliant on its global sourcing and distribution network and is therefore exposed to risks of foreign exchange movement, supply chain delays and additional shipping costs as the knock-on repercussions of Corona take effect. These are likely to be ongoing through 2021.

The Company is continuing to invest in digital services and is therefore becoming increasingly reliant on robust data resilience and security.

The Company manages its product innovation program to develop market appealing products and mitigate the risk of product obsolescence due to technological advances.

#### **FINANCIAL KEY PERFORMANCE INDICATORS**


The principal long term financial goal of the business is to be profitable and achieve sustainable growth. In the short term the management of cashflow within its facilities is the priority indicator.

The Group's turnover decreased by 36% to £18.4m (2019 - £28.9m).

The Group's profit for the year after tax was £0.8m (2019 - £2.1m).

The Group's cash net of borrowings at year end was £7.4m (2019 - £5.3m)

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

  
**P.D. Gray FCMA**  
Director

Date: 17/8/21

## **GRAYS OF CAMBRIDGE (INTERNATIONAL) LIMITED**

### **DIRECTORS' REPORT FOR THE YEAR ENDED 31 DECEMBER 2020**

The Directors present their report and the financial statements for the year ended 31 December 2020.

#### **PRINCIPAL ACTIVITY**

The principal activities of the Group are the manufacture and distribution of quality branded sports goods.

#### **RESULTS AND DIVIDENDS**

The profit for the year, after taxation, amounted to £876,175 (2019 - £2,091,128).

The Directors consider the state of the Group's affairs during the year and the financial position at the end of the year to be satisfactory.

#### **DIRECTORS**

The Directors who served during the year were:

N D J Gray  
R W Gray  
P D Gray FCMA  
J C Gray ACA  
N J Gray  
D M Noyes

#### **POST BALANCE SHEET EVENTS**

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

#### **FUTURE DEVELOPMENTS**

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

#### **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.

#### **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 and the Group'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 and the Group's auditors are aware of that information.

## GRAYS OF CAMBRIDGE (INTERNATIONAL) LIMITED

### DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2020

#### DIRECTORS' RESPONSIBILITIES STATEMENT

The Directors are responsible for preparing the Group Strategic Report, the Directors' Report and the consolidated 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 the Group and of the profit or loss of the Group for that period.

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

- select suitable accounting policies for the Group'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 Group 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 the Group 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 the Group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Directors are responsible for the maintenance and integrity of the corporate and financial information included on the Group's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements and other information included in Directors' Reports may differ from legislation in other jurisdictions.

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



**P D Gray FCMA**  
Secretary

Date: 17/8/21

## **GRAYS OF CAMBRIDGE (INTERNATIONAL) LIMITED**

### **INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF GRAYS OF CAMBRIDGE (INTERNATIONAL) LIMITED**

#### **OPINION**

We have audited the financial statements of Grays of Cambridge (International) Limited (the 'parent Company') and its subsidiaries (the 'Group') for the year ended 31 December 2020, which comprise the Group Statement of Comprehensive Income, the Group and Company Balance Sheets, the Group Statement of Cash Flows, the Group and Company Statement of Changes in Equity 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 Group's and of the parent Company's affairs as at 31 December 2020 and of the Group's 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 Group 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 Group's or the parent 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.

## **GRAYS OF CAMBRIDGE (INTERNATIONAL) LIMITED**

### **INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF GRAYS OF CAMBRIDGE (INTERNATIONAL) LIMITED (CONTINUED)**

#### **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.

#### **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 Group 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 Group 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 Group and the parent Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Group 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 by the parent Company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent Company 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 Group's and the 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 the Directors either intend to liquidate the Group or the parent Company or to cease operations, or have no realistic alternative but to do so.



## **GRAYS OF CAMBRIDGE (INTERNATIONAL) LIMITED**

### **INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF GRAYS OF CAMBRIDGE (INTERNATIONAL) 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 Group 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 did not identify specific laws or regulations that would cause non-compliance with legislation to be a key risk area for the Company. We therefore deemed this area as low risk, and so performed the following standard procedures only:

- Enquiry of management around actual and potential litigation and claims, and any known instances of non-compliance;
- Reviewing minutes of meetings of those charged with governance;
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias; and
- Reviewing our work throughout the audit file for evidence of non-compliance.

Due to factors such as the use of judgement, sample testing and the inherent limitations of internal control, these procedures are capable of obtaining reasonable, but not absolute, assurance that irregularities have been detected.

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.

## GRAYS OF CAMBRIDGE (INTERNATIONAL) LIMITED

### INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF GRAYS OF CAMBRIDGE (INTERNATIONAL) 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.

Richard Vass (Senior Statutory Auditor)  
for and on behalf of  
**Price Bailey LLP**  
Chartered Accountants  
Statutory Auditors  
Causeway House  
1 Dane Street  
Bishop's Stortford  
Hertfordshire  
CM23 3BT

