Registered number: 00472968

BOODLE & DUNTHORNE LIMITED
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 28 FEBRUARY 2022

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BOODLE & DUNTHORNE LIMITED

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COMPANY INFORMATION

Directors	N A Wainwright (Chairman) M J Wainwright (Managing Director) E A Wainwright J A Wainwright J B Amos
Company secretary	M J Wainwright
Registered number	00472968
Registered office	178 New Bond Street London W1S 4RH
Independent auditor	Blick Rothenberg Audit LLP Chartered Accountants & Statutory Auditor 16 Great Queen Street Covent Garden London WC2B 5AH
Bankers	Barclays Bank plc 48b - 50 Lord Street Liverpool L2 1TD

Introduction

The principal activity of the Company continues to be that of designer jewellers with 10 retail outlets.

Business review

The Company's balance sheet as detailed on page 13 shows a strong position with shareholders' funds amounting to £76,696,500 (2021: £66,397,961).

Our shops reopened after COVID Lockdown on 12 April 2021. Trading from that date for the year was very strong indeed, producing record profits before tax of £18.1 million. There appeared to be a good deal of pent up demand, especially for higher value jewellery following the lockdowns. With entertaining and travel more difficult because of COVID Regulations, expenses were lower than normal.

Boodles claimed approximately £103,000 as a Furlough Grant in the year but subsequently repaid it all.

The Company opened its 10th shop in Leeds in December 2021. It takes time to grow a jewellery business but the Directors are confident that Leeds (and Yorkshire in general) presents a good opportunity for Boodles.

Trading has carried on strongly into the following Financial Year. Boodles has a very strong liquidity position with record cash in the bank and no borrowings.

Obviously the UK (and the world's) macro economic position at the time of writing (January 2023) calls for a degree of caution.

Principal risks and uncertainties

The Directors consider the main risks to the company to be as follows:

Foreign exchange risk: the Company is exposed to foreign currency as the majority of its inputs are in US Dollars. Whilst the deterioration of the value of the Pound Sterling has a negative effect on new purchases, it has a positive effect on jewellery already in stock.

Economic risk: like any business the Company's operations are exposed to a downturn in the UK economy although High Net Worth customers would appear to be more insulated from the vagaries of the economy than most.

Credit risk: the Company sells jewellery on credit to many customers. Great care is taken before credit is offered. Historically bad debts are very low but from time to time credit sales are reversed as the goods can be returned.

Patek Philippe: Boodles are reliant on their relationship with the Patek Philippe watch company for some 30 per cent of their revenue. Patek Philippe have cut back their dealership from 40 to 25 agencies in the UK in the last year, and whilst we believe we have an excellent relationship with Patek Philippe, Boodles have lost two of their six agencies. We are assured that there are no plans to scale back further in the foreseeable future.

Financial key performance indicators

Comparisons are not easy due to the prior year being heavily affected by COVID 19.

Sales, however, are substantially up on the best previous year Boodles has ever had, as is net profit.

The year to 28 February 2023 is showing further sales and net profit increases on a like for like basis which is most encouraging. We have entered a severely inflationary environment, however, which has had an effect on rapidly increasing staff costs and entertaining costs. Property costs have not been affected and energy costs are fairly immaterial for Boodles fortunately.

Directors' statement of compliance with duty to promote the success of the Company

Section 172 (1) requires the directors to act in the way they consider would be most likely to promote the success of the company for the benefit of its members, as a whole, with regard to the following matters:

1. The likely consequences of any decision in the long-term;
2. The interests of the Company's employees and their families;
3. The need to create and sustain open, respectful relationships with the business's clients, suppliers and wider stakeholders;
4. The business's impact on its community and the environment;
5. The desirability of the Company to always conduct its affairs with the highest standards of business conduct;
6. The principle of acting fairly and equitably at all times when representing different interests and stakeholders.

Decision making

The Company's Board meets about six times a year and includes only the four participating family members. Given the fact that we speak on a day to day basis anyway, we are capable of making very spontaneous decisions. An example of this last year was the decision taken to sponsor the Cheltenham Gold Cup within a day. This was a material extra marketing spend for the Company.

