

Company Registration No. 05374141

LANDMARK SPACE LIMITED

Annual Report and Financial Statements

For the year ended 31 December 2021



LANDMARK SPACE LIMITED

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LANDMARK SPACE LIMITED

COMPANY INFORMATION

OFFICERS AND PROFESSIONAL ADVISERS

Directors	E.W.J. Cowell J.S. Farnworth
Company Secretary	S.P. Thorn-Davis
Registered office	Unit 5, The Enterprise Centre Kelvin Lane Manor Royal Crawley West Sussex United Kingdom RH10 9PE
Trading address	No.1 Royal Exchange London United Kingdom EC3V 3DG
Independent Auditor	Deloitte LLP Statutory Auditor London
Company Registration number	05374141

LANDMARK SPACE LIMITED

STRATEGIC REPORT

The Directors present their Strategic Report for the year ended 31 December 2021.

PRINCIPAL ACTIVITIES

The principal activity of Landmark Space Limited ("the Company") continued to be that of a provider of professional flexible serviced offices, virtual offices, co-working space and meeting room facilities. This is delivered through the Company's Core Values of Proudly Professional, Genuinely Hospitable, Uncommonly Decent, Truly Responsible and Embracing the Best.

BUSINESS REVIEW AND FUTURE PROSPECTS

The Company is one of the largest national UK providers of Grade A serviced office space, operating 35 buildings (2020: 41) providing over 12,000 workstations of leasehold office accommodation. 25 of these buildings are in core London locations and 10 buildings are spread across seven major UK cities.

Key performance indicators

Paid occupancy at the Company's office centres at 31 December 2021 was 65% (2020: 64%). Total licence fees and associated revenue for the year was £63.8m (2020: £95.9m), translating into an operating loss before exceptional items of £14,177,000 (2020: £6,244,000). The fall in revenue has been driven by the exit of loss-making sites and lower occupancy rates caused by COVID-19 with a consequential adverse impact on profitability due to the Company's operational gearing, partly mitigated by cost saving measures deployed in the year.

Further details of the results for the year are set out in the profit and loss account on page 14. The Group's adjusted EBITDA loss (note 6) was £7,949,000 (2020: profit of £2,930,000). Adjusted EBITDA is the profit or loss before exceptional items adjusted for depreciation of tangible fixed assets, amortisation of intangible fixed assets and any movement in provisions and impairment. Adjusted EBITDA and occupancy are key metrics on which the business measures itself both internally and against its peers in the industry.

Exceptional items in the year were a net income of £2,006,000 (2020: net cost of £23,241,000). The net exceptional income mainly relates to a reduction in COVID-19 related provisions and asset impairments due to an improved outlook compared to the prior year position, net of restructuring and consultancy costs. Six centres were closed in the year and a further one was closed in the first quarter of 2022.

The financial position at the year end is set out in the balance sheet on page 15.

Despite the challenges presented once again by the COVID-19 pandemic, the Company delivered a performance that was ahead of management's expectations going into the year. Our market-led approach and strategy necessitated some tough choices in response to the ongoing pandemic, but we are pleased to exit the year having continued to protect as many jobs as possible.

Although temporarily impacted by lower levels of new sales activity and ancillary revenues due to the lockdown periods in the first part of 2021, the Company's position in the serviced office market makes it ideally placed to take advantage of the continuing trend towards flexible working solutions and helping businesses adapt to a new future. The Company has moved swiftly to flex its business model and drew on government support where available and relevant. Details of further scenario modelling are included in the consolidated accounts of the ultimate parent company O.C.S. Group Limited and its subsidiaries ('OCS') and these demonstrate that OCS will maintain strong levels of liquidity and remain within bank covenants.

The work from home directive in the UK significantly impacted our business. In line with our competitors, we saw changing demand patterns and we had to respond to these changes with speed and agility. Confidence returned to the market in the later stages of 2021 with a rapid increase in demand for flexible and safe workspaces and an appreciation that flexible office space will continue to be an important and growing sector within the commercial office market.

The Company is primarily focused on the safety and well-being of its employees, many of whom have continued to work, adapting the business to fit changing requirements that result from the impact of the pandemic to ensure that our clients could return safely to work and operate their own businesses.

In living our values we also recognised that in navigating the pandemic it was critical to look after one another. Leaders, managers and colleagues across our business have taken the time to care for one another in a year that has been incredibly stressful for so many. Our focus on colleague safety and wellbeing was not only the right thing to do but enabled us to continue providing great service to our clients. It is the values and behaviours of our exceptional teams working in partnership with our clients that ensured 2021 was a year that everyone in the business could be proud of.

As anticipated going into the year, the impact of the overall market conditions has led to the business continuing to be loss making in 2021. In the prior year this triggered significant exceptional impairments and provisions. Partial mitigation was provided by negotiations with those landlords who supported the business to reduce the rental cost base on a temporary or permanent base. Some restructuring of the employee base was also necessary to ensure the business was positioned to match the reduced occupancy. In the long term we believe the business continues to present an opportunity for value creation in a flexible working market with stronger intrinsic demand drivers through hybrid working patterns becoming more prevalent and the recovery in the second half of the year was encouraging. There are positive long term growth dynamics for this segment of the market, but we anticipate challenging market conditions to continue to exist through to 2023. Full lifting of restrictions in early 2022 and outperformance of

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STRATEGIC REPORT (continued)

targets in the early months of 2022 provide support for the delivery of the 2022 plan. We expect the recovery to continue throughout 2022 with a return to pre-pandemic levels of occupancy towards the end of the year.

The Company also aligned with the launch of OCS's sustainability strategy, made a net zero carbon pledge, with a commitment to achieve net zero by 2040, underpinning our commitment to building a better future and expanding on the considerable work we have already done to reduce our environmental impact.

PRINCIPAL RISKS AND UNCERTAINTIES

The Board identifies and evaluates risks and the consequential uncertainties and designs controls to mitigate these. Responsibility for management of each risk is delegated to specific members of the Company's Executive Leadership Team and other Senior Executives.

The Company is reliant in part on the reputation of its brand

The Company operates under its Landmark brand. If an event occurred that materially damaged the reputation of the brand, this could have an adverse impact on the Company's future earnings and value. To mitigate this, the Company has policies and procedures to employ accordingly.

Technology and systems disruption may adversely affect the Company's efficiency

The Company is reliant upon technologies and systems for the running of its businesses, particularly those which are highly integrated within its business processes. Any disruption to the Company's technologies or systems could adversely affect the efficiency of the business. As a result, the business makes use of various parties to assist with systems management to mitigate against such situations.

Changes in the office market and reliance on key clients

The property market is currently experiencing major changes in ways of working, increased flexibility of employment, differing models for office accommodation and adoption of technology benefits across workspaces. If the property market changes significantly and landlords offer variations to existing leases, such as materially shorter leases, more flexible lease terms, significant rent reductions, or providing significant rent-free periods to short term lessees, the Company's business may face additional competition than currently experienced. As a result, the Company maintains a flexible approach in its business dealings in order to retain and attract clients and has a high number of SMEs and smaller corporates as clients, thereby protecting the Company against a reliance on a small number of larger clients.