Date: 6 September 2021

**GRAYS OF CAMBRIDGE (INTERNATIONAL) LIMITED**

**CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME  
FOR THE YEAR ENDED 31 DECEMBER 2020**

	Note	2020 £	2019 £
Turnover	4	18,440,750	28,877,323
Change in stocks of finished goods and work in progress		(1,147,440)	(119,761)
Other operating income	5	1,079,236	204,895
Raw materials and consumables		(466,057)	(642,121)
Other external charges		(8,075,594)	(14,007,410)
Staff costs		(5,191,618)	(5,856,024)
Depreciation and amortisation		(241,990)	(245,589)
Other operating expenses		(3,568,131)	(6,060,540)
<b>OPERATING PROFIT</b>	6	<u>829,156</u>	<u>2,150,773</u>
Income from other fixed asset investments		108,401	100,651
Interest receivable and similar income	11	6,248	7,322
Interest payable and expenses	12	(639)	(127)
<b>PROFIT BEFORE TAX</b>		<u>943,166</u>	<u>2,258,619</u>
Tax on profit	13	(66,991)	(167,491)
<b>PROFIT FOR THE FINANCIAL YEAR</b>		<u>876,175</u>	<u>2,091,128</u>
Movement on foreign exchange		(225)	(7,146)
<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>		<u>875,950</u>	<u>2,083,982</u>
<b>PROFIT FOR THE YEAR ATTRIBUTABLE TO:</b>			
Owners of the parent Company		<u>876,175</u>	<u>2,091,128</u>

The notes on pages 17 to 35 form part of these financial statements.

**GRAYS OF CAMBRIDGE (INTERNATIONAL) LIMITED**  
**REGISTERED NUMBER: 00148700**

**CONSOLIDATED BALANCE SHEET**  
**AS AT 31 DECEMBER 2020**

	Note	2020 £	2019 £
<b>FIXED ASSETS</b>			
Tangible assets	16	1,059,921	1,291,219
Investments	17	100,000	100,000
		<u>1,159,921</u>	<u>1,391,219</u>
<b>CURRENT ASSETS</b>			
Stocks	18	6,173,105	7,364,070
Debtors: amounts falling due after more than one year	19	6,814,522	6,371,973
Debtors: amounts falling due within one year	19	2,688,558	2,911,245
Cash at bank and in hand	20	7,449,258	5,336,513
		<u>23,125,443</u>	<u>21,983,801</u>
Creditors: amounts falling due within one year	21	(4,803,749)	(4,192,503)
<b>NET CURRENT ASSETS</b>		<u>18,321,694</u>	<u>17,791,298</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u>19,481,615</u>	<u>19,182,517</u>
<b>PROVISIONS FOR LIABILITIES</b>			
Deferred taxation	23	(4,703)	(24,104)
Other provisions	24	(7,051,522)	(6,608,973)
		<u>(7,056,225)</u>	<u>(6,633,077)</u>
<b>NET ASSETS EXCLUDING PENSION ASSET</b>		<u>12,425,390</u>	<u>12,549,440</u>
<b>NET ASSETS</b>		<u><u>12,425,390</u></u>	<u><u>12,549,440</u></u>


**GRAYS OF CAMBRIDGE (INTERNATIONAL) LIMITED**  
**REGISTERED NUMBER: 00148700**


**CONSOLIDATED BALANCE SHEET (CONTINUED)**  
**AS AT 31 DECEMBER 2020**

	Note	2020 £	2019 £
<b>CAPITAL AND RESERVES</b>			
Called up share capital	25	27,060	27,060
Revaluation reserve		30,347	30,956
Capital redemption reserve		16,028	16,028
Foreign exchange reserve		(254,624)	(254,399)
Other reserves		83	83
Profit and loss account		12,606,496	12,729,712
<b>EQUITY ATTRIBUTABLE TO OWNERS OF THE PARENT COMPANY</b>		<u>12,425,390</u>	<u>12,549,440</u>
		<u>12,425,390</u>	<u>12,549,440</u>

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

17/8/21

  
**P D Gray FCMA**  
 Director

  
**N D J Gray**  
 Director

The notes on pages 17 to 35 form part of these financial statements.

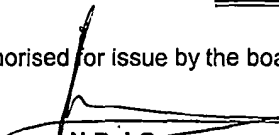
**GRAYS OF CAMBRIDGE (INTERNATIONAL) LIMITED**  
**REGISTERED NUMBER: 00148700**

**COMPANY BALANCE SHEET**  
**AS AT 31 DECEMBER 2020**

	Note	2020 £	2019 £
<b>FIXED ASSETS</b>			
Tangible assets	16	1,045,888	1,272,538
Investments	17	174,636	179,915
		<u>1,220,524</u>	<u>1,452,453</u>
<b>CURRENT ASSETS</b>			
Stocks	18	6,173,105	7,364,070
Debtors: amounts falling due after more than one year	19	3,136,132	3,635,604
Debtors: amounts falling due within one year	19	2,585,267	2,808,571
Cash at bank and in hand	20	7,126,953	5,071,165
		<u>19,021,457</u>	<u>18,879,410</u>
Creditors: amounts falling due within one year	21	(4,729,877)	(4,132,488)
<b>NET CURRENT ASSETS</b>		<u>14,291,580</u>	<u>14,746,922</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u>15,512,104</u>	<u>16,199,375</u>
<b>PROVISIONS FOR LIABILITIES</b>			
Deferred taxation	23	(4,703)	(24,104)
Other provisions	24	(3,373,132)	(3,872,604)
		<u>(3,377,835)</u>	<u>(3,896,708)</u>
<b>NET ASSETS</b>		<u>12,134,269</u>	<u>12,302,667</u>
<b>CAPITAL AND RESERVES</b>			
Called up share capital	25	27,060	27,060
Revaluation reserve		30,347	30,956
Capital redemption reserve		16,028	16,028
Profit and loss account		12,060,834	12,228,623
		<u>12,134,269</u>	<u>12,302,667</u>

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

  
**P D Gray FCMA**  
 Director

  
**N D J Gray**  
 Director

Date: 17/8/21

The notes on pages 17 to 35 form part of these financial statements.