Employee engagement

The Company's employees are absolutely key to the success of the business. A very significant number of staff have been with the Company for many years and have built up relationships with customers which have become friendships. The Company believes itself to be a responsible employer with regard to pay, benefits and working conditions, and has recently conducted an anonymous staff survey. The company includes key personnel in decision making and future strategic business relationships.

Business relationships

The Company holds or sponsors a significant number of events such as Stoke Park tennis the week before Wimbledon, Salon Privé Luxury Car event at Blenheim Palace, the Cheltenham Gold Cup, the Chester May Festival of Racing and the Royal Ballet, to which it invites a large number of customers each year. This enables the owners of the business to meet its customers and to create close relationships with them.

Relationships with our suppliers and the workshops we work with are very important to us and we take pride in building and maintaining strong relationships and working closely and co-operatively with them to ensure a smooth and efficient supply chain. The Company enjoys a long and happy relationship with Patek Philippe watch company, and with Harrods department store where it has a concession.

Sustainability and environment

Details of the Company's approach to sustainability and the environment are included in the Sustainability report.

Business conduct

Integrity and respect are at the centre of everything Boodles stands for in all of its business dealings and relationships.

Engagement with stakeholders

The company is a family run business and has a track record of declaring dividends to ensure a suitable return on investment.

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

M J Wainwright
Director

Date: **20 February 2023**

The directors present their report and the financial statements for the year ended 28 February 2022.

Results and dividends

The profit for the year, after taxation, amounted to £14,502,385 (2021 £4,232,814).

A dividend of £4,203,846 (2021: £2,249,470) was paid during the year.

Directors

The directors who served during the year were:

N A Wainwright (Chairman)
M J Wainwright (Managing Director)
E A Wainwright
J A Wainwright
J B Amos

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 and then apply them consistently;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- 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.

Charitable contributions

During the year the Company made charitable contributions of £1,717,091 (2021: £161,054).

Matters covered in the Strategic Report

As permitted by s414c(11) of the Companies Act 2006, the directors have elected to disclose information, required to be in the directors' report by Schedule 7 of the 'Large and Medium-sized Companies and Groups (Accounts and Reports) Regulations 2008', in the strategic report.

Greenhouse gas emissions, energy consumption and energy efficiency action

The Boodles 'Sustainability Committee' has made a number of changes at shop and department level, focusing on the sustainability credentials of suppliers and the carbon footprint of the delivery process. All paper used in brochure printing is now sustainably sourced and offset with the World Land Trust. All UK shops and head office changed to renewable energy in October 2020.

In line with Streamlined Energy and Carbon Reporting (SECR) requirements we have reported on the underlying energy use during the financial year.

We have used a bottom up consumption/activity based approach to calculating emissions based on the most recent BEIS Conversion Factor figures as well as supplier specific factors for market based electricity emissions. Where possible we have used actual activity data kept in house on gas (kWh) and electricity (kWh) however some spend based consumption data has been used as well as using site square footage and benchmarking figures (kWh/m2) to plug any data gaps. These figures do not include our Dublin site as per SECR requirements

Guidance to complete the emissions calculations have been taken from BEIS guidance for company reporting as well as using fundamental principles of the GHG Protocol. An operational control approach has been adopted.

	2022 kWh	2021 kWh
Energy Consumption		
Electricity	466,417	484,912
Gas	-	679
	466,417	485,591

	2022 tCO2e	2021 tCO2e
Greenhouse Gas Emissions		
From Purchased Electricity	105.39	113.06
From Purchased Gas	-	0.12
	105	113.18

	2022	2021
Intensity Ratios		
tCO2e per full-time employee	1.05	1.17

Disclosure of information to auditor

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 auditor is 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 auditor is aware of that information.

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

M J Wainwright
Director

Date: 20 **February 2023**

SUSTAINABILITY REPORT
FOR THE YEAR ENDED 28 FEBRUARY 2022

This financial year has seen continued momentum towards Boodles' sustainability and traceability objectives.

