

**Company Registration No. 03541311**

**Briggs Amasco Limited**

**Annual report and financial statements  
for the year ended 31 December 2018**



# **Briggs Amasco Limited**

## **ANNUAL REPORT AND FINANCIAL STATEMENTS 2018**

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## **Briggs Amasco Limited**

### **OFFICERS AND PROFESSIONAL ADVISERS**

#### **DIRECTORS**

A M Comba  
N Kershaw  
H M Koschitzky  
D P Maginnis  
A J Smith  
F Hautman  
A Lawther  
A J Ferri

#### **COMPANY SECRETARY**

TCSS Limited

#### **REGISTERED OFFICE**

Amasco House  
101 Powke Lane  
Cradley Heath  
West Midlands  
B64 5PX

#### **BANKERS**

BNP Paribas  
5 Aldermanbury Square  
London  
EC2V 7HR

#### **AUDITOR**

Deloitte LLP  
Statutory Auditor  
2 Hardman Street  
Manchester  
United Kingdom  
M3 3HF

## **Briggs Amasco Limited**

### **STRATEGIC REPORT FOR THE YEAR ENDED 31 DECEMBER 2018**

#### **Business Review**

The principal activity of the Company is that of roofing and waterproofing.

The general workflow has remained strong in London and the South with a good mix of larger residential developments and commercial opportunities. We experienced an unusually high number of project delays throughout the year that had an impact to the overall outturn.

Birmingham has opportunities in both the private and public sectors. The North's outlook has improved over the last 12 months with strong opportunities in Manchester and Leeds.

Glasgow and Aberdeen have good opportunities across both regions.

The delayed £2bn Priority Schools programme has commenced and we are well placed nationally to pick up our fair share of these projects.

Orders secured at 31 December 2018 were in the region of £46,100,000 (2017: £33,600,000), an increase of 37% against the previous year.

#### **Principal risks and uncertainties**

The principal financial risks to the Company relate to the selection of contracts, the estimation and control of contract costs and recovery of payments for work carried out. These risks are controlled in a number of ways. The Company has a tender authorisation policy in place and tenders are authorised by directors according to their value and type. Tenders above a certain level are submitted to the parent company for approval. Company credit approval procedures are followed before any order is accepted, and credit insurance is obtained wherever possible to mitigate the risk of bad debts being incurred.

Due to the very nature of our business, working at height is a common day-to-day activity. Completing work safely and the safety of our employees is our priority. We are CHAS accredited, the nationally recognised and accepted threshold standard for Health and Safety. To ensure we meet this objective we undertake extensive training with all our employees on site, at our branch offices and our training centre in the Midlands.

Health and Safety training is undertaken by our own directly employed safety advisors supported, as required, by recognised external safety training centres. We have adopted the Lend Lease initiative, Incident and Injury Free Work (IIF) and have rolled this out across the Company at all levels from directors to operatives. All new employees attend and complete an induction course held at our training centre.

We are accredited to ISO 9001 Quality, ISO 14001 Environmental Management Standards (EMS) and ISO 18001 Occupational Health and Safety Standards BS (OHSAS). ISO 14001 and 18001 are internationally recognised and accepted standards for Environmental Management and Occupational Health and Safety Management systems. We are Achilles accredited which streamlines our clients/customer procurement activities and reduces duplication with pre-qualifications.

The Company employs 248 staff and operatives (2017: 244) who are critical to the success of the Company. Attracting and maintaining good relations with staff and investing in their training and development is essential to delivering our strategic objectives. Details of the Company's specific policies regarding its employees are disclosed in the Directors' Report.

Briggs Amasco Limited does not anticipate any major impact to its business following Brexit as materials are all sourced via UK companies plus we are able to source alternative products if certain materials were not available. In addition, potential foreign labour shortages would be minimal as we have a national pool of labour which can be allocated anywhere in the country.

## **Briggs Amasco Limited**

### **STRATEGIC REPORT FOR THE YEAR ENDED 31 DECEMBER 2018 (CONTINUED)**

#### **Financial key performance indicators**

The profit and loss account and balance sheet are set out on pages 11 and 12 of the financial statements.

Turnover has increased to £40.2 million for the year ended 31 December 2018 (2017: £36.6 million). Increased overheads have resulted in a decrease in reported profit before tax from £1,880,000 to £1,720,000. Company profitability is the key financial performance indicator of business performance.

The statement of financial position shows net assets at 31 December 2018 of £16.6 million (2017: £15.7 million) which is an increase on the previous year of £900,000. Cash management remains a strong driver in the business. The cash balance at 31 December 2018 was £3.7 million (2017: £1.9 million). Customer and supplier payment terms have been maintained in line with the previous year.

#### **Other key performance indicators**

We believe in measuring our non-financial performance internally using six key indicators:

- Customer satisfaction
- Employee satisfaction - following the Investor in People standard
- 360 supply chain appraisals
- Safety
- Process evaluation - ISO 9001
- Productivity analysis

These KPI's are benchmarked against the prior year results, which is a time measure on our performance. The full results of the 2018 assessment will be available at the end of April 2019 and are posted on our website at <https://briggsamasco.co.uk/>.