Brexit

The result of the Brexit referendum in June 2016 and the subsequent exit from the EU in January 2020 continues to be a significant short term domestic risk to the UK commercial market in which the Company operates. Nevertheless, Brexit uncertainty is producing important opportunities for the Company in terms of continued occupier demand for the pro-working office space provided by the Company. In some instances, there has been decreased availability of potential employees but to date this has not been problematic for the Company.

Financial risk management

The Company's financial instruments comprise cash and cash equivalents and items such as trade creditors and trade debtors which arise directly from its operations. The Company's operations expose it to a variety of financial risks, principally credit risk and liquidity risk; these risks and their method of management are summarised below.

The Company's credit risk is primarily attributable to its trade debtors. The Company has implemented policies that require appropriate credit checks on potential clients before sales are made. The amount of exposure to any individual client is protected by deposits received from clients prior to commencement of their financial dealings with the Company.

COVID-19 pandemic

To manage the Group through the COVID-19 pandemic and recovery phases, as highlighted last year, a dedicated Project Management Office (PMO) was established in OCS to centrally co-ordinate responses to the pandemic. The Group has been prime in executing plans under a common framework with the support of the PMO with many of these activities now considered to be day to day operations. The role of the PMO has been:

- ensuring business continuity, enacting and adapting relevant plans
- identifying the expected impacts of the pandemic, including how the recovery phases are expected to be realised and mitigating risks
- working with OCS to protect liquidity
- managing the changing client requirements and their impacts on colleagues
- coordination of the supply chain response in the United Kingdom, ensuring continuity of supply of equipment and resources in line with local legislation

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STRATEGIC REPORT (continued)

- updating the risk register, identifying new risks and deploying immediate action to mitigate their impact providing a forum to share ideas and to provide best practice guidance, including that from third parties such as economists, regulatory and government bodies
- driving the demand recovery agenda in a controlled manner, revising value propositions where needed and identifying where commercial investment is required.

Key risks to the Company identified as part of this process and mitigating actions are:

- **financial resilience: in the event of a failure to mitigate the continued impact of COVID-19 and insufficient liquidity.** In response, discretionary capital and operating expenditures have been postponed or cancelled and tax deferral support schemes have been enacted where possible and appropriate and the already high level of focus on working capital management and bad debt control has been increased. As described in note 24, following the year end the Company's main facility with OCS was extended with funding now committed to 30 June 2023.
- **employee related risks: including inability to adapt to new working conditions, availability and continuity of government support, incapacity of key employees and complying with regulatory and safety requirements.** The Company's primary focus has understandably been to ensure employees' well-being in the work environment, ensuring employees stay safe in line with our established rigorous processes to manage safety. Strong technology and processes have supported remote working.
- **customer impacts: inability to engage with our customer base under appropriate commercial terms and the financial vulnerability of customers.** The Company has reacted swiftly to satisfy changing client requirements and preferences, collaborating to determine solutions that are going to help existing and new clients return to work as quickly and safely as possible.
- **revenue levels: reduction in the short term and the impact of longer-term economic recession, offset to some degree by opportunities arising from increasing demand for flexibility of office space.** Capacity to deliver services has not been substantially affected. Pipeline opportunities and new sales are now increasing as the lockdown restrictions ease and corporate sentiment reflects a partial move away from exclusive use of conventional long lease office space to a combination of flexible and conventional office space.
- **cyber crime: increased threat of cyber security breach or fraud.** In response, the Company has increased prevention and early detection controls particularly in anomaly detection, and will continue to adapt to the challenges faced, seeking to avoid business disruption, increase awareness and communicate guidance to minimise risks and to protect data against breaches.

The expected impact on the going concern position of the Company, once consideration of these risks has been taken into account, is described in the Going Concern section of the Directors' Report on page 9.

This Strategic Report was approved by the Board of Directors and signed on behalf of the Board.



E.W.J. Cowell
Director
13 April 2022

LANDMARK SPACE LIMITED

DIRECTORS' REPORT

The Directors present their annual report and the audited financial statements for the year ended 31 December 2021.

The Strategic Report on pages 3 to 5 includes a review of the Group's business, future developments and a description of the principal risks and uncertainties facing the Group and Company as required by section 414C(11) of the Companies Act 2006.

DIRECTORS

The Directors who served during the year and to the date of this report are as follows:

E.W.J. Cowell
J.S. Farnworth

CORPORATE GOVERNANCE

The Company is a wholly owned subsidiary of O.C.S. Group Limited ("OCS") and the board of OCS has adopted the Wates Corporate Governance Principles for Large Private Companies, following the introduction of The Companies (Miscellaneous Reporting) Regulations 2018 ("the Regulations"). Under the Regulations it is necessary for large companies as defined under the Regulations to publish a statement of their corporate governance arrangements in their directors' report and on their website, including whether they follow a formal code, for accounting periods commencing on or after 1 January 2019. Also, under the Regulations there is a requirement to set out how a board has taken account of stakeholder views and met the requirements of s172 of the Companies Act 2006. Within the directors' report of OCS which can be found at www.ocs.com OCS has set out its corporate governance arrangements and how they have met the requirements s172 of the Companies Act 2006 and this report below serves as the Company's Section 172 statement. As set out in section 172(1)(a) to (f) of the Companies Act 2006 the directors have a duty to promote the success of the company and section 172 states:

- (1) A director of a company must act in the way he considers, in good faith, would be most likely to promote the success of the company for the benefit of its members as a whole, and in doing so have regard (amongst other matters) to:
- (a) the likely consequences of any decision in the long term;
 - (b) the interests of the company's employees;
 - (c) the need to foster the company's business relationships with suppliers, customers and others;
 - (d) the impact of the company's operations on the community and the environment;
 - (e) the desirability of the company maintaining a reputation for high standards of business conduct; and
 - (f) the need to act fairly as between members of the company.

Shareholders

As the Company is part of OCS Group, the Board and the Senior Leadership Team of the Company work closely with the Executive Directors of OCS Group to develop the strategy of the Company which is to be a leading professional workspace provider in the UK and to operate in line with the OCS Group Shared Purpose which can be summarised as:

- Generate consistent, sustainable returns in line with industry peers from the portfolio of businesses in the OCS family. These returns will come from both income and capital growth, with consistent income generation of primary importance.
- Manage the business within an agreed level of debt and risk, thereby ensuring its safe passage to future family generations.
- Operate with sustainable core values that will deliver the desired future. These values to be based on sound ethical principles and recognising our responsibilities for colleagues, the communities in which we operate and the environment.

The Board supports the above principles and operates in line with the corporate governance arrangements which OCS have adopted under a scheme of delegated authority. The CEO and CFO submit and present a monthly operating report to OCS Group highlighting both financial and non-financial matters which ensures an open and transparent dialogue.

Core Values

As part of the development of Landmark we engaged with several customers and other stakeholders in various sectors and markets to understand their views on what was important to them and how they expected us to operate. Through this consultation process we developed our Core Values and these have been adopted in the way we operate each day and are expressed as follows:

Proudly Professional

What does it say about our business if everyone looks and acts smart and proud? It shows you have the highest respect for your colleagues and clients.

