LONE STAR EUROPE ACQUISITIONS LIMITED ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020



COMPANY INFORMATION

Directors

D Quintin

J Gunn

Secretary

J Gunn

Company number

03618979

Registered office

12 Queen Anne Street

London

W1G 9LF

Auditor

Arram Berlyn Gardner LLP

30 City Road

London

EC1Y 2AB

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STRATEGIC REPORT

FOR THE YEAR ENDED 31 DECEMBER 2020

The directors present the strategic report for the year ended 31 December 2020.

Fair review of the business

The group made a profit after tax of £5,520,425 (2019: £4,732,496) during the year ended 31st December 2020 and at that date had net assets of £41,396,534 (2019: £35,736,019) and liabilities of £4,740,374 (2019: £4,366,927).

The reason for the increase in profit is that the group closed more deals when compared to 2019. This is due in the main to timing differences on deal transactions and in what period they close. The results for the year end and the financial position of the group are considered satisfactory by the directors.

Principal risks and uncertainties

The group's principal financial instruments comprise bank balances, trade creditors and trade debtors. The main purpose of these instruments is to raise funds for the group's operations.

Due to the nature of the instruments used by the group there is no exposure to price risk. However success fees are dependent on the value of the Lone Star Funds.

The group's approach to managing the other risks applicable to the other financial instruments concerned is shown below:

Liquidity risk is monitored on an ongoing basis and positive cash reserves were held at the year end.

Trade creditors liquidity risk is managed by ensuring sufficient funds are available to meet the funds due.

Note on COVID-19 Pandemic

Due to the COVID-19 pandemic the year of 2020 has seen an impact to both private equity markets, asset pricing and the day to day operational working of the business. With regards to private equity markets, there has been a noticeable sharp increase in volatility, the Company is actively monitoring and continues to manage assets within the investment and risk parameters that have been established at the Fund level.

With regards to day to day operations, the Company and many of its key service providers have invoked business continuity procedures, including a high proportion of remote working, to ensure the safety of staff and to enable the business to operate with minimal impact. The financial impact of the outbreak to the date of signing these accounts, has no material affect on business operations, apart from the adoption of different working practices to ensure the business continues to operate at acceptable operating level. It follows, given the nature of this business, management have a positive outlook for future transactions.

STRATEGIC REPORT (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2020

Directors note on Brexit:

During the year and in the lead up to Brexit, the company had a working party of internal and external advisors maintain a corporate oversight on the impact of Brexit negotiations on the business. At the date of signing of these accounts the political decision was to leave the EU on 31st December 2020. This has been ratified as complete.

Brexit business risks that the Market has identified include the following factors to be potential risks that may affect the business in a post Brexit environment:

- Macro-economic uncertainty or downturn in the UK economy
- Global political uncertainty
- Exchange rate volatility and the devaluation of sterling
- The availability of markets and market access rights
- Impact on strategy and operations
- Increases in import and labour costs
- The retention of skilled labour and recruitment concerns

The business currently maintains a UK (FCA) regulatory licence to provide regulated financial services in the UK. For European exposures it is able to comply by using approved routes and by applying for appropriate licences in other European jurisdictions.

There is yet to be an announcement on how UK financial services post Brexit will be treated in relation to service provisions cross-border into Europe.

Regulated Services

In summary, the affected regulated services for business relate to the activities of marketing and fundraising.

Advisory and origination services undertaken by Lone Star's European personnel are provided to other group entities and are therefore not provided to an EU-27 entity. Measures have been prepared to ensure that the group maintains a position that Lone Star's European entities do not contract with third parties for any investment purposes.

On behalf of the board

DIRECTORS' REPORT

FOR THE YEAR ENDED 31 DECEMBER 2020

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

Principal activities

The principal activity of the group continued to be that of seeking investment opportunities and providing advisory services to its parent company.

Directors

The directors who held office during the year and up to the date of signature of the financial statements were as follows:

D Quintin

J Gunn

Results and dividends

The results for the year are set out on page 9.