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



For TCSS Limited  
Company Secretary

Date: 28 March 2019

## **Briggs Amasco Limited**

### **DIRECTORS' REPORT FOR THE YEAR ENDED 31 DECEMBER 2018**

The directors present their annual report on the affairs of the Company, together with the audited financial statements for the year ended 31 December 2018.

#### **Principal activity**

The principal activity of the Company is that of roofing and waterproofing contracting in the UK.

#### **Results and dividends**

The profit for the year, after taxation, amounted to £1,641,000 (2017: £1,496,000). This was transferred to reserves and the directors do not recommend the payment of a dividend as the date of signing (2017: same).

The directors declared and paid a dividend during the year totaling £748,000 (2017: £872,000).

#### **Going concern**

The directors have a reasonable expectation that the Company has adequate resources to continue in operational existence for the period of at least twelve months from the date of approval of the financial statements. Thus they continue to adopt the going concern basis in preparing the annual financial statements.

Further details regarding the adoption of the going concern basis can be found in the accounting policies in the financial statements.

#### **Directors**

The directors who served throughout the year and at date of signing were:

A M Comba (non-executive director)  
N Kershaw  
H M Koschitzky  
D P Maginnis  
A J Smith  
F Hautman  
A Lawther  
A J Ferri

H M Koschitzky is an overseas-based director and is not required to notify his interest in group undertakings incorporated outside Great Britain to the Company. He has no beneficial interest in the share capital of the group companies in Great Britain. F Hautman is also an overseas-based director and has no beneficial interest in the share capital of group companies in Great Britain.

The declarable beneficial interests of D P Maginnis, A J Smith, A Lawther, N Kershaw and A J Ferri in the share capital of The Specialist Waterproofing Group Limited are given in The Specialist Waterproofing Group Limited's financial statements. The Specialist Waterproofing Group Limited holds 40% of the issued share capital of William Briggs & Sons Limited, an intermediate holding company of Briggs Amasco Limited. Apart from these interests none of the directors, including A M Comba, had any declarable beneficial interest in the share or loan capital of any other subsidiary undertaking of IKO Enterprises Limited during the year.

None of the directors had any declarable beneficial interest in the share or loan capital of the Company's ultimate parent company, IKO Enterprises Limited.

#### **Directors' indemnities**

The Company has made qualifying third party indemnity provisions for the benefit of its directors which were made during the year and remain in force at the date of this report.

## **Briggs Amasco Limited**

### **DIRECTORS' REPORT FOR THE YEAR ENDED 31 DECEMBER 2018 (CONTINUED)**

#### **Financial risk management**

The Company's operations expose it to certain financial risks that include price risk, credit risk, liquidity risk and interest rate risk. The Company has in place a risk management programme that seeks to limit the adverse effects on the financial performance of the company of each of these risks. The Company does not have any external group loans at the balance sheet date.

Given the size of the Company the directors have not delegated the responsibility of monitoring financial risk management to a sub-committee of the board. The Company's finance department implements the policies set by the board of directors.

#### **Price risk**

The Company is exposed to raw material price risk as a result of its operations. However, given the size of the Company's operations, the cost of managing exposure to raw material price risk exceeds any potential benefits. It is also possible for the company to source replacement materials from other sources fairly quickly, which further reduces the Company's price risk exposure. The directors will revisit the appropriateness of this policy should the Company's operations change in size or nature. The Company is subject to exchange risk exposure on materials purchased within the euro zone and forward contracts are utilised where appropriate to manage this risk. The Company has no exposure to equity securities as it holds no listed or equity investments.

#### **Credit risk**

The Company has implemented policies that require strict credit checks on potential customers before contracts are accepted. Where debt finance might be required, this would subject to pre-approval by the Board of Directors and the parent company, but this is unlikely as group financing could be obtained. The Board regularly assesses the amount of exposures to any individual counterparty. The Company has also in place a bad debt insurance agreement signed with QBE Insurance (Europe) Limited.

#### **Liquidity risk**

The Board continually reviews the Company's ongoing liquidity risks and utilises its cash resources to ensure that sufficient funds are available for operations and planned expansions.

#### **Interest rate cash flow risk**

At the present time the Company earns little or no interest from its surplus cash balances. The Company has no current requirement for debt finance. The directors will revisit the appropriateness of this policy should the Company's operations change in size or nature.

#### **Research and development activities**

The Company's policy is to enhance the performance of its products through continuous improvements and quality control in order to meet evolving building design criteria and expected European building standards.

#### **Employee involvement**

Formal appraisals are held with every employee each year. At each appraisal, training is discussed and an agreed training plan established which forms part of the Company training plan, which is then implemented by the training manager. In addition, branches hold twice yearly branch and company performance meetings to inform employees on various factors affecting the performance of their branch and the company.

As part of the wellbeing of employees a free annual voluntary on site health assessment programme is carried out by an external qualified body.