GRAYS OF CAMBRIDGE (INTERNATIONAL) LIMITED

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY  
FOR THE YEAR ENDED 31 DECEMBER 2020

	Called up share capital	Capital redemption reserve	Revaluation reserve	Foreign exchange reserve	Other reserves	Profit and loss account	Total equity
	£	£	£	£	£	£	£
At 1 January 2020	27,060	16,028	30,956	(254,399)	83	12,729,712	12,549,440
<b>COMPREHENSIVE INCOME FOR THE YEAR</b>							
Profit for the year	-	-	-	-	-	876,175	876,175
Movement on foreign exchange	-	-	-	(225)	-	-	(225)
<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>	-	-	-	(225)	-	876,175	875,950
Dividends: Equity capital	-	-	-	-	-	(1,000,000)	(1,000,000)
Transfer to/from profit and loss account	-	-	(609)	-	-	609	-
<b>TOTAL TRANSACTIONS WITH OWNERS</b>	-	-	(609)	-	-	(999,391)	(1,000,000)
<b>AT 31 DECEMBER 2020</b>	<b>27,060</b>	<b>16,028</b>	<b>30,347</b>	<b>(254,624)</b>	<b>83</b>	<b>12,606,496</b>	<b>12,425,390</b>

The notes on pages 17 to 35 form part of these financial statements.

GRAYS OF CAMBRIDGE (INTERNATIONAL) LIMITED

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY  
FOR THE YEAR ENDED 31 DECEMBER 2019

	Called up share capital	Capital redemption reserve	Revaluation reserve	Foreign exchange reserve	Other reserves	Profit and loss account	Total equity
	£	£	£	£	£	£	£
At 1 January 2019	27,060	16,028	31,565	(247,253)	83	12,937,975	12,765,458
<b>COMPREHENSIVE INCOME FOR THE YEAR</b>							
Profit for the year	-	-	-	-	-	2,091,128	2,091,128
Movement on foreign exchange	-	-	-	(7,146)	-	-	(7,146)
<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>	-	-	-	(7,146)	-	2,091,128	2,083,982
Dividends: Equity capital	-	-	-	-	-	(2,300,000)	(2,300,000)
Transfer to/from profit and loss account	-	-	(609)	-	-	609	-
<b>TOTAL TRANSACTIONS WITH OWNERS</b>	-	-	(609)	-	-	(2,299,391)	(2,300,000)
<b>AT 31 DECEMBER 2019</b>	<b>27,060</b>	<b>16,028</b>	<b>30,956</b>	<b>(254,399)</b>	<b>83</b>	<b>12,729,712</b>	<b>12,549,440</b>

The notes on pages 17 to 35 form part of these financial statements.



**GRAYS OF CAMBRIDGE (INTERNATIONAL) LIMITED**

**COMPANY STATEMENT OF CHANGES IN EQUITY  
FOR THE YEAR ENDED 31 DECEMBER 2020**

	Called up share capital	Capital redemption reserve	Revaluation reserve	Profit and loss account	Total equity
	£	£	£	£	£
At 1 January 2020	27,060	16,028	30,956	12,228,623	12,302,667
<b>COMPREHENSIVE INCOME FOR THE YEAR</b>					
Profit for the year	-	-	-	831,602	831,602
<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>	-	-	-	831,602	831,602
<b>CONTRIBUTIONS BY AND DISTRIBUTIONS TO OWNERS</b>					
Dividends: Equity capital	-	-	-	(1,000,000)	(1,000,000)
Transfer to/from profit and loss account	-	-	(609)	609	-
<b>TOTAL TRANSACTIONS WITH OWNERS</b>	-	-	(609)	(999,391)	(1,000,000)
<b>AT 31 DECEMBER 2020</b>	<u>27,060</u>	<u>16,028</u>	<u>30,347</u>	<u>12,060,834</u>	<u>12,134,269</u>

The notes on pages 17 to 35 form part of these financial statements.

**GRAYS OF CAMBRIDGE (INTERNATIONAL) LIMITED**

**COMPANY STATEMENT OF CHANGES IN EQUITY  
FOR THE YEAR ENDED 31 DECEMBER 2019**

	Called up share capital	Capital redemption reserve	Revaluation reserve	Profit and loss account	Total equity
	£	£	£	£	£
At 1 January 2019	27,060	16,028	31,565	12,476,549	12,551,202
<b>COMPREHENSIVE INCOME FOR THE YEAR</b>					
Profit for the year	-	-	-	2,051,465	2,051,465
<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>	-	-	-	2,051,465	2,051,465
<b>CONTRIBUTIONS BY AND DISTRIBUTIONS TO OWNERS</b>					
Dividends: Equity capital	-	-	-	(2,300,000)	(2,300,000)
Transfer to/from profit and loss account	-	-	(609)	609	-
<b>TOTAL TRANSACTIONS WITH OWNERS</b>	-	-	(609)	(2,299,391)	(2,300,000)
<b>AT 31 DECEMBER 2019</b>	<u>27,060</u>	<u>16,028</u>	<u>30,956</u>	<u>12,228,623</u>	<u>12,302,667</u>

The notes on pages 17 to 35 form part of these financial statements.