The directors do not recommend payment of a dividend (2019: £Nil).

Statement of directors' responsibilities

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). 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 group and company, and of the profit or loss of the group for that period. In preparing these financial statements, the directors are required to:

- · select suitable accounting policies 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;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the group and company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the group's and company's transactions and disclose with reasonable accuracy at any time the financial position of the group and 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 group and company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

Statement of disclosure to auditor

So far as each person who was a director at the date of approving this report is aware, there is no relevant audit information of which the auditor of the company is unaware. Additionally, the directors individually have taken all the necessary steps that they ought to have taken as directors in order to make themselves aware of all relevant audit information and to establish that the auditor of the company is aware of that information.

On behalf of the board

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Director

Date: ..

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF LONE STAR EUROPE ACQUISITIONS LIMITED

Opinion

We have audited the financial statements of Lone Star Europe Acquisitions Limited (the 'parent company') and its subsidiaries (the 'group') for the year ended 31 December 2020 which comprise the group statement of comprehensive income, the group statement of financial position, the company statement of changes in equity, the group statement of changes in equity, the group statement of cash flows 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 FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent company's affairs as at 31 December 2020 and of the group's profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
 and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the 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

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

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

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

Other information

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

We have nothing to report in this regard.

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE MEMBERS OF LONE STAR EUROPE ACQUISITIONS LIMITED

Opinions on other matters prescribed by the Companies Act 2006

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

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report and the directors' report.

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

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

Responsibilities of directors

As explained more fully in the directors' responsibilities statement, 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 parent company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE MEMBERS OF LONE STAR EUROPE ACQUISITIONS LIMITED

The extent to which the audit was considered capable of detecting irregularities including fraud Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with directors and other management, and from our commercial knowledge and experience of the financial services sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company including, but not limited to, the Companies Act 2006, FCA legislation and taxation legislation.
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

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

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

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

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

Through these procedures, we did not identify any material actual or suspected incidents of fraud.

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

- · agreeing financial statement disclosures to underlying supporting documentation;
- · enquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence and enquiring with the company of actual and potential non-compliance with laws and regulations.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

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

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

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE MEMBERS OF LONE STAR EUROPE ACQUISITIONS LIMITED

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.

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lan Hughes ACA (Senior Statutory Auditor)
For and on behalf of Arram Berlyn Gardner LLP

20 April 2021

Chartered Accountants Statutory Auditor

30 City Road London EC1Y 2AB

GROUP STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2020

Notes	2020 £	2019 £
3	27,068,443	23,723,279
	(1,353,838)	(1,285,817)
	25,714,605	22,437,462
	(18,850,385)	(16,562,306)
4	6,864,220	5,875,156
	3,606	5,587
•	6,867,826	5,880,743
8	(1,347,401)	(1,148,247)
16	5,520,425	4,732,496
•	•	
	140,090	(179,730)
	5,660,515	4,552,766
	4	Notes 27,068,443 (1,353,838) 25,714,605 (18,850,385) 4

Profit for the financial year is all attributable to the owners of the parent company.

Total comprehensive income for the year is all attributable to the owners of the parent company.

GROUP STATEMENT OF FINANCIAL POSITION

AS AT 31 DECEMBER 2020

	,	•••			
		20	020	20	19
	Notes	£	£	£	£
Fixed assets					
Tangible assets	9		348,635		369,200
Current assets					
Debtors	12	42,238,090	•	35,879,662	
Cash at bank and in hand		3,550,183		3,854,084	
		45,788,273		39,733,746	
Creditors: amounts falling due within	•				
one year	13	(4,740,374)		(4,366,927)	
Net current assets			41,047,899		35,366,819
Total assets less current liabilities			41,396,534		35,736,019
Capital and reserves					
Called up share capital	15		35,002		35,002
	ia		(48,603)		(48,603)
Other reserves	àĠ				
Profit and loss reserves	-16		41,410,135	·	35,749,620
Total equity			41,396,534		35,736,019
			=======================================		-

The financial statements were approved by the board of directors and authorised for issue on 20.04.21 and are signed on its behalf by:

J Gunn (Director

COMPANY STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2020

		20	020	20)19
	Notes	£	£.	£	£
Fixed assets					
Tangible assets	9	r	298,528		367,283
Investments	10		130,794		123,777
•			429,322		491,060
Current assets	•				V:
Debtors	12	38,615,036		32,382,170	
Cash at bank and in hand		3,107,655		2,960,539	
		41,722,691		35,342,709	
Creditors: amounts falling due within one year	13	(4,451,588)		(3,595,373)	
one year	13	·		(3,333,373)	
Net current assets			37,271,103	•	31,747,336
Total assets less current liabilities			37,700,425		32,238,396
* * * * * * * * * * * * * * * * * * * *					=======================================
Capital and reserves					
Called up share capital	15		35,002		35,002
Profit and loss reserves	16		37,665,423	•	32,203,394
Total equity			37,700,425		32,238,396
•					-

As permitted by s408 Companies Act 2006, the company has not presented its own profit and loss account and related notes. The company's profit for the year was £5,462,029 (2019 - £4,735,391 profit).

J Gunn Director

Company Registration No. 03618979

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

	Share capital	Other reserves	Profit and loss reserves	Total
•	£	£	3	£
Balance at 1 January 2019	35,002	(48,603)	31,196,854	31,183,253
Year ended 31 December 2019: Profit for the year Other comprehensive income:	· -	-	4,732,496	4,732,496
Currency translation differences on overseas subsidiaries	<u> </u>	. .	(179,730)	(179,730)
Total comprehensive income for the year	<u>-</u>	<u>-</u> .	4,552,766	4,552,766
Balance at 31 December 2019	35,002	(48,603)	35,749,620	35,736,019
Year ended 31 December 2020: Profit for the year Other comprehensive income:	. ·	. -	5,520,425	5,520,425
Currency translation differences on overseas subsidiaries	-	-	140,090	140,090
Total comprehensive income for the year		-	5,660,515	5,660,515
Balance at 31 December 2020	35,002	(48,603)	41,410,135	41,396,534

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

	Share capital	Profit and loss reserves £	Total £
Balance at 1 January 2019	35,002	27,468,003	27,503,005
Year ended 31 December 2019: Profit and total comprehensive income for the year	-	4,735,391	4,735,391
Balance at 31 December 2019	35,002	32,203,394	32,238,396
Year ended 31 December 2020: Profit and total comprehensive income for the year		5,462,029	5,462,029
Balance at 31 December 2020	35,002	37,665,423	37,700,425

GROUP STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 DECEMBER 2020

s when the		20)20	20	19
	Notes	£	£	£	, £
Cash flows from operating activities			•		
Cash generated from operations	20		899,873	•	2,253,941
Income taxes paid			(1,268,752)		(1,672,198)
Net cash (outflow)/inflow from operating	j				, ,
activities			(368,879)		581,743
Investing activities					
Purchase of tangible fixed assets		(75,112)		(2,197)	
Net cash used in investing activities			(75,112)		(2,197)
•					 .
Net (decrease)/increase in cash and cas equivalents	h ·		(443,991)		579,546
Cash and cash equivalents at beginning of	year		3,854,084		3,454,268
Effect of foreign exchange rates			140,090		(179,730)
Cash and cash equivalents at end of yea	ur		3,550,183		3,854,084
		•	·=======		

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

1 Accounting policies

Company information

Lone Star Europe Acquisitions Limited is a private limited company domiciled and incorporated in England and Wales. The registered office and principal place of business is 12 Queen Anne Street, London, W1G 9LF.

The Group consists of Lone Star Europe Acquisitions Limited and its subsidiaries Lone Star Germany Acquisitions GmbH, Lone Star France Acquisitions SARL, Lone Star Spain Acquisitions S.L.U., Lone Star Netherlands Acquisitions B.V., L Star Portugal Acquisitions S.A..

1.1 Accounting convention

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

These financial statements have been prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the requirements of the Companies Act 2006.

