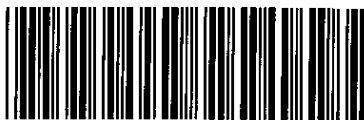


# IMPALA HOLDINGS LIMITED

Company Registration Number: 06306909

STRATEGIC REPORT, DIRECTORS' REPORT AND  
FINANCIAL STATEMENTS  
for the year ended 31 December 2020

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**IMPALA HOLDINGS LIMITED**

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## IMPALA HOLDINGS LIMITED

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### Strategic report

The Directors present the Strategic report of Impala Holdings Limited (the 'Company') for the year ended 31 December 2020.

### Principal activities

The principal activity of the Company is that of an investment company. This will continue to be the principal activity for the foreseeable future.

### Corporate activity

### Result and dividends

The results of the Company for the year are shown in the statement of comprehensive income on page 9. The loss before tax was £66.5m (2019: £355.9m loss).

No dividends were paid during the current or previous year.

### Position as at 31 December 2020

The net assets of the Company at 31 December 2020 were £2,285.2m (2019: £2,331.7m). The decrease in the period reflects the loss after taxation arising in the period of £46.5m (2019: £334.2m loss).

### Principal risks and uncertainties

The Phoenix Group applies a consistent methodology for the identification, assessment, management and reporting of risk that includes a high level framework for the management of key risks within each business unit.

The principal risks and uncertainties facing the Company are:

- interest rate risk, since the movement in interest rates will impact the value of interest payable and receivable by the Company;
- liquidity risk, as a result of normal business activities, specifically the risk arising from an inability to meet short-term cash flow requirements; and
- credit risk, arising from the default of the counterparty to a particular financial asset, with the carrying value of the asset representing the Company's maximum exposure to credit risk.

The Company's exposure to all these risks is monitored by the Directors, who agree policies for managing each of these risks on an ongoing basis.

### Covid-19

Covid-19 has resulted in an unprecedented global crisis which has challenged each and every one of us as we undertake our day-to-day lives. The measures taken to reinforce the Company's resilience have ensured we have continued to provide services to policyholders and generate cash throughout these uncertain times whilst safeguarding its financial strength. The Company's key priorities throughout the pandemic have been to support and ensure the safety of our colleagues, customers and of the communities in which we operate while protecting the long-term value of the Company.

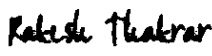
The Board does not consider that the COVID-19 pandemic has impacted the Company's ability to continue as a going concern from either a financial or operational point of view.

The Company's exposure to these risks is monitored by the Board, which agrees policies for managing the risk on an ongoing basis.

### Key Performance Indicators ('KPIs')

Given the straightforward nature of the business, the Company's Directors are of the opinion that analysis using KPIs is not necessary for an understanding of the development, performance or position of the business.

On behalf of the Board

DocuSigned by:  
  
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R Thakrar  
Director

23 September 2021

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## IMPALA HOLDINGS LIMITED

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**Directors' report**

The Directors present their report and the financial statements of the Company for the year ended 31 December 2020.

The Company is incorporated in England as a private limited company. Its registration number is 06306909 and its Registered Office is 1 Wythall Green Way, Wythall, Birmingham, B47 6WG.

**Going concern**

The Strategic report and the Directors' report summarise the Company's activities, its financial performance and its financial position together with any factors likely to affect its future development. In addition, the Strategic report discusses the principal risks and uncertainties it faces. Note 22 to the financial statements summarises the Company's capital management and risk objectives and policies together with its financial risks.

The Directors have followed the UK Financial Reporting Council's 'Guidance on Going Concern Basis of Accounting and Reporting on Solvency and Liquidity Risks' (issued April 2016) when performing their going concern assessment. As part of their comprehensive assessment of whether the Company is a going concern, the Directors have prepared cash flow forecasts for the Company for twelve months from the signing date to 30 September 2022.

Furthermore, the Company's subsidiaries, as listed in note 17, perform their own going concern assessment. In order to ensure those entities have adequate resources to continue in operational existence, the Company has agreed to provide letters of support to two subsidiaries: £10.0m to Pearl Group Holdings (No. 1) Limited, and £350.0m to Pearl Life Holdings Limited. The Company will provide the financial support from the date of authorisation of the financial statements to 31 December 2022. The Company was provided with a letter of support ("LoS") from its immediate parent undertaking, Phoenix Life Holdings Limited ("PLHL"), with a value of £85m. Any support that may be provided by PLHL is limited to extent that funds are not otherwise available to the Company to meet its liabilities. The provision of such support has been included within the Company's own going concern assessment.

As a result of this review, the Directors have a reasonable expectation that the Company has adequate resources to continue in operational existence for twelve months from the signing date to 30 September 2022. Accordingly, they continue to adopt the going concern basis in preparing the financial statements.

**Directors**

The names of those individuals who served as Directors of the Company during the year or who held office as at the date of signature of this report are as follows:

R Thakrar	
S Perowne	Appointed 28 August 2020
W Swift	Appointed 28 August 2020
J McConville	Resigned 15 May 2020
S True	Resigned 23 July 2020

**Secretary**

Pearl Group Secretariat Services Limited acted as Secretary throughout the year.

**Disclosure of indemnity**

Qualifying third party indemnity arrangements (as defined in section 234 of the Companies Act 2006) were in force for the benefit of the Directors of the Company during the year and remain in place at the date of approval of this report.

**Disclosure of information to auditors**

So far as each of the Directors is aware, there is no relevant audit information (as defined in the Companies Act 2006) of which the Company's auditors are unaware, and each of the Directors has taken all the steps that they ought to have taken as a Director to make themselves aware of any relevant audit information (as defined) and to establish that the Company's auditors are aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of section 418(2) of the Companies Act 2006.