So whatever your role, you'll enjoy looking and being ultra-professional. You'll show warmth and politeness, without leaving your personality outside. And while you're a stickler for high standards, you like to do everything with humour and a smile.

Genuinely Hospitable

Property businesses are about bricks and mortar. We're not. We're all about people, so you'll have an absolute passion for creating outstanding customer experiences.

You'll picture yourself as a warm, welcoming host; who makes colleagues and clients feel that they belong and are part of the family. You'll get to know them and resolve any niggles quickly and without fuss. You'll always have time for them, and do something unexpected or special that delights.

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DIRECTORS' REPORT (continued)

Uncommonly Decent

It's not just what we do, but how we go about it that makes us who we are. We'll take it as a given that you'll be honest in all your dealings with colleagues and customers, but you'll also have a strong moral compass: you know what's right and wrong, and you're not afraid to say so.

While you're not averse to speaking your mind, you'll actively listen to what other people have to say, and respect their right to say it. You live by the maxim 'do as you would be done by' and trust others to feel the same.

Truly Responsible

We need leaders at all levels of the business, people who can take ownership of issues and not expect others to pick up the pieces.

You won't blame others when things go wrong, as they will from time to time. You won't dwell on what has happened. You'll focus on finding a solution. You'll front up to making mistakes, and you'll be positive, proactive and collaborative in looking for opportunities.

Embracing the Best

The only constant in our world is change, so we'll only succeed if we wholeheartedly embrace it. That means taking the best the modern world can offer - whether it's buildings, fit-out, people or working practices - and continuously improving it.

You'll always be thinking about fresh ideas and never say: 'we've always done it this way'. You're thrilled by the idea of change and embrace the opportunity to learn, to grow and to experiment. You'll have the occasional failure, but your determination to pick yourself up and try again is an inspiration.

Employees

The success of the Company is dependent upon our colleagues living, and delivering on, our core values day in and day out but their safety and that of others is paramount in everything we do. We operate on the principle that every colleague, client and visitor deserves to go home each day safely. We are committed to visible leadership from the Board downwards instilling safe behaviours and creating a strong safety culture which embraces our Core Values. This is undertaken by providing colleagues with the correct training and tools to enable them to do their job safely, adopting best practice in our work procedures, empowering colleagues to make the right decisions about their safety and others, reporting health and safety incidents promptly including 'near misses', monitoring, reviewing and reporting our health and safety performance accurately and thereby continually improving our health and safety procedures.

The wellbeing of our colleagues is important: our colleague assistance programme provides a 24/7 helpline available to all colleagues, providing support and advice for personal problems, helping to identify and resolve personal concerns that may affect job performance. The service is entirely confidential and helps us to retain a happier, healthier workforce. Our benefits platform, Wrkit, allows colleagues to access discounts on gym membership, as well as accessing free online workouts or healthy eating programmes to support their wellbeing.

In March 2022, we held our annual Landmark conference for our colleagues to celebrate achievements, clearly communicate the Company strategy and reinforce our Core Values. As part of our overall approach we engage with our colleagues in many forms to understand their views. The engagement process begins with induction programmes for new employees, training, a buddy scheme, e-learning modules, on the job chats and employee surveys along different points of the employee journey (e.g. at onboarding, exit and regularly through our monthly colleague huddles). This continues with regular communication through the Company intranet which allows two-way feedback, regular management business updates and meetings.

Our colleagues are integral to delivering on the promises we make to our clients. It is therefore vital that we recognise and reward those colleagues who make such an important contribution to our business and place our Core Values at the heart of their day-to-day activities. Our colleagues share in the success of the business through an annual profit performance bonus scheme.

We are a proud supporter of Apprenticeship Programmes provided by LDN Apprenticeships and have taken on a number of apprentices in our IT team who have been trained and mentored by more senior members of the IT team.

The Company offers equal opportunities to all employees and applicants regardless of race, sex, pregnancy and maternity, sexual orientation, gender reassignment, age or disability. People with disabilities are considered for employment where they have the appropriate skills and abilities to perform the job required.

Customers

We serve a range of clients, from fast-growing companies to established SMEs and we represent our clients' businesses, so our standards of service must be exceptional every time. The last time we undertook an Institute of Customer Service Survey of our clients to understand how we were performing and how we benchmarked against other businesses in the UK, Landmark scored an overall 82.9% - well above the service sector and UK averages of 76.6% and 77.1% respectively. The survey measured 26 metrics of customer experience.

Helpfulness of staff scored 9.0 out of 10 and Competence of Staff scored 8.9 out of 10. Ease of doing business with Landmark scored 8.7 out of 10.

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DIRECTORS' REPORT (continued)

Landmark scores well above the UK Customer Service Index on the customer priorities of Experience, Customer Ethos, Emotional Connection and Ethics.

Our teams continued to be trained to a nationally-recognised standard with Institute of Customer Service 'First Impressions' customer service training. We hold networking events for our clients at our business centres which assist in fostering good relationships and understanding how we can continuously improve our customer experience. We engage with our clients and their guests on a daily basis and this allows us the opportunity to understand their needs and how we can help their businesses succeed and feel supported.

Landlords

We operate from 35 centres and have relationships with over 30 landlords and look to foster a positive, proactive and collaborative working relationship to ensure that they are fully aware of our strategy and the development of our business. Our dealings are both direct and through managing agents where we meet as appropriate to discuss any relevant issues under the terms of the leases. Under the terms of our leases we are required to pay service charges which represent a significant cost to the Company. The Company has no direct contractual relationship with the various suppliers of the services, but the Company works with the landlords and managing agents to ensure that the services meet the standards required by the Company and represent value. The COVID-19 pandemic has had a material commercial impact on the business and we have been working with our landlords to assist us during this time.

Suppliers

We actively engage with our suppliers and have open conversations about how they can help us develop. We believe in the value of true collaboration within the supply chain and feel it is vital for success. As each of our clients use part of our supply chain, whether the IT infrastructure or the coffee machines we deploy at our centres, the relationship with our suppliers is key to our ability to provide services to our clients. This is particularly relevant when working with design teams and fit-out contractors to ensure the working environments we create meet the needs of our clients. It is therefore necessary that we require a high performing, sustainable supply chain that operates to a consistent set of operating standards. We require our suppliers to adhere to our Core Values and follow our various policies including Healthy and Safety, Modern Slavery and Bribery. This process builds on the strong preferred supplier contractual arrangements we have built up over many years which fosters an effective relationship. We recognise the importance of payment terms with our suppliers, and work to agree terms at the commencement of the trading relationship.

Funders

The Company participates in the OCS Group banking arrangements and has entered into unlimited multilateral cross company guarantees in respect of borrowings by certain companies in the OCS Group. The Board believes this participation will help promote the success of the Group for the benefit of its members as a whole and will allow the Company to have access to working capital as the needs arise.

Business Conduct

As stated above, the Company operates in line with the corporate governance arrangements of OCS Group which are detailed in a Code of Conduct which is issued to all colleagues to help guide them in 'how' we go about our business day to day and give them the support mechanism to report any concerns or wrongdoing anonymously via our third-party whistleblowing provider. The policies we have in place and the eLearning platforms enable our colleagues to understand the sound ethical principles we operate under. The monitoring and review of the effectiveness of the Group's internal controls and risk management systems are undertaken by the Board and reviewed by the Audit & Risk Assurance Committee of OCS Group as part of their oversight in ensuring high standards of business conduct are operated throughout the OCS Group.

