DocuSign Envelope ID: E2DA0C2C-51D6-4FCA-8727-B42BF5A4910A

COMPANY REGISTRATION NUMBER 02217099

CONCESSIONS MANAGEMENT INTERNATIONAL LIMITED

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2021

WEDNESDAY
AB5QTZSW
A04 08/06/2022 #129
COMPANIES HOUSE

DocuSign Envelope ID: E2DA0C2C-51D6-4FCA-8727-B42BF5A4910A

CONTENTS **PAGES**

DocuSign Envelope ID: E2DA0C2C-51D6-4FCA-8727-B42BF5A4910A

CONCESSIONS MANAGEMENT INTERNATIONAL LIMITED

OFFICERS AND PROFESSIONAL ADVISERS

THE BOARD OF DIRECTORS	BJ Muir SL Carmel P Kramer
COMPANY SECRETARY	A Abioye
REGISTERED OFFICE	4 Pancras Square London N1C 4AG
AUDITOR	Grant Thornton UK LLP Statutory Auditor 30 Finsbury Square London EC2A 1AG
BANK	HSBC Bank PLC City of London Branch 60 Queen Victoria Street London EC4N 4TR

CONCESSIONS MANAGEMENT INTERNATIONAL LIMITED

STRATEGIC REPORT

YEAR ENDED 31 DECEMBER 2021

The directors present their strategic report for the company for the year ended 31 December 2021.

PRINCIPAL ACTIVITIES AND BUSINESS REVIEW

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

The result and position of the company as at and for the year ended 31 December 2021 are set out in the statement of comprehensive income, statement of financial position and statement of changes in equity on pages 10, 11 and 12 respectively. The result and position of the company were in line with directors' expectations.

RESULTS AND DIVIDENDS

The company's loss for the financial year was £15k (2020 - loss £378k). The retained loss for the year has been transferred to reserves.
The directors do not recommend payment of a dividend for the year ended 31 December 2021 (2020 - £Nil).

KEY PERFORMANCE INDICATORS

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

Turnover

Turnover levels increased by 119% compared to the prior year due to the gradual resumption of live events in the latter part of 2021, whereas the 2020 performance was affected the lack of live events for 9 months of the year. The expectation for 2022 is that sales activity will return to normal, as explained within 'Principal Risks and Uncertainties', and the outlook for future years appears positive. Future company performance is dependent on retention of indoor venue concessions in the face of stiff competition, with the possibility of adding some additional venues, as well as the expectation that the company will continue to secure concession rights for outdoor shows and festivals, although these events vary year to year. The expectation is that live events are returning strongly and that there is strong demand for event merchandise from fans.

Gross profit margin

The company made a gross margin in 2021 of 10% compared to a gross loss in prior year of 24.5%. The 2021 results have benefited from the return of live events in the latter part of the year with a strong sales performance, whereas 2020 was negatively affected by the lack of live events for nine months of the year in addition to one-off costs incurred in the initial stages of lockdown.

FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

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

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

Interest rate risk

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

Liquidity risk

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

DocuSign Envelope ID: E2DA0C2C-51D6-4FCA-8727-B42BF5A4910A

PRINCIPAL RISKS AND UNCERTAINTIES

The company is faced with similar risks and uncertainties as other companies operating in the music concessions business, broadly:

- The main risk is competition from other concessionaires in regard to bidding for the rights to operate concessions in venues. Strong competition could also affect the level of hall fee rates paid to venues in exchange for such concession rights. It should be noted that the majority of costs are variable, so in general costs levels will mirror sales activity.
- While Covid-19 severely affected the 2020 activity as concerts were cancelled for 9 months of the year, live events have come back strongly in the second half of 2021, and this has continued into 2022. The expectation is that merchandise sales at live events will be strong in the medium term. Also, the company has the support of the group treasury function for day-to-day activities. Therefore, the directors believe it is appropriate to prepare these financial statements on a going concern basis, as mentioned in the directors' report.
- Brexit does not represent a significant risk for the company as all its activity is UK based.
- At this stage the directors do not consider that the effects of climate change pose a significant risk to the company's operations.
- All risks and uncertainties are regularly monitored by the Board of Directors of the company.