The financial statements are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £.

The company is a qualifying entity for the purposes of FRS 102, being a member of a group where the parent of that group prepares publicly available consolidated financial statements, including this company, which are intended to give a true and fair view of the assets, liabilities, financial position and profit or loss of the group. The company has therefore taken advantage of exemptions from the following disclosure requirements for parent company information presented within the consolidated financial statements:

- Section 4 'Statement of Financial Position' Reconciliation of the opening and closing number of shares:
- Section 7 'Statement of Cash Flows' Presentation of a statement of cash flow and related notes and disclosures;
- Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instrument Issues' – Carrying amounts, interest income/expense and net gains/losses for each category of financial instrument; basis of determining fair values; details of collateral, loan defaults or breaches, details of hedges, hedging fair value changes recognised in profit or loss and in other comprehensive income;
- Section 33 'Related Party Disclosures' Compensation for key management personnel.

1.2 Basis of consolidation

The consolidated financial statements incorporate those of Lone Star Europe Acquisitions Limited and its subsidiaries. All financial statements are made up to 31 December 2020.

All intra-group transactions, balances and unrealised gains on transactions between group companies are eliminated on consolidation. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred.

Where necessary, adjustments are made to the financial statements of subsidiaries to bring the accounting policies used into line with those used by other members of the Group.

1.3 Going concern

At the time of approving the financial statements, the directors have a reasonable expectation that the group has adequate resources to continue in operational existence for the foreseeable future. Thus the directors continue to adopt the going concern basis of accounting in preparing the financial statements.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2020

1 Accounting policies

(Continued)

1.4 Turnover

Turnover represents the amounts receivable for management fees and success fees net of VAT and is recognised to the extent that it is probable that the economic benefits will flow to the group and it can be reliably measured.

Interest income is recognised as interest accrues using the effective interest method, and is shown including related fees, finance charges paid or received and associated transaction costs.

1.5 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost of assets less their residual values over their useful lives on the following bases:

Land and buildings Leasehold

10 years straight line

Fixtures, fittings & equipment

5 years straight line

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the income statement.

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.

1.6 Fixed asset investments

In the parent company financial statements, investments in subsidiaries are initially measured at cost and subsequently measured at cost less any accumulated impairment losses.

1.7 Impairment of fixed assets

At each reporting period end date, the group reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the company estimates the recoverable amount of the cash-generating unit to which the asset belongs.

The carrying amount of the investments accounted for using the equity method is tested for impairment as a single asset. Any goodwill included in the carrying amount of the investment is not tested separately for impairment.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2020

1 Accounting policies

(Continued)

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

Recognised impairment losses are reversed if, and only if, the reasons for the impairment loss have ceased to apply. Where an impairment loss subsequently reverses, the carrying amount of the asset (or cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or cash-generating unit) prior years. A reversal of an impairment loss is recognised immediately in profit or loss.

1.8 Cash at bank and in hand

Cash and cash equivalents are basic financial assets and comprise cash in hand.

1.9 Financial instruments

The group has elected to apply the provisions of Section 11 'Basic Financial Instruments' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the group's statement of financial position when the group becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset and the net amounts presented in the financial statements when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Impairment of financial assets

Financial assets, other than those held at fair value through profit and loss, are assessed for indicators of impairment at each reporting end date.

Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected. If an asset is impaired, the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in profit or loss.

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

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2020

1 Accounting policies

(Continued)

Derecognition of financial assets

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire or are settled, or when the group transfers the financial asset and substantially all the risks and rewards of ownership to another entity, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party.

Classification of financial liabilities

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 group after deducting all of its liabilities.

Basic financial liabilities, including creditors and loans from fellow group companies, are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

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

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the group's contractual obligations expire or are discharged or cancelled.

1.10 Equity instruments

Equity instruments issued by the group are recorded at the proceeds received, net of transaction costs. Dividends payable on equity instruments are recognised as liabilities once they are no longer at the discretion of the group.

1.11 Taxation

The tax expense represents the sum of the tax currently payable.