**GRAYS OF CAMBRIDGE (INTERNATIONAL) LIMITED**

**CONSOLIDATED STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 31 DECEMBER 2020**

	2020 £	2019 £
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Profit for the financial year	876,175	2,091,128
<b>ADJUSTMENTS FOR:</b>		
Depreciation of tangible assets	185,862	255,869
Loss/(profit) on disposal of tangible assets	55,887	(10,279)
Interest paid	639	127
Interest received	(6,248)	(7,322)
Taxation charge	66,991	167,308
Decrease in stocks	1,190,965	163,355
(Increase)/decrease in debtors	(51,149)	1,309,588
Increase/(decrease) in creditors	626,228	(169,553)
Increase in provisions	442,549	246,138
Corporation tax paid	(270,087)	(106,815)
Income from investments	(108,401)	(100,651)
<b>NET CASH GENERATED FROM OPERATING ACTIVITIES</b>	<u>3,009,411</u>	<u>3,838,893</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Purchase of tangible fixed assets	(22,457)	(191,009)
Sale of tangible fixed assets	12,006	24,650
Interest received	6,248	7,322
Income from investments	108,401	100,651
<b>NET CASH FROM INVESTING ACTIVITIES</b>	<u>104,198</u>	<u>(58,386)</u>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
Dividends paid	(1,000,000)	(2,300,000)
Interest paid	(639)	(127)
<b>NET CASH USED IN FINANCING ACTIVITIES</b>	<u>(1,000,639)</u>	<u>(2,300,127)</u>
<b>INCREASE IN CASH AND CASH EQUIVALENTS</b>	2,112,970	1,480,380
Cash and cash equivalents at beginning of year	5,336,513	3,863,279
Foreign exchange gains and losses	(225)	(7,146)
<b>CASH AND CASH EQUIVALENTS AT THE END OF YEAR</b>	<u>7,449,258</u>	<u>5,336,513</u>
<b>CASH AND CASH EQUIVALENTS AT THE END OF YEAR COMPRISE:</b>		
Cash at bank and in hand	7,449,258	5,336,513
	<u>7,449,258</u>	<u>5,336,513</u>

## **GRAYS OF CAMBRIDGE (INTERNATIONAL) LIMITED**

### **NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020**

#### **1. GENERAL INFORMATION**

The company is a private company limited by shares incorporated in England and Wales. The address of its registered office is Station Road, Robertsbridge, East Sussex, TN32 5DH.

#### **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 Group management to exercise judgment in applying the Group's accounting policies (see note 3).

The Company has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of Comprehensive Income in these financial statements.

The following principal accounting policies have been applied:

##### **2.2 BASIS OF CONSOLIDATION**

The consolidated financial statements present the results of the Company and its own subsidiaries ("the Group") as if they form a single entity. Intercompany transactions and balances between group companies are therefore eliminated in full.

The consolidated financial statements incorporate the results of business combinations using the purchase method. In the Balance Sheet, the acquiree's identifiable assets, liabilities and contingent liabilities are initially recognised at their fair values at the acquisition date. The results of acquired operations are included in the Consolidated Statement of Comprehensive Income from the date on which control is obtained. They are deconsolidated from the date control ceases.

##### **2.3 REVENUE**

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Group and the revenue can be reliably measured. Revenue is measured as the fair value of the consideration received or receivable, excluding discounts, rebates, value added tax and other sales taxes. The following criteria must also be met before revenue is recognised:

###### **Sale of goods**

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

- the Group has transferred the significant risks and rewards of ownership to the buyer;
- the Group retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the goods sold;
- the amount of revenue can be measured reliably;
- it is probable that the Group will receive the consideration due under the transaction; and
- the costs incurred or to be incurred in respect of the transaction can be measured reliably.

## GRAYS OF CAMBRIDGE (INTERNATIONAL) LIMITED

### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

#### 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.

Land is not depreciated. Depreciation on other assets is charged so as to allocate the cost of assets less their residual value over their estimated useful lives, using the straight-line/reducing balance method.

Depreciation is provided on the following bases:

Freehold property	2% straight line
Freehold land	Nil
Leasehold improvements	over the remaining life of the lease
Plant & machinery	15% - 25% on the reducing balance or the straight line basis
Motor vehicles	33% reducing balance
Fixtures & fittings	15% - 25% reducing balance

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

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised within 'other operating expenses' in the Consolidated Statement of Comprehensive Income.

Freehold land and buildings are included at deemed cost following the adoption of FRS 102. Deemed cost is the valuation as at the date of transition to FRS 102.

##### 2.5 OPERATING LEASES: THE GROUP AS LESSEE

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

## **GRAYS OF CAMBRIDGE (INTERNATIONAL) LIMITED**

### **NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020**

#### **2. ACCOUNTING POLICIES (CONTINUED)**

##### **2.6 VALUATION OF INVESTMENTS**

Investments in subsidiaries are valued at cost less provision for impairment.

Investments in associates are stated at the amount of the Company's share of net assets. The Consolidated Statement of Comprehensive Income includes the Company's share of the associated companies' profits after taxation using the equity accounting basis.

Investments held as fixed assets are shown at fair value.

Loans receivable are measured initially at fair value, net of transaction costs and, where material, are measured subsequently at amortised cost using the effective interest method, less any impairment.

##### **2.7 STOCKS**

Stocks are stated at the lower of cost and net realisable value, being the estimated selling price less costs to complete and sell. Cost is based on the cost of purchase on a weighted average basis. Work in progress and manufactured finished goods include labour and attributable overheads.

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 and sell. The impairment loss is recognised immediately in the Consolidated Statement of Comprehensive Income.

##### **2.8 DEBTORS**

Short term debtors are measured at transaction price, less any impairment. The impairment loss is measured as the difference between an asset's carrying amount and best estimate, which is an approximation of the amount that the Group would receive for the asset if it were to be sold at the balance sheet date. If objective evidence of impairment is found, an impairment loss is recognised in the Statement of Comprehensive Income.

##### **2.9 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. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

In the Consolidated Statement of Cash Flows, cash and cash equivalents are shown net of bank overdrafts that are repayable on demand and form an integral part of the Group's cash management.