## **Briggs Amasco Limited**

### **DIRECTORS' REPORT FOR THE YEAR ENDED 31 DECEMBER 2018 (CONTINUED)**

#### **Disabled employees**

Applications for employment by disabled persons are always fully considered, bearing in mind the abilities of the applicant concerned. In the event of members of staff becoming disabled every effort is made to ensure that their employment with the Company continues and that appropriate training is arranged. It is the policy of the Company that the training, career development and promotion of disabled persons should, as far as possible, be identical to that of other employees.

#### **Future developments**

The directors expect the general level of activity to remain consistent in the future years.

#### **Supplier payment policy**

The Company is signed up to the Construction Supply Chain Payment Charter and so agrees to apply the fair payment commitments in its dealings with its supply chain, to be monitored for the purposes of compliance by reporting against a set of agreed key performance indicators (KPI's) and to consider the performance of its supply chain against the agreed KPI's when awarding contracts.

Trade creditor days at 31 December 2018 were 46 days (2017: 43 days).

#### **Auditor**

In the case of each of the persons who are directors of the Company when this report was approved:

- so far as each of the directors is aware, there is no relevant audit information (as defined in Companies Act 2006) of which the company's auditor is unaware; and
- the director has taken all the steps that he/she ought to have taken as a director in order to make himself/herself 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 s418 of the Companies Act 2006.

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

Approved by the Board of Directors  
and signed on behalf of the Board



For TCSS Limited  
Company Secretary

Date: 28 March 2019

## **Briggs Amasco Limited**

### **DIRECTORS' RESPONSIBILITIES STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2018**

The directors are responsible for preparing the Annual 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 United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law), including FRS 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 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 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.

The directors are responsible for the maintenance and integrity of the corporate and financial information. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

## **Briggs Amasco Limited**

### **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BRIGGS AMASCO LIMITED**

#### **Report on the audit of the financial statements**

##### **Opinion**

In our opinion the financial statements of Briggs Amasco Limited (the 'Company'):

- give a true and fair view of the state of the company's affairs as at 31<sup>st</sup> December 2018 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland"; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements which comprise:

- the profit and loss account;
- the balance sheet;
- the statement of changes in equity; and
- the related notes 1 to 24.

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).

##### **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 Financial Reporting Council's (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 required by ISAs (UK) to report in respect of the following matters where:

- the directors' use of the going concern basis of accounting in preparation of the financial statements is not appropriate; or
- the directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

We have nothing to report in respect of these matters.

##### **Other information**

The directors are 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 respect of these matters.

## **Briggs Amasco Limited**

### **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BRIGGS AMASCO LIMITED (CONTINUED)**

#### **Responsibilities of directors**

As explained more fully in the directors' responsibilities statement, 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.

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

#### **Report on other legal and regulatory requirements**

#### **Opinions on other matters prescribed by the Companies Act 2006**

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

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

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 any material misstatements in the strategic report or the directors' report.

## **Briggs Amasco Limited**

### **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BRIGGS AMASCO LIMITED (CONTINUED)**

#### **Matters on which we are required to report by exception**

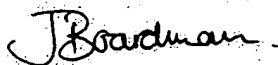
Under the Companies Act 2006 we are required to report in respect of the following matters if, in our opinion:

- 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.

We have nothing to report in respect of these matters.

#### **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.



Jane Boardman, BSc, FCA (Senior Statutory Auditor)  
For and on behalf of Deloitte LLP  
Statutory Auditor  
Manchester, United Kingdom  
Date: 28 March 2019

## Briggs Amasco Limited

### PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDED 31 DECEMBER 2018

	Note	2018 £'000	2017 £'000
Turnover	3	40,173	36,623
Cost of sales		(30,611)	(27,403)
<b>Gross profit</b>		<b>9,562</b>	<b>9,220</b>
Administrative expenses		(7,979)	(7,553)
Other operating income	4	77	180
Change in fair value of investment property		60	33
<b>Operating profit</b>	5	<b>1,720</b>	<b>1,880</b>
<b>Profit before taxation</b>		<b>1,720</b>	<b>1,880</b>
Taxation	9	(79)	(384)
<b>Profit for the year</b>		<b>1,641</b>	<b>1,496</b>

All activities are continuing.

The notes on pages 14 to 27 form part of these financial statements.

**Briggs Amasco Limited****BALANCE SHEET  
AS AT 31 DECEMBER 2018**

	Note	2018 £'000	2017 £'000
<b>FIXED ASSETS</b>			
Tangible assets	11	2,267	2,240
Investment property	12	970	910
		<u>3,237</u>	<u>3,150</u>
<b>CURRENT ASSETS</b>			
Stocks	13	371	383
Debtors: amounts falling due within one year	14	18,071	16,360
Cash at bank and in hand	15	3,663	1,917
		<u>22,105</u>	<u>18,660</u>
Creditors: amounts falling due within one year	16	(8,779)	(6,140)
<b>NET CURRENT ASSETS</b>		<u>13,326</u>	<u>12,520</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u>16,563</u>	<u>15,670</u>
<b>NET ASSETS</b>		<u>16,563</u>	<u>15,670</u>
<b>CAPITAL AND RESERVES</b>			
Share capital	18	9,328	9,328
Retained earnings	19	7,235	6,342
<b>SHAREHOLDER'S FUNDS</b>		<u>16,563</u>	<u>15,670</u>

The financial statements of Briggs Amasco Limited (Company registration number: 03541311) were approved and authorised for issue by the Board and were signed on its behalf by:



A J Smith  
Director

Date: 28th Marc 2019

The notes on pages 14 to 27 form part of these financial statements.

