

# Costa Beijing Limited

Annual Report and Financial Statements

for the Year Ended 31 December 2020

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**COSTA BEIJING LIMITED**

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## **COSTA BEIJING LIMITED**

### **Company Information**

<b>Directors</b>	J Crookall G McDonald
<b>Company secretary</b>	S Savjani
<b>Registered No.:</b>	06190419
<b>Registered office</b>	Costa House, Houghton Hall Business Park, Porz Avenue, Houghton Regis, Dunstable, Bedfordshire, LU5 5YG
<b>Statutory auditor</b>	Ernst & Young LLP 400 Capability Green, Luton Bedfordshire, LU1 3LU

## **COSTA BEIJING LIMITED**

### **Directors' Report for the Year Ended 31 December 2020**

The directors present their report and the financial statements for the year ended 31 December 2020. The prior year period was for the 43 weeks to 31 December 2019.

This report has been prepared in accordance with the special provisions of section 381 of the Companies Act 2006 relating to small companies. The directors have taken exemption under this regime not to disclose the strategic report.

#### **Directors' of the Company**

The directors, who held office during the year, were as follows:

J Crookall

G McDonald

The following director was appointed after the year end:

B Treadway (appointed 25 March 2021, resigned 30 June 2021)

The following secretaries were appointed or resigned after the year end:

S Savjani (appointed 23 April 2021)

R Fairhurst (resigned 14 May 2021)

#### **Principal activity**

The principal activity of the Company is that of a holding company, maintaining oversight over its subsidiaries but not participating in any trading activity. However, the Company is well placed to look at strategic opportunities by capitalising on Coca-Cola's strength and market expertise.

#### **Price risk, credit risk, liquidity risk and cash flow risk**

##### **Price risk**

Price risk is the risk that the movement in the price of key materials will adversely affect the profitability of the business. The Company has no major exposure to price risk.

##### **Credit risk**

Credit risk is the risk that one party to a financial instrument will cause a financial loss of the other party by failing to discharge an obligation. The Costa Group's policies are aimed at minimizing such losses and require that deferred terms are only granted to customers who demonstrate an appropriate payment history and satisfy credit worthiness procedures.

##### **Liquidity risk**

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The Company aims to mitigate liquidity risk by managing cash generation by its operations.

##### **Cash flow risk**

Cash flow risk is the risk of exposure to variability in cash flows that is attributable to a particular risk associated with a recognised asset or liability. The Costa Group mitigates cash flow risk through various measures including regularly updating business plans, conducting market research, tighter debt control and conducting cash flow analysis and forecasts.

## **COSTA BEIJING LIMITED**

### **Directors' Report for the Year Ended 31 December 2020 (continued)**

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

##### **Climate Change**

**Risk:** Climate change may impact coffee bean prices.

**Mitigation:** The Costa Group recognises that to have a sustainable coffee business we need to invest in a sustainable coffee supply, ensuring that our coffee is grown in a way that protects the environment and allows the communities growing our coffee to thrive. We only buy Rainforest Alliance certified coffee. The Rainforest Alliance is a non-profit organisation, working to create a future in which people and nature thrive in harmony. By working together with diverse stakeholders including farmers, businesses, consumers and more, the Rainforest Alliance is building an alliance to improve livelihoods, protect biodiversity, amplify the voices of farmers and forest communities, and help them mitigate and adapt to climate change.

##### **Brexit**

**Risk:** Brexit carries the increased risk of disruption to coffee exports, raw material imports, the availability of labour and in addition, an increased financial exposure on foreign exchange and duty tariffs.

**Mitigation:** The risks being identified and mitigated are split between macro and micro-economics. The macro-economic risks relate to consumer attitude and behaviour, whilst micro-economic risks are the export supply of roasted coffee, raw material imports, the hiring and retention of labour, plus financial related risks around foreign exchange and duty tariffs. The Costa Group have contingency plans firmly in place and continue to evolve these with our major suppliers to help maintain the supply of key products lines and alternatives.

The interest of the stakeholders was considered in the decision-making process to mitigate Brexit risks. The long-term impact was to reduce the cost base and improve efficiency.

##### **Coronavirus (COVID-19)**

**Risk:** From March 2020 the COVID-19 global pandemic arose in the UK and introduced significant uncertainty for the UK economy.

**Mitigation:** COVID-19 will have a significant impact on our finances during 2020 where the UK Retail business was most impacted due to its size and cost base.

The Company's Directors have updated the plans for 2021 based on the impact of COVID-19 and have built a strategy for reset and growth in three phases:

- Managing the crisis - focusing on looking after our people and ruthlessly prioritising spend;
- Resetting to emerge stronger - preparing to win in our core markets and support winning propositions such as Costa Express, Proud to Serve and Ready to Drink;
- Invest in growth for the future - investing in initiatives that allow us to stay ahead of long-term trends and for future international launches.

Strong steps have been taken to protect the business and manage cash through the crisis to ensure the business can come out of the crisis stronger and ready to grow in the future. The following areas have been identified as priorities:

- Prioritise the health and wellbeing of our people, customers and consumers. The Company ensuring that it follows government guidelines, delivered a rapid response to close stores (97% of the UK stores were initially closed) and set up CostaExpress to continue to operate safely. The Company is monitoring the situation and following the Government guidelines to reassure its customers and employees on any decisions taken to re-open shops. The business has offered goodwill gestures to support the national efforts including free coffee to medical teams and care packages to key workers.
- Ruthless focus on discretionary spend including prioritisation and accessing government support where necessary.

## **COSTA BEIJING LIMITED**

### **Directors' Report for the Year Ended 31 December 2020 (continued)**

#### **Principal risks and uncertainties (continued)**

##### **Coronavirus (COVID-19) (continued)**

- Must win in the UK Retail and Costa Express as footfall returns to recover sales at pace. The Company is focusing on changes in customer sentiment and needs and providing contactless Drive-Thru and deliver to support re-opening and contactless Costa Express ordering.
- Review retail basics and franchise opportunities.
- Continue to support Costa Express, Proud to Serve, Ready to Drink and At Home launches.
- Invest in initiatives that allow the business to stay ahead of long-term changes in consumer trends.
- Plan for launches in key international markets to ensure we maximise in 2021.
- Continue 'Must Do' technology programmes.

The directors receive regular updates on matters relating to its workforce, including feedback from employee engagement surveys, live/virtual event Q&A, feedback forums and health and safety reviews. For 2020, a primary focus was around keeping connected during the COVID crisis, checking in on how teams were feeling and asking for their input into future ways of working.

#### **Future developments**

No significant developments are expected.

#### **Going concern**

The Directors have adopted the going concern basis for preparation of the financial statements of the Company and its UK domiciled subsidiaries for the financial period ended 31 December 2020.

To support the Directors' assessment of going concern, the Company has received a parental letter of support from Costa Limited. This confirms that Costa Limited will support the company as necessary to meet its liabilities as they fall due and has the ability to do so for the period to 31 December 2022. The Costa Group has a cash-pooling arrangement; as such, the going-concern assessment has been conducted on a Group basis. In forming their view on going concern, the Directors considered the Company's and Group strategic plan, balance sheet position, agreed financing and forward-looking forecasts up to the end of 2022.

The Directors stress tested the assumptions that fed into this exercise, considering the impacts of various risks occurring in isolation and in combination, as well as various risk mitigating actions that could be taken. The Directors in particular considered a number of potential impacts in respect of Covid-19 and a number of different Covid-19 recovery time frames.

In each of the stress test scenarios modelled, the Company remained within its agreed financing levels. In some severe but possible scenarios modelled, the Company remained within its agreed financing only if appropriate mitigating capital management actions were taken. These included reductions in non-essential capital expenditure and discretionary spend. Reverse stress testing indicated to the Directors that the Company would only need to seek additional financing in a highly unlikely scenario, where multiple improbable events occurred simultaneously or in short succession.

The review supported the Directors view that the Company and its UK domiciled subsidiaries will be able to continue to operate and meet their liabilities as they fall due for the period to 31 December 2022.

## **COSTA BEIJING LIMITED**

### **Directors' Report for the Year Ended 31 December 2020 (continued)**

#### **Going concern (continued)**

##### *Sensitivity Analysis*

Management have produced cash flows based off the Group budget position through to 31st December 2022. Various sensitivity analyses were performed on the cash flow, including a worst-case scenario to determine the periods in which the group will experience a cash deficit should performance be unfavourable to the plan. The sensitivities have been performed taking into consideration full discretionary spend and reduced discretionary spend. The scenarios considered are;

- (1) Base - deliver Sales and Operating Income to base case scenario to 31 December 2022
- (2) 90% Sales/COGs - deliver sales 10% below plan, all costs and Capex in line with base
- (3) 80% Sales/COGs - deliver sales 20% below plan, all costs and Capex in line with base
- (4) 70% Sales/COGs, 50% DME/Capex - deliver sales 30% below plan, marketing spend and Capex reduced by 50% with all other operating costs in line with base. [Worst Case Scenario]

Under the worst-case scenario 4 above, if sales were below target by 30%, then decisions would be taken to reduce investment and discretionary spend in capex and marketing by 50% respectively. The reduction in capex and marketing spend would impact longer term growth initiatives but wouldn't impact on short term trading. These decisions could realistically be taken with 3 months' notice based on lead times of machines and marketing campaigns.

The scenarios assumed that no government support schemes would be available (such as furlough, rates relief, 'Eat out to help out' or any other support), which would improve the cash position. All operating expenses are assumed to remain in line with the base scenario. In each of the four scenarios a positive cash balance is maintained throughout each period.

Should it be required, the group could seek external debt, however, at present management have no plans or requirements to do so. Costa Limited currently has no external debt outside of The Coca-Cola Company group. The UK entity has no internal debt outside of normal intercompany trading.

After taking into consideration the circumstances described above, the financial statements have been prepared on the assumption that the Group is a going concern.

#### **Events after the balance sheet date**

There have been no events after the reporting date which requires adjustment or further disclosure in the financial statements.

#### **Disclosure of information to the auditors**

Each director has taken 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 auditor is aware of that information. The directors confirm that there is no relevant information that they know of and of which they know the auditor is unaware.

## **COSTA BEIJING LIMITED**

### **Directors' Report for the Year Ended 31 December 2020 (continued)**

#### **Directors' liabilities**

A qualifying indemnity provision (as defined in section 236(1) of the Companies Act 2006) is in force for the benefit of the directors and remains in place at the date of this report.

#### **Reappointment of auditor**

The Company reviews and makes recommendations each year in accordance with section 485 of the Companies Act 2006 with regard to the appointment of external auditors. The auditors, Ernst & Young Chartered Accountants, have indicated their willingness to continue in office and a resolution concerning their reappointment will be proposed and approved at a meeting of the board of directors.

Approved by the Board on 29/09/21 and signed on its behalf by:



.....  
G McDonald  
Director



## **COSTA BEIJING LIMITED**

### **Statement of Directors' Responsibilities**

The directors are responsible for preparing the Strategic Report, Directors' Report and the financial statements in accordance with applicable United Kingdom 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 company financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law), including Financial Reporting Standard 101 Reduced Disclosure Framework ("FRS 101"). 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 in accordance with IAS 8 Accounting Policies, Changes in Accounting Estimates and Errors and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- present information, including accounting policies, in a manner that provides relevant, reliable, comparable and understandable information;
- provide additional disclosures when compliance with the specific requirements in FRS 101 is insufficient to enable users to understand the impact of particular transactions, other events and conditions on the company financial position and financial performance;
- in respect of the company financial statements, state whether applicable UK Accounting Standards, including FRS 101, have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is appropriate to presume that the company will not 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 company 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.

Under applicable law and regulations, the directors are also responsible for preparing a strategic report, directors' report, that comply with that law and those regulations. The directors are responsible for the maintenance and integrity of the corporate and financial information included on the company's website.

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF COSTA BEIJING LIMITED**

### **Opinion**

We have audited the financial statements of Costa Beijing Limited for the year ended 31 December 2020 which comprise the Income Statement, the Statement of financial position, the Statement of Changes in Equity and the related notes 1 to 15, including a summary of significant accounting policies, The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards including FRS 101 'Reduced Disclosure Framework' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

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

### **Basis for opinion**

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

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Conclusions relating to going concern**

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 to 31 December 2022, 15 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. 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.

### **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.

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

We have nothing to report in respect of these matters.

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF COSTA BEIJING LIMITED (continued)**

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 there is 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 the other information, we are required to report that fact.

We have nothing to report in this regard.

### **Opinion on other matter 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.

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

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

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

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

### **Responsibilities of directors**

As explained more fully in the Statement of Directors' Responsibilities set out on page 7, 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.

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF COSTA BEIJING LIMITED (continued)**

### **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.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect irregularities, including fraud. The risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below. However, the primary responsibility for the prevention and detection of fraud rests with both those charged with governance of the entity and management.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory frameworks that are applicable to the company and determined the most significant to be those relating to United Kingdom General Accepted Accounting Practice, the Companies Act 2006, and United Kingdom direct and indirect tax regulations. The company has minimal transactions, and no employees.
- We understood how Costa Beijing Limited is complying with those frameworks by making enquiries of senior finance personnel and those charged with governance and gaining an understanding of the entity level controls of the company in respect of these areas and the controls in place to reduce opportunity for fraudulent transactions.
- We assessed the susceptibility of the Company's financial statements to material misstatement, including how fraud might occur by discussing with senior finance personnel and those charged with governance as to the rationale behind the specific accounting transactions. Due to the nature of the company, the risk of material misstatement is deemed to be low.
- Based on this understanding we designed our audit procedures to identify non-compliance with such laws and regulations. Our procedures included reading board meeting minutes and relevant approval documents, enquiries of senior finance personnel and those charged with governance and agreement of transactions to supporting source documentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

### **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.

*Ernst & Young LLP*

Joanne Mason (Senior statutory auditor)  
For and on behalf of Ernst & Young LLP, Statutory Auditor  
Luton  
Date: 30 September 2021

# **COSTA BEIJING LIMITED**

## **Income Statement for the Year Ended 31 December 2020**

		<b>52 weeks ended 31 December 2020 £ 000</b>	<b>43 weeks ended 31 December 2019 £ 000</b>
	<b>Note</b>		
Administrative expenses		<u>(2,658)</u>	<u>(30)</u>
<b>Operating loss</b>	<b>4</b>	<b>(2,658)</b>	<b>(30)</b>
Finance income	6	<u>42</u>	<u>49</u>
<b>(Loss)/profit before tax</b>		<b>(2,616)</b>	<b>19</b>
Income tax expense	8	<u>(17)</u>	<u>(23)</u>
<b>Loss for the year</b>		<b><u>(2,633)</u></b>	<b><u>(4)</u></b>

The above results were derived from continuing operations.

There are no items to be included in the Statement of Comprehensive Income and accordingly a separate Statement of Comprehensive Income has not been presented.

**COSTA BEIJING LIMITED****Balance Sheet**  
as at 31 December 2020

		<b>31 December 2020 £ 000</b>	<b>31 December 2019 £ 000</b>
	<b>Note</b>		
<b>Assets</b>			
<b>Non-current assets</b>			
Investments	9	-	4,438
<b>Current assets</b>			
Cash and cash equivalents		4	2,036
Trade and other receivables	10	-	33
		<u>4</u>	<u>2,070</u>
<b>Total assets</b>		<b>4</b>	<b>6,508</b>
<b>Current liabilities</b>			
Trade and other payables	11	<u>(3,299)</u>	<u>(7,170)</u>
<b>Net assets</b>		<u><b>(3,295)</b></u>	<u><b>(662)</b></u>
<b>Equity</b>			
Profit and loss account		<u>(3,295)</u>	<u>(662)</u>
<b>Total equity</b>		<u><b>(3,295)</b></u>	<u><b>(662)</b></u>

Approved by the Board on 29/09/21 and signed on its behalf by:

*Gill McDonald*

.....  
G McDonald  
Director

Company Number : 06190419

# **COSTA BEIJING LIMITED**

## **Statement of Changes in Equity for the Year Ended 31 December 2020**

	<b>Retained earnings</b>	<b>Total</b>
	<b>£ 000</b>	<b>£ 000</b>
At 1 March 2019	(658)	(658)
Loss for the year	<u>(4)</u>	<u>(4)</u>
Total comprehensive loss	<u>(4)</u>	<u>(4)</u>
<b>At 31 December 2019</b>	<b><u>(662)</u></b>	<b><u>(662)</u></b>

  

	<b>Retained earnings</b>	<b>Total equity</b>
	<b>£ 000</b>	<b>£ 000</b>
At 1 January 2020	<u>(662)</u>	<u>(662)</u>
Loss for the year	<u>(2,633)</u>	<u>(2,633)</u>
Total comprehensive income	<u>(2,633)</u>	<u>(2,633)</u>
<b>At 31 December 2020</b>	<b><u>(3,295)</u></b>	<b><u>(3,295)</u></b>

The notes on pages 14 to 23 form an integral part of these financial statements.

## **COSTA BEIJING LIMITED**

### **Notes to the Financial Statements for the Year Ended 31 December 2020**

#### **1 General information and basis of preparation**

The Company is a private company limited by share capital, incorporated and domiciled in United Kingdom.

The address of its registered office is:

Costa House,  
Houghton Hall Business Park,  
Porz Avenue, Houghton Regis,  
Dunstable,  
Bedfordshire,  
LU5 5YG

#### **Basis of preparation**

The financial statements have been prepared under the historical cost convention, in accordance with applicable accounting standards.

The Company meets the definition of a qualifying entity under FRS 100 'Application of Financial Reporting Requirements' as issued by the Financial Reporting Council (FRC). The financial statements have therefore been prepared in accordance with FRS 101.

These financial statements are separate financial statements. The Company is exempt from the preparation of consolidated financial statements, because it is included in the group accounts of The Coca-Cola Company. These financial statements are available upon request from The Coca-Cola Company, PO Box 1734, Atlanta, Georgia 30301, United States of America.

The financial period represents 52 weeks to 31 December 2020. The prior year period was for the 43 weeks to 31 December 2019.

The financial statements are presented in pounds sterling, which is the functional currency, and all values are rounded to the nearest thousand except when otherwise stated.



## **COSTA BEIJING LIMITED**

### **Notes to the Financial Statements for the Year Ended 31 December 2020 (continued)**

#### **Going concern**

The Directors have adopted the going concern basis for preparation of the financial statements of the Company and its UK domiciled subsidiaries for the financial period ended 31 December 2020.

To support the Directors' assessment of going concern, the Company has received a parental letter of support from Costa Limited. This confirms that Costa Limited will support the company as necessary to meet its liabilities as they fall due and has the ability to do so for the period to 31 December 2022. The Costa Group has a cash-pooling arrangement; as such, the going-concern assessment has been conducted on a Group basis. In forming their view on going concern, the Directors considered the Company's and Group strategic plan, balance sheet position, agreed financing and forward-looking forecasts upto the end of 2022.

The Directors stress tested the assumptions that fed into this exercise, considering the impacts of various risks occurring in isolation and in combination, as well as various risk mitigating actions that could be taken. The Directors in particular considered a number of potential impacts in respect of Covid-19 and a number of different Covid-19 recovery time frames.

In each of the stress test scenarios modelled, the Company remained within its agreed financing levels. In some severe but possible scenarios modelled, the Company remained within its agreed financing only if appropriate mitigating capital management actions were taken. These included reductions in non-essential capital expenditure and discretionary spend. Reverse stress testing indicated to the Directors that the Company would only need to seek additional financing in a highly unlikely scenario, where multiple improbable events occurred simultaneously or in short succession.

The review supported the Directors view that the Company and its UK domiciled subsidiaries will be able to continue to operate and meet their liabilities as they fall due for the period to 31 December 2022.

#### *Sensitivity Analysis*

Management have produced cash flows based off the Group budget position through to 31st December 2022. Various sensitivity analyses were performed on the cash flow, including a worst-case scenario to determine the periods in which the group will experience a cash deficit should performance be unfavourable to the plan. The sensitivities have been performed taking into consideration full discretionary spend and reduced discretionary spend. The scenarios considered are;

- (5) Base - deliver Sales and Operating Income to base case scenario to 31 December 2022
- (6) 90% Sales/COGs - deliver sales 10% below plan, all costs and Capex in line with base
- (7) 80% Sales/COGs - deliver sales 20% below plan, all costs and Capex in line with base
- (8) 70% Sales/COGs, 50% DME/Capex - deliver sales 30% below plan, marketing spend and Capex reduced by 50% with all other operating costs in line with base. [Worst Case Scenario]

Under the worst-case scenario 4 above, if sales were below target by 30%, then decisions would be taken to reduce investment and discretionary spend in capex and marketing by 50% respectively. The reduction in capex and marketing spend would impact longer term growth initiatives but wouldn't impact on short term trading. These decisions could realistically be taken with 3 months' notice based on lead times of machines and marketing campaigns.

The scenarios assumed that no government support schemes would be available (such as furlough, rates relief, 'Eat out to help out' or any other support), which would improve the cash position. All operating expenses are assumed to remain in line with the base scenario. In each of the four scenarios a positive cash balance is maintained throughout each period.

Should it be required, the group could seek external debt, however, at present management have no plans or requirements to do so. Costa Limited currently has no external debt outside of The Coca-Cola Company group. The UK entity has no internal debt outside of normal intercompany trading.

After taking into consideration the circumstances described above, the financial statements have been prepared on the assumption that the Group is a going concern.

## **COSTA BEIJING LIMITED**

### **Notes to the Financial Statements for the Year Ended 31 December 2020 (continued)**

#### **2 Accounting policies**

##### **Summary of significant accounting policies**

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 years presented, unless otherwise stated.

##### **Summary of disclosure exemptions**

As permitted by FRS 101, the Company has taken advantage of the disclosure exemptions available under that standard. Where required, equivalent disclosures are given in the consolidated financial statements of The Coca-Cola Company.

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

- (a) the requirements of IAS 7 Statement of Cash Flows;
- (b) the requirements of IFRS 7 Financial Instruments: Disclosures;
- (c) the requirements of paragraphs 91-99 of IFRS 13 Fair Value Measurement
- (d) the requirement in paragraph 38 of IAS 1 'Presentation of Financial Statements' to present comparative information in respect of:
  - (i) paragraph 79(a)(iv) of IAS 1;
  - (ii) paragraph 73(e) of IAS 16 Property, Plant and Equipment;
- (e) the requirements of paragraphs 10(d), 10(f), 39(c) and 134-136 of IAS 1 Presentation of Financial Statements;
- (f) the requirements of paragraphs 30 and 31 of IAS 8 Accounting Policies, Changes in Accounting Estimates and Errors;
- (g) the requirements of paragraph 17 of IAS 24 Related Party Disclosures;
- (h) the requirements in IAS 24 Related Party Disclosures to disclose related party transactions entered into between two or more members of a group, provided that any subsidiary which is a party to the transaction is wholly owned by such a member;
- (i) the requirements of paragraph 58 of IFRS 16, provided that the disclosure of details of indebtedness required by paragraph 61(1) of Schedule 1 to the Regulations is presented separately for lease liabilities and other liabilities, and in total;
- (j) the requirements of paragraph 52, the second sentence of paragraph 89, and paragraphs 90, 91 and 93 of IFRS 16 Leases; and
- (k) the requirements of paragraphs 45(b) and 46-52 of IFRS 2 Share based Payment, because the share based payment arrangement concerns the instruments of another group entity.

##### **Changes in accounting policy**

None of the standards, interpretations and amendments effective for the first time from 1 January 2020 have had a material effect on the financial statements.

## **COSTA BEIJING LIMITED**

### **Notes to the Financial Statements for the Year Ended 31 December 2020 (continued)**

#### **2 Accounting policies (continued)**

##### **Finance income/(costs)**

Finance income is recognised as the interest accrues, using the effective interest method.

Finance costs are recognised as an expense in the period in which they are incurred.

##### **Income Tax**

The income tax charge represents both the income tax payable, based on profit for the year and deferred income tax.

Income tax is charged or credited to other comprehensive income if it relates to items that are charged or credited to other comprehensive income. Similarly, income tax is charged or credited directly to equity if it relates to items that are charged or credited directly to equity. Otherwise, income tax is recognised in the income statement.

Deferred income tax is recognised in full, using the liability method, in respect of temporary differences between the tax base of the Company's assets and liabilities and their carrying amounts that have originated but have not been reversed by the balance sheet date. No deferred tax is recognised if the temporary difference arises from goodwill, or the initial recognition of an asset or liability, in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss. Deferred income tax is recognised in respect of taxable temporary differences associated with investments in associates and interests in joint ventures, except where the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred income tax assets are recognised to the extent that it is probable that taxable profit will be available against which the deductible temporary differences can be utilised. The carrying amount of deferred income tax assets is reviewed at each balance sheet date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all, or part of, the deferred income tax asset to be utilised.

Deferred income tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realised or the liability is settled, based on tax rates that have been enacted or substantively enacted at the balance sheet date.

##### **Investments**

Investments in securities are classified on initial recognition as available-for-sale and are carried at fair value, except where their fair value cannot be measured reliably, in which case they are carried at cost, less any impairment.

Unrealised holding gains and losses other than impairments are recognised in other comprehensive income. On maturity or disposal, net gains and losses previously deferred in accumulated other comprehensive income are recognised in income.

Interest income on debt securities, where applicable, is recognised in income using the effective interest method. Dividends on equity securities are recognised in income when receivable.

##### **Cash and cash equivalents**

Cash and cash equivalents comprise cash on hand and call deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value.

## **COSTA BEIJING LIMITED**

### **Notes to the Financial Statements for the Year Ended 31 December 2020 (continued)**

#### **2 Accounting policies (continued)**

##### **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.

##### **Financial instruments**

###### **Initial recognition**

Financial assets and financial liabilities comprise all assets and liabilities reflected in the balance sheet, although excluding Tangible assets, investment properties, intangible assets, deferred tax assets, prepayments, deferred tax liabilities and employee benefits plan.

The Company recognises financial assets and financial liabilities in the statement of financial position when, and only when, the Company becomes party to the contractual provisions of the financial instrument.

Financial assets are initially recognised at fair value. Financial liabilities are initially recognised at fair value, representing the proceeds received net of premiums, discounts and transaction costs that are directly attributable to the financial liability.

All regular way purchases and sales of financial assets and financial liabilities classified as fair value through profit or loss ("FVTPL") are recognised on the trade date, i.e. the date on which the Company commits to purchase or sell the financial assets or financial liabilities. All regular way purchases and sales of other financial assets and financial liabilities are recognised on the settlement date, i.e. the date on which the asset or liability is received from or delivered to the counterparty. Regular way purchases or sales are purchases or sales of financial assets that require delivery within the time frame generally established by regulation or convention in the marketplace.

Subsequent to initial measurement, financial assets and financial liabilities are measured at either amortised cost or fair value.

###### **Classification and measurement**

Financial instruments are classified at inception into one of the following categories, which then determine the subsequent measurement methodology:-

Financial assets are classified into one of the following three categories:-

- financial assets at amortised cost;
- financial assets at fair value through other comprehensive income (FVTOCI); or
- financial assets at fair value through the profit or loss (FVTPL).

Financial liabilities are classified into one of the following two categories:-

- financial liabilities at amortised cost; or
- financial liabilities at fair value through the profit or loss (FVTPL).

The classification and the basis for measurement are subject to the Company's business model for managing the financial assets and the contractual cash flow characteristics of the financial assets, as detailed below:-

## **COSTA BEIJING LIMITED**

### **Notes to the Financial Statements for the Year Ended 31 December 2020 (continued)**

#### **2 Accounting policies (continued)**

##### **Financial assets at amortised cost**

A financial asset is measured at amortised cost if it meets both of the following conditions and is not designated as at FVTPL:-

- the assets are held within a business model whose objective is to hold assets in order to collect contractual cash flows; and
- the contractual terms of the financial assets give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

If either of the above two criteria is not met, the financial assets are classified and measured at fair value through the profit or loss (FVTPL).

If a financial asset meets the amortised cost criteria, the Company may choose to designate the financial asset at FVTPL. Such an election is irrevocable and applicable only if the FVTPL classification significantly reduces a measurement or recognition inconsistency.

##### **Financial assets at fair value through other comprehensive income (FVTOCI)**

A financial asset is measured at FVTOCI only if it meets both of the following conditions and is not designated as at FVTPL:-

- the asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and
- the contractual terms of the financial assets give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

On initial recognition of an equity investments that is not held for trading, the Company may irrevocably elect to present subsequent changes in fair value in OCI. This election is made on an investment-by-investment basis.

If an equity investment is designated as FVTOCI, all gains and losses, except for dividend income, are recognised in other comprehensive income and are not subsequently included in the statement of income.

##### **Financial assets at fair value through the profit or loss (FVTPL)**

Financial assets not otherwise classified above are classified and measured as FVTPL.

##### **Financial liabilities at amortised cost**

All financial liabilities, other than those classified as financial liabilities at FVTPL, are measured at amortised cost using the effective interest rate method.

##### **Financial liabilities at fair value through the profit or loss**

Financial liabilities not measured at amortised cost are classified and measured at FVTPL. This classification includes derivative liabilities.

#### **3 Key accounting judgements and estimates**

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported as assets and liabilities at the balance sheet date and the amounts reported as revenues and expenses during the year. However, the nature of estimation means that the actual outcomes could differ from those estimates. In the process of applying the Group's accounting policies, the Directors have considered whether there are any such sources of estimation or critical accounting judgements in forming the financial statements. The judgements and estimates underlying impairment testing have resulted in investments in the joint venture being impaired by £2.7m in the period (43 weeks ended 31 December 2019: £nil)

**COSTA BEIJING LIMITED****Notes to the Financial Statements for the Year Ended 31 December 2020 (continued)****4 Operating loss**

Arrived at after (crediting)/charging

	<b>52 weeks ended 31 December 2020 £ 000</b>	<b>43 weeks ended 31 December 2019 £ 000</b>
<i>Included in administrative expenses:</i>		
Impairment loss	(2,700)	-
Overseas business tax	(4)	(16)
Foreign exchange gain/(loss)	46	(14)
	<u><u>2,658</u></u>	<u><u>(30)</u></u>

**5 Staff costs**

The Company has no employees (31 December 2019 no employees) other than the directors, who did not receive any remuneration (31 December 2019 £nil). All fees paid to directors as remuneration are borne by Costa Limited and it is not practical to allocate the amount for services in respect of this Company.

**6 Finance income**

	<b>52 weeks ended 31 December 2020 £ 000</b>	<b>43 weeks ended 31 December 2019 £ 000</b>
Interest income on bank deposits	1	-
Other finance income	41	49
	<u><u>42</u></u>	<u><u>49</u></u>

**7 Auditors' remuneration**

Audit fees for the year of £10,000 were borne by Costa Limited (31 December 2019: £10,000 paid by Costa Limited).

**COSTA BEIJING LIMITED****Notes to the Financial Statements for the Year Ended 31 December 2020 (continued)****8 Taxation**

Tax charged in the income statement

	<b>52 weeks ended 31 December 2020 £ 000</b>	<b>43 weeks ended 31 December 2019 £ 000</b>
<b>Current income tax</b>		
UK corporation tax for the period	10	-
Foreign tax	7	23
<b>Total current income tax</b>	<b>17</b>	<b>23</b>
<b>Deferred tax</b>		
<b>Total tax charge in the income statement</b>	<b>17</b>	<b>23</b>

The UK corporation tax rate is 19% effective from 1 April 2017. Finance Act 2021 will increase the main rate of UK corporation tax to 25% effective from 1 April 2023, however, this was not substantively enacted at the balance sheet date.

The differences are reconciled below:

	<b>52 weeks ended 31 December 2020 £ 000</b>	<b>43 weeks ended 31 December 2019 £ 000</b>
(Loss)/profit before tax	(2,616)	19
Corporation tax at standard rate	(497)	-
Foreign tax credits	1	23
Expenses not deductible for tax purposes	513	-
<b>Total tax charge</b>	<b>17</b>	<b>23</b>

The corporation tax balance is £nil (31 December 2019: receivable of £nil.)

**COSTA BEIJING LIMITED****Notes to the Financial Statements for the Year Ended 31 December 2020 (continued)****9 Investments****Joint ventures**

	<b>Loans to joint ventures £ 000</b>	<b>Investment in joint ventures £ 000</b>	<b>Total £ 000</b>
<b>Cost or valuation</b>			
At 1 January 2020	1,738	2,700	4,438
Disposals	(1,798)	-	(1,798)
Interest	14	-	14
Foreign exchange movement	46	-	46
At 31 December 2020	-	2,700	2,700
Impairment	-	2,700	2,700
At 31 December 2020	-	-	-
At 31 December 2019	<u>1,738</u>	<u>2,700</u>	<u>4,438</u>

Details of the joint ventures as at 31 December 2020 are as follows:

<b>Name of joint ventures</b>	<b>Principal activity</b>	<b>Registered office</b>	<b>Proportion of ownership interest and voting rights held</b>	
			<b>31 December 2020</b>	<b>31 December 2019</b>
Hualian Costa (Beijing) Food & Beverage Management Company Limited	Coffee retailer	Room 520 and 524, 5th floor, East Tower, Sichuan Building, 1 Fu Wai Avenue, Xicheng District, Beijing, China. China	50%	50%

**10 Trade and other receivables**

	<b>31 December 2020 £ 000</b>	<b>31 December 2019 £ 000</b>
Other receivables	<u>-</u>	<u>33</u>



**COSTA BEIJING LIMITED****Notes to the Financial Statements for the Year Ended 31 December 2020 (continued)****11 Trade and other payables**

	<b>31 December 2020</b>	<b>31 December 2019</b>
	<b>£ 000</b>	<b>£ 000</b>
Amounts due to group undertakings	<u>3,299</u>	<u>7,170</u>

Amounts due to group undertakings are repayable on demand and, prior to 3 January 2019, were subject to a compounding quarterly interest charge. No interest has been charged on the balances since 3 January 2019.

**12 Share capital****Allotted, called-up and fully paid shares**

	<b>31 December 2020</b>		<b>31 December 2019</b>	
	<b>No.</b>	<b>£</b>	<b>No.</b>	<b>£</b>
2 Ordinary shares of £1 each	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>

**13 Related party transactions**

The Company is a wholly-owned subsidiary of The Coca-Cola Company, the ultimate controlling entity, and has taken advantage of the exemption given in Financial Reporting Standard 101 (8(k)) not to disclose transactions with other group companies.

**14 Parent and ultimate parent undertaking**

The Company's immediate parent is Costa International Limited.

The ultimate parent is The Coca-Cola Company, Atlanta, Georgia, USA.

The smallest and largest parent preparing consolidated financial statements is The Coca-Cola Company.

The ultimate controlling party is The Coca-Cola Company.

**15 Parent of group in whose consolidated financial statements the Company is consolidated**

The name of the parent of the group in whose consolidated financial statements the Company's financial statements are consolidated is The Coca-Cola Company.

These financial statements are available upon request from The Coca-Cola Company, PO Box 1734, Atlanta, Georgia 30301, United States of America.