The Company has taken advantage of the exemption from preparing a statement of cash flows, on the basis that it is a qualifying entity and the consolidated statement of cash flows, included in these financial statements, includes the Company's cash flows.

##### **2.10 FINANCIAL INSTRUMENTS**

The Group enters into basic financial instruments transactions that result in the recognition of financial assets and liabilities like trade and other accounts receivable and payable, loans from banks and other third parties, loans to related parties and investments in non-puttable ordinary shares.

Debt instruments that are payable or receivable within one year, typically trade payables or receivables, are measured, initially and subsequently, at the undiscounted amount of the cash or other consideration, expected to be paid or received.

## **GRAYS OF CAMBRIDGE (INTERNATIONAL) LIMITED**

### **NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020**

#### **2. ACCOUNTING POLICIES (CONTINUED)**

##### **2.11 CREDITORS**

Short term creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

##### **2.12 FOREIGN CURRENCY TRANSLATION**

###### **Functional and presentation currency**

The company's functional and presentational currency is Pounds Sterling.

###### **Transactions and balances**

Foreign currency transactions are translated into the functional currency using an average rate.

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.

Foreign exchange gains and losses resulting from the settlement of transactions and from the translation at period-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the Statement of Comprehensive Income.

Foreign exchange gains and losses that relate to borrowings and cash and cash equivalents are presented in the Profit and Loss Account within 'finance income or costs'. All other foreign exchange gains and losses are presented in the Statement of Comprehensive Income within 'other external charges'.

On consolidation, the results of overseas operations are translated into sterling at rates approximating to those ruling when the transactions took place. All assets and liabilities of overseas operations are translated at the rate ruling at the reporting date. Exchange differences arising on translating the opening net assets at opening rate and the results of overseas operations at actual rate are recognised in other comprehensive income.

##### **2.13 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 Consolidated Statement of Comprehensive Income in the same period as the related expenditure.

##### **2.14 FINANCE COSTS**

Finance costs are charged to the Consolidated Statement of Comprehensive Income 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.

## **GRAYS OF CAMBRIDGE (INTERNATIONAL) LIMITED**

### **NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020**

#### **2. ACCOUNTING POLICIES (CONTINUED)**

##### **2.15 DIVIDENDS**

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

##### **2.16 PENSIONS**

###### **Defined contribution pension plan**

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

The contributions are recognised as an expense in the Consolidated Statement of Comprehensive Income 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 Group in independently administered funds.

##### **2.17 INTEREST INCOME**

Interest income is recognised in the Consolidated Statement of Comprehensive Income using the effective interest method.

##### **2.18 PROVISIONS FOR LIABILITIES**

Provisions are made where an event has taken place that gives the Group 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 Group 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.



## **GRAYS OF CAMBRIDGE (INTERNATIONAL) LIMITED**

### **NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020**

#### **2. ACCOUNTING POLICIES (CONTINUED)**

##### **2.19 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 income 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 and the Group operate and generate 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;
- Any deferred tax balances are reversed if and when all conditions for retaining associated tax allowances have been met; and
- Where they relate to timing differences in respect of interests in subsidiaries, associates, branches and joint ventures and the Group can control the reversal of the timing differences and such reversal is not considered probable in the foreseeable future.

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.

##### **2.20 RESEARCH AND DEVELOPMENT**

In the research phase of an internal project it is not possible to demonstrate that the project will generate future economic benefits and hence all expenditure on research shall be recognised as an expense when it is incurred.

##### **2.21 SPONSORSHIP AGREEMENTS**

The Company sponsors various sporting bodies, individuals and events. Payments are matched to the relevant season or events' related income.

#### **3. JUDGMENTS IN APPLYING ACCOUNTING POLICIES AND KEY SOURCES OF ESTIMATION UNCERTAINTY**

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The Directors make estimates and assumptions concerning the future based on their knowledge of the business and the markets it operates in. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results.

**GRAYS OF CAMBRIDGE (INTERNATIONAL) LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2020**

**4. TURNOVER**

In the opinion of the Directors the disclosure of turnover by geographical segment would be seriously prejudicial in the interests of the company and therefore this information has not been disclosed.

**5. OTHER OPERATING INCOME**

	2020 £	2019 £
Other operating income	266,755	204,895
Coronavirus Job Retention Scheme	812,481	-
	<u>1,079,236</u>	<u>204,895</u>

**6. OPERATING PROFIT**

The operating profit is stated after charging:

	2020 £	2019 £
Depreciation of tangible fixed assets	241,990	255,869
Exchange differences	181,134	208,467
<b>OPERATING LEASE PAYMENTS</b>		
- property leases	145,000	145,000
- other operating leases	4,536	7,255
	<u>149,536</u>	<u>152,255</u>

**7. AUDITORS' REMUNERATION**

**FEES PAYABLE TO THE GROUP'S AUDITOR AND ITS ASSOCIATES IN  
RESPECT OF:**

Fees payable to the company's auditor and its associates for the audit of the company's annual accounts	31,666	29,545
Fees payable to the Group's auditor and its associates for the audit of the Group's annual financial statements	5,511	6,874
	<u>37,177</u>	<u>36,419</u>

# GRAYS OF CAMBRIDGE (INTERNATIONAL) LIMITED

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

### 8. EMPLOYEES

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

	Group 2020 £	Group 2019 £	Company 2020 £	Company 2019 £
Wages and salaries	4,601,194	5,121,308	4,419,589	4,912,585
Social security costs	428,599	543,907	387,930	453,267
Cost of defined contribution scheme	181,134	208,467	176,879	203,661
	<u>5,210,927</u>	<u>5,873,682</u>	<u>4,984,398</u>	<u>5,569,513</u>

### Key management compensation

Key management personnel are not different from the Directors and their compensation is detailed in Note 9.