**Briggs Amasco Limited**

**STATEMENT OF CHANGES IN EQUITY  
FOR THE YEAR ENDED 31 DECEMBER 2018**

	<b>Share capital £'000</b>	<b>Retained earnings £'000</b>	<b>Total equity £'000</b>
At 1 January 2017	9,328	5,718	15,046
<b>Comprehensive income for the year</b>			
Profit for the year	-	1,496	1,496
<b>Total comprehensive income for the year</b>	-	1,496	1,496
Dividends: Equity capital (Note 10)	-	(872)	(872)
<b>At 31 December 2017</b>	<b>9,328</b>	<b>6,342</b>	<b>15,670</b>
<b>Comprehensive income for the year</b>			
Profit for the year	-	1,641	1,641
<b>Total comprehensive income for the year</b>	-	1,641	1,641
Dividends: Equity capital (Note 10)	-	(748)	(748)
<b>At 31 December 2018</b>	<b>9,328</b>	<b>7,235</b>	<b>16,563</b>

The notes on pages 14 to 27 form part of these financial statements.

## **Briggs Amasco Limited**

### **NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2018**

#### **1. ACCOUNTING POLICIES**

##### ***General information and basis of accounting***

Briggs Amasco Limited is a private company, limited by shares, incorporated in the United Kingdom under the Companies Act 2006 and is registered and domiciled in England and Wales. The address of the registered office is given on page 1. The nature of the Company's operations and its principal activities are set out in the strategic report on pages 2 and 3.

The financial statements have been prepared under the historical cost convention, modified to include certain items at fair value, and in accordance with Financial Reporting Standard 102 (FRS 102) issued by the Financial Reporting Council.

The functional currency of Briggs Amasco Limited is considered to be pounds sterling because that is the currency of the primary economic environment in which the Company operates.

Briggs Amasco Limited meets the definition of a qualifying entity under FRS 102 and has therefore taken advantage of the disclosure exemptions available to it in respect of its separate financial statements. Briggs Amasco Limited is consolidated in the financial statements of its parent, IKO U.K. Limited, which may be obtained at Companies House, Crown Way, Cardiff, CF14 3UZ. Exemptions have been taken in these separate Company financial statements in relation to financial instruments, presentation of a cash flow statement and remuneration of key management personnel.

##### ***Going concern***

The Company's business activities, together with the factors likely to affect its future development, performance and position are set out in the strategic report. The directors' report further describes the financial position of the Company; its cash flows, liquidity position and borrowing facilities; the Company's objectives, policies and processes for managing its capital; its financial risk management objectives; and its exposure to credit risk and liquidity risk.

The Company's forecasts and projections, taking account of reasonably possible changes in trading performance, show that the Company should be able to operate without any issues being encountered with cash flow or going concern.

The directors have a reasonable expectation that the Company has adequate resources to continue in operational existence for a period of at least twelve months from the date of approval of the financial statements. Thus they continue to adopt the going concern basis of accounting in preparing the annual financial statements.

##### ***Tangible fixed assets***

Tangible fixed assets, other than investment properties, 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.

The company adds to the carrying amount of an item of fixed assets the cost of replacing part of such an item when that cost is incurred, if the replacement part is expected to provide incremental future benefits to the company. The carrying amount of the replaced part is derecognised. Repairs and maintenance are charged to profit or loss during the period in which they are incurred.

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

## **Briggs Amasco Limited**

### **NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2018 (CONTINUED)**

#### **1. ACCOUNTING POLICIES (continued)**

##### ***Tangible fixed assets (continued)***

The estimated useful lives range as follows:

Freehold property	-	50 years
Long term leasehold property	-	50 years
Short term leasehold property	-	Period of lease
Plant, machinery and vehicles	-	20% straight line

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

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised within 'administrative expenses' in the statement of comprehensive income.

##### ***Investment properties***

Investment properties for which fair value can be measured reliably without undue cost or effort on an ongoing basis are measured at fair value annually with any change recognised in the profit and loss account.