FUTURE DEVELOPMENTS

Notwithstanding the risks and uncertainties outlined above, the directors do not anticipate any significant change in the activities and results of the company in the foreseeable future.

By order of the board

Paul Kramer

P Kramer
Director

Date: 19th May 2022

DocuSign Envelope ID: E2DA0C2C-51D6-4FCA-8727-B42BF5A4910A

The directors present their report, together with the financial statements and the auditor's report of the company for the year ended 31 December 2021.

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

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

DIRECTORS

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

BJ Muir
SL Carmel
P Kramer

DIRECTORS' QUALIFYING THIRD PARTY INDEMNITY PROVISIONS

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

POLICY ON THE PAYMENT OF CREDITORS

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

DONATIONS

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

GOING CONCERN - CONTINUED SUPPORT FROM PARENT UNDERTAKING

The financial statements have been prepared on the going concern basis as the company has received confirmation from Universal Music Group N.V. the company's ultimate parent undertaking, of its intention to continue to provide financial and other support to the extent necessary to enable the company to continue to pay its liabilities as and when they become due for a period not less than one year from the date of approval of these financial statements. Having regard to this intention, the directors believe it is appropriate to prepare these financial statements on a going concern basis.

DIRECTORS' RESPONSIBILITIES STATEMENT

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

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law), including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland". Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs and profit or loss of the company for that year. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

AUDITOR

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

- there is no relevant audit information of which the company's auditor is unaware; and
- each director has taken all steps that they ought to have taken as a director to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information.

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

The auditor, Grant Thornton UK LLP, will be proposed for reappointment in accordance with section 485 of the Companies Act 2006.

By order of the board

Bola Abioye

A Abioye

Company Secretary

Date: 19th May 2022

Company Registration Number: 02217099

CONCESSIONS MANAGEMENT INTERNATIONAL LIMITED

INDEPENDENT AUDITOR'S REPORT TO THE DIRECTORS OF CONCESSIONS MANAGEMENT INTERNATIONAL LIMITED

YEAR ENDED 31 DECEMBER 2021

Opinion

We have audited the financial statements of Bravado International Group Limited (the 'Company') for the year ended 31 December 2021, which comprise of the Statement of Comprehensive Income, Statement of Financial Position, Statement of Changes in Equity and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

We are responsible for concluding on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify the auditor's opinion. Our conclusions are based on the audit evidence obtained up to the date of our report. However, future events or conditions may cause the Company to cease to continue as a going concern.

In our evaluation of the directors' conclusions, we considered the inherent risks associated with the Company's business model including effects arising from macro-economic uncertainties such as Brexit and Covid-19, we assessed and challenged the reasonableness of estimates made by the director and the related disclosures and analysed how those risks might affect the Company's financial resources or ability to continue operations over the going concern period.

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.

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.

The responsibilities of the director with respect to going concern are described in the 'Responsibilities of directors for the financial statements' section of this report.

Other information

The director is responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our auditor's report thereon. 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.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Strategic report the Director's report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic report and the Director's report have been prepared in accordance with applicable legal requirements.

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

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

Matters on which we are required to report by exception

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

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

Responsibilities of directors for the financial statements

As explained more fully in the Director's responsibilities statement, the director is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the director determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

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. Owing to the inherent limitations of an audit, there is an unavoidable risk that material misstatements in the financial statements may not be detected, even though the audit is properly planned and performed in accordance with the ISAs (UK).