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

	Group 2020 No.	Group 2019 No.	Company 2020 No.	Company 2019 No.
Operations	63	67	63	67
Sales / commercial	53	57	53	57
Administration	17	19	17	19
	<u>133</u>	<u>143</u>	<u>133</u>	<u>143</u>

### 9. DIRECTORS' REMUNERATION

	2020 £	2019 £
Directors' emoluments	<u>455,372</u>	<u>571,467</u>

The highest paid Director received remuneration of £264,278 (2019 - £309,240).

### 10. INCOME FROM INVESTMENTS

	2020 £	2019 £
Income from fixed asset investments	<u>108,401</u>	<u>100,651</u>

**GRAYS OF CAMBRIDGE (INTERNATIONAL) LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2020**

**11. INTEREST RECEIVABLE**

	2020 £	2019 £
Other interest receivable	6,248	7,322
	<u>6,248</u>	<u>7,322</u>

**12. INTEREST PAYABLE AND SIMILAR EXPENSES**

	2020 £	2019 £
Bank interest payable	639	127
	<u>639</u>	<u>127</u>

**13. TAXATION**

	2020 £	2019 £
<b>CORPORATION TAX</b>		
Current tax on profits for the year	69,930	272,980
Adjustments in respect of previous periods	-	(83,036)
	<u>69,930</u>	<u>189,944</u>
<b>FOREIGN TAX</b>		
Foreign tax on income for the year	16,462	(11,363)
<b>TOTAL CURRENT TAX</b>	<u>86,392</u>	<u>178,581</u>
<b>DEFERRED TAX</b>		
Origination and reversal of timing differences	(19,401)	(11,090)
<b>TAXATION ON PROFIT ON ORDINARY ACTIVITIES</b>	<u>66,991</u>	<u>167,491</u>

# GRAYS OF CAMBRIDGE (INTERNATIONAL) LIMITED

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

### 13. TAXATION (CONTINUED)

#### FACTORS AFFECTING TAX CHARGE FOR THE YEAR

The tax assessed for the year is higher than (2019 - lower than) the standard rate of corporation tax in the UK of 19% (2019 - 19%). The differences are explained below:

	2020 £	2019 £
Profit on ordinary activities before tax	943,166	2,112,534
Profit on ordinary activities multiplied by standard rate of corporation tax in the UK of 19% (2019 - 19%)	179,202	429,138
<b>EFFECTS OF:</b>		
Expenses not deductible for tax purposes, other than goodwill amortisation and impairment	11,289	4,093
Share of partnership profits	(8,159)	9,634
Adjustments to tax charge in respect of prior periods	-	(83,036)
Adjustment in research and development tax credit leading to an increase (decrease) in the tax charge	(117,728)	(188,546)
Other differences leading to an increase (decrease) in the tax charge	2,387	(3,792)
<b>TOTAL TAX CHARGE FOR THE YEAR</b>	<b>66,991</b>	<b>167,491</b>

#### FACTORS THAT MAY AFFECT FUTURE TAX CHARGES

There were no factors that may affect future tax charges.

### 14. DIVIDENDS

	2020 £	2019 £
Dividends paid on equity capital	1,000,000	2,300,000

### 15. PARENT COMPANY PROFIT FOR THE YEAR

The Company has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of Comprehensive Income in these financial statements. The profit after tax of the parent Company for the year was £831,602 (2019 - £2,051,465).

**GRAYS OF CAMBRIDGE (INTERNATIONAL) LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2020**

**16. TANGIBLE FIXED ASSETS**

**Group**

	Land & buildings £	Plant and machinery £	Motor vehicles £	Fixtures, fittings & equipment £	Total £
<b>COST OR VALUATION</b>					
At 1 January 2020	1,317,904	1,283,508	445,272	866,136	3,912,820
Additions	-	19,260	-	3,197	22,457
Disposals	-	-	(118,016)	-	(118,016)
At 31 December 2020	1,317,904	1,302,768	327,256	869,333	3,817,261
<b>DEPRECIATION</b>					
At 1 January 2020	548,428	1,135,655	249,832	687,686	2,621,601
Charge for the year on owned assets	44,090	59,781	37,719	44,272	185,862
Disposals	-	-	(50,123)	-	(50,123)
At 31 December 2020	592,518	1,195,436	237,428	731,958	2,757,340
<b>NET BOOK VALUE</b>					
At 31 December 2020	725,386	107,332	89,828	137,375	1,059,921
At 31 December 2019	769,476	147,853	195,440	178,450	1,291,219

The net book value of land and buildings may be further analysed as follows:

	2020 £	2019 £
Freehold	679,361	700,907
Long leasehold	46,025	68,569
	<u>725,386</u>	<u>769,476</u>

Freehold land and buildings are included at deemed cost following the adoption of FRS102. Deemed cost is the valuation as at 1 January 2014.