The directors remain committed to 'responsible' gold sourcing, with a particular focus on supporting African mining communities. All Boodles jewellery is now made with 'Single Mine Origin' (SMO) gold, which is fully traceable and auditable to the Yanfolila Mine in Mali. The relationship with the owners of Betts Metals and Hummingbird Resources goes from strength to strength - see pages 106-109 of the 2021/22 brochure for further details.

An important new jewellery collection called 'Peace of Mined' has been designed and created during this financial year, with all primary diamonds sourced directly from the Cullinan Diamond Mine, as rough crystals. The collection launched in late Spring 2022 and highlights the Company's commitment to traceable diamond and precious gemstone sourcing. Further emphasis on sourcing traceable gemstones will take place over the coming years, with Boodles acknowledged by an influential jewellery journalist as "leading the way in terms of traceability and sustainability."

The Boodles 'Sustainability Committee' has made further changes at shop and department level, focusing on the sustainability credentials of suppliers. All paper used in brochure printing continues to be sustainably sourced and offset with the World Land Trust. New 'fully recyclable' bags and handles have been prototyped and trailed - with all branded bags replaced by summer of 2022.

In other areas, Boodles was audited and re-certified by the Responsible Jewellery Council against the RJC's 2019 Code of Practices. Boodles also continues to work collaboratively with its UK peer group as a key member of the 'Walpole Sustainability Committee for Watches and Jewellery.'

The 'Boodles Exclusion Policy' continues to be monitored on a monthly basis, in line with industry best practice. Details can be found on www.boodles.com/pages/exclusion-policy

An external agency has been appointed to work with the company directors to create a sustainability strategy document. Preliminary work has begun including an assessment of the company's carbon footprint. This was measured at 15,318 tons of CO_2 for the full year, 99% of this coming from Scope 3 emissions.

JA Wainwright
Director of Precious Gemstones

Date: **20 February 2023**

J B Amos
Director of Marketing and Sustainability

Date: **20 February 2023**

Opinion
We have audited the financial statements of Boodle & Dunthorne Limited (the 'Company') for the year ended 28 February 2022, which comprise the profit and loss account, the balance sheet, the statement of cash flows, the 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 Company's affairs as at 28 February 2022 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 Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the 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 auditor's report thereon. The directors are responsible for the other information contained within the Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the 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 and the strategic report, the directors' report and the sustainability 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 5, 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.

Auditor's responsibilities for the audit of the financial statements
Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. 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:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with directors and other management, and from our commercial knowledge and experience of the computer component manufacturing and supply sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company, including the Companies Act 2006, taxation legislation and data protection, anti-bribery, employment, environmental and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

Auditor's responsibilities for the audit of the financial statements (continued)

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested a sample of journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in note 3 were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence with HM Revenue and Customs, relevant regulators and the company's legal advisors.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

Use of our report
This report is made solely to the Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

Blick Rothenberg Audit LLP

Christopher Shepherd (senior statutory auditor)

for and on behalf of
Blick Rothenberg Audit LLP

Chartered Accountants
Statutory Auditor

16 Great Queen Street
Covent Garden
London
WC2B 5AH
Date: 23 February 2023

BOODLE & DUNTHORNE LIMITED

PROFIT AND LOSS ACCOUNT
FOR THE YEAR ENDED 28 FEBRUARY 2022

	Note	2022 £	2021 £
Turnover	4	**94,361,570**	49,543,646
Cost of sales		**(46,618,663)**	(25,623,084)
Gross profit		**47,742,907**	23,920,562
Administrative expenses		**(29,676,690)**	(19,480,869)
Other operating income	5	**-**	919,179
Operating profit	6	**18,066,217**	5,358,872
Interest receivable and similar income	10	**1,065**	6,314
Interest payable and similar expenses	11	**(13,598)**	(4,130)
Profit before tax		**18,053,684**	5,361,056
Tax on profit	12	**(3,551,299)**	(1,128,242)
Profit for the financial year		**14,502,385**	4,232,814

There was no other comprehensive income for 2022 (2021:£NIL).