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- We understood how the Company is complying with legal and regulatory frameworks by making enquiries of management. We corroborated our enquiries throughout our audit work.
- We assessed the susceptibility of the Company's Financial Statements to material misstatement, including how fraud might occur by meeting with management from relevant parts of the business to understand where management considered there was a susceptibility to fraud. We also considered performance targets and their influence on efforts made by management to manage earnings or influence the perceptions of analysts.
- Audit procedures performed by the engagement team included:
  - evaluation of the programmes established to address the risks related to irregularities and fraud;
  - testing manual journal entries, in particular journal entries relating to management estimates and entries determined to be large or relating to unusual transactions; and
  - identifying and testing related party transactions.
- Assessment of the appropriateness of the collective competence and capabilities of the engagement team included consideration of the engagement team's:
  - understanding of, and practical experience with audit engagements of a similar nature and complexity through appropriate training and participation;
  - knowledge of the industry in which the client operates; and
  - understanding of the legal and regulatory requirements specific to the entity/regulated entity including:
    - the provisions of the applicable legislation;
    - the regulators rules and related guidance, including guidance issued by relevant authorities that interprets those rules; and
    - the applicable statutory provisions.
- We did not identify any matters relating to non-compliance with laws and regulation or relating to fraud.

DocuSign Envelope ID: E2DA0C2C-51D6-4FCA-8727-B42BF5A4910A

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.

Grant Thornton UK LLP

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

Date: 19th May 2022

Company Registration Number: 02217099

CONCESSIONS MANAGEMENT INTERNATIONAL LIMITED

STATEMENT OF COMPREHENSIVE INCOME

YEAR ENDED 31 DECEMBER 2021

	Note	2021 £	2020 £
TURNOVER	**4**	**1,531,540**	700,020
Cost of sales		**(1,381,900)**	(871,434)
GROSS PROFIT/(LOSS)		**149,640**	(171,414)
Administrative expenses		**(175,555)**	(321,902)
OPERATING LOSS	**5**	**(25,915)**	(493,316)
Interest receivable and similar income	**7**	**7,311**	24,367
Interest payable and similar charges		**(3,210)**	(102)
LOSS BEFORE TAXATION		**(21,814)**	(469,051)
Tax on loss	**8**	**6,669**	90,594
LOSS FOR THE FINANCIAL YEAR		**(15,145)**	(378,457)

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

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

CONCESSIONS MANAGEMENT INTERNATIONAL LIMITED
STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2021

	Note	2021 £	2020 £
FIXED ASSETS			
Property, plant & equipment		**1,247**	5,009
		1,247	5,009
CURRENT ASSETS			
Debtors: Amounts falling due within one year	9	**3,591,177**	2,953,583
Cash at bank		**22,752**	41,958
		3,613,929	2,995,541
CREDITORS: Amounts falling due within one year	10	**(3,495,865)**	(2,866,094)
NET CURRENT ASSETS		**118,064**	129,447
TOTAL ASSETS LESS CURRENT LIABILITIES		**119,311**	134,456
NET ASSETS		**119,311**	134,456
CAPITAL AND RESERVES			
Called-up equity share capital	16	**1**	1
Profit and loss account		**119,310**	134,455
EQUITY SHAREHOLDERS' FUNDS		**119,311**	134,456

These accounts were approved by the board of directors and authorised for issue on 19th May 2022 and are signed on their behalf by:

Paul Kramer

P Kramer
Director

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

CONCESSIONS MANAGEMENT INTERNATIONAL LIMITED

STATEMENT OF CHANGES IN EQUITY

YEAR ENDED 31 DECEMBER 2021

	Called-Up Equity Share Capital £	Profit & Loss Account £	Total Shareholders' Funds £
Balance brought forward at 1 January 2020	1	512,912	512,913
Total comprehensive income for the period			
Loss for the year	-	(378,457)	(378,457)
Balance brought forward at 1 January 2021	1	134,455	134,456
Total comprehensive income for the period			
Loss for the year	-	(15,145)	(15,145)
Balance carried forward at 31 December 2021	**1**	**119,310**	**119,311**

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

1. GENERAL INFORMATION

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

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

2. STATEMENT OF COMPLIANCE

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

3. ACCOUNTING POLICIES

Basis of preparation of financial statements

These financial statements have been prepared on a going concern basis, under the historical cost convention, except that the following assets and liabilities are stated at their fair value; derivative financial instruments, financial instruments classified at fair value through the profit and loss, biological assets, investment property, tangible fixed assets and intangible assets measured in accordance with the revaluation model and investments in associates and joint ventures measured at fair value.