##### ***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.

##### ***(i) 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 are subsequently measured at amortised cost using the effective interest method:

- (a) The contractual return to the holder is (i) a fixed amount; (ii) a positive fixed rate or a positive variable rate; or (iii) a combination of a positive or a negative fixed rate and a positive variable rate.
- (b) The contract may provide for repayments of the principal or the return to the holder (but not both) to be linked to a single relevant observable index of general price inflation of the currency in which the debt instrument is denominated, provided such links are not leveraged.
- (c) The contract may provide for a determinable variation of the return to the holder during the life of the instrument, provided that (i) the new rate satisfies condition (a) and the variation is not contingent on future events other than (1) a change of a contractual variable rate; (2) to protect the holder against credit deterioration of the issuer; (3) changes in levies applied by a central bank or arising from changes in relevant taxation or law; or (ii) the new rate is a market rate of interest and satisfies condition (a).
- (d) There is no contractual provision that could, by its terms, result in the holder losing the principal amount or any interest attributable to the current period or prior periods.

**Briggs Amasco Limited**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2018 (CONTINUED)**

**1. ACCOUNTING POLICIES (continued)**

***Financial instruments (continued)***

- (e) Contractual provisions that permit the issuer to prepay a debt instrument or permit the holder to put it back to the issuer before maturity are not contingent on future events, other than to protect the holder against the credit deterioration of the issuer or a change in control of the issuer, or to protect the holder or issuer against changes in levies applied by a central bank or arising from changes in relevant taxation or law.
- (f) Contractual provisions may permit the extension of the term of the debt instrument, provided that the return to the holder and any other contractual provisions applicable during the extended term satisfy the conditions of paragraphs (a) to (c).

Debt instruments that are classified as payable or receivable within one year on initial recognition and which meet the above conditions are measured at the undiscounted amount of the cash or other consideration expected to be paid or received, net of impairment.

With the exception of some hedging instruments, other debt instruments not meeting these conditions are measured at fair value through profit or loss.

Commitments to make and receive loans which meet the conditions mentioned above are measured at cost (which may be nil) less impairment.

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.

***(ii) 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.

***Stocks***

Stocks are valued at the lower of cost and net realisable value on a first in first out basis. In case of finished goods and work-in-progress, cost is defined as production cost, which includes appropriate proportion of attributable overheads.

Where necessary, provision is made obsolete, slow moving and defective stocks to reduce the carrying amount to net realisable value. Net realisable value is based on the estimate selling price less further costs expected to be incurred to completion and disposal.

***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 amount of the assets 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, 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.

**Briggs Amasco Limited**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2018 (CONTINUED)**

**1. ACCOUNTING POLICIES (continued)**

***Impairment of assets (continued)***

***Financial assets***

For financial assets carried at amortised cost, the amount of 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.

***Taxation***

Current tax, including UK corporation tax and foreign tax, is provided at amounts expected to be paid (or recovered) using the tax rates and laws that have been enacted or substantively enacted by the balance sheet date.

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 that result in an obligation to pay more tax in the future or a right to pay less tax in the future have occurred at the balance sheet date. Timing differences are differences between the Company's taxable profits and its results as stated in the financial statements that arise from the inclusion of gains and losses in tax assessments in periods different from those in which they are recognised in the financial statements.

Deferred tax is measured using the tax rates and laws that have been enacted or substantively enacted by the balance sheet date that are expected to apply to the reversal of the timing difference. Deferred tax relating to property, plant and equipment measured using the revaluation model and investment property is measured using the tax rates and allowances that apply to sale of the asset.

Where items recognised in other comprehensive income or equity are chargeable to or deductible for tax purposes, the resulting current or deferred tax expense or income is presented in the same component of comprehensive income or equity as the transaction or other event that resulted in the tax expense or income.

Current tax assets and liabilities are offset only when there is a legally enforceable right to set off the amounts and the Company intends either to settle on a net basis or to realise the asset and settle the liability simultaneously.

Deferred tax assets and liabilities are offset only if: a) the Company has a legally enforceable right to set off current tax assets against current tax liabilities; and b) the deferred tax assets and deferred tax liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities which intend either to settle current tax liabilities and assets on a net basis, or to realise the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

***Turnover and long term contracts***

Turnover is recognised over the course of contracts as activity progresses. Revenue is based on estimated total turnover (contract value) and the degree of estimated stage of completion (measured as total costs incurred compared to total costs forecast to the end of the contract) for each individual contract. Where calculated revenue exceeds the value that has been invoiced this is disclosed as amounts recoverable on contracts in debtors, where revenue is below amounts invoiced this is disclosed as payments on accounts in creditors.

Profit on contracts is taken as the work is carried out if the final outcome can be assessed with reasonable certainty. The profit included is calculated to reflect the proportion of the work carried out at the year end date. Full provision is made for losses on all contracts in the year in which they are first foreseen.

**Briggs Amasco Limited**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2018 (CONTINUED)**

**1. ACCOUNTING POLICIES (continued)**

***Employee benefits***

The company participates in group operated money purchase and final salary pension schemes. The assets and liabilities of all schemes are held separately from those of the company. The amount charged against profit in respect of the money purchase schemes represents the contributions payable to the schemes in respect of the accounting period.