The notes on pages 16 to 30 form part of these financial statements.

BOODLE & DUNTHORNE LIMITED

BALANCE SHEET
AS AT 28 FEBRUARY 2022

	Note		2022 £		2021 £
Fixed assets					
Intangible assets	13		**828,539**		699,344
Tangible assets	14		**11,861,268**		8,998,660
			12,689,807		9,698,004
Current assets					
Stocks	15	**53,216,039**		49,840,608	
Debtors: amounts falling due within one year	16	**8,811,024**		3,896,137	
Cash at bank and in hand		**21,897,664**		13,073,013	
		83,924,727		66,809,758	
Creditors: amounts falling due within one year	17	**(18,771,367)**		(9,473,134)	
Net current assets			**65,153,360**		57,336,624
Total assets less current liabilities			**77,843,167**		67,034,628
Creditors: amounts falling due after more than one year	18		**(6,667)**		(6,667)
Provisions for liabilities					
Deferred tax	19		**(1,140,000)**		(630,000)
Net assets			**76,696,500**		66,397,961
Capital and reserves					
Called up share capital	20		**333,674**		333,674
Capital redemption reserve	21		**65,659**		65,659
Other reserves	21		**1,781**		1,781
Profit and loss account	21		**76,295,386**		65,996,847
Total equity			**76,696,500**		66,397,961

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

N A Wainwright (Chairman)
Director

Date: **20 February 2023**

M J Wainwright (Managing Director)
Director

Date: **20 February 2023**

The notes on pages 16 to 30 form part of these financial statements.

BOODLE & DUNTHORNE LIMITED

STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 28 FEBRUARY 2022

	Called up share capital	Capital redemption reserve	Other reserves	Profit and loss account	Total equity
	£	£	£	£	£
At 1 March 2020	**333,674**	**65,659**	**1,781**	**64,013,503**	**64,414,617**
Profit for the year	-	-	-	4,232,814	4,232,814
Total comprehensive income for the year	-	-	-	4,232,814	4,232,814
Dividends: Equity capital	-	-	-	(2,249,470)	(2,249,470)
Total transactions with owners	-	-	-	(2,249,470)	(2,249,470)
At 1 March 2021	**333,674**	**65,659**	**1,781**	**65,996,847**	**66,397,961**
Profit for the year	-	-	-	14,502,385	14,502,385
Total comprehensive income for the year	-	-	-	14,502,385	14,502,385
Dividends: Equity capital	-	-	-	(4,203,846)	(4,203,846)
Total transactions with owners	-	-	-	(4,203,846)	(4,203,846)
At 28 February 2022	**333,674**	**65,659**	**1,781**	**76,295,386**	**76,696,500**

The notes on pages 16 to 30 form part of these financial statements.

BOODLE & DUNTHORNE LIMITED

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 28 FEBRUARY 2022

	2022 £	2021 £
Cash flows from operating activities		
Profit for the financial year	**14,502,385**	4,232,814
Adjustments for:		
Amortisation of intangible assets	**74,314**	66,983
Depreciation of tangible assets	**1,790,705**	1,827,842
Interest paid	**13,598**	4,130
Interest received	**(1,065)**	(6,314)
Taxation charge	**3,551,299**	1,128,242
(Increase)/decrease in stocks	**(3,375,431)**	1,780,806
(Increase)/decrease in debtors	**(4,914,887)**	1,579,902
Increase/(decrease) in creditors	**8,290,354**	(970,111)
Corporation tax (paid)	**(2,033,420)**	(950,328)
Net cash generated from operating activities	**17,897,852**	8,693,966
Cash flows from investing activities		
Purchase of intangible fixed assets	**(203,509)**	(26,810)
Purchase of tangible fixed assets	**(4,653,313)**	(500,167)
Interest received	**1,065**	6,314
Net cash used in investing activities	**(4,855,757)**	(520,663)
Cash flows from financing activities		
Dividends paid	**(4,203,846)**	(2,249,470)
Interest paid	**(13,598)**	(4,130)
Net cash used in financing activities	**(4,217,444)**	(2,253,600)
Net increase in cash and cash equivalents	**8,824,651**	5,919,703
Cash and cash equivalents at beginning of year	**13,073,013**	7,153,310
Cash and cash equivalents at the end of year	**21,897,664**	13,073,013
Cash and cash equivalents at the end of year comprise:		
Cash at bank and in hand	**21,897,664**	13,073,013
	21,897,664	13,073,013