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

FRS 102 - Qualifying exemptions

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

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

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

3. ACCOUNTING POLICIES (continued)

Other qualifying exemptions

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

Going concern

The financial statements have been prepared on the going concern basis based on future trading forecasts as well as the support of the group treasury function through daily transactions. While Covid-19 severely affected the 2020 activity as concerts were cancelled for 9 months of the year, live events have come back strongly in the second half of 2021, and this has continued into 2022. The expectation is that merchandise sales at live events will be strong in the medium term which is positive for concession businesses, although this will result in strong competition for concession rights for live music events. Also, the company has the support of the group treasury function for day-to-day activities. Therefore, the directors believe it is appropriate to prepare these financial statements on a going concern basis, as mentioned in the directors' report.

Turnover

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

Financial instruments

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

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

Financial assets and liabilities

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

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

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

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

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

3. ACCOUNTING POLICIES (continued)

Financial instruments (continued)

Financial assets and liabilities (continued)

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

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

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

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

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

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

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

Equity instruments

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

Fair value measurement

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

Investments

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

Inventories

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

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

3. ACCOUNTING POLICIES (continued)

Impairment (excluding inventories and deferred tax assets)

Impairment of assets

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

Non-financial assets

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

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

Financial assets

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

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

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

Tangible Assets

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

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

- Short leasehold property: over the period of the lease

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

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

3. ACCOUNTING POLICIES (continued)

Interest receivable and Interest payable

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

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

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

Dividend income

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

Taxation

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

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

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

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

DocuSign Envelope ID: E2DA0C2C-51D6-4FCA-8727-B42BF5A4910A

3. ACCOUNTING POLICIES (continued)

Foreign currencies

Transactions in foreign currencies are translated to the company's functional currency at the foreign exchange rate ruling at the date of transaction. Monetary assets and liabilities denominated in foreign currencies at the statement of financial position date are retranslated to the functional currency at the foreign exchange rate ruling at that date. Non-monetary assets and liabilities that are measured in terms of historical cost in a foreign currency are translated using the exchange rate at the date of transaction. Non-monetary assets and liabilities denominated in foreign currencies that are stated at fair value are retranslated to the functional currency at foreign exchange rates ruling at the dates the fair value was determined. Foreign exchange differences arising on translation are recognised through profit or loss in the statement of comprehensive income except for differences arising on the retranslation of qualifying cash flow hedges and items which are fair valued with changes taken to other comprehensive income.

Critical accounting judgements and key sources of estimation uncertainty

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

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

Critical judgements in applying the Group's accounting policies

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

Key source of estimation uncertainty

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

4. TURNOVER

Turnover by activity is as follows:

	2021	2020
	£	£
Concession Income	**1,531,540**	700,020
	1,531,540	700,020

Turnover by source is exclusively derived in the United Kingdom.

5. OPERATING LOSS

Operating loss is stated after charging/(crediting):

	2021	2020
	£	£
Depreciation of assets held under finance lease agreements	**3,762**	3,761
Auditor's remuneration	**15,500**	14,400
Operating lease costs:		
- Land and buildings	**8,935**	13,864
Net loss/(gain) on foreign currency translation	**-**	35

6. PARTICULARS OF EMPLOYEES

The company had no employees during the year ended 31 December 2021 (2020: nil).

Emoluments for the directors of the Company are paid for by a fellow group company. The fellow group company has not recharged any amount to the Company (2020: nil) on the basis that they are unable to make a reasonable apportionment of the portion of these total emoluments that relate to qualifying services provided by directors of the Company.