**Energy and carbon reporting**

Energy and Carbon usage information is disclosed in the Group's annual report and accounts and accordingly the Company has not reported on this in these individual financial statements.

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**IMPALA HOLDINGS LIMITED**


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**Re-appointment of auditors**

In accordance with section 487 of the Companies Act 2006, the Company's auditors, Ernst & Young LLP, will be deemed to have been re-appointed at the end of the period of 28 days following circulation of copies of these financial statements as no notice has been received from members pursuant to section 488 of the Companies Act 2006 prior to the end of the accounting reference period to which these financial statements relate.

**Directors' report (continued)**

On behalf of the Board

DocuSigned by:  
  
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R Thakrar  
Director  
23 September 2021

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## IMPALA HOLDINGS LIMITED

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### Statement of Directors' responsibilities

The Directors are responsible for preparing the Strategic report, the Directors' report and the Company's financial statements ("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 the law the Directors have elected to prepare those statements in accordance with international accounting standards in conformity with the requirements of the Companies Act 2006. 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 IFRS is insufficient to enable users to understand the impact of particular transactions, other events and conditions on the Company's financial position and financial performance;
- state that the Company has complied with international accounting standards in conformity with the requirements of the Companies Act 2006, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

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

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## IMPALA HOLDINGS LIMITED

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### Independent Auditor's report to the members of Impala Holdings Limited

#### Opinion

We have audited the financial statements of Impala Holdings Limited (the 'company') for the year ended 31 December 2020 which comprise the Statement of Comprehensive Income, the Statement of Financial Position, the Statement of Cash Flows, the Statement of Changes in Equity and the related notes 1 to 25, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and International Accounting Standards in conformity with the requirements of the Companies Act 2006.

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 International Accounting Standards in conformity with the requirements of the Companies Act 2006; 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 until 30 September 2022.

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 this 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 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.

#### 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 directors' report have been prepared in accordance with applicable legal requirements.

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## IMPALA HOLDINGS LIMITED

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

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 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 directors' responsibilities statement set out on page 5, 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.

### ***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.

- We obtained an understanding of the legal and regulatory frameworks that are applicable to the company and determined that the most significant are those that relate to the reporting framework (International Accounting Standards and the Companies Act 2006) and the relevant direct tax regulation in the United Kingdom.
- We understood how the Company is complying with those frameworks by making inquiries with those charged with governance, internal audit and management to understand how the Company maintains and communicates its policies and procedures in these areas and corroborated this by reviewing supporting documentation. We also reviewed correspondence with relevant authorities.
- We assessed the susceptibility of the Company's financial statements to material misstatement, including how fraud might occur by considering the controls that the Company has established to address the risks identified by the entity and to prevent or detect fraud, including in a remote-working environment; and how management monitors these controls. We identified the risk of material fraud related to management override of controls. We evaluated the appropriateness of journal entries recorded in the general ledger and evaluated the business rationale for significant and/or unusual transactions.
- Based on this understanding we designed our audit procedures to identify non-compliance with such laws and regulations. Our procedures involved making inquiry of senior management and internal audit for their awareness of any non-compliance of laws and regulations, inquiring about the policies that have been established to prevent non-compliance with laws and regulations by officers, inquiring about the Company's method of enforcing and monitoring compliance with such policies and inspecting significant correspondences with the regulators.



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**IMPALA HOLDINGS LIMITED**

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

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.

~~Designed by:~~

*Ernst & Young LLP*

Robin Easton (Senior statutory auditor)  
for and on behalf of Ernst & Young LLP, Statutory Auditor  
Bristol

September 27, 2021 | 4:21:39 BST

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**IMPALA HOLDINGS LIMITED**


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**Statement of comprehensive income**  
 for the year ended 31 December 2020

	Notes	2020 £m	2019 £m
<b>Revenue</b>			
Investment income	3	-	27.6
Reversal of impairment of investments in subsidiary	17	48.2	-
<b>Total income</b>		<u>48.2</u>	<u>27.6</u>
<b>Expenses</b>			
Impairment of investments in subsidiaries	17	(9.1)	(278.7)
Administrative expenses	4	(20.8)	(15.7)
<b>Total operating expenses</b>		<u>(29.9)</u>	<u>(294.4)</u>
<b>Profit/(Loss) before finance costs and tax</b>		<u>18.3</u>	<u>(266.8)</u>
Finance costs	8	(84.8)	(89.1)
<b>Loss for the year before tax</b>		<u>(66.5)</u>	<u>(355.9)</u>
Tax credit	9	20.0	21.7
<b>Total comprehensive loss for the year attributable to owners</b>		<u>(46.5)</u>	<u>(334.2)</u>

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**IMPALA HOLDINGS LIMITED**


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**Statement of financial position**  
as at 31 December 2020

	Notes	As at 31 December 2020 £m	As at 31 December 2019 £m
<b>Equity attributable to owners</b>			
Share capital	10	478.0	478.0
Share premium	11	1,600.0	1,600.0
Capital contribution	12	759.8	759.8
Retained earnings		(552.6)	(506.1)
<b>Total equity</b>		<b>2,285.2</b>	<b>2,331.7</b>
<b>Non-current liabilities</b>			
Long-term borrowings	13	-	3,604.2
<b>Total non-current liabilities</b>		<b>-</b>	<b>3,604.2</b>
<b>Current liabilities</b>			
Short term borrowings	13	3,672.1	-
Current tax	14	1.9	1.9
Accruals	15	0.2	0.3
Amounts due to Group entities	16	3.1	2.0
Other payables		0.5	0.7
<b>Total current liabilities</b>		<b>3,677.8</b>	<b>4.9</b>
<b>Total liabilities</b>		<b>3,677.8</b>	<b>3,609.1</b>
<b>Total equity and liabilities</b>		<b>5,963.0</b>	<b>5,940.8</b>
<b>Non-current assets</b>			
Investments in subsidiaries	17	5,640.4	5,601.3
<b>Total non-current assets</b>		<b>5,640.4</b>	<b>5,601.3</b>
<b>Current assets</b>			
Amounts due from Group entities	18	322.4	328.1
Financial assets	19	0.2	10.5
Cash and cash equivalents	20	-	0.9
<b>Total current assets</b>		<b>322.6</b>	<b>339.5</b>
<b>Total assets</b>		<b>5,963.0</b>	<b>5,940.8</b>