1. General information

The Company is a private company limited by shares, incorporated in England and Wales. The address of its registered office and principal place of business is 178 New Bond Street, London, W1S 4RH.

The principal activity of the Company continues to be that of designer jewellers.

The financial statements are presented in Sterling (£), which is the functional currency of the company. Monetary units in these financial statements are rounded to the nearest £.

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).

2.2 Going concern

After making enquiries, the directors have a reasonable expectation that the company has adequate resources to continue in operational existence and meet its liabilities as they fall due for the foreseeable future, being a period of at least twelve months from the date these financial statements were approved. Accordingly, they continue to adopt the going concern basis in preparing the financial statements.

2.3 Revenue

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Company 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 Company has transferred the significant risks and rewards of ownership to the buyer;
- the Company 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 Company 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.

2. Accounting policies (continued)

2.4 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.

Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight-line basis over the lease term, unless another systematic basis is representative of the time pattern of the lessee's benefit from the use of the leased asset.

Temporary rent concessions occurring as a direct consequence of the COVID-19 pandemic have been recognised on a systematic basis over the periods that the change in lease payments is intended to compensate. This is conditional on:

- the change in lease payments resulting in revised consideration for the lease that is less than the consideration for the lease immediately preceding the change;
- any reduction in lease payments affecting only payments originally due on or before 30 June 2022;
- there being no significant change to other terms and conditions of the lease.

2.5 Foreign currency translation

Functional and presentation currency

The Company's functional and presentational currency is the pound sterling.

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.

2.6 Intangible assets

Intangible assets are initially recognised at cost. After recognition, under the cost model, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

All intangible assets are considered to have a finite useful life. If a reliable estimate of the useful life cannot be made, the useful life shall not exceed ten years.

The estimated useful lives range as follows:

Software	-	10	years

2. Accounting policies (continued)

2.7 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, using the straight-line method.

Depreciation is provided on the following basis:

Leasehold improvements	- straight line over the shorter of the lease term and 10 years
Fixtures and fittings	- 5 or 10 years
Computer equipment	- 3 years

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 in profit or loss.

2.8 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 costs of purchase and manufacture on each individual item. Work in progress and finished goods include labour.

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 statement of income and retained earnings.

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 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 Company's cash management.

2.10 Share capital

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of new ordinary shares or options are shown in equity as a deduction, net of tax, from the proceeds.

2. Accounting policies (continued)

2.11 Financial instruments

The company has elected to apply Sections 11 and 12 of FRS 102 in respect of financial instruments.

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

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

The company's policies for its major classes of financial assets and financial liabilities are set out below.

Financial assets

Basic financial assets, including trade and other debtors and cash and bank balances, are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest for a similar debt instrument. Financing transactions are those in which payment is deferred beyond normal business terms or is financed at a rate of interest that is not a market rate.

Such assets are subsequently carried at amortised cost using the effective interest method, less any impairment.

Financial liabilities

Basic financial liabilities, including trade and other creditors, and preference shares that are classified as debt, are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument. Financing transactions are those in which payment is deferred beyond normal business terms or is financed at a rate of interest that is not a market rate.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Impairment of financial assets

Financial assets 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 profit and loss account.

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

For financial assets measured at amortised cost, the impairment loss is measured as the difference between the asset's carrying amount and the present value of estimated cash flows discounted at the asset's original effective interest rate. If the financial asset has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the contract.

If there is a decrease in the impairment loss arising from an event occurring after the impairment was recognised, the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been had the impairment not previously been recognised. The impairment reversal is recognised in profit or loss.