7. INTEREST RECEIVABLE AND SIMILAR INCOME

	2021 £	2020 £
Interest receivable from group undertakings	**7,311**	24,367
	7,311	24,367

8. TAX ON LOSS

(a) Analysis of tax credit in the year

	2021 £	2020 £
Current tax:		
UK Taxation		
In respect of the year		
UK Corporation tax based on profit/(loss) for the year	-	-
Adjustments in respect of previous years	-	(715)
Group relief payable/(receivable) for losses claimed from/surrendered to other group undertakings	**(5,939)**	(90,722)
Total current tax	**(5,939)**	(91,437)
Deferred tax:		
Capital allowances	(730)	843
Total deferred tax	(730)	843
Tax on loss	**(6,669)**	(90,594)

8. TAX ON LOSS (continued)

(b) Factors affecting current tax credit

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

	2021 £	2020 £
Loss before taxation	**(21,814)**	(469,051)
Loss at the standard rate of UK Corporation tax of 19.00% (2020 - 19.00%)	**(4,145)**	(89,120)
Expenses not deductible for tax purposes	**(131)**	427
Adjustments in respect of previous periods	**-**	(715)
Impact of statutory rate change	**(2,393)**	(1,186)
Current tax charge/(credit) for the financial year	**(6,669)**	(90,594)

9. DEBTORS: Amounts due within one year

	2021 £	2020 £
Trade debtors	**9,009**	370
Amounts owed by group undertakings	**3,487,225**	2,898,715
VAT recoverable	**-**	8,479
Other debtors	**33,382**	36,778
Prepayments and accrued income	**51,590**	-
Deferred taxation (note 11)	**9,971**	9,241
	3,591,177	2,953,583

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

All (other) amounts owed by/to group undertakings are due to UK undertakings, are unsecured and repayable on demand. Interest accrues on these amounts excluding group relief at rates between 1 month LIBOR and 1 month LIBOR plus 1%. From 1 January 2022, interest will accrue based on rates linked to SONIA.

10. CREDITORS: Amounts falling due within one year

	2021 £	2020 £
Trade creditors	**234,699**	59,929
Amounts owed to group undertakings	**2,814,495**	2,454,939
VAT	**622**	-
Other creditors	**141,462**	12,956
Accruals and deferred income	**304,587**	338,270
	3,495,865	2,866,094

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

All (other) amounts owed by/to group undertakings are due to UK undertakings, are unsecured and repayable on demand. Interest accrues on these amounts excluding group relief at rates between 1 month LIBOR and 1 month LIBOR plus 1%. From 1 January 2022, interest will accrue based on rates linked to SONIA.

11. DEFERRED TAXATION

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

	2021 £	2020 £
Balance brought forward	**9,241**	10,084
Deferred taxation on ordinary activities account movement arising during the year	**730**	(843)
Provision carried forward	**9,971**	9,241

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

	2021 £	2020 £
Excess of depreciation over taxation allowances	**9,971**	9,241
	9,971	9,241

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

	2021 £	2020 £
Included in debtors (note 9)	**9,971**	9,241

12. POST BALANCE SHEET EVENTS

No post balance sheet events have been identified by management.

13. CAPITAL COMMITMENTS

The company had no capital commitments at 31 December 2021 or 31 December 2020.

14. CONTINGENT LIABILITIES

The company had no contingent liabilities s at 31 December 2021 or 31 December 2020.

DocuSign Envelope ID: E2DA0C2C-51D6-4FCA-8727-B42BF5A4910A

15. RELATED PARTY TRANSACTIONS

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

16. SHARE CAPITAL

Authorised:

	2021 No	£	2020 No	£
Ordinary shares of £1 each	**1,000**	**1,000**	1,000	1,000
	1,000	**1,000**	1,000	1,000

Allotted, called up and fully paid:

	2021 No	£	2020 No	£
Ordinary shares of £1 each	**1**	**1**	1	1
	1	**1**	1	1

17. ULTIMATE PARENT COMPANY

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

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

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