The group wide pension scheme providing benefits based on final pensionable pay is closed to further accrual. The company is unable to identify its share of the underlying assets and liabilities of the scheme on a consistent and reasonable basis and therefore, as permitted by FRS 102, accounts for the scheme as if it were a defined contribution scheme. The amount charged to the profit and loss account represents the contributions payable to the scheme in the year.

***Foreign currency***

Transactions in foreign currencies are recorded at the rate of exchange at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies at the balance sheet date are reported at the rates of exchange prevailing at that date.

Exchange differences are recognised in profit or loss in the period in which they arise except for exchange differences arising on gains or losses on non-monetary items which are recognised in other comprehensive income.

***Leases***

Leases are classified as finance leases whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee. All other leases are classified as operating leases.

***The Company as lessor***

Rental income from operating leases is recognised on a straight-line basis over the term of the relevant lease. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised on a straight-line basis over the lease term.

***The Company as lessee***

Rentals under operating leases are charged on a straight-line basis over the lease term, even if the payments are not made on such a basis. Benefits received and receivable as an incentive to sign an operating lease are similarly spread on a straight-line basis over the lease term.

**2. Judgements in applying accounting policies and key sources of estimation uncertainty**

In the application of the Company's accounting policies, which are described in note 1, the directors are required to make judgements, 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 which 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.

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2018 (CONTINUED)**

**2. Judgements in applying accounting policies and key sources of estimation uncertainty (continued)**

*Critical judgements in applying the Company's accounting policies*

*Contract accounting*

As a contracting company, management concentrates on how it values turnover and profit on long term work in progress contracts at the year end date and throughout the year. The valuations are based on costs incurred, costs to complete and percentage of completion. This is monitored closely against the original estimates by various levels of management and adjustments made to the profit levels if appropriate.

Management mitigate the potential risk to bad debts by taking trade credit insurance against contracts; however, retention monies are not included and the company manages this risk by making a sales provision against all retention monies over two years old at each year end date.

All contract sales debts are reviewed by management monthly and trading provisions created against final account settlements where deemed necessary.

*Key source of estimation uncertainty*

The directors do not deem there to be any key sources of estimation uncertainty.

**3. Analysis of turnover**

The whole of the turnover is attributable to the provision of goods and services which fall within the company's principal business activities, stated net of value added tax.

All turnover arose within the United Kingdom.

**4. Other operating income**

	2018 £'000	2017 £'000
Rents receivable	77	66
Dividend receivable	-	114
	<u>77</u>	<u>180</u>

**5. Operating profit**

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

	2018 £'000	2017 £'000
Research & development expensed as an expense	20	17
Depreciation of tangible fixed assets	290	272
Loss/(profit) on sale of fixed assets	1	(26)
Operating lease rentals	92	91
Cost of stock recognised as an expense	<u>30,611</u>	<u>27,403</u>

**Briggs Amasco Limited**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2018 (CONTINUED)**

**6. Auditor's remuneration**

	<b>2018</b>	<b>2017</b>
	<b>£'000</b>	<b>£'000</b>
Fees payable to the Company's auditor and its associates for the audit of the Company's annual accounts	22	22
Fees payable to the Company's auditor and its associates for tax advice	8	8
Fees payable for all other non-audit services not included above	-	1
	<u>22</u>	<u>31</u>

**7. Employees**

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

	<b>2018</b>	<b>2017</b>
	<b>£'000</b>	<b>£'000</b>
Wages and salaries	7,715	7,440
Social security costs	778	742
Other pension costs	1,617	1,527
	<u>10,110</u>	<u>9,709</u>

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

	<b>2018</b>	<b>2017</b>
	<b>No.</b>	<b>No.</b>
Production	115	117
Administration	135	127
	<u>250</u>	<u>244</u>

**8. Directors' remuneration**

	<b>2018</b>	<b>2017</b>
	<b>£'000</b>	<b>£'000</b>
Directors' emoluments	444	495
Company contributions to defined contribution pension schemes	136	142
	<u>580</u>	<u>637</u>

During the year retirement benefits were accruing to 5 (2017: 5) directors in respect of defined contribution pension schemes.

The highest paid director received remuneration of £161,000 (2017: £181,000).

The value of the Company's contributions paid to a defined contribution pension scheme in respect of the highest paid director amounted to £42,000 (2017: £38,000).

**Briggs Amasco Limited**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2018 (CONTINUED)**

**9. Taxation**

	<b>2018 £'000</b>	<b>2017 £'000</b>
<b>Corporation tax</b>		
Current tax on profits for the year	334	392
Prior year adjustments	(258)	-
<b>Total current tax</b>	<u>76</u>	<u>392</u>
<b>Deferred tax</b>		
Origination and reversal of timing differences	3	(8)
Changes to tax rates	-	-
<b>Total deferred tax</b>	<u>3</u>	<u>(8)</u>
<b>Taxation on profit</b>	<u>79</u>	<u>384</u>

**Factors affecting current tax expense in the year:**

The tax assessed for the year is lower than (2017: higher) the standard rate of corporation tax in the UK of 19% (2017: 19.25%). The differences are explained below:

	<b>2018 £'000</b>	<b>2017 £'000</b>
Profit before tax	<u>1,720</u>	<u>1,880</u>
Profit multiplied by standard rate of corporation tax in the UK of 19% (2017: 19.25%)	327	362
<b>Effects of:</b>		
Prior year group relief	(258)	-
Expenses not deductible for tax purposes	24	28
Other differences	(14)	(6)
<b>Total tax expense for the year</b>	<u>79</u>	<u>384</u>

**Factors affecting tax expense**

Finance Act No.2 2015, which was substantively enacted on 26 October 2015, includes provisions to reduce the corporation tax to 19% with effect from 1 April 2017 and 18% with effect from 1 April 2020. In addition, the Finance Act 2016 which was substantively enacted on 6<sup>th</sup> September 2016 introduced a further reduction in the main rate of corporation tax from 18% to 17% from 1 April 2020. Accordingly, these rates have been applied when calculating deferred tax assets and liabilities as at 31 December 2018.

**Briggs Amasco Limited**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2018 (CONTINUED)**

**10. Dividends**

	<b>2018 £'000</b>	<b>2017 £'000</b>
Amounts recognised as distribution to equity holders in the period	748	872
Final dividend for the year ended 31 December 2018 of £0.08 (2017: £0.09) per ordinary share	748	872

**11. Tangible fixed assets**

	<b>Land and buildings £'000</b>	<b>Plant, machinery and vehicles £'000</b>	<b>Total £'000</b>
<b>Cost or valuation</b>			
At 1 January 2018	2,219	2,784	5,003
Additions	-	347	347
Disposals	-	(139)	(139)
<b>At 31 December 2018</b>	<b>2,219</b>	<b>2,992</b>	<b>5,211</b>
<b>Depreciation</b>			
At 1 January 2018	625	2,138	2,763
Charge for the year	51	239	290
Disposals	-	(109)	(109)
<b>At 31 December 2018</b>	<b>676</b>	<b>2,268</b>	<b>2,944</b>
<b>Net book value at 31 December 2018</b>	<b>1,543</b>	<b>724</b>	<b>2,267</b>
<b>Net book value at 31 December 2017</b>	<b>1,594</b>	<b>646</b>	<b>2,240</b>

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

	<b>2018 £'000</b>	<b>2017 £'000</b>
Freehold land	1,499	1,550

**Briggs Amasco Limited**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2018 (CONTINUED)**

**12. Investment property**

	<b>Freehold Investment Property £'000</b>	<b>Long term Leasehold Investment Property £'000</b>	<b>Total £'000</b>
<b>Valuation and net book value</b>			
At 1 January 2018	765	145	910
Revaluations	10	50	60
At 31 December 2018	<u>775</u>	<u>195</u>	<u>970</u>

The historical cost equivalent value for the investment property is as follows:

	<b>2018 £'000</b>	<b>2017 £'000</b>
Cost	838	838
Accumulated depreciation	(198)	(182)
Carrying value	<u>640</u>	<u>656</u>

All investment property is stated at fair value determined annually by external valuers all holding recognised and relevant professional qualifications and having recent experience in the location and class of the investment property being valued.

The valuations at 31 December 2018 were made by Ryden LLP, Naylor Chartered Surveyors, and Ayers and Cruiks on an open market value for existing use basis. As set out in note 4, property rental income earned during the year was £77,000 (2017: £66,000).

**13. Stocks**

	<b>2018 £'000</b>	<b>2017 £'000</b>
Raw materials and consumables	<u>371</u>	<u>383</u>

There is no material difference between the carrying value of the stocks and their replacement cost.

**Briggs Amasco Limited**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2018 (CONTINUED)**

**14. Debtors**

	<b>2018 £'000</b>	<b>2017 £'000</b>
Trade debtors	9,321	8,381
Amounts owed by group undertakings with control over the entity	5,576	5,400
Amounts recoverable on long term contracts	2,398	1,961
Prepayments and accrued income	722	561
Deferred taxation (note 17)	38	41
Other debtors	10	16
Taxation recoverable	6	-
	<b>18,071</b>	<b>16,360</b>

The Group loans are unsecured, interest free, and payable on demand with no fixed repayment terms.

**15. Cash and cash equivalents**

	<b>2018 £'000</b>	<b>2017 £'000</b>
Cash at bank and in hand	3,663	1,917

**16. Creditors: amounts falling due within one year**

	<b>2018 £'000</b>	<b>2017 £'000</b>
Payments received on account	809	415
Trade creditors	3,924	2,910
Amounts owed to group undertakings with control over the entity	1,289	459
Corporation tax	-	167
Taxation and social security	1,088	595
Other creditors	167	76
Accruals and deferred income	1,502	1,518
	<b>8,779</b>	<b>6,140</b>

The Group creditors are non-interest bearing, unsecured, and with 60 day payment terms.