Current tax

The tax currently payable is based on taxable profit for the year. Taxable profit differs from net profit as reported in the income statement because it excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are never taxable or deductible. The group's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the reporting end date.

1.12 Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2020

1 Accounting policies

(Continued)

1.13 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

1.14 Leases

Rentals payable under operating leases, including any lease incentives received, are charged to profit or loss on a straight line basis over the term of the relevant lease except where another more systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed.

1.15 Foreign exchange

Transactions in currencies other than pounds sterling are recorded at the rates of exchange prevailing at the dates of the transactions. At each reporting end date, monetary assets and liabilities that are denominated in foreign currencies are retranslated at the rates prevailing on the reporting end date. Gains and losses arising on translation are included in the income statement for the period.

Exchange differences arising on translation of subsidiary companies on consolidation, are recognised in other comprehensive income and accumulated in equity.

Critical judgements

There are no judgements or estimates which have had a significant effect on the amounts recognised in the financial statements.

2 Judgements and key sources of estimation uncertainty

In the application of the group's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount 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 where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

Critical judgements

There are no judgements or estimates which have had a significant effect on the amounts recognised in the financial statements.

3 Turnover and other revenue

The total turnover of the group for the year has been derived from its principal activity wholly undertaken outside the United Kingdom.

An analysis of the group's turnover is as follows:

All allalysis of the group's turnover is as ionows.		
	2020	2019
	£	£
Turnover analysed by class of business		#1 17 14 - \$1 - \$1 - \$1 - \$1
Fee income	27,068,443	23,723,279

4	Operating profit				
				2020	2019
	Operating profit for the year is stated after cha	rging:		£	£
	Evaluation differences anotherwise those acidina	on formal instr	, iiu a a ta		
	Exchange differences apart from those arising measured at fair value through profit or loss	on iinanciai inșii	uments	1,875,189	1,224,895
	Depreciation of owned tangible fixed assets			95,677	122,728
	Operating lease charges			673,593 	656,056
.5	Auditor's remuneration				
	Fees payable to the company's auditor and as	sociates:		2020 £	2019 £
	For audit services				
	Audit of the financial statements of the group a	and company		30,550	27,500
	For other services				
	All other non-audit services		٠.	14,000	14,000
. 6	Employees				
	The decrease weather assume a second discount	والاستحالات والتالوي	entral according to the different		المحافظ والمحاجبات
	The average monthly number of persons (include the year was:	uding directors) e	employed by the	e group and cor	npany during
		Group		Company	
			employed by the 2019 Number		npany during 2019 Number
	the year was:	Group 2020 Number	2019 Number	Company 2020 Number	2019 Number
		Group 2020	2019	Company 2020	2019
	the year was:	Group 2020 Number	2019 Number	Company 2020 Number	2019 Number
	the year was: General staff	Group 2020 Number	2019 Number	Company 2020 Number	2019 Number
	the year was: General staff	Group 2020 Number 22 Group 2020	2019 Number 20 2019	Company 2020 Number 20 Company 2020	2019 Number 18
	the year was: General staff	Group 2020 Number 22 ——————————————————————————————————	2019 Number 20	Company 2020 Number 20 Company	2019 Number 18
	the year was: General staff	Group 2020 Number 22 Group 2020	2019 Number 20 2019	Company 2020 Number 20 Company 2020	2019 Number 18
	the year was: General staff Their aggregate remuneration comprised:	Group 2020 Number 22 Group 2020 £	2019 Number 20 2019 £	Company 2020 Number 20 Company 2020 £	2019 Number 18 2019 £
	the year was: General staff Their aggregate remuneration comprised: Wages and salaries	Group 2020 Number 22 Group 2020 £	2019 Number 20 2019 £	Company 2020 Number 20 Company 2020 £ 11,384,041	2019 Number 18 2019 £ 9,681,896
	General staff Their aggregate remuneration comprised: Wages and salaries Social security costs	Group 2020 Number 22 Group 2020 £ 12,266,297 1,557,831	2019 Number 20 2019 £ 10,776,015 1,366,618	Company 2020 Number 20 Company 2020 £ 11,384,041 1,557,831	2019 Number 18 2019 £ 9,681,896 1,366,602
	General staff Their aggregate remuneration comprised: Wages and salaries Social security costs Pension costs	Group 2020 Number 22 Group 2020 £ 12,266,297 1,557,831 96,458	2019 Number 20 2019 £ 10,776,015 1,366,618 68,079	Company 2020 Number 20 Company 2020 £ 11,384,041 1,557,831 96,458	2019 Number 18 2019 £ 9,681,896 1,366,602 68,079
7	General staff Their aggregate remuneration comprised: Wages and salaries Social security costs	Group 2020 Number 22 Group 2020 £ 12,266,297 1,557,831 96,458	2019 Number 20 2019 £ 10,776,015 1,366,618 68,079	Company 2020 Number 20 Company 2020 £ 11,384,041 1,557,831 96,458 13,038,330	2019 Number 18 2019 £ 9,681,896 1,366,602 68,079 11,116,577
7	General staff Their aggregate remuneration comprised: Wages and salaries Social security costs Pension costs	Group 2020 Number 22 Group 2020 £ 12,266,297 1,557,831 96,458	2019 Number 20 2019 £ 10,776,015 1,366,618 68,079	Company 2020 Number 20 Company 2020 £ 11,384,041 1,557,831 96,458 13,038,330	2019 Number 18 2019 £ 9,681,896 1,366,602 68,079 11,116,577
7	General staff Their aggregate remuneration comprised: Wages and salaries Social security costs Pension costs	Group 2020 Number 22 Group 2020 £ 12,266,297 1,557,831 96,458	2019 Number 20 2019 £ 10,776,015 1,366,618 68,079	Company 2020 Number 20 Company 2020 £ 11,384,041 1,557,831 96,458 13,038,330	2019 Number 18 2019 £ 9,681,896 1,366,602 68,079 11,116,577
7	General staff Their aggregate remuneration comprised: Wages and salaries Social security costs Pension costs	Group 2020 Number 22 Group 2020 £ 12,266,297 1,557,831 96,458	2019 Number 20 2019 £ 10,776,015 1,366,618 68,079	Company 2020 Number 20 Company 2020 £ 11,384,041 1,557,831 96,458 13,038,330	2019 Number 18 2019 £ 9,681,896 1,366,602 68,079 11,116,577