**GRAYS OF CAMBRIDGE (INTERNATIONAL) LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2020**

**16. TANGIBLE FIXED ASSETS (CONTINUED)**

If the land and buildings had not been included at valuation they would have been included under the historical cost convention as follows:

	2020 £	2019 £
<b>GROUP</b>		
Cost	1,247,900	1,247,900
Accumulated depreciation	(558,478)	(515,267)
<b>NET BOOK VALUE</b>	<u>689,422</u>	<u>732,633</u>

**Company**

	Land & buildings £	Plant and machinery £	Motor vehicles £	Fixtures, fittings & equipment £	Total £
<b>COST OR VALUATION</b>					
At 1 January 2020	1,317,904	1,283,508	417,030	860,417	3,878,859
Additions	-	19,260	-	3,197	22,457
Disposals	-	-	(118,016)	-	(118,016)
At 31 December 2020	<u>1,317,904</u>	<u>1,302,768</u>	<u>299,014</u>	<u>863,614</u>	<u>3,783,300</u>
<b>DEPRECIATION</b>					
At 1 January 2020	548,428	1,135,655	238,024	684,214	2,606,321
Charge for the year on owned assets	44,090	59,781	33,967	43,376	181,214
Disposals	-	-	(50,123)	-	(50,123)
At 31 December 2020	<u>592,518</u>	<u>1,195,436</u>	<u>221,868</u>	<u>727,590</u>	<u>2,737,412</u>
<b>NET BOOK VALUE</b>					
At 31 December 2020	<u>725,386</u>	<u>107,332</u>	<u>77,146</u>	<u>136,024</u>	<u>1,045,888</u>
At 31 December 2019	<u>769,476</u>	<u>147,853</u>	<u>179,006</u>	<u>176,203</u>	<u>1,272,538</u>

**GRAYS OF CAMBRIDGE (INTERNATIONAL) LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2020**

**16. TANGIBLE FIXED ASSETS (CONTINUED)**

The net book value of land and buildings may be further analysed as follows:

	2020 £	2019 £
Freehold land and buildings	679,361	700,907
Leasehold improvements	46,025	68,569
	<u>725,386</u>	<u>769,476</u>

Freehold land and buildings are included at deemed cost following the adoption of FRS102. Deemed cost is the valuation as at 1 January 2014.

If the land and buildings had not been included at valuation they would have been included under the historical cost convention as follows:

	2020 £	2019 £
<b>GROUP</b>		
Cost	1,247,900	1,247,900
Accumulated depreciation	(558,748)	(515,267)
<b>NET BOOK VALUE</b>	<u>689,152</u>	<u>732,633</u>

**17. FIXED ASSET INVESTMENTS**

**Group**

	Other fixed asset investments £
<b>COST OR VALUATION</b>	
At 1 January 2020	100,000
At 31 December 2020	<u>100,000</u>



# GRAYS OF CAMBRIDGE (INTERNATIONAL) LIMITED

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

### 17. FIXED ASSET INVESTMENTS (CONTINUED)

#### Company

	Investments in subsidiary companies £	Other fixed asset investments £	Total £
<b>COST OR VALUATION</b>			
At 1 January 2020	70,423	109,492	179,915
Disposals	-	(5,279)	(5,279)
At 31 December 2020	<u>70,423</u>	<u>104,213</u>	<u>174,636</u>

#### SUBSIDIARY UNDERTAKINGS

The following were subsidiary undertakings of the Company:

Name	Registered office	Principal activity	Class of shares	Holding
Grays Sports Limited	United Kingdom	Negotiating, securing and entering sponsorship agreements	Ordinary	100%
Rugby 1823 SARL	France	Sales agency	Ordinary	100%
Hockey 1890 BV	Netherlands	Sales agency	Ordinary	100%
Gray-Nicolls Limited	United Kingdom	Dormant	Ordinary	100%
James Gilbert Limited	United Kingdom	Dormant	Ordinary	100%
Grays of Cambridge Limited	United Kingdom	Dormant	Ordinary	100%
H J Gray & Sons	United Kingdom	Dormant	Ordinary	100%

The registered address of Rugby 1823 SARL is 294 Route de Saint-Omer, 62280 Saint-Martin-Boulogne, France.

The registered address of Hockey 1890 BV is Plesmanstraat 1, 3833 LA Leusden, Netherlands.

The registered address of all other companies is Station Road, Robertsbridge, East Sussex, TN32 5DH.

**GRAYS OF CAMBRIDGE (INTERNATIONAL) LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2020**

**18. STOCKS**

	Group 2020 £	Group 2019 £	Company 2020 £	Company 2019 £
Raw materials and consumables	884,695	928,220	884,695	928,220
Stocks - finished goods in transit	432,232	637,515	432,232	637,515
Finished goods and goods for resale	4,856,178	5,798,335	4,856,178	5,798,335
	<u>6,173,105</u>	<u>7,364,070</u>	<u>6,173,105</u>	<u>7,364,070</u>

The difference between purchase price or production cost of stocks and their replacement cost is not material.

**19. DEBTORS**

	Group 2020 £	Group 2019 £	Company 2020 £	Company 2019 £
<b>DUE AFTER MORE THAN ONE YEAR</b>				
Prepayments and accrued income	<u>6,814,522</u>	<u>6,371,973</u>	<u>3,136,132</u>	<u>3,635,604</u>
	Group 2020 £	Group 2019 £	Company 2020 £	Company 2019 £
<b>DUE WITHIN ONE YEAR</b>				
Trade debtors	1,441,857	2,168,061	1,433,699	2,146,595
Amounts owed by group undertakings	-	-	15,500	28,142
Other debtors	312,975	73,933	289,979	67,427
Prepayments and accrued income	<u>933,726</u>	<u>669,251</u>	<u>846,089</u>	<u>566,407</u>
	<u>2,688,558</u>	<u>2,911,245</u>	<u>2,585,267</u>	<u>2,808,571</u>

**20. CASH AND CASH EQUIVALENTS**

	Group 2020 £	Group 2019 £	Company 2020 £	Company 2019 £
Cash at bank and in hand	<u>7,449,258</u>	<u>5,336,513</u>	<u>7,126,953</u>	<u>5,071,165</u>