Regulator

Our business is subject to the Money Laundering Regulations and the Company is supervised by HM Revenue and Customs ("HMRC") under registration number 12808232. The Company pro-actively undertakes training of colleagues in understanding their responsibilities under the Money Laundering Regulations and ensures that the system and processes are in place to ensure compliance.

The Community and the Environment

The Company proactively promotes participation in volunteer activities within the communities the business operates and all colleagues are entitled to two paid volunteer days per annum. These activities range from volunteering at animal shelters to helping school aged children to write their own resumes.

2021 saw an increasing global recognition of the need to tackle man-made climate change, culminating in countries coming together in November for COP 26. At the conference there was a collective desire for a rapid, deep and sustainable reduction in global greenhouse emissions, needed to keep a 1.5-degree target in reach. COP 26 saw more countries committing to a net zero target of 2050, and others with significant challenges setting a date for the first time.

In October 2021, OCS Group published its Group sustainability strategy, clearly setting out its commitment to remove greenhouses gasses emitted through its operations. The Group has committed to a 2040 net zero target.

In support of this commitment, our business is managing its energy consumption and associated costs through the adoption of robust energy management strategies. These include periodically upgrading plant and equipment to improve its reliability and overall efficiency. Many more of our centres are now fitted with highly efficient LED lighting with automatic presence detection. We

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DIRECTORS' REPORT (continued)

ensure best value is obtained on all our utility energy contracts and monitor our consumption and costs every month against specific energy benchmarks. We continue to conduct energy audits and have been able to reduce consumption and identify potential energy saving opportunities. We continue to look at ways to improve our energy performance. Finally, we are continually working in partnership with our landlords, staff and clients to raise awareness on the mutual benefits of better energy efficiency and a lower carbon footprint.

GOING CONCERN

The adverse impact of the COVID-19 pandemic resulted in the Company reporting a loss after tax in 2021 of £8,874,000 (2020: £27,008,000) after net exceptional income of £2,006,000 (2020: costs of £23,241,000). The net exceptional income mainly relates to a reduction in COVID-19 related provisions and asset impairments due to an improved outlook compared to the prior year position, net of restructuring and consultancy costs. The Company generated an adjusted EBITDA loss (note 6) in 2021 of £7,949,000 (2020: profit of £2,930,000) and at 31 December 2021 the Company had cash balances of £128,000 (2020: £36,767,000). The speed of our reaction to the COVID-19 pandemic through engaging with our landlords and minimising our costs has provided us with a good base to recover as a business and we believe the outlook of the Company is positive. The Company is a guarantor of the OCS Group's £70m revolving credit facility which is fully committed to 30 April 2024.

The pandemic will adversely impact our adjusted EBITDA for some time but, based on the long term committed funding from O.C.S. Group Limited until 30 June 2023, we continue to project liquidity headroom in our baseline forecasts for that period.

To be able to conclude that it is appropriate to prepare the financial statements on the going concern basis, the Directors have performed a detailed analysis of the expected impacts of the pandemic on the Company, including baseline projections and scenario modelling. The Group's management has carried out scenario modelling to stress test the robustness of our projections against the committed funding from O.C.S. Group Limited. In doing so, it has been necessary to make estimates and judgements that are critical to the outcome of these considerations. Baseline projections prepared as part of the annual 2022 budget process and subsequent two year plan period have therefore been subject to considerable internal review and scrutiny to assess reasonableness. Reference has been made to the macro-economic projections when establishing the baseline.

Reference has been made to latest general economic projections and sector sentiment when establishing the Company's baseline forecast. The speed of the Company's recovery is informed by recent levels of new sales and workstation rates, the particular characteristics of each site and client retention rates modelled to incorporate the specificities of the client base.

Revenue in Q1 2022 has exceeded budget expectations. Our occupancy % and workstation rates are also tracking ahead of expectations. Our revenue projection in the baseline model reflects site-based differences and the selective exit of underperforming locations.

Direct operating costs have been modelled in line with the revenue assumptions, with employee and supplier related costs flexed where possible.

The level of overheads is in line with identified and implemented cost saving measures such as reductions to discretionary spend.

The Company's baseline projections show the Company's committed funding facilities to the end of June 2023 provide liquidity headroom throughout the period.

Scenario modelling

To be able to conclude that it is appropriate to prepare the financial statements on the going concern basis, management have carried out scenario modelling from this baseline to stress test the robustness of the projections against the Company's funding requirements.

The scenario modelling at a Company level demonstrates liquidity headroom throughout the forecast period in light of the committed funding from O.C.S. Group Limited.

It is inevitable that there is a level of uncertainty associated with the Company's forecasting assumptions. Whilst actual outcomes could be better or worse than forecast from a going concern perspective management have considered the further actions that could be taken to mitigate a more extreme downturn in performance. Given the liquidity position throughout the forecast period and the mitigating actions available, the Directors do not consider that the forecasting uncertainties are material to the Company in terms of its ability to meet its obligations as and when they fall due in the forecast period.

Going concern conclusion

The Company provides flexible serviced office solutions in an environment where many businesses will be considering the need to flex their office arrangements. Whilst forecasting is by its nature uncertain, the Company has liquidity headroom under the baseline scenario modelled and has options available to it to mitigate downside risks. The Directors therefore have a reasonable expectation that the Company is in a position to meet its obligations as and when they fall due. Based on this forecast, the Directors have concluded that the financial statements can be prepared on the going concern basis.

DIVIDENDS

No dividends were paid in the year (2020: £nil). The Directors do not recommend the payment of a final dividend (2020: £nil).

SUBSEQUENT EVENTS

Following the year end, the Company agreed an extension to its funding facility with O.C.S. Group Limited and an agreement is now in place confirming that a £34m facility is available until 30 June 2023 of which £13,500,000 is to be used to repay amounts

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DIRECTORS' REPORT (continued)

drawn down by the Company. Early repayment of amounts drawn under this facility are permitted without penalty and interest is payable at a fixed rate of 2.50% per annum. In addition, the Company agreed a deferral until 30 June 2023 of all loan repayments due to O.C.S. Group Limited under its existing loans.

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) 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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

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

DIRECTORS' INDEMNITIES AND DIRECTORS' AND OFFICERS' LIABILITY INSURANCE

In accordance with the Company's Articles of Association, an indemnity is provided by the Company to the Directors to the extent permitted by law in respect of liabilities incurred from their office as Directors.

INDEPENDENT AUDITOR

Each of the current Directors confirms that as far as he is aware, there is no relevant audit information of which the auditor is unaware; and he has taken all the steps that he ought to have taken as a Director to make himself aware of any relevant audit information and to establish that the auditor is aware of that information. This confirmation is given and should be interpreted in accordance with the provisions of section 418 of the Companies Act 2006.

A resolution to reappoint Deloitte LLP will be proposed at the forthcoming Annual General Meeting.

This Directors' Report is approved by the Board of Directors and signed on behalf of the Board.



E.W.J. Cowell

Director

13 April 2022

LANDMARK SPACE LIMITED

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF LANDMARK SPACE LIMITED

Report on the audit of the financial statements

Opinion

In our opinion the financial statements of Landmark Space Limited (the 'Company'):

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

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

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

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

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The Directors are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

LANDMARK SPACE LIMITED

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF LANDMARK SPACE LIMITED (continued)

Responsibilities of Directors

As explained more fully in the statement of Directors' responsibilities, 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. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

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

We considered the nature of the Company's industry and its control environment and reviewed the Company's documentation of their policies and procedures relating to fraud and compliance with laws and regulations. We also enquired of management about their own identification and assessment of the risks of irregularities.

We obtained an understanding of the legal and regulatory frameworks that the Company operates in, and identified the key laws and regulations that:

- had a direct effect on the determination of material amounts and disclosures in the financial statements. These included Companies Acts, Generally Accepted Accounting Practices, pensions legislation, tax legislation, government assistance legislation; and
- do not have a direct effect on the financial statements but compliance with which may be fundamental to the Company's ability to operate or to avoid a material penalty.

We discussed among the audit engagement team, including relevant internal specialists such as tax and IT, regarding the opportunities and incentives that may exist within the organisation for fraud and how and where fraud might occur in the financial statements.

As a result of performing the above, we identified the greatest potential for in the following areas, and our specific procedures performed to address them are described below:

- impairment of assets related to leaseholds and completeness of onerous lease provisions: we have challenged the reasonableness of management's forecasts and other significant inputs, including occupancy and workstation rates, by considering internal and external performance indicators, along with historic evidence of both actual performance and the accuracy of management's forecasts. We also performed sensitivity analysis to assess the relative impact of major assumptions and considered the vulnerability of leases becoming loss making.

In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override. In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments; assessed whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluated the business rationale of any significant transactions that are unusual or outside the normal course of business.

In addition to the above, our procedures to respond to the risks identified included the following:

- reviewing financial statement disclosures by testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- enquiring of management, in-house and external legal counsel concerning actual and potential litigation and claims, and instances of non-compliance with laws and regulations; and
- reading minutes of meetings of those charged with governance.

LANDMARK SPACE LIMITED

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF LANDMARK SPACE LIMITED (continued)

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.

Matters on which we are required to report by exception

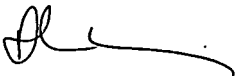
Under the Companies Act 2006 we are required to report in respect of the following matters if, in our opinion:

- 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.



Darren Longley, FCA (Senior statutory auditor)
For and on behalf of Deloitte LLP
Statutory Auditor
London, United Kingdom
13 April 2022

LANDMARK SPACE LIMITED

PROFIT AND LOSS ACCOUNT
FOR THE YEAR ENDED 31 DECEMBER 2021

		2021 £'000	2020 £'000
	NOTE		
TURNOVER	3	63,828	95,906
Cost of sales		(71,320)	(95,076)
Government grant income	8	232	698
GROSS (LOSS)/PROFIT		(7,260)	1,528
Administrative expenses		(7,023)	(7,930)
Government grant income	8	106	158
OPERATING LOSS BEFORE EXCEPTIONAL ITEMS		(14,177)	(6,244)
Exceptional items	5	2,006	(23,241)
OPERATING LOSS		(12,171)	(29,485)
Net finance expense	4	(309)	(57)
LOSS BEFORE TAXATION	5	(12,480)	(29,542)
Tax on loss	9	3,706	2,534
LOSS FOR THE FINANCIAL YEAR		(8,774)	(27,008)

All activities derive materially from continuing operations.

There are no items of other comprehensive income for the current and preceding financial year other than as stated above. Consequently, a Statement of Other Comprehensive Income has not been presented.

LANDMARK SPACE LIMITED

BALANCE SHEET AS AT 31 DECEMBER 2021

	NOTE	2021 £'000	2020 £'000
FIXED ASSETS			
Intangible assets	10	1,727	2,417
Tangible assets	11	29,473	33,327
		31,200	35,744
CURRENT ASSETS			
Debtors: amounts falling due within one year	12	20,900	11,039
Debtors: amounts falling due after more than one year	12	8,410	5,894
Cash at bank and in hand		128	36,767
		29,438	53,700
TOTAL ASSETS		60,638	89,444
CURRENT LIABILITIES			
Creditors: amounts falling due within one year	13	(53,201)	(59,959)
NON-CURRENT LIABILITIES			
Creditors: amounts falling due after more than one year	14	(28,712)	(33,534)
Provisions for liabilities	16	(4,588)	(13,257)
		(33,300)	(46,791)
TOTAL LIABILITIES		(86,501)	(106,750)
CAPITAL AND RESERVES			
Called up share capital	17	(891)	(891)
Share premium account	18	(4,696)	(4,696)
Profit and loss account	18	31,450	22,893
		25,863	17,306
TOTAL LIABILITIES, CAPITAL AND RESERVES		(60,638)	(89,444)

These financial statements were approved by the Board of Directors and authorised for issue on 13 April 2022.

Signed on behalf of the Board of Directors



E.W.J. Cowell
Director



J.S. Farnworth
Director

Company Registration No. 05374141

LANDMARK SPACE LIMITED

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 DECEMBER 2021

	<div> <div> CALLED UP SHARE CAPITAL </div> <div> SHARE PREMIUM ACCOUNT </div> <div> PROFIT AND LOSS ACCOUNT </div> </div>	TOTAL
	<div> <div>£'000</div> <div>£'000</div> <div>£'000</div> </div>	£'000
At 31 December 2019	8914,6963,994	9,581
Loss for the financial year	- - (27,008)	(27,008)
Capital contribution	- - 121	121
At 31 December 2020	8914,696(22,893)	(17,306)
Loss for the financial year	- - (8,774)	(8,774)
Capital contribution	- - 217	217
At 31 December 2021	8914,696(31,450)	(25,863)

Capital contributions relate to the Company's equity settled share-based payment transactions.

LANDMARK SPACE LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

1. ACCOUNTING POLICIES

The principal accounting policies are summarised below. They have been applied consistently throughout the current and prior year.

Principal activities and registered office

The Company is a private company limited by shares incorporated in England and Wales under the Companies Act 2006. The address of the registered office is given on page 2. The Company is a private company limited by shares. The nature of the Company's operations and its principal activities are set out in the Strategic Report on pages 3 to 5.

Basis of preparation of the financial statements

The results presented are for the year ended 31 December 2021. The comparative results are for the year ended 31 December 2020. The financial statements of the Company have been prepared in accordance with United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland ("FRS 102") and the Companies Act 2006.

The Company's functional currency and reporting currency is Pounds Sterling, the currency of the economic environment in which the Company operates.

Landmark Space Limited meets the definition of a qualifying entity under FRS102 and has therefore taken advantage of the disclosure exemptions available to it in respect of its separate financial statements. The Company is consolidated in the financial statements of its ultimate parent, O.C.S. Group Limited, which may be obtained at Companies House, Crown Way, Maindy, Cardiff, CF14 3UZ. Exemptions have been taken in relation to financial instruments, presentation of a cash flow statement, related party disclosures and remuneration of key management personnel.

Going concern

The Company's business activities, together with factors likely to affect its future development, performance and position are set out in the Strategic Report and the Directors' Report on pages 3 to 10. Principal risks and the impact of the COVID-19 pandemic are summarised on pages 4 and 5.

The Company meets its day to day working capital requirements through working capital facilities and committed funding made available by O.C.S. Group Limited until 30 June 2023. The OCS Group's main bank facility of £70m is fully committed to 30 April 2024. Following the year end, the Company agreed an extension to its funding facility with O.C.S. Group Limited and an agreement is now in place confirming that a £34m facility is available until 30 June 2023. Early repayment of amounts drawn under this facility are permitted without penalty and interest is payable at a fixed rate of 2.50% per annum. In addition, the Company agreed a deferral until 30 June 2023 of all loan repayments due to O.C.S. Group Limited under its existing loans.

The Company's forecasts, more fully described in the Directors' Report on pages 9 and 10, show that the Company will be able to operate within the level of its current facilities and the Directors believe that the Company is well placed to manage its business risks successfully.

After making enquiries and applying plausible sensitivities, the Directors have a reasonable expectation that the Company has adequate resources to continue in operational existence for twelve months from the date of signing these financial statements. Accordingly, they continue to adopt the going concern basis in preparing the annual report and financial statements.

Turnover

Turnover from the supply of services and goods represents the value of services provided under contracts to the extent that there is a right to consideration and is recorded at the fair value of the consideration due. Where a contract has only been partially completed at the balance sheet date, turnover represents the value of the service provided to date based on the stage of completion of the contract activity at the balance sheet date. Where payments are received from customers in advance of services provided, the amounts are recorded as deferred income and included as part of creditors due within one year.

Intangible fixed assets

Intangible fixed assets are stated at cost, net of amortisation and any provision for impairment. Amortisation is provided within administrative expenses to write down cost to estimated residual value by equal annual instalments over the period of estimated useful economic lives as follows:

Software	3-5 years
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LANDMARK SPACE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 DECEMBER 2021

1. ACCOUNTING POLICIES (continued)

Tangible fixed assets

Tangible fixed assets are stated at cost, net of depreciation and any provision for impairment. Leasehold property includes capitalised lease costs incurred during the vacant fit out period. Depreciation is provided within cost of sales or administrative expenses, depending on the nature of the asset, to write down cost to estimated residual value by equal annual instalments over the period of estimated useful economic lives as follows:

Short term leasehold property	Over the term of the lease
Plant, machinery, fixtures and fittings	3-15 years

Artwork in the Company's properties are held at historical cost less impairment. An assessment is performed at each reporting date of the residual value of artwork at conclusion of its unexpired economic life and any impairment is charged to the Profit and Loss Account in the period it occurs.

Financial instruments

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

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

Financial assets and liabilities

All financial assets and liabilities are initially measured at transaction price (including transaction costs), except for those financial assets classified as 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 balance sheet 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.

Financial assets are derecognised when the contractual rights to the cash flows from the financial asset expire or are settled, or substantially all of the risks and rewards of ownership of the financial asset are transferred to a third party, or control and some of the significant risks and rewards of ownership of the financial asset are transferred to a third party.

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

Fair value measurement

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

LANDMARK SPACE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 DECEMBER 2021

1. ACCOUNTING POLICIES (continued)

Impairment of assets

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

Non-financial assets

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

The recoverable amount of goodwill is derived from measurement of the present value of the future cash flows of the cash generating units (CGUs) of which the goodwill is a part. Any impairment loss in respect of a CGU is allocated first to the goodwill attached to that CGU and then to other assets within that CGU on a pro-rata basis.

With the exception of goodwill, where impairment losses are not reversed, 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 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.

Where a reversal of impairment occurs in respect of a CGU, the reversal is applied first to the assets (other than goodwill) of the CGU on a pro rata basis and then to any goodwill allocated to that CGU.

Financial assets

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

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

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

Operating leases

Rentals under operating leases and benefits received and receivable as incentives to sign operating leases are recorded in the profit and loss account in equal annual amounts over the lease term except for COVID-19-related rent concessions that meet the criteria in Section 20 of FRS 102 for recognition in the period that the change in lease payments is intended to compensate.

For leases commencing up to 31 March 2014, in accordance with Section 35 of FRS 102 the lease term is the non-cancellable period of the lease and for leases commencing from 1 April 2014 the lease term is the non-cancellable period of the lease together with any further terms for which the Company has the option to continue to lease the asset when at the inception of the lease it is reasonably certain that the Company will exercise the option.

Contingent rentals include rent increases based on future inflation indices or non-guaranteed rental payments based on centre turnover or profitability and are excluded from the calculation of minimum lease payments. Contingent rentals are recognised in the profit and loss account as they are incurred.

Share-based payments

Certain employees of the Company have been issued with equity settled share options, issued by the Company's parent company, O.C.S. Group Limited. Equity settled share-based payments are measured at fair value (excluding the effect of non-market based vesting conditions) at the date of grant. The fair value determined at the grant date of the equity settled share-based payments is expensed on a straight-line basis over the vesting period, based on the Company's estimate of shares that will eventually vest and adjusted for the effect of non-market based vesting conditions. Capital contributions made are in relation to the OCS Group's equity-settled share-based payment transactions.

LANDMARK SPACE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 DECEMBER 2021

1. ACCOUNTING POLICIES (continued)

Current and deferred 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 taxable profits and the 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.

Unrelieved tax losses and other deferred tax assets are recognised only when, on the basis of all available evidence, it can be regarded as more likely than not that there will be suitable taxable profits from which the future reversal of the underlying timing differences can be deducted.

When the amount that can be deducted for tax for an asset (other than goodwill) that is recognised in a business combination is less (or more) than the value at which it is recognised, a deferred tax liability (or asset) is recognised for the additional (or reduced) tax that will be paid in respect of that difference. Similarly, a deferred tax asset (or liability) is recognised for the reduced (or additional) tax that will be paid because of a difference between the value at which a liability is recognised and the amount that will be assessed for tax. The amount attributed to goodwill is adjusted by the amount of deferred tax recognised.

Deferred tax is measured at the average tax rates that are expected to apply in the periods in which the timing differences are expected to reverse, based on tax rates and laws that have been enacted or substantively enacted by the balance sheet date. Deferred tax is measured on a non-discounted basis.

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 the Company has a legally enforceable right to set off the current tax assets against current tax liabilities and 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.

Provisions for liabilities

Provisions for liabilities, including onerous contracts or leases where future costs are expected to exceed future revenues, are made at the amounts expected to be paid in respect of present obligations relating to past events where the timing of payments or the amounts involved are uncertain. With the exception of deferred tax, amounts are discounted to present value when the time value of money is material.

Pensions

The Company operates a defined contribution plan for its employees under which it pays annual contributions and the pension cost is charged to the profit and loss account in line with contributions payable. The assets of the plan are held separately from the Company in independently administered funds.

Government grants

Government grants are recognised based on the accrual model and are measured at the fair value of the asset received or receivable. Grants related to revenue are recognised as income over the period in which the related costs are recognised and are included in gross margin where the related costs are included in cost of sales.

2. CRITICAL ACCOUNTING JUDGEMENTS 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.

There are no critical accounting judgements apart from those involving estimations which are described below.

LANDMARK SPACE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 DECEMBER 2021

2. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY (continued)

Key sources of estimation uncertainty

Deferred tax assets

The recoverability of the Company's deferred tax assets of £8,410,000 (2020: £5,894,000), which relate to timing differences, is dependent on sufficient future taxable profits. Based on the Company's current forecasts, the Directors are satisfied that it is probable that there will be suitable taxable profits which can be deducted from recognised tax losses and therefore that the future reversal of the underlying timing differences will be achieved.

Impairment of fixed assets and provisions for onerous leases

Determining whether fixed assets are impaired and whether property leases are onerous, requires an estimation of the value in use of the relevant cash generating units, being the individual buildings. The value in use calculation requires the estimation of future cash flows and suitable discount rates in order to calculate present values. The carrying value of the Company's tangible fixed assets at 31 December 2021 was £29,473,000 (2019: £33,327,000) after an impairment credit of £1,863,000 (2020: cost £9,264,000) was recognised in the year. The provision for onerous leases at 31 December 2021 was £3,600,000 (2020: £12,748,000).

The key sensitivities underlying the future cash flows in the impairment of fixed assets and provisions for onerous leases calculations are the medium and long term sales growth rates that can be achieved in each of the cash generating units, being the individual buildings. The sales growth rates are a function of the occupancy rates and workstation rates.

The key inputs and areas of uncertainty in the value in use calculation are workstation rates, occupancy levels, cost inflation and the level of contingency overlaid to reflect future uncertainty. If turnover (a function of workstation rates and occupancy levels) was 1% below the level assumed in the forecast period and ignoring the embedded contingency and the beneficial impact of likely cost mitigation, the value in use would fall by £621,000 with a consequential impact on the impairment of fixed assets and provisions for onerous leases.

3. TURNOVER

Turnover derives from one activity, being the provision of professional working offices, flexible office accommodation, virtual offices, co-working space and meeting room facilities, in the United Kingdom.

4. NET FINANCE EXPENSE

	2021	2020
	£'000	£'000
Interest payable to ultimate parent company	(152)	(57)
Unwinding of discount on provisions	(157)	-
	(309)	(57)

5. (LOSS)/PROFIT BEFORE TAXATION

	2021	2020
	£'000	£'000
<i>Loss before taxation is after (crediting)/charging:</i>		
Exceptional profit on sale of subsidiary undertakings	-	(163)
Exceptional onerous lease provisions	(3,432)	12,749
Exceptional asset impairment	(1,863)	9,264
Exceptional restructuring costs	3,356	814
Exceptional bad debts	(67)	577
Exceptional items	(2,006)	23,241
Depreciation of tangible fixed assets	5,815	8,441
Amortisation of intangible fixed assets	721	709
Auditor's remuneration:		
- audit of the Company's annual financial statements	110	105
- audit of fellow subsidiary undertakings' annual financial statements	10	10
- audit of the parent company's annual financial statements	10	10
Rentals under land and building operating leases	32,387	39,229
Movement in provisions (excluding exceptional items)	(308)	24

Exceptional onerous lease provisions (credit)/charge and exceptional asset impairment (credit)/charge relate to where the adverse impact of COVID-19 on sites with short remaining lease periods is greater than the forecast subsequent cash flows following the expected recovery. In 2021 there has been a net partial reversal of the required provisions and impairments

LANDMARK SPACE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 DECEMBER 2021

following mitigating action taken in the year and an improved outlook compared to the prior year position.

Exceptional restructuring costs reflect employee severance costs and other amounts incurred as a necessary reaction to reduced demand caused by the COVID-19 pandemic (including action to reduce overhead costs) and broader strategic review costs.

Exceptional bad debts are directly attributable to COVID-19, the net credit in 2021 reflects the benefit of some subsequent recoveries of amounts provided in 2020.

Fees payable to Deloitte LLP and its associates for non-audit services to the Company are not required to be separately disclosed because the consolidated financial statements are required to disclose such fees on a consolidated basis.

Rentals under other operating leases are stated net of £4,398,000 (2020: £1,860,000) of COVID-19-related rent concessions that meet the criteria for recognition in the period that the change in lease payments is intended to compensate.

Movement in provisions relate to dilapidations which will crystallise over the periods of the leases unless they can be mitigated or are settled by way of early termination.

6. ADJUSTED EBITDA

	2021 £'000	2020 £'000
The Adjusted EBITDA is calculated as follows:		
Operating loss before exceptional items	(14,177)	(6,244)
Add depreciation of tangible fixed assets	5,815	8,441
Add amortisation of intangible fixed assets	721	709
Movement in provisions	(308)	24
	(7,949)	2,930

Adjusted EBITDA excludes exceptional items and property provisions to better reflect the trading position. Furthermore, adjusted EBITDA is a key metric in measuring the operation of the business.

7. INFORMATION REGARDING DIRECTORS AND EMPLOYEES

	2021 £'000	2020 £'000
Emoluments	681	652
Pension contributions	44	21
Directors' remuneration	725	673

The highest paid Director received total emoluments of £389,000 (2020: £413,000).

	2021 No.	2020 No.
The average number of employees including Directors was:		
Operations	89	123
Sales and administration	50	70
	139	193

	2021 £'000	2020 £'000
Staff costs, including Directors, incurred in respect of these employees were:		
Wages and salaries	7,052	7,635
Social security costs	832	869
Other pension costs	243	306
	8,127	8,810

LANDMARK SPACE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 DECEMBER 2021

8. GOVERNMENT GRANTS AND OTHER SUPPORT MEASURES

During the year certain grants and other support measures were provided by the UK government in response to the COVID-19 pandemic.

The Company recognised £338,000 (2020: £856,000) of government grants to support the employment of the Company's employees. These grants have been shown as income, with £232,000 (2020: £698,000) included in gross profit to align this grant income to the related wages cost. There are no unfulfilled conditions or contingencies attached to the grants and other support measures received.

The Company's cash position at 31 December 2021 has benefitted from £368,000 (2020: £2,947,000) of deferred UK VAT payments. Deferred VAT was fully paid by 31 January 2022.

Other short-term tax deferrals were in place during the year but did not benefit the Company's closing cash position.

9. TAX ON LOSS

	2021 £'000	2020 £'000
Current tax		
Group relief receivable	(1,191)	-
Adjustment in respect of prior years	-	173
	(1,191)	173
Deferred tax		
Origination and reversal of timing differences	(651)	(2,421)
Change in UK deferred tax rate	(1,862)	(360)
Adjustment to prior years' tax provisions	(2)	74
	(2,515)	(2,707)
Total tax on loss	(3,706)	(2,534)
Reconciliation of total tax credit:		
Loss before tax	(12,480)	(29,542)
Tax on loss at standard UK corporation tax rate of 19% (2020: 19%)	(2,371)	(5,613)
Factors affecting credit for the year:		
- expenses not deductible for tax purposes	1,471	29
- deductions allowed for tax purposes	(56)	(118)
- depreciation and amortisation not allowable for taxation purposes	798	916
- change in UK deferred tax rate	(1,862)	(360)
- other timing differences	(493)	-
- adjustments in respect of prior years	(2)	247
- (utilised)/unutilised losses	(1,191)	2,365
Total tax (credit)/charge for the year	(3,706)	(2,534)

LANDMARK SPACE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 DECEMBER 2021

10. INTANGIBLE FIXED ASSETS

	Software £'000
Cost	
At 1 January 2021	4,015
Additions	31
Disposals	(2)
At 31 December 2021	4,044
Amortisation	
At 1 January 2021	1,598
Charge for the year	721
Disposals	(2)
At 31 December 2021	2,317
Net book value	
At 31 December 2021	1,727
At 31 December 2020	2,417

11. TANGIBLE FIXED ASSETS

	Short term leasehold properties £'000	Plant, machinery, fixtures and fittings £'000	Artwork £'000	Total £'000
Cost				
At 1 January 2021	59,593	23,345	515	83,453
Additions	790	148	-	938
Disposals	(4,495)	(2,443)	-	(6,938)
At 31 December 2021	55,888	21,050	515	77,453
Depreciation				
At 1 January 2021	35,760	14,366	-	50,126
Charge for the year	3,913	1,902	-	5,815
Impairment	(1,863)	-	-	(1,863)
Disposals	(4,190)	(1,908)	-	(6,098)
At 31 December 2021	33,620	14,360	-	47,980
Net book value				
At 31 December 2021	22,268	6,690	515	29,473
At 31 December 2020	23,833	8,979	515	33,327

LANDMARK SPACE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 DECEMBER 2021

12. DEBTORS

	2021 £'000	2020 £'000
Amounts falling due within one year:		
Trade debtors	6,444	6,382
Amounts owed by fellow subsidiary undertakings	2,242	1,574
Other debtors	478	370
Prepayments and accrued income	11,736	2,713
	20,900	11,039
Amounts falling due after more than one year:		
Deferred tax (see note 15)	8,410	5,894
Trade debtors	6,444	6,382
Less deferred income - fees in advance (see note 13)	(5,167)	(5,453)
Net trade debtors	1,277	929

Trade debtors are stated net of the provision for doubtful debts and amounts owed by fellow subsidiary undertakings are due on demand and bears no interest.

13. CREDITORS: amounts falling due within one year

	2021 £'000	2020 £'000
Trade creditors	6,519	18,358
Client deposits	11,201	12,296
Deferred income - fees in advance (note 12)	5,167	5,453
Amounts owed to ultimate parent company	12,581	9,402
Amounts owed to fellow subsidiary undertakings	5,114	4,087
Other taxes and social security	660	194
Other creditors	401	398
Unamortised lease incentives	5,001	2,405
Accruals and other deferred income	6,557	7,366
	53,201	59,959

Following the year end, the Company agreed an extension to its funding facility with O.C.S. Group Limited and an agreement is now in place confirming that a £34m facility is available until 30 June 2023. Early repayment of amounts drawn under this facility are permitted without penalty and interest is payable at a fixed rate of 2.50% per annum. In addition, the Company agreed a deferral until 30 June 2023 of all loan repayments due to O.C.S. Group Limited under its existing loans.

LANDMARK SPACE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 DECEMBER 2021

14. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2021	2020
	£'000	£'000
Unamortised lease incentives	28,712	33,534

15. DEFERRED TAX

The amounts of deferred tax recognised in the financial statements are as follows:

	2021	2020
	£'000	£'000
Depreciation in excess of capital allowances	8,368	5,888
Other temporary differences	42	6
	8,410	5,894

During 2022 the net reversal of deferred tax assets and liabilities is expected to increase the Company corporation tax charge for the year by £nil.

On 3 March 2021 a future increase to the 2023 UK corporation tax rate was announced, thereby increasing the UK deferred tax rate from 19% to 25% and increasing the Company's net deferred tax asset by £1,820,000 (see note 8).

16. PROVISIONS FOR LIABILITIES

	2021
	£'000
At 1 January 2021	13,257
Utilised in the year	(5,981)
Unwinding of discount	155
Released unused	(3,630)
Charged to profit and loss account	787
At 31 December 2021	4,588

Provisions relate to onerous leases and dilapidations which will crystallise over the periods of the leases unless they can be mitigated or are settled by way of early termination.

17. CALLED UP SHARE CAPITAL

	2021	2020
	£'000	£'000
Allotted, called-up and fully paid		
891,314 (2020: 891,314) ordinary shares of £1 each	891	891

The Company has one class of ordinary shares which carries no right to fixed income.

LANDMARK SPACE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 DECEMBER 2021

18. RESERVES

Share premium account

The share premium account contains the premium that arose on the issue of equity shares, net of issue expenses.

Profit and loss account

Retained earnings represent cumulative profits and losses and capital contributions net of dividends paid.

19. OPERATING LEASE COMMITMENTS

At 31 December 2021 the Company had outstanding commitments for future minimum lease payments relating to land and buildings as follows:

	2021 £'000	2020 £'000
Payments due:		
Within one year	24,910	32,792
Between one and five years	105,840	111,870
After five years	56,589	60,387
	187,339	205,049

20. CAPITAL COMMITMENTS

	2021 £'000	2020 £'000
Future capital expenditure		
Contracted for but not provided	-	5

21. CONTROLLING PARTIES

At the date of approval of these financial statements, the immediate parent company was Landmark Limited. The smallest group which incorporates the financial statement of the Company is Landmark Limited. The ultimate controlling party and ultimate parent company of the Company, and the largest group which incorporates the financial statements of the Company, is O.C.S. Group Limited. The registered address of Landmark Limited and O.C.S. Group Limited is Unit 5, The Enterprise Centre, Kelvin Lane, Manor Royal, Crawley, West Sussex RH10 9PE. Copies of the financial statements of Landmark Limited and O.C.S. Group Limited are available from Companies House, Crown Way, Maindy, Cardiff CF14 3UZ.

22. CONTINGENT LIABILITIES

The Company has entered into unlimited multilateral cross-company guarantees in respect of borrowings by certain companies in the group headed by O.C.S. Group Limited. At 31 December 2021 the borrowings outstanding in respect of such facilities were £41,391,000 (2020: £26,871,000). The Directors consider it to be highly unlikely that any amounts will be payable under these guarantees.

LANDMARK SPACE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 DECEMBER 2021

23. DIVIDENDS PAID

	2021 £'000	2020 £'000
Dividends paid	-	-

Dividends per ordinary share totalled nil (2020: nil).

24. SUBSEQUENT EVENTS

Following the year end, the Company agreed an extension to its funding facility with O.C.S. Group Limited and an agreement is now in place confirming that a £34m facility is available until 30 June 2023 of which £13,500,000 is to be used to repay amounts drawn down by the Company. Early repayment of amounts drawn under this facility are permitted without penalty and interest is payable at a fixed rate of 2.50% per annum. In addition, the Company agreed a deferral until 30 June 2023 of all loan repayments due to O.C.S. Group Limited under its existing loans.