	Directors' remuneration		(Continued)
	Remuneration disclosed above includes the following amounts paid to the highe	st paid director	
		2020 £	2019 £
	Remuneration for qualifying services	2,195,039	1,914,604
8	Taxation	•	
-	•	2020 £	2019 £
	Current tax		
•	UK corporation tax on profits for the current period Adjustments in respect of prior periods	1,339,553 7,848	1,146,334 1,913
	Total current tax	1,347,401	1,148,247
	The actual charge for the year can be reconciled to the expected charge for the loss and the standard rate of tax as follows:	year based or 2020 £	the profit or 2019 £
	The actual charge for the year can be reconciled to the expected charge for the loss and the standard rate of tax as follows: Profit before taxation	2020	2019
	loss and the standard rate of tax as follows:	2020 £	2019 £

9	Tangible fixed assets			
	Group	Land and buildings Leasehold	Fixtures, fittings & equipment	Total
	,	£	£	£
	Cost			
	At 1 January 2020	510,842	839,764	1,350,606
	Additions	17,231	57,881	75,112
	At 31 December 2020	528,073	897,645	1,425,718
-	Depreciation and impairment	,		
	At 1 January 2020	249,517	731,889	981,406
	Depreciation charged in the year	52,808	42,869	95,677
	At 31 December 2020	302,325	774,758	1,077,083
	Carrying amount	•	;	
	At 31 December 2020	225,748	122,887	348,635
	At 31 December 2019	261,325	107,875	369,200
				· =
	Company	Land and	Fixtures,	Total
	•	bulldings Leasehold	fittings & equipment	
		£	£	£
	Cost			
	At 1 January 2020	391,528	410,666	802,194
	Additions	17,231	-	17,231
	At 31 December 2020	408,759	410,666	819,425
	Depreciation and impairment			
	At 1 January 2020	130,203	304,708	434,911
•	Depreciation charged in the year	52,808	33,178	85,986
	At 31 December 2020	183,011	337,886	520,897
	Carrying amount			
	At 31 December 2020	225,748	72,780	298,528
	At 31 December 2019	261,325	105,958	367,283