**Briggs Amasco Limited**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2018 (CONTINUED)**

**17. Deferred taxation**

	<b>Deferred tax £'000</b>
At 1 January 2018	41
Charged to the profit and loss account	(3)
	<hr/>
<b>At 31 December 2018</b>	<b>38</b>
	<hr/>

The deferred tax asset is made up as follows:

	<b>2018 £'000</b>	<b>2017 £'000</b>
Accelerated capital allowances	26	31
Other timing differences	12	10
	<hr/>	<hr/>
	<b>38</b>	<b>41</b>
	<hr/>	<hr/>

**18. Share capital**

	<b>2018 £'000</b>	<b>2017 £'000</b>
Allotted, called up and fully paid 9,327,605 Ordinary shares of £1 each	9,328	9,328
	<hr/>	<hr/>

**19. Reserves**

**Retained earnings**

This reserve represents cumulative profits and losses.

**20. Contingent liabilities**

The company has given performance bonds, retention bonds, and advance payment guarantees which are secured by way of £100,000 held in a bank deposit account at 31 December 2018 (2017: £222,000).

The company has guaranteed bank overdrafts and loans in respect of IKO Holdings Plc and fellow subsidiary undertakings. At 31 December 2018, there were £nil amounts outstanding in respect of these guarantees (2017: £nil).

**Briggs Amasco Limited**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2018 (CONTINUED)**

**21. Pension commitments**

The Company participates in the IKO Group Pension Scheme. This is a defined contribution scheme. During the year the company contributed £600,000 (2017: £607,000) to the scheme.

The Company contributes to the Peoples Pension defined contribution scheme for hourly paid operatives. During the year the company contributed £95,000 (2017: £74,000) to the scheme.

Pension payments outstanding at the year end date were £64,000 (2017: £52,000).

The Company participates in the Ruberoid Plc Staff Pension Scheme. This is a defined benefit scheme which was closed to new members in April 2006 and closed to member contributions in March 2010.

During the year, the Company contributed £810,000 (2017: £719,000) to the Ruberoid Plc Staff Pension Scheme. During the year, the pension running costs totaled £111,000 (2017: £127,000).

As the Ruberoid Plc Staff Pension Scheme is run for the IKO group as a whole, the company is unable to identify its share of the scheme assets and liabilities on a consistent and reasonable basis. As permitted by FRS 102, the scheme is therefore accounted for by the company as a defined contribution scheme.

Full disclosure is contained within the financial statements of the Company's parent company, IKO U.K. Limited.

At 31 December 2018, the scheme had a deficit on an FRS 102 basis of £17,433,000 (2017: £19,635,000).

**22. Commitments under operating leases**

At 31 December 2018 the Company had future minimum lease payments under non-cancellable operating leases as follows:

	2018 £'000	2017 £'000
Not later than 1 year	85	83
Later than 1 year and not later than 5 years	193	225
Later than 5 years	285	333
<b>Total</b>	<b>563</b>	<b>641</b>

The Company holds investment properties as disclosed in note 12, which are let to third parties.

**Briggs Amasco Limited**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2018 (CONTINUED)**

**22. Commitments under operating leases (continued)**

At 31 December 2018 the Company had future minimum lease rentals receivable under non-cancellable operating leases as follows:

	2018 £'000	2017 £'000
Not later than 1 year	77	77
Later than 1 year and not later than 5 years	262	285
Later than 5 years	249	310
<b>Total</b>	<b>588</b>	<b>672</b>

**23. Related party transactions**

The directors have taken advantage of the exemption in FRS 102 not to disclose transactions with other members of the group.

IKO Europe NV, IKO Plc and ATAB NV are under the common control of the ultimate parent company, IKO Enterprises Limited. The following transactions took place during the year with related companies. The transactions were made on an arms' length basis:

The Company made purchases in the year of £317,000 (2017: £341,000) from IKO Europe NV.

The Company made purchases in the year of £4,034,000 (2017: £2,206,000) from IKO Plc.

The Company made purchases in the year of £10,800 (2017: £43,000) from IKO NV.

At 31 December 2018 the following trade balances were due to related companies and are disclosed within creditors falling due in less than one year:

The Company owed £57,603 (2017: £nil) to IKO Europe NV.

The Company owed £1,054,463 (2017: £459,534) to IKO Plc.

No other transactions were undertaken such as are required to be disclosed under FRS 102.

**24. Ultimate parent undertaking and controlling party**

The Company's ultimate parent company is IKO Enterprises Limited, a company incorporated in Canada. Its immediate holding company in the United Kingdom is IKO U.K. Limited, a company registered in England and Wales, which in turn wholly owns the issued share capital of IKO Holdings Plc, the immediate parent company of the Company's immediate parent company, William Briggs & Sons Limited.

The largest and smallest group in which the results of the company are consolidated is IKO Enterprises Limited and IKO U.K. Limited respectively. The registered address of IKO Enterprises Limited is 1600 42 Avenue South East, Calgary, AB T2G 5B5, Canada. The registered address of IKO U.K. Limited is Appley Lane North, Appley Bridge, Wigan, Lancashire, WN6 9AB. Copies of the financial statements are available from the Company Secretary at the entities' registered address.