2. Accounting policies (continued)

2.11 Financial instruments (continued)

Derecognition of financial assets and financial liabilities

Financial assets are derecognised when (a) the contractual rights to the cash flows from the asset expire or are settled, or (b) substantially all the risks and rewards of the ownership of the asset are transferred to another party or (c) despite having retained some significant risks and rewards of ownership, control of the asset has been transferred to another party who has the practical ability to unilaterally sell the asset to an unrelated third party without imposing additional restrictions.

Offsetting of financial assets and financial liabilities

Financial assets and liabilities are offset and the net amount reported in the balance sheet when there is an enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

2.12 Government grants

Grants are accounted under the accruals model as permitted by FRS 102. The deferred element of grants is included in creditors as deferred income.

Grants of a revenue nature are recognised in the profit and loss account in the same period as the related expenditure.

2.13 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.

2.14 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. Accounting policies (continued)

2.15 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 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

The preparation of the Company's financial statements requires management to make significant accounting judgments, estimates and assumptions that affect the reported amounts in the financial statements. The directors continually evaluate their significant accounting judgments and estimates in relation to assets, liabilities, contingent liabilities, revenue and expenses. The directors base their judgments and estimates on historical experience and on other various factors they believe to be reasonable under the circumstances, the result of which form the basis of the carrying value of assets and liabilities that are not readily apparent from other sources.

The directors have identified the following critical accounting policies for which significant judgments, estimates and assumptions are made. Actual results may differ from these estimates under different assumptions and conditions and may materially affect financial results or the financial position reported in future periods.

Stock provision

Included within stock at the balance sheet date is a provision of £3,567,122 (2021 - £3,311,966) in respect of obsolete and slow-moving stock lines. The provision is based on an assessment of the projected volume, timing and value of future sales of stock, and the costs of realisation, and is estimated based on historical sales data and the experience of management.

4. Turnover

The whole of the turnover is attributable to the principal activity of the business.

Analysis of turnover by country of destination:

	2022 £	2021 £
United Kingdom	**71,532,235**	35,983,664
Rest of Europe	**6,231,267**	2,699,976
Rest of the World	**16,598,068**	10,860,006
	94,361,570	49,543,646

5. Other operating income

	2022 £	2021 £
Government grants receivable	**-**	919,179

Government grants receivable are in respect of the Coronavirus Job Retention Scheme which was made available by the Government to help ease the impact of the COVID-19 pandemic.

6. Operating profit

The operating profit is stated after charging/(crediting):

	2022 £	2021 £
Exchange differences	**224,276**	(26,467)
Operating leases - land and buildings	**6,377,252**	5,176,727
Depreciation of tangible fixed assets	**1,790,705**	1,827,842
Amortisation of intangible fixed assets	**74,314**	66,983

7. Auditor's remuneration

During the year, the Company obtained the following services from the Company's auditor and its associates:

	2022 £	2021 £
Fees payable to the Company's auditor and its associates for the audit of the Company's financial statements	**55,000**	52,000
Fees payable to the Company's auditor and its associates in respect of:		
non-audit services	**27,000**	24,750

8. Employees

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

	2022 £	2021 £
Wages and salaries	**9,397,403**	6,287,477
Social security costs	**1,094,606**	711,429
Cost of defined contribution scheme	**347,106**	405,275
	10,839,115	7,404,181

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

	2022 No.	2021 No.
Number of sales staff	**52**	50
Number of management, administration and design staff	**48**	48
	100	98

9. Directors' remuneration

	2022 £	2021 £
Directors' emoluments	**1,165,000**	686,667
Company contributions to defined contribution pension schemes	**50,424**	113,714

During the year retirement benefits were accruing to 2 directors (2021 - 2) in respect of defined contribution pension schemes.

The highest paid director received remuneration of £465,000 (2021 - £350,000).

The value of the Company's contributions paid to a defined contribution pension scheme in respect of the highest paid director amounted to £15,340 (2021 - £16,560).

10. Interest receivable

	2022 £	2021 £
Other interest receivable	**1,065**	6,314

11. Interest payable and similar expenses

	2022 £	2021 £
Bank interest payable	**1,018**	69
Other interest payable	**12,580**	4,061
	13,598	4,130

12. Taxation

	2022 £	2021 £
UK corporation tax		
Current tax on profits for the year	**2,985,299**	1,210,000
Foreign tax on income for the year	**56,000**	28,242
Total current tax	**3,041,299**	1,238,242
Deferred tax		
Origination and reversal of timing differences	**510,000**	(110,000)
Total deferred tax	**510,000**	(110,000)
Taxation on profit on ordinary activities	**3,551,299**	1,128,242

Factors affecting tax charge for the year

The tax assessed for the year differs from the standard rate of corporation tax in the UK of 19% (2021 - 19%). The differences are explained below:

	2022 £	2021 £
Profit on ordinary activities before tax	**18,053,684**	5,361,056
Profit on ordinary activities multiplied by standard rate of corporation tax in the UK of 19% (2021 - 19%)	**3,430,200**	1,018,601
Effects of:		
Expenses not deductible for tax purposes	**306,483**	195,466
Re-measurement of deferred tax	**(197,513)**	(114,067)
Overseas branch taxed at different rate	**12,129**	28,242
Total tax charge for the year	**3,551,299**	1,128,242

12. Taxation (continued)

Factors that may affect future tax charges

In the Spring Budget 2021, the UK Government announced that from 1 April 2023 the corporation tax rate would increase to 25% for companies with profits of over £250,000. A small profits rate will also be introduced for companies with profits of £50,000 or less so that they will continue to pay corporation tax at 19%. From this date companies with profits between £50,000 and £250,000 will pay tax at the main rate reduced by a marginal relief providing a gradual increase in the effective corporation tax rate. This new law was substantively enacted on 24 May 2021. Deferred taxes at the balance sheet date have been measured using these enacted tax rates and reflected in these financial statements.

13. Intangible assets

	Software £
Cost	
At 1 March 2021	**1,496,125**
Additions	**203,509**
At 28 February 2022	**1,699,634**
Amortisation	
At 1 March 2021	**796,781**
Charge for the year	**74,314**
At 28 February 2022	**871,095**
Net book value	
At 28 February 2022	**828,539**
At 28 February 2021	699,344

14. Tangible fixed assets

	Leasehold improvements £	Fixtures and fittings £	Computer equipment £	Total £
Cost or valuation				
At 1 March 2021	**17,550,816**	**3,924,958**	**284,073**	**21,759,847**
Additions	**3,802,445**	**804,391**	**46,477**	**4,653,313**
At 28 February 2022	**21,353,261**	**4,729,349**	**330,550**	**26,413,160**
Depreciation				
At 1 March 2021	**10,083,040**	**2,531,489**	**146,658**	**12,761,187**
Charge for the year	**1,426,259**	**279,679**	**84,767**	**1,790,705**
At 28 February 2022	**11,509,299**	**2,811,168**	**231,425**	**14,551,892**
Net book value				
At 28 February 2022	**9,843,962**	**1,918,181**	**99,125**	**11,861,268**
At 28 February 2021	7,467,776	1,393,469	137,415	8,998,660

15. Stocks

	2022 £	2021 £
Raw materials and consumables	**1,100,745**	319,730
Work in progress (goods to be sold)	**6,871,646**	2,287,819
Finished goods and goods for resale	**45,243,648**	47,233,059
	53,216,039	49,840,608

The carrying value of stocks are stated net of provisions against slow moving stock totalling £3,567,122 (2021 - £3,311,966).

16. Debtors

	2022 £	2021 £
Trade debtors	**5,542,437**	2,592,887
Other debtors	**247,879**	181,471
Prepayments and accrued income	**3,020,708**	1,121,779
	8,811,024	3,896,137

17. Creditors: Amounts falling due within one year

	2022 £	2021 £
Payments received on account	**1,656,554**	1,038,056
Trade creditors	**3,967,462**	605,275
Corporation tax	**2,240,768**	1,232,889
Other taxation and social security	**948,138**	2,394,423
Other creditors	**2,756,060**	1,674,765
Accruals and deferred income	**7,202,385**	2,527,726
	18,771,367	9,473,134

18. Creditors: Amounts falling due after more than one year

	2022 £	2021 £
Share capital treated as debt	**6,667**	6,667

Disclosure of the terms and conditions attached to the non-equity shares is made in note 20.

19. Deferred taxation

	2022 £
At beginning of year	**(630,000)**
Charged to the profit or loss	**(510,000)**
At end of year	**(1,140,000)**

The provision for deferred taxation is made up as follows:

	2022 £	2021 £
Accelerated capital allowances	**(1,140,000)**	(630,000)

20. Share capital

	2022 £	2021 £
Shares classified as equity		
Allotted, called up and fully paid		
333,674 (2021 - 333,674) Ordinary shares of £1.00 each	**333,674**	333,674

There is a single class of ordinary shares. There are no restrictions on the distribution of dividends and the repayment of capital.

	2022 £	2021 £
Shares classified as debt		
Allotted, called up and fully paid		
66,666 (2021 - 66,666) Preference shares of £0.10 each	**6,667**	6,667

The rights of preference shareholders include entitlement to receive a cumulative dividend at the rate of 6.5% per annum on paid up capital in priority to ordinary shares. This right has been waived in respect of the years ended 28 February 2022 and 28 February 2021. The preference shares carry no voting rights.

21. Reserves

Capital redemption reserve

The capital redemption reserve is a non-distributable reserve arising from the redemption or purchase of a company's own shares.

Other reserves

Other reserves is in respect of the capital redemption reserve and is a non-distributable reserve arising from the redemption or purchase of a company's own shares.

Profit and loss account

The profit and loss account includes all current and prior period retained profits and losses.

22. Analysis of net debt

	At 1 March 2021 £	Cash flows £	At 28 February 2022 £
Cash at bank and in hand	13,073,013	8,824,651	21,897,664
Debt due after 1 year	(6,667)	-	(6,667)
Debt due within 1 year	(1,674,765)	(977,985)	(2,652,750)
	11,391,581	7,846,666	19,238,247

23. Capital commitments

At 28 February 2022 the Company had capital commitments as follows:

	2022 £	2021 £
Contracted for but not provided in these financial statements	-	1,644,881

24. 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 £347,106 (2021 - £405,275). Contributions totalling £20,395 (2021 - £18,852) were payable to the fund at the balance sheet date and are included in creditors.

25. Commitments under operating leases

At 28 February 2022 the Company had future minimum lease payments due under non-cancellable operating leases for each of the following periods:

	2022	2021
	£	£
Not later than 1 year	**4,345,332**	4,235,271
Later than 1 year and not later than 5 years	**15,846,688**	15,526,764
Later than 5 years	**16,361,634**	19,145,915
	36,553,654	38,907,950

The following changes in lease payments arising from rent concessions occurring as a direct consequence of the COVID-19 pandemic have been recognised as a reduction in expense in profit or loss.

	2022	2021
	£	£
Changes in lease payments arising from COVID-19 related rent concessions	**-**	80,700

26. Related party transactions

During the year the Company paid rent of £124,000 (2021 - £62,000) to the Boodle and Dunthorne Limited Directors' Self-Administered Pension Plan, of which NA Wainwright, MJ Wainwright and EA Wainwright are trustees.

The Company made a donation of £1,500,000 (2021 - £100,000) to the Boodle & Dunthorne Charitable Trust, of which NA Wainwright, MJ Wainwright and EA Wainwright are trustees.

During the year dividends of £4,203,846 (2021 - £2,249,470) were paid to the directors of the Company and their close family.

At the balance sheet date £15,121 (2021 - £11,246) is due from the directors and is included in Other Debtors, and £2,652,750 (2021 - £1,674,765) is due to the directors and is included in Other Creditors.

27. Controlling party

In the opinion of the directors there is no ultimate controlling party.