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2020

10	Fixed asset investments					
			Group 2020	2019	Company 2020	2019
		Notes	£	£	£	£
	Investments in subsidiaries	11	; -	-	130,794	123,777
	Movements in fixed asset inves	itm onto				
	Company	sunents				Shares in group undertakings
	Oaat aussilvation				· · · · · · · · · · · · · · · · · · ·	£
	Cost or valuation					400 777
	At 1 January 2020 FX movement				,	123,777 7,017
	At 31 December 2020	·				130,794
	Carrying amount	•				
	At 31 December 2020		•	٠		130,794
	At 31 December 2019					123,777

11 Subsidiaries

Details of the company's subsidiaries at 31 December 2020 are as follows:

Name of undertaking	Address	Class of shares held	% Held Direct	
Lone Star France Acquisitions SARL	1	Ordinary	100.00	_
Lone Star Germany Acquisitions GmbH	2	Ordinary	100.00	· _
Lone Star Spain Acquisitions S.L.U.	3	Ordinary	100.00	-
Lone Star Netherlands Acquisitions B.V.	4	Ordinary	100.00	_
L Star Portugal Acquisitions SA	5	Ordinary	100.00	· -

Registered Office addresses:

- 5 Rue de Castiglione 20 rue du Mont-Thabor 75001 Paris, France.
- 2 Hamburger Alee 14, 60486 Frankfurt am Main, Germany.
- 3 la Avenida de Aragon, 330, PE Las Mercedes, Edifico 5, Planta 3, Madrid, Spain.
- 4 Strawinskylaan 615, 1077 XX Amsterdam, Netherlands.
- 5 Av. Joao II no. 46, 4A, 1990-095, Lisboa, Portugal.

12	Debtors				
		Group	2040	Company	0040
	America falling due within one years	2020	2019	2020	2019
	Amounts falling due within one year:	£	£	. £ .	· £
	Trade debtors	15,411	21,048	15,411	21,048
	Corporation tax recoverable	147,789	57,081		8,341
	Amounts owed by group undertakings	40,956,684	34,674,486	37,698,960	31,511,226
	Other debtors	600,168	858,381	550,266	575,252
	Prepayments and accrued income	518,038	268,666	350,399	266,303
		42,238,090	35,879,662	38,615,036	32,382,170
	Included within amounts owed by group uncinterest free and repayable on demand.	dertakings are trac	le receivable b	alańcės that ar	e unsecured
13	Creditors: amounts falling due within one	year			
		Group		Company	
	•	2020	2019	2020	2019
		£	£	£	£
	Trade creditors	53,180	59,018	53,180	59,018
	Amounts owed to group undertakings	43,829	114,256	50,1,50	-
	Corporation tax payable	78,949	300	78,718	
	Other taxation and social security	4,176,610	3,328,741	4,009,447	3,301,016
	Other creditors	30,366	79,802	11,428	63,453
	Accruals and deferred income	357,440	784,810	298,815	171,886
		4,740,374	4,366,927	4,451,588	3,595,373
14	Retirement benefit schemes		•	.' 2020	2019
	Defined contribution schemes			2020 • £	2019 £
	Charge to profit or loss in respect of defined of	contribution schem	es	96,458	68,079
	A defined contribution pension scheme is open are held separately from those of the group in				f the scheme
15	Share capital		. •		•
		•		-	nd company
	Ordinany share capital			2020	2019
	Ordinary share capital	•		£	£
	Issued and fully paid 35,002 Ordinary shares of £1 each			35,002	35,002
	so ouz Cromary snares of till each	•		35 002	35 002

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2020

16 Reserves

Profit and loss reserves

Profit and loss reserves represent accumulated comprehensive income for the year and prior periods less dividends paid.