On behalf of the Board

DeSigned by:



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R Thakrar  
Director  
23 September 2021

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**IMPALA HOLDINGS LIMITED**


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**Statement of cash flows**

for the year ended 31 December 2020

	Notes	2020 £m	2019 £m
<b>Cash flows from operating activities</b>			
Cash generated/(absorbed) by operations	21	5.7	(286.4)
<b>Net cash flows from operating activities</b>		<u>5.7</u>	<u>(286.4)</u>
<b>Cash flows from investing activities</b>			
Disposal of financial assets		10.3	3.9
Dividends received from subsidiaries		-	10.0
Return of capital contribution by subsidiary		-	5.0
<b>Net cash flows from investing activities</b>		<u>10.3</u>	<u>18.9</u>
<b>Cash flows from financing activities</b>			
Proceeds of new borrowings from Group entities		3.0	307.2
Repayment of borrowings from Group entities		(19.9)	(86.4)
<b>Net cash flows (used in)/from financing activities</b>		<u>(16.9)</u>	<u>220.8</u>
<b>Net decrease in cash and cash equivalents</b>		<u>(0.9)</u>	<u>(46.7)</u>
Cash and cash equivalents at the beginning of the year		0.9	47.6
<b>Cash and cash equivalents at the end of the year</b>		<u>-</u>	<u>0.9</u>
<b><u>Supplementary disclosures on cash flow from operating activities</u></b>			
Interest received		<u>-</u>	<u>0.3</u>

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**IMPALA HOLDINGS LIMITED**


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**Statement of changes in equity**  
for the year ended 31 December 2020

	Share capital (note 10) £m	Share premium (note 11) £m	Capital contribution (note 12) £m	Retained earnings £m	Total £m
<b>At 1 January 2020</b>	478.0	1,600.0	759.8	(506.1)	2,331.7
Total comprehensive loss for the year	-	-	-	(46.5)	(46.5)
<b>At 31 December 2020</b>	478.0	1,600.0	759.8	(552.6)	2,285.2

	Share capital (note 10) £m	Share premium (note 11) £m	Capital contribution (note 12) £m	Retained earnings £m	Total £m
<b>At 1 January 2019</b>	478.0	1,600.0	759.8	(171.9)	2,665.9
Total comprehensive loss for the year	-	-	-	(334.2)	(334.2)
<b>At 31 December 2019</b>	478.0	1,600.0	759.8	(506.1)	2,331.7

The capital contribution is considered a distributable reserve with no restrictions.

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## IMPALA HOLDINGS LIMITED

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### Notes to the financial statements

#### 1. Accounting policies

##### (a) Basis of preparation

The financial statements for the year ended 31 December 2020 have been prepared on a historical cost basis except for those financial assets and financial liabilities that have been measured at fair value.

The financial statements are separate financial statements and the exemptions in paragraph 4 of IFRS 10 *Consolidated Financial Statements* and section 401 of the Companies Act 2006, have been used not to present consolidated financial statements.

Furthermore, the Company's subsidiaries, as listed in note 17, perform their own going concern assessment. In order to ensure those entities have adequate resources to continue in operational existence, the Company has agreed to provide letters of support to two subsidiaries: £10.0m to Pearl Group Holdings (No. 1) Limited, and £350.0m to Pearl Life Holdings Limited. The Company will provide the financial support from the date of authorisation of the financial statements to 31 December 2022. The Company was provided with a letter of support ("LoS") from its immediate parent undertaking, Phoenix Life Holdings Limited ("PLHL"), with a value of £85m. Any support that may be provided by PLHL is limited to extent that funds are not otherwise available to the Company to meet its liabilities. The provision of such support has been included within the Company's own going concern assessment.

Having assessed the principal risks and the other matters, the Directors considered it appropriate to adopt the going concern basis of accounting in preparing the financial statements. The potential impact of Covid-19 has been considered in the strategic report.

The Company's immediate parent is Phoenix Life Holdings Limited whose Registered Office is 1 Wythall Green Way, Wythall, Birmingham, B47 6WG. The results of the Company are consolidated into the accounts of the Company's ultimate parent Phoenix Group Holdings Public Limited Company ('PGH plc'), a company incorporated in the United Kingdom. The registered address of PGH plc is Juxon House, 100 St Paul's Churchyard, London, EC4M 8BU.

##### Statement of compliance

The financial statements for the year ended 31 December 2020 have been prepared in accordance with International accounting standards in conformity with the requirements of the Companies Act 2006.

The financial statements are presented in sterling (£) rounded to the nearest £0.1m except where otherwise stated.

Assets and liabilities are offset and the net amount reported in the statement of financial position only when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis, or to realise the assets and settle the liability simultaneously. Income and expenses are not offset in the statement of comprehensive income unless required or permitted by an international financial reporting standard or interpretation, as specifically disclosed in the accounting policies of the Company.

##### (b) Critical accounting estimates and judgements

The preparation of financial statements in conformity with IFRS requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

Critical accounting estimates are those which involve the most complex or subjective judgements or assessments. The areas of the Company's business that typically require such estimates are the determination of impairment tests for investments in and loans to Group entities, and income taxes.

##### Fair value of financial instruments

The fair values of financial assets and liabilities are classified and accounted for as set out in accounting policy (f). Where possible, financial assets and liabilities are valued on the basis of listed market prices by reference to quoted market bid prices for assets and offer prices for liabilities, without any deduction for transaction costs. These are categorised as Level 1 financial instruments and do not involve estimates. If prices are not readily determinable, fair value is determined using valuation techniques including pricing models, discounted cash flow techniques or broker quotes. Financial instruments valued where valuation techniques are based on observable market data at the period end are categorised as Level 2 financial instruments. Financial instruments valued where valuation techniques are based on non-observable inputs are categorised as Level 3 financial instruments. Level 2 and Level 3 financial instruments therefore involve the use of estimates.

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**IMPALA HOLDINGS LIMITED**


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**1. Accounting policies (continued)*****Impairment of investments in subsidiaries***

Investments in subsidiaries are subject to regular impairment reviews when management are aware of objective evidence of impairment. Impairments of investments in subsidiaries are measured at the difference between the carrying value of a particular asset and its value in use (life businesses) and recoverable amount (other holding entities). Impairments are recognised in the statement of comprehensive income in the period in which they occur. The Company's policies in relation to impairment testing of investments in subsidiaries are detailed in accounting policy (e).

***Impairment of financial assets***

The impairment provisions for financial assets disclosed in accounting policy (h) are based on assumptions about risk of default and expected loss rates. The Company uses judgement in making these assumptions and selecting the inputs to the impairment calculation, based on the Company's past history and existing market conditions as well as forward looking estimates at the end of each reporting period. For details of the key assumptions and inputs used, see accounting policy (f).

**(c) Income tax**

Income tax comprises current tax. Income tax is recognised in the statement of comprehensive income except to the extent that it relates to items recognised in the statement of other comprehensive income or statement of changes in equity, in which case it is recognised in the respective statement.

Current tax is the expected tax payable on the taxable income for the year, using tax rates and laws enacted or substantively enacted at the date of the statement of financial position together with adjustments to tax payable in respect of previous years.

**(d) Borrowings**

Interest-bearing borrowings are recognised initially at fair value less any attributable transaction costs. The difference between initial cost and the redemption value is amortised through the statement of comprehensive income over the period of the borrowing using the effective interest method.

**(e) Investments in subsidiaries**

Investments in shares in subsidiaries are carried in the statement of financial position at cost less impairment.

The Company assesses at each reporting date whether an investment in a subsidiary or group of investments in subsidiaries held at cost is impaired. The Company first assesses whether objective evidence of impairment exists. If objective evidence of impairment exists the Company calculates the amount of impairment as the difference between the recoverable amount of the subsidiary and its carrying value and recognises the amount as an expense in the statement of comprehensive income. The impact of any impairments recognised in respect of investments in subsidiaries is set out in note 17.

**(f) Financial assets*****Classification of Financial assets***

Financial assets are measured at amortised cost where they have:

- contractual terms that give rise to cash flows on specified dates, that represent solely payments of principal and interest on the principal amount outstanding; and
- are held within a business model whose objective is achieved by holding to collect contractual cash flows.

***Classification of Financial assets (continued)***

These financial assets are initially recognised at cost, being the fair value of the consideration paid for the acquisition of the financial asset. All transaction costs directly attributable to the acquisition are also included in the cost of the financial asset. Subsequent to initial recognition, these financial assets are carried at amortised cost, using the effective interest method.

There has been no change in the classification of collective investment schemes which continue to be designated at fair value through profit or loss and accordingly are stated in the statement of financial position at fair value.

***Impairment of financial assets carried at amortised cost***

The Company assesses the expected credit losses associated with its loans and receivables and other receivables carried at amortised cost. The impairment methodology depends upon whether there has been a significant increase in credit risk.

The Company measures loss allowances which have low credit risk using the 12-month Expected Credit Loss ('ECL'). Interest revenue is recognised on a gross basis. A simplified approach is used to determine the loss allowances for other receivables as these are always measured at an amount equal to lifetime ECLs. See note 22 for detail of how the Company assesses whether the credit risk of a financial asset has increased since initial recognition and when estimating ECLs.

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**IMPALA HOLDINGS LIMITED**


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**1. Accounting policies (continued)*****Impairment of financial assets carried at amortised cost (continued)***

The loss allowance reduces the carrying value of the financial asset and is reassessed at each reporting date. ECLs are recognised using a provision for doubtful debts account in profit and loss. For other receivables, the ECL rate is recalculated each reporting period taking into account which counter parties are included in the reporting period.

ECLs are derived from unbiased and probability-weighted estimates of expected loss, and are measured as follows:

- 12-month ECLs - Total expected credit losses that result from default events that are possible within 12 months after the reporting date.
- Lifetime ECLs - Expected credit losses that result from all possible default events over the expected life of the financial asset.

No significant changes to estimation techniques or assumptions were made during the reporting period.

**(g) Cash and cash equivalents**

Cash and cash equivalents comprise cash balances and short-term deposits with an original maturity term of three months or less at the date of placement. Bank overdrafts that are repayable on demand and form an integral part of the Company's cash management are deducted from cash and cash equivalents for the purpose of the statement of cash flows.

**(h) Share capital and capital contributions*****Ordinary share capital***

The Company has issued ordinary shares which are classified as equity. Incremental external costs that are directly attributable to the issue of these shares are recognised in the statement of changes in equity, net of tax.

***Capital contributions***

Capital contributions received by the Company and which contain no restrictions are recognised directly in the statement of changes in equity as a distributable reserve.

**(i) Income recognition**

Investment income comprises interest, dividends, and fair value gains and losses on financial assets.

Interest income is recognised in the income statement as it accrues using the effective interest method. Dividend income and interest income on perpetual subordinated loans and receivables are recognised in the income statement on the date the right to receive payments is established, which in the case of listed securities is the ex-dividend date.

**(j) Finance costs**

Interest payable is recognised in the statement of comprehensive income as it accrues and is calculated using the effective interest method

**(k) Dividends**

Final dividends on ordinary shares are recognised as a liability and deducted from equity when they are approved by the Company's owners. Interim dividends are deducted from equity when they are paid.

**(k) Dividends (continued)**

Dividends for the year that are approved after the reporting period are dealt with as an event after the reporting period.

Declared dividends are those that are appropriately authorised and are no longer at the discretion of the entity.

**(l) Events after the reporting period**

The financial statements are adjusted to reflect significant events that have a material effect on the financial results and that have occurred between the period end and the date when the financial statements are authorised for issue, provided they give evidence of conditions that existed at the period end. Events that are indicative of conditions that arise after the period end that do not result in an adjustment to the financial statements are disclosed.

**(m) Segmental reporting**

The Company has one reportable segment. It is exempt from providing an analysis of operating segments as required by IFRS 8 *Operating Segments*.



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**2. Financial information**

The financial statements for the year ended 31 December 2020, set out on pages 9 to 25 were authorised by the Board of Directors for issue on 23 September 2021.

**Adoption of New Accounting Pronouncements in 2020**

In preparing the financial statements, the Company has adopted the following standards, interpretations and amendments which have been issued by the International Accounting Standards Board ('IASB'):

- Interest Rate Benchmark Reform (Amendments to IFRS 9, IAS 39 and IFRS 7): The amendments have arisen following the phasing out of interest-rate benchmarks such as interbank offered rates ('IBOR'). These amendments have no impact on the Company; and
- Amendments to IAS 1 Presentation of Financial Statements and IAS 8 Accounting Policies, Changes in Accounting Estimates and Errors: Amendments clarify the definition of material and how it should be applied.

**New Accounting Pronouncements Not Yet Effective**

The IASB has issued the following new or amended standards and interpretations which apply from the dates shown. The Company has decided not to early adopt any of these standards, interpretations or amendments where this is permitted.

- Interest Rate Benchmark Reform – Phase 2 (Amendments to IFRS 9, IAS 39, IFRS 7, IFRS 4 and IFRS 16) (1 January 2021). The changes introduced in Phase 2 of the Interest Rate Benchmark Reform project relate to the modification of financial assets, financial liabilities and lease liabilities (introducing a practical expedient for modifications required by the IBOR reform), specific hedge accounting requirements to ensure hedge accounting is not discontinued solely because of the IBOR reform, and disclosure requirements applying IFRS 7 to accompany the amendments regarding modifications and hedge accounting. There is not expected to be an impact for the Company from implementing these amendments but a review will be undertaken in 2021 to confirm this.

Other new or amended accounting standards issued by the IASB are not considered to have a significant impact on the Company's financial statements or accounting policies.

**Effect of Brexit**

On 31 January 2020, the UK left the European Union ('EU') and consequently EFRAG will no longer endorse IFRSs for use in the UK. Legislation is in place to onshore and freeze EU-adopted IFRSs and from 1 January 2021 the Company will apply UK-adopted International Accounting Standards. The powers to endorse and adopt IFRSs will be delegated by the Secretary of State to the UK Endorsement Board once the draft statutory instrument, which was laid before Parliament on 1 February 2020 is approved. The following amendments to standards listed above have been endorsed for use in the UK by the Secretary of State:

- Interest Rate Benchmark Reform – Phase 2 (Amendments to IFRS 9, IAS 39, IFRS 7, IFRS 4 and IFRS 16); and
- Amendments to IFRS 4 Insurance Contracts – deferral of IFRS 9 Financial Instruments.

**3. Investment income**

	2020 £m	2019 £m
Investment income		
Interest income on financial assets designated at fair value through profit or loss on initial recognition	-	0.3
Dividend income	-	27.3
Investment income	<u>-</u>	<u>27.6</u>

Dividend income of £nil was received within the year (2019: £10.0m received in cash, £17.3m in specie).

**4. Administrative expenses**

	2020 £m	2019 £m
Recharged service and project costs	<u>20.8</u>	<u>15.7</u>

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**5. Employee information**

The Company has no employees. Services are provided by Pearl Group Management Services Limited and Pearl Group Services Limited.

**6. Directors' remuneration**

The Directors received the following for their qualifying services as Directors of the Company.

	2020 £	2019 £
Salaries and other short-term benefits	<u>145,716</u>	<u>105,954</u>
Remuneration (excluding pension contributions and awards under share option schemes and other long-term incentive schemes)	<u>145,716</u>	<u>105,954</u>
Share-based payments	<u>105,754</u>	<u>67,050</u>
Contributions to money purchase pension scheme	<u>2,432</u>	<u>989</u>
Number of Directors who are members of a money purchase pension scheme	<u>3</u>	<u>1</u>
Number of Directors who exercised share options during the year	<u>2</u>	<u>3</u>

The Directors are employed by either Pearl Group Management Services Limited or Pearl Group Services Limited. The total compensation paid to the Directors of the Company relates to services to the Company, irrespective of which entity within the Phoenix Group has paid the compensation.

For the purposes of this note an apportionment of the total remuneration paid to the Directors of the Company by the Phoenix Group has been made based on an estimate of the services rendered to the Company.

**7. Auditor's remuneration**

The remuneration of the auditor of the Company included in the financial statements was £0.1m (2019: £0.1m).

**8. Finance costs**

	2020 £m	2019 £m
Interest expense on borrowings at amortised cost	<u>84.8</u>	<u>89.1</u>

Interest expense on borrowings at amortised cost includes interest of £84.8m (2019: £89.1m) on loans from Group companies.

**9. Tax credit**

The standard rate of UK corporation tax for the accounting period is 19%.

Following the cancellation of the planned tax rate reduction from 19% to 17% announced in the March 2020 Budget, UK deferred tax assets and liabilities, where provided, are reflected at a rate of 19%.

An increase from the current 19% UK corporation tax rate to 25%, effective from 1 April 2023, was announced in the Budget on 3 March 2021.

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**9. Tax credit (continued)****9.1 Current year tax credit**

	2020 £m	2019 £m
Current tax:		
UK Corporation tax	(20.0)	(19.9)
Adjustments in respect of prior years	-	(1.8)
Total current tax	<u>(20.0)</u>	<u>(21.7)</u>
Total tax credit	<u>(20.0)</u>	<u>(21.7)</u>

**9.2 Reconciliation of tax credit**

	2020 £m	2019 £m
Loss before tax	<u>(66.5)</u>	<u>(355.9)</u>
Tax at standard UK rate of 19.00% (2019: 19.00%)	(12.6)	(67.6)
Non-taxable income and gains	-	(5.3)
Adjustment to shareholder tax charge in respect of prior years	-	(1.8)
Non-taxable impairment of investments in subsidiaries	(7.4)	53.0
Total tax credit for the year	<u>(20.0)</u>	<u>(21.7)</u>

**10. Share capital**

	2020 £m	2019 £m
Issued and fully paid:		
40,000,200 (2019: 40,000,200) ordinary 'A' shares of £1 each	40.0	40.0
438,000,000 (2019: 438,000,000) ordinary 'B' shares of £1 each	438.0	438.0
2 (2019: 2) ordinary 'C' shares of £1 each	-	-
6 (2019: 6) ordinary 'D' shares of £1 each	-	-
	<u>478.0</u>	<u>478.0</u>

The Company's Articles of Association contain a restriction on the number of shares that may be allotted.

The holders of the A and B ordinary shares are entitled to:

- Receive dividends, at the discretion of the Directors out of the profits of the Company that are available for distribution and are resolved to be distributed;
- One vote for every share of which they are the holder.

The holders of the C and D ordinary shares are entitled to:

- No right to receive dividends out of the profits of the Company and no right otherwise to share in the profits of the Company;
- No right to vote.

On a distribution of the assets of the Company among its members on a winding up or other return of capital (other than a redemption or purchase by the Company of its own Shares) the A ordinary shares, the B ordinary shares, the C ordinary shares and the D ordinary shares shall rank *pari passu* and accordingly the holders of the A ordinary shares, the B ordinary shares, the C ordinary shares and the D ordinary shares shall out of the remaining assets available for distribution to the holders of such shares be entitled to participate in such proportion of such surplus in proportion to the aggregate Issue Price of the A ordinary shares, the B ordinary shares, the C ordinary shares and D ordinary shares held by each of them as if they were all shares of the same class.

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**11. Share premium**

	2020 £m	2019 £m
At 1 January and 31 December	<u>1,600.0</u>	<u>1,600.0</u>

**12. Capital contribution**

	2020 £m	2019 £m
At 1 January and 31 December	<u>759.8</u>	<u>759.8</u>

Capital contributions have been treated as a distributable reserve with no restrictions.

**13. Borrowings**

	Carrying value		Fair value	
	2020 £m	2019 £m	2020 £m	2019 £m
Amounts owed to Group entities :				
(i) Pearl Group Holdings (No. 1) Limited	2,908.0	2,860.6	2,908.0	2,860.6
(ii) Pearl Life Holdings Limited	764.1	743.6	764.1	743.6
Total borrowings	<u>3,672.1</u>	<u>3,604.2</u>	<u>3,672.1</u>	<u>3,604.2</u>
Amounts due for settlement within 12 months	<u>3,672.1</u>	<u>-</u>		
Amounts due for settlement after 12 months	<u>-</u>	<u>3,604.2</u>		

The Company has received the following loans from certain of its subsidiaries:

- (i) The Company entered into a loan facility with Pearl Group Holdings (No. 1) Limited ('PGH1L'). The loan accrues interest of six month LIBOR plus 1.75% and has a maturity date of 31 December 2021.
- Interest of £67.3m (2019: £74.2m) was capitalised in the year, repayments of £19.9m (2019: £12.7m) were made, and advances of £nil (2019: £56.4m) were received.
- (ii) The Company entered into a loan facility with Pearl Life Holdings Limited ('PeLHL'). The loan accrues interest of six month LIBOR plus 1.75% and has a maturity date of 31 December 2021.
- Interest of £17.5m (2019: £14.9m) was capitalised in the year, repayments of £nil (2019: £73.7m) were made, and advances of £3.0m (2019: £250.8m) were received.

Subsequent to the year-end, PGH1L, PeLHL and the Company agreed to amendments to the terms of both of the above loans. Under the amendments to the loans, the maturity date for both loans was amended to 31 December 2026 and the margin on both loans was amended to 0.62%.

**Determination of fair value and fair value hierarchy of long-term borrowings**

Borrowings are categorised as Level 3 financial instruments. The fair value of borrowings with no external market is determined by internally developed discounted cash flow models using a risk adjusted discount rate corroborated with external market data where possible.

There were no level 1 or level 2 borrowings in 2020 or 2019.

There were no fair value gains or losses recognised in other comprehensive income.

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**14. Tax assets and liabilities**

	2020 £m	2019 £m
<b>Current Tax</b>		
Current tax payable	<u>1.9</u>	<u>1.9</u>

Deferred tax assets have not been recognised in respect of:

Tax losses carried forward	<u>0.5</u>	<u>0.4</u>
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Deferred income tax assets are recognised for tax losses carried forward only to the extent that realisation of the related tax benefit is probable.

As a result of the corporation tax rate change announced in March 2021, the unprovided deferred tax asset in existence at the end of 2020 is expected to increase in value by approx. £0.2m.

**15. Accruals**

	2020 £m	2019 £m
Accrued interest on borrowings	<u>0.2</u>	<u>0.3</u>

**16. Amounts due to Group entities**

	2020 £m	2019 £m
Other borrowings owed to Group entities	<u>3.1</u>	<u>2.0</u>

Amounts owed to Group entities consists of £3.1m short-term intra-group borrowings (2019: £2.0m).

**17. Investments in subsidiaries**

	2020 £m	2019 £m
<b>Cost</b>		
At 1 January	7,164.7	7,169.7
Return of capital contribution by subsidiary	-	(5.0)
At 31 December	<u>7,164.7</u>	<u>7,164.7</u>
<b>Impairment</b>		
At 1 January	(1,563.4)	(1,284.7)
Impairment charge	(9.1)	(278.7)
Reversal of impairment charge	48.2	-
At 31 December	<u>(1,524.3)</u>	<u>(1,563.4)</u>
<b>Carrying amount</b>		
At 31 December	<u>5,640.4</u>	<u>5,601.3</u>

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**17. Investments in subsidiaries**

Where indicators of impairment have been identified the carrying value of the Company's investments in its subsidiaries has been tested for impairment at the period end. In 2020, impairments of £9.1m (2019: £278.7m) were recognised to align the carrying value of certain investments to their recoverable amount. Previously recognised impairments of £48.2m were released during the year (2019: £nil).

The value in use has been used as the recoverable amount and this has been determined using the present value of the future cash flows of the Company's subsidiaries including the in-force long-term business, the asset management business and the service company. The cash flows used in this calculation are consistent with those adopted by management in the operating plan and, beyond the period of this plan, reflect the anticipated run-off of the in force life insurance business. Future cash flows have been valued using discount rates which reflect the risks inherent to each cash flow. For the other subsidiaries, the value in use has been determined using net assets values.

The subsidiaries of the Company at 31 December 2020 were as follows:

	Country of incorporation and principal place of operation	Class of shares held (wholly-owned unless otherwise indicated)
BA (FURBS) Limited *	UK	Ordinary shares of £1
Britannic Group Services Limited *	UK	Ordinary shares of £1
CH Management Limited ∞	USA	Ordinary shares of \$1
IH (Jersey) Limited ∂	Jersey	Ordinary shares of £1
Pearl Group Holdings (No. 1) Limited †	UK	Ordinary shares of £0.05
Pearl Group Management Services Limited *	UK	Ordinary shares of £1
Pearl Group Secretariat Services Limited *	UK	Ordinary shares of £1
Pearl Life Holdings Limited *	UK	Ordinary shares of £1
Pearl RLG Limited *	UK	Ordinary shares of £1
PG Dormant (No 3) Limited *	UK	Ordinary shares of £1
Phoenix Customer Care Limited *	UK	Ordinary shares of £1

The Company also owns the following principal subsidiaries through the subsidiary companies listed above:

PA (GI) Limited *	UK	Ordinary shares of £0.01 and Deferred shares of £0.25
Phoenix ER1 Limited *	UK	Ordinary shares of £1
Phoenix ER3 Limited *	UK	Ordinary shares of £1
Phoenix ER4 Limited *	UK	Ordinary shares of £1
Phoenix Life Limited *	UK	Ordinary shares of £1
Phoenix SPV1 Limited	UK	Ordinary shares of £1
Phoenix SPV2 Limited	UK	Ordinary shares of £1
Phoenix SPV3 Limited	UK	Ordinary shares of £1
Phoenix SPV4 Limited	UK	Ordinary shares of £1
Phoenix Unit Trust Managers Limited *	UK	Ordinary shares of £1
SunLife Limited *	UK	Ordinary shares of £1

The companies are principally engaged in the transaction of long term insurance or related business. All holdings represent 100% of the normal issued share capital, unless stated otherwise.

\* : The registered address of these companies is 1 Wythall Green Way, Wythall, Birmingham, B47 6WG.

∞ : The registered address of this company is 103 Foulk Road, Suite 202, Wilmington, DE 19803.

∂ : The registered address of this company is 1<sup>st</sup> Floor, 32 Commercial Street, St Helier, Jersey, JE2 3RU.

† : The registered address of this company is 20 Old Bailey, London, EC4M 7AN.

**18. Amounts due from Group entities**

	2020 £m	2019 £m
Amounts due from Group entities	<u>322.4</u>	<u>328.1</u>

Amounts due from Group entities consists of £322.4m short-term intra-group borrowings (2019: £309.6m) and group relief receivables of £8m (2019: £18.5m).

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**19. Financial assets**

	2020 £m	2019 £m
Financial assets at fair value through profit or loss		
Designated upon initial recognition		
Open ended investment companies – level 1	<u>0.2</u>	<u>10.5</u>

All amounts are recoverable within 12 months.

**Determination of fair value and fair value hierarchy of financial assets**

The open ended investment companies are categorised as Level 1 financial instruments. The fair value of Level 1 financial instruments traded in active markets (such as publicly traded securities and derivatives) is based on quoted market prices at the period end. The quoted market price used for financial assets is the current bid price on the trade date. If the bid price is unavailable a 'last traded' approach is adopted. For units in unit trusts and shares in open ended investment companies, fair value is by reference to published bid values.

There were no level 3 financial assets in 2020 or 2019.

**20. Cash and cash equivalents**

	2020 £m	2019 £m
Bank and cash balances	<u>-</u>	<u>0.9</u>

The carrying amounts approximate to fair value at the period end.

**21. Cash flows from operating activities**

	2020 £m	2019 £m
Loss for the year before tax	(66.5)	(355.9)
Adjustments to reconcile profit for the year to net cash inflow from operating activities in respect of:		
Dividends received	-	(27.3)
Impairment of investment in subsidiary	9.1	278.7
Reversal of impairment of investment in subsidiary	(48.2)	-
Interest expense on borrowings	84.8	89.1
Changes in operating assets and liabilities	26.5	(271.0)
Cash generated/(absorbed) by operations	<u>5.7</u>	<u>(286.4)</u>

**22. Capital and risk management**

The Company's capital comprises share capital and all reserves. At 31 December 2020, total capital was £2,285.2m (2019: £2,331.7m). The movement in capital in the year comprises the loss after taxation arising in the period of £46.5m (2019: £334.2m profit).

The Company's capital is monitored by the Directors and managed on an on-going basis via a monthly review process to ensure that it remains positive at all times.

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### 22. Capital and risk management (continued)

The principal risks and uncertainties facing the Company are:

- **Interest rate risk**  
The movement in interest rates will impact the value of interest payable and receivable by the Company.

An increase of 1% in interest rates, with all other variables held constant, would result in a decrease in profit after tax in respect of a full financial year and in equity of £29.7m (2019: £29.1m). A decrease of 1% in interest rates, with all other variables held constant, would result in an increase in profit after tax in respect of a full financial year and in equity of £29.7m (2019: £29.1m).

- **Liquidity risk**  
Exposure to liquidity risk arises as a result of normal business activities, specifically the risk arising from an inability to meet short-term cash flow requirements. The following table provides a maturity analysis showing the remaining contractual maturities of the Company's undiscounted financial liabilities and associated interest.

		1 year or less or on demand £m	1-5 years £m	Greater than 5 years £m	Total £m
2020	Borrowings	3,737.5	-	-	3,737.5
	Current liabilities	5.5	-	-	5.5
2019	Borrowings	-	3,816.8	-	3,816.8
	Current liabilities	4.6	-	-	4.6

- **Credit risk**  
Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. These obligations can relate to both recognised and unrecognised assets and liabilities.

#### *Credit risk management practices*

The Company's current credit risk grading framework comprises the following categories:

Category	Description	Basis for recognising an expected credit loss ('ECL')
Performing	The counterparty has a low risk of default and does not have any past-due amounts	12m ECL
Doubtful	There has been a significant increase in credit risk since initial recognition	Lifetime ECL – not credit impaired
In default	There is evidence indicating the asset is credit-impaired	Lifetime ECL – credit impaired
Write-off	There is evidence indicating that the debtor is in severe financial difficulty and the Group has no realistic prospect of recovery	Amount is written off

The table below details the credit quality of the Company's financial assets, as well as the Company's maximum exposure to credit risk by credit rating grades:

2020	Note	External credit rating	Internal credit rating	12m or lifetime ECL?	Gross carrying amount £m	Loss allowance £m	Net carrying amount £m
Financial assets	19	AAA	Performing	12m ECL	0.2	-	0.2
Amounts owed by Group entities	18	N/A	Performing	12m ECL	322.4	-	322.4



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**22. Capital and risk management (continued)**

2019	Note	External credit rating	Internal credit rating	12m or lifetime ECL?	Gross carrying amount £m	Loss allowance £m	Net carrying amount £m
Financial assets	19	AAA	Performing	12m ECL	10.5	-	10.5
Amounts owed by Group entities	18	N/A	Performing	12m ECL	328.1	-	328.1
Cash and cash equivalents	20	A	Performing	12m ECL	0.9	-	0.9

The Company considers reasonable and supportable information that is relevant and available without undue cost or effort to assess whether there has been a significant increase in risk since initial recognition. This includes quantitative and qualitative information and also, forward-looking analysis.

Financial assets – the Company's financial assets are held in open-ended investment companies have investment grade ratings. The Company considers that its financial assets have a low credit risk based on the credit ratings, and there being no history of default.

Amounts owed by Group entities – the Company is exposed to credit risk relating to amounts owed by Group entities, which is considered low risk. The Company assesses whether there has been a significant increase in credit risk since initial recognition by assessing whether there has been any historic defaults, by reviewing the going concern assessment of the borrower, the long term stability of the Phoenix Group and the ability of the parent company to prevent a default by providing a capital or cash injection.

Cash and cash equivalents – the Company's cash and cash equivalents are held with bank and financial institution counterparties, all of which have an investment grade credit rating. The Company considers that its cash and cash equivalents have low credit risk based on the external credit ratings of the counterparties and there being no history of default.

The Company writes off a financial asset when there is information indicating that the counterparty is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the counterparty has been placed under liquidation or has entered into bankruptcy proceedings. Financial assets written off may still be subject to enforcement activities under the Company's recovery procedures, taking into account legal advice where appropriate. Any recoveries made are recognised in profit or loss.

The Company's exposure to all these risks is monitored by the Directors, who agree policies for managing each of these risks on an ongoing basis.

**23. Related party transactions**

The Company enters into transactions with related parties in its normal course of business. These are at arm's length on normal commercial terms.

In the year ended 31 December 2020 the Company received dividends from its subsidiaries of £nil (2019: £27.3m).

***Amounts due to related parties***

	2020 £m	2019 £m
Loans due to subsidiaries	3,672.1	3,604.2
Other amounts due to fellow subsidiaries	<u>3.1</u>	<u>2.0</u>

***Amounts due from related parties***

	2020 £m	2019 £m
Other amounts due from fellow subsidiaries	<u>322.4</u>	<u>328.1</u>

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**IMPALA HOLDINGS LIMITED**

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**23. Related party transactions (continued)**

***Key management compensation***

The total compensation payable to employees classified as key management, which comprