Registration number: 06022528

Casual Dining Services Limited

Annual Report and Financial Statements

for the Period from 29 May 2017 to 27 May 2018

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Company Information

Directors G. David

S. Richards

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London NW1 1BU

Solicitors Taylor Wessing

5 New Street Square

London EC4A 3TW

Bankers Barclays Bank PLC

1 Churchill Place

London E14 5HP

Independent Auditors PricewaterhouseCoopers LLP

Chartered Accountants and Statutory Auditors

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London WC2N 6RH

Directors' Report for the Period from 29 May 2017 to 27 May 2018

The Directors present their annual report and the audited financial statements of Casual Dining Services Limited ("the Company") for the period from 29 May 2017 to 27 May 2018.

Directors of the Company

The directors of the company who were in office during the period and up to the date of signing (unless otherwise stated) the financial statements were:

- G. David (appointed 21 June 2017)
- T. Doubleday (resigned 31 August 2017)
- S. Richards

Principal activity

The principal activity of the Company is to operate as a service company to support the operation of a restaurant business. There has been no change in this activity during the period.

Results and dividends

The result for the financial period amounted to a loss of £362,000 (2017: loss £139,000). The Directors do not propose the payment of a dividend (2017: £nil). The net liabilities of the Company at 27 May 2018 were £577,000 (2017: £215,000).

Review of developments and future prospects

The Company will continue to operate as a service company for the foreseeable future.

Principal risks and uncertainties

From the perspective of the Company, its principal risks and uncertainties are integrated with the principal risks of Casual Dining Bidco Limited and its subsidiaries ("the Group") of which the Company is a member and are not managed separately. The principal risks and uncertainties of the Group are disclosed in Casual Dining Bidco Limited's consolidated financial statements which does not form part of this report.

Key performance indicators

The Directors of Casual Dining Bidco Limited manage the Group's operations on a divisional basis. For this reason, the Company's directors believe that analysis using key performance indicators for the Company is not necessary or appropriate for an understanding of the development, performance or position of the business of Casual Dining Services Limited. The development, performance and position of the business of the Group is discussed within the Strategic and Directors' Reports of Casual Dining Bidco Limited's consolidated financial statements which does not form part of this report.

Employee involvement

The Board recognises the importance of employees being fully informed of events which directly affect them and their working conditions. The Company has in place a number of channels of communication including regular team and area meetings, weekly and monthly publications and a company intranet. In addition, the management board carries out two business updates a period with all restaurant managers.

Employment of disabled persons

The Company's policy is that, wherever it is practicable and reasonable within existing legislation, all employees, including disabled persons, are treated in the same way in matters relating to employment, training, career development and promotion. Every effort is made to retain and assist any individuals disabled during their employment. Full and fair consideration is given to applications for employment made by disabled persons, having regard to their particular aptitudes and abilities.

Going concern

The Directors believe that preparing the financial statements on the going concern basis is appropriate due to the continued financial support of Casual Dining Bidco Limited. The directors have received confirmation that Casual Dining Bidco Limited intends to support the Company for at least one year after these financial statements are signed.

Subsequent events

As more fully disclosed in the financial statements of Casual Dining Bidco Limited, a refinancing of the Group was concluded on 15 August 2018, which resulted in the Group being sold to funds under the control of KKR. Apollo, the previous controlling shareholder, remain a material shareholder of the Group.

Strategic Report exemption

The Company qualifies for the small company exemption under Section 414B of the Companies Act 2006 and therefore has not prepared a Strategic Report.

Directors' Report for the Period from 29 May 2017 to 27 May 2018 (continued)

Statement of directors' responsibilities in respect of the financial statements

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 52 week period. Under that law the directors have prepared the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, comprising FRS 101 "Reduced Disclosure Framework", 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 company and of the profit or loss of the company for that period. In preparing the financial statements, the directors are required to:

- · select suitable accounting policies and then apply them consistently;
- state whether applicable United Kingdom Accounting Standards, comprising FRS 101, have been followed, subject to any
 material departures disclosed and explained in the financial statements;
- make judgements and accounting estimates that are reasonable and prudent; 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 also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The directors are responsible for 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.

Directors' confirmations

In the case of each director in office at the date the Directors' Report is approved:

- so far as the director is aware, there is no relevant audit information of which the company's auditors are unaware; and
- they have taken all the steps that they ought to have taken as a director in order to make themselves aware of any relevant audit information and to establish that the company's auditors are aware of that information.

ved by the Board on 28 February 2019 and signed on its behalf by:

G. David Director

Independent auditors' report to the members of Casual Dining Services Limited

Report on the audit of the financial statements

Opinion

In our opinion, Casual Dining Services Limited's financial statements:

- give a true and fair view of the state of the company's affairs as at 27 May 2018 and of its loss for the 52 week period (the "period") then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, comprising FRS 101 "Reduced Disclosure Framework", and applicable law); and
- have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements, included within the Annual Report and Financial Statements (the "Annual Report"), which comprise: the Statement of Financial Position as at 27 May 2018; the Statement of Comprehensive Income, the Statement of Changes in Equity for the period from 29 May 2017 to 27 May 2018; and the notes to the financial statements, which include a description of the significant accounting policies.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities under ISAs (UK) are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We remained independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, which includes the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

Conclusions relating to going concern

ISAs (UK) require us to report to you when:

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

We have nothing to report to you in respect of the above matters.

However, because not all future events or conditions can be predicted, this statement is not a guarantee as to the company's ability to continue as a going concern. For example, the terms on which the United Kingdom may withdraw from the European Union, which is currently due to occur on 29 March 2019, are not clear, and it is difficult to evaluate all of the potential implications on the company's trade, customers, suppliers and the wider economy.

Reporting on other information

The other information comprises all of the information in the Annual Report other than the financial statements and our auditors' report thereon. The directors are responsible for the other information. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except to the extent otherwise explicitly stated in this report, any form of assurance thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If we identify an apparent material inconsistency or material misstatement, we are required to perform procedures to conclude whether there is a material misstatement of the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report based on these responsibilities.

With respect to the Directors' Report, we also considered whether the disclosures required by the UK Companies Act 2006 have been included.

Based on the responsibilities described above and our work undertaken in the course of the audit, ISAs (UK) require us also to report certain opinions and matters as described below.

Directors' Report

In our opinion, based on the work undertaken in the course of the audit, the information given in the Directors' Report for the period ended 27 May 2018 is consistent with the financial statements and has been prepared in accordance with applicable legal requirements.

In light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we did not identify any material misstatements in the Directors' Report.

Responsibilities for the financial statements and the audit

Responsibilities of the directors for the financial statements

As explained more fully in the Statement of directors' responsibilities in respect of the financial statements set out on page 3, the directors are responsible for the preparation of the financial statements in accordance with the applicable framework and for being satisfied that they give a true and fair view. The directors are also responsible for such internal control as they 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.

Auditors' 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 auditors' 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 auditors' report.

Use of this report

This report, including the opinions, has been prepared for and only for the company's members as a body in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and for no other purpose. We do not, in giving these opinions, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

Other required reporting

Companies Act 2006 exception reporting

Under the Companies Act 2006 we are required to report to you if, in our opinion:

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

We have no exceptions to report arising from this responsibility.

Entitlement to exemptions

Under the Companies Act 2006 we are required to report to you if, in our opinion, the directors were not entitled to take advantage of the small companies exemption from preparing a strategic report. We have no exceptions to report arising from this responsibility.

Emily Greybrook (Senior Statutory Auditor) for and on behalf of PricewaterhouseCoopers LLP Chartered Accountants and Statutory Auditors London

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28 February 2019

Statement of Comprehensive Income for the period from 29 May 2017 to 27 May 2018

	Note	52 weeks ended 27 May 2018 £'000	52 weeks ended 28 May 2017 £'000
Other income		124,931	124,300
Administrative expenses	3	(125,293)	(124,439)
Operating result /(loss)		(362)	(139)
Loss before taxation		(362)	(139)
Income tax expense	5		-
Result/(loss) for the financial period and total comprehensive expense		(362)	(139)

The above results were derived from continuing operations unless otherwise stated.

The notes on pages 9 to 14 form an integral part of these financial statements.

(Registration number: 06022528) Statement of Financial Position as at 27 May 2018

	Note	27 May 2018 £'000	28 May 2017 £'000
Assets			
Current assets			`
Trade and other receivables	6	9,546	1,224
		9,546	1,224
Total assets		9,546	1,224
Equity and liabilities			
Current liabilities			
Trade and other payables	7	(8,823)	(139)
Provisions for liabilities	8	(1,300)	(1,300)
Total liabilities		(10,123)	(1,439)
Net liabilities		(577)	(215)
Equity			
Called up share capital	9	29,076	29,076
Share		110,428	110,428
Profit and loss account		(140,081)	(139,719)
Total equity and liabilities		(577)	(215)

These financial statements on pages 6 to 14 were approved by the Board of Directors on 28 February 2019 and signed on

G. David Director

The notes on pages 9 to 14 form an integral part of these financial statements.

Statement of Changes in Equity for the period from 29 May 2017 to 27 May 2018

	Share capital £000	Share premium £000	Profit and loss account £000	Total equity £000
At 30 May 2016	29,076	110,428	(139,580)	(76)
Total comprehensive loss for the period		-	(139)	(139)
At 28 May 2017	29,076	110,428	(139,719)	(215)
At 29 May 2017	29,076	110,428	(139,719)	(215)
Total comprehensive loss for the period	-		(362)	(362)
At 27 May 2018	29,076	110,428	(140,081)	(577)

The notes on pages 9 to 14 form an integral part of these financial statements.

Notes to the Financial Statements for the Period from 29 May 2017 to 27 May 2018

1. General Information

Casual Dining Services Limited ("the Company") is incorporated in the United Kingdom. The registered office is 1st Floor, 163 Eversholt Street, London NW1 1BU. The Company is a subsidiary of Casual Dining Bidco Limited which forms one of the largest mid-market restaurant operators in the UK with 280 restaurants as at 27 May 2018, operating primarily under the Café Rouge, Bella Italia, Las Iguanas and La Tasca brands.

Information on the ultimate parent of the Company is provided in Note 12.

2. Accounting policies

Summary of significant accounting policies and key accounting estimates

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the periods presented, unless otherwise stated.

Basis of preparation

The financial statements of the Company have been prepared in accordance with Financial Reporting Standard 101, "Reduced Disclosure Framework" (FRS 101). The financial statements have been prepared on the going concern basis and under the historical cost convention, as modified by financial assets and financial liabilities (including derivative instruments) at fair value through profit or loss, and in accordance with the Companies Act 2006 as applicable to companies using FRS 101.

The financial statements of the Company have been prepared for the accounting period ended 27 May 2018.

The preparation of financial statements in conformity with FRS 101 requires the use of certain critical accounting estimates. It also requires management to exercise its judgment in the process of applying the Company's accounting policies.

The functional and presentational currency of the Company is pounds sterling, rounded to the nearest thousand.

Going Concern

The Directors believe that preparing the financial statements on the going concern basis is appropriate due to the continued financial support of Casual Dining Bidco Limited. The directors have received confirmation that Casual Dining Bidco Limited intends to support the Company for at least one year after these financial statements are signed.

Summary of disclosure exemptions

The Company has taken advantage of the following disclosure exemptions under FRS 101:

- IAS 7 "Statement of cash flows"
- Paragraph 30 of IAS 8 "Accounting policies, changes in accounting estimates and errors" (disclosure of standard issued but not yet adopted)
- IFRS 7 "Financial instruments: Disclosures"
- Paragraph 17 of IAS 24, "Related party disclosures" (key management compensation)
- The requirements in IAS 24, "Related party disclosures" to disclose related party transactions entered into between two or more members of a group.

Notes to the Financial Statements for the Period from 29 May 2017 to 27 May 2018 (continued)

2. Accounting policies (continued)

Changes in accounting policy and disclosures

None of the standards, interpretations and amendments effective for the first time for the period ended 27 May 2018 has had a material effect on the financial statements.

Tax

The tax expense for the period comprises current and deferred tax. Tax is recognised in the income statement, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case, the tax is also recognised in other comprehensive income or directly in equity, respectively.

The current tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the balance sheet date in the countries where the company and its subsidiaries operate and generate taxable income. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities. Deferred tax is recognised on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. However, deferred tax liabilities are not recognised if they arise from the initial recognition of goodwill; deferred tax is not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit or loss.

Deferred tax is determined using tax rates (and laws) that have been enacted or substantively enacted by the balance sheet date and are expected to apply when the related deferred tax asset is realised or the deferred tax liability is settled.

Deferred tax assets are recognised only to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised.

Deferred tax liabilities are provided on taxable temporary differences arising from investments in subsidiaries, associates and joint arrangements, except for any deferred tax liability where the timing of the reversal of the temporary difference is controlled by the Company and it is probable that the temporary difference will not reverse in the foreseeable future. Generally the Company is unable to control the reversal of the temporary difference for associates. Only where there is an agreement in place that gives the Company the ability to control the reversal of the temporary difference is the deferred tax liability not recognised.

Deferred tax assets are recognised on deductible temporary differences arising from investments in subsidiaries, associates and joint arrangements only to the extent that it is probable the temporary difference will reverse in the future and there is sufficient taxable profit available against which the temporary difference can be utilised.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when the deferred tax assets and liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities and there is an intention to settle the balances on a net basis.

Notes to the Financial Statements for the Period from 29 May 2017 to 27 May 2018 (continued)

2. Accounting policies (continued)

Trade payables

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within 12 months or less (or in the normal operating cycle of the business if longer). If not, they are presented as non-current liabilities.

Trade payables are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest method.

Provisions are recognised when the Company has a present obligation (legal or constructive) as a result of a past event, it is probable that the Company will be required to settle that obligation and a reliable estimate can be made of the amount of the

Provisions are measured at managements' best estimate of the expenditure required to settle the obligation at the reporting date and are discounted to present value where the effect is material.

Share capital

Ordinary shares are classified as equity. Equity instruments are measured at the fair value of the cash or other resources received or receivable, net of the direct costs of issuing the equity instruments. If payment is deferred and the time value of money is material, the initial measurement is on a present value basis.

Defined contribution pension obligation

A defined contribution plan is a pension plan under which fixed contributions are paid into a separate entity and has no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods.

For defined contribution plans contributions are paid publicly or privately administered pension insurance plans on a mandatory or contractual basis. The contributions are recognised as employee benefit expense when they are due. If contribution payments exceed the contribution due for service, the excess is recognised as an asset.

3. Staff costs

The aggregate payroll costs (including directors' remuneration) were as follows:

	29 May 2017 to 27 May 2018 <u>£'000</u>	30 May 2016 to 28 May 2017 £'000
Wages and salaries	115,819	114,100
Social security costs	8,627	8,000
Other pension costs	848	900
	125,293	123,000

The Company is the employer for all companies within the Casual Dining Bidco Group Ltd group of companies, with total employees during the period of 7,140 (2017: 7,522). The Company recharges these costs to other companies within the Group at cost within other income. Neither of the Directors (2017: none) received any remuneration in respect of their services for the Company during the period (2017: £nil).

Notes to the Financial Statements for the Period from 29 May 2017 to 27 May 2018 (continued)

4. Auditors' remuneration

	29 May 2017 to 27 May 2018 £'000	30 May 2016 to 28 May 2017 £'000
Audit of the financial statements Other fees to auditors		
All other tax advisory services	-	-
All other non-audit services		<u>-</u>

The current period auditors' remuneration of £2,400 (2017: £3,500) was borne by a fellow Group company. No fees were paid in the current or prior period to the Company's auditors, PricewaterhouseCoopers LLP, and its associates for services other than the statutory audit of the Company.

5. Income tax expense

Tax charged in the statement of comprehensive income:

	29 May	·30 May
	2017 to 27	2016 to 28
	May 2018	May 2017
	£'000	£'000
Current taxation	 -	
UK corporation tax	-	

The tax on loss before tax for the period is equal to the standard rate of corporation tax in the UK (2017 - equal to the standard rate of corporation tax in the UK) of 19% (2017 19.8%). The tax rate for the prior period is based on a weighted average rate of enacted corporation tax rates during the period.

The differences are reconciled below:

	29 May	30 May
	2017 to 27	2016 to 28
	May 2018	May 2017
	£'000	£'000
Loss before tax	(362)	(139)
Corporation tax at standard rate	(69)	(28)
Effects of:		
Expenses not deductible for tax purposes	69	-
Group relief surrendered for nil consideration		28
Tax charge / (recovery) in the statement of comprehensive income		

The Company has an unrecognised deferred tax asset in respect of losses carried forward of £nil (2017 - £510) due to it not being sufficiently probable that these will be utilised in the near future.

The Finance Act 2015 introduced a reduction in the main rate of corporation tax from 20% to 19% from April 2017 and from 19% to 18% from April 2020. These reductions were substantively enacted on 26 October 2015. A rate of 19% (2017: blended rate of 19.8%) has been used to calculate the tax provision for the 52 weeks to 27 May 2018. The Finance Act 2016 introduced a further reduction in the main rate of corporation tax to 17% from April 2020. This was substantively enacted on 6 September 2016.

Notes to the Financial Statements for the Period from 29 May 2017 to 27 May 2018 (continued)

6	Trade	and	other	receiva	blac
О.	irage	ano	otner	receiva	Dies

	27 May	28 May
	2018	2017
	£,000	£'000
Amounts owed by other members of the Group	9,546	1,224
	9,546	1,224

Amounts owed by other members of the Group have no fixed repayment date, are interest free and unsecured.

7. Trade and other payables

	2018 £'000	2017 £'000
Accrued expenses	139	139
Social security and other taxes	2,113	-
Other payables	. 6,571	
	8,823	139

27 May

28 May

8. Provisions for liabilities

	otne.
	provisions
	£'000
At 29 May 2017	1,300
At 27 May 2018	1,300

Other provisions

Other provisions represent legal and other amounts for which the Company has a constructive or legal obligation.

9. Called up share capital

Allocated, called up and fully paid shares

	27 May	27 May	28 May	28 May
	2018	2018	2017	2017
	No. 000	£'000	No. 000	£'000
Ordinary shares of £0.10 each	290,756	29,076	290,756	29,076

10. Defined contribution pension scheme

The Company operates a defined contribution pension scheme. The pension cost charge for the period represents contributions payable by the Company to the scheme and amounted to £848,000 (2017: £900,000).

11. Related party transactions

The Company has taken advantage of the exemption in FRS101 "Related Party Disclosures" from disclosing transactions with other members of the Group.

Notes to the Financial Statements for the Period from 29 May 2017 to 27 May 2018 (continued)

12. Parent and Ultimate parent undertaking

The immediate parent undertaking is Casual Dining Limited, registered in England and Wales. Casual Dining Bidco Limited, registered in England and Wales, together with its subsidiaries form the smallest Group of which the Company is a member and for which Group financial statements are prepared.

As at 27 May 2018 the Company considered Casual Dining Group S.C.A., a partnership company incorporated in Luxemburg and managed by Casual Dining Group GP S.A. a company incorporated in Luxemburg, as the ultimate parent undertaking. Apollo Global Management LLC, through its managed funds, was the the ultimate controlling party.

At the date of signing these financial statements the Company considers Dining (UK) Holdco LLP, a limited liability partnership incorporated in England and Wales as the ultimate parent undertaking and the Company considers KKR & Co. Inc, through its managed funds, to be the ultimate controlling party.

13. Disclosures

Prior year comparatives have been restated to conform to the current year presentation. Management are of the view that these changes will provide greater clarity to the users of the financial statements.

These changes include:

- Recognising the payroll expense and other income on separate lines in the Statement of Comprehensive Income.

There is no change in the reported loss before tax numbers presented in the prior year.

14. Subsequent events

As detailed in the Directors' report on 15 August 2018 the Group owenership structure changed. No other events were noted.