17 Operating lease commitments

Lessee

At the reporting end date the group had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	Group		Company	
·	2020 £	2019 £	2020 £	2019 £
Within one year	582,430	529,890	378,507	363,603
Between two and five years	874,639	1,304,016	788,556	1,121,109
	1,457,069	1,833,906	1,167,063	1,484,712
•	=======================================	· · · · · · · · · · · · · · · · · · ·	====	

18 Related party transactions.

Remuneration of key management personnel

All directors of the company and management of the subsidiaries who have authority and responsibility for planning, directing and controlling the activities of the group are considered to be key management personnel. Total remuneration in respect of these individuals is as follows:

	ŧ	2020 £	2019 £
Aggregate compensation		2,766,486	2,571,913

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2020

18 Related party transactions

(Continued)

Transactions with related parties

During the year the group entered into the following transactions with related parties:

	Sales		Purchases	
	2020	2019	2020	2019
	£	£	£	£
Group				٠
Entities with control, joint control or significant influence over the group	27,068,443	23,723,278	1,079,771	809,539
Other related parties	-	-	485,597	404,698
	27,068,443	23,723,278	1,565,368	1,214,237
Company	· ====================================	· ===== -		
Company Entities with control, joint control or significant				
influence over the company	24,912,588	21,549,367	942,921	664,095
Other related parties	<u>.</u>		232,640	202,271
,	24,912,588	21,549,367	1,175,561	866,366
The faller days are given a color and the state of		-1		• • • • • • • • • • • • • • • • • • • •
The following amounts were outstanding at the I	eporting end a	ate:		•
Amounts due to related parties			2020	, 2019
Contraction of the contraction o		•	£	£
Group Key management personnel			_	357,309
Other related parties		· f	18,938	69,958
			18,938	427,267
•	•			•
Company				
Other related parties	•		-	53,609

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2020

Related party transactions		(Continued)
The following amounts were outstanding at the reporting end date:		
Amounts due from related parties	2020 Balance £	2019 Balance £
Group Entities with control, joint control or significant influence over the group Key management personnel Other related parties	40,912,855 176,759 15,411	34,560,231 269,164 24,742
Company	41,105,025	34,854,137
Entities with control, joint control or significant influence over the company Key management personnel Other related parties	37,698,960 176,759 15,411	31,511,226 269,164 21,048
	37,891,130	31,801,438
Expenditure	2020 £	2019 £
Director loans written off	105,731	

During the year £105,731 (2019: Nil) of Director loans were waived and written off and are included within administrative expenses.

19 Controlling party

18

The intermediate parent company is Lone Star Global Acquisitions Limited, a company registered in Bermuda.

The ultimate parent company is LSGA Holdings Limited, a company registered in Bermuda. LSGA Holdings Limited is the largest group for which consolidated accounts, including Lone Star Europe Acquisitions Limited and its subsidiaries, are prepared.

20	Cash generated from group operations		
		2020 £	2019 £
	Profit for the year after tax	5,520,425	4,732,496
	Adjustments for:		
	Taxation charged	1,347,401	1,148,247
	Depreciation and impairment of tangible fixed assets	95,677	122,728
	Movements in working capital:		
	(Increase)/decrease in debtors	(6,358,428)	12,054,191
	Increase/(decrease) in creditors	294,798	(15,803,721)
	Cash generated from operations	899,873	2,253,941
		. = = =	=
21	Analysis of changes in net debt - group		2020
			£
	Opening net funds	•	
	Cash and cash equivalents		3,854,084
-	Changes in net debt arising from:	•	
	Cash flow movement of the group		(443,991)
	Changes in exchange rates		140,090
•	Closing net funds as analysed below		3,550,183
	Closing net funds		<u>.</u>
•	Cash and cash equivalents		3,550,183