**GRAYS OF CAMBRIDGE (INTERNATIONAL) LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2020**

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

	Group 2020 £	Group 2019 £	Company 2020 £	Company 2019 £
Trade creditors	1,465,941	1,588,419	1,118,349	1,555,292
Amounts owed to group undertakings	-	-	422,964	141,653
Corporation tax	7,964	22,946	-	15,317
Other taxation and social security	324,432	153,832	317,129	121,611
Other creditors	87,774	60,425	10,406	14,499
Accruals and deferred income	2,917,638	2,366,881	2,861,029	2,284,116
	<u>4,803,749</u>	<u>4,192,503</u>	<u>4,729,877</u>	<u>4,132,488</u>

**22. FINANCIAL INSTRUMENTS**

	Group 2020 £	Group 2019 £	Company 2020 £	Company 2019 £
<b>FINANCIAL ASSETS</b>				
Financial assets measured at fair value through profit or loss	7,449,258	5,336,513	7,126,953	5,071,165
Financial assets that are debt instruments measured at amortised cost	1,392,443	2,168,061	1,393,487	2,174,736
	<u>8,841,701</u>	<u>7,504,574</u>	<u>8,520,440</u>	<u>7,245,901</u>
<b>FINANCIAL LIABILITIES</b>				
Financial liabilities measured at amortised cost	<u>(4,273,542)</u>	<u>(4,015,725)</u>	<u>(4,215,355)</u>	<u>(3,995,560)</u>

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

Financial assets that are debt instruments measured at amortised cost comprise trade and other debtors.

Financial liabilities measured at amortised cost comprise trade and other creditors, accruals and deferred income and amounts owed to group companies.

**GRAYS OF CAMBRIDGE (INTERNATIONAL) LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2020**

**23. DEFERRED TAXATION**

**Group**

	2020 £	2019 £
At beginning of year	24,104	35,194
Charged to profit or loss	(19,401)	(11,090)
<b>AT END OF YEAR</b>	<u>4,703</u>	<u>24,104</u>

**Company**

	2020 £	2019 £
At beginning of year	24,104	35,194
Charged to profit or loss	(19,401)	(11,090)
<b>AT END OF YEAR</b>	<u>4,703</u>	<u>24,104</u>

	Group 2020 £	Group 2019 £	Company 2020 £	Company 2019 £
Accelerated capital allowances	16,239	36,976	16,239	36,976
Pension surplus	(11,536)	(12,872)	(11,536)	(12,872)
	<u>4,703</u>	<u>24,104</u>	<u>4,703</u>	<u>24,104</u>

**GRAYS OF CAMBRIDGE (INTERNATIONAL) LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2020**

**24. PROVISIONS**

**Group**

	Other provisions £	Total £
At 1 January 2020	6,608,973	6,608,973
Charged to profit or loss	442,549	442,549
<b>AT 31 DECEMBER 2020</b>	<b>7,051,522</b>	<b>7,051,522</b>

**Company**

	Other provisions £	Total £
At 1 January 2020	3,872,604	3,872,604
Charged to profit or loss	(499,472)	(499,472)
<b>AT 31 DECEMBER 2020</b>	<b>3,373,132</b>	<b>3,373,132</b>

Other provisions relate to liabilities and indemnity payments, dilapidation provisions, unfunded pensions, sponsorship contracts, and estimated costs for defending the group's Intellectual Property rights. The timing of these are not known.

**25. SHARE CAPITAL**

	2020 £	2019 £
<b>ALLOTTED, CALLED UP AND FULLY PAID</b>		
27,060 (2019 - 27,060) Ordinary shares of £1 each	27,060	27,060

**26. PENSION COMMITMENTS**

**Former employees**

Pensions are paid on a voluntary basis to some former employees for whom adequate provision has not been made prior to retirement.

The company contributes to personal pension schemes in respect of three directors and other staff. The assets of the schemes are held separately from those of the company in an independently administered funds. The pension cost charge represents contributions payable by the company to the funds and amounted to £ 176,879 (2019 - £ 203,661). Contributions totalling £ 60,718 (2019 - £ 75,718) were payable to the funds at the balance sheet date and are included in creditors and provisions.

**GRAYS OF CAMBRIDGE (INTERNATIONAL) LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2020**

**27. COMMITMENTS UNDER OPERATING LEASES**

At 31 December 2020 the Group and the Company had future minimum lease payments due under non-cancellable operating leases for each of the following periods:

	Group 2020 £	Group 2019 £	Company 2020 £	Company 2019 £
Not later than 1 year	159,000	159,000	159,000	159,000
Later than 1 year and not later than 5 years	195,000	354,000	195,000	354,000
	<u>354,000</u>	<u>513,000</u>	<u>354,000</u>	<u>513,000</u>

**28. RELATED PARTY TRANSACTIONS**

The Group and Company has traded with related parties during the year as follows:

Sales to related parties totalled £ 553,000 (2019 - £ 852,000).

Purchases from related parties totalled £ 545,000 (2019 - £ 990,000).

Admin support was provided to related parties totalling £ 7,000 (2019 - £ 9,000).

Amounts owed to related parties at the year end totalled £ 3,000 (2019 - £ 12,000).

Amounts owed from related parties at the year end totalled £ 306,000 (2019 - £ 370,000).

Rent paid to related parties totalled £ 145,000 (2019 - £ 156,000).

Dividends paid to directors totalled £ 1,000,000 (2019 - £2,300,000).

The Company has taken advantage of the exemption under FRS 102 (Section 33.1A) not to disclose transactions entered into between two or more members of a group, provided that any subsidiary which is a party to the transaction is wholly-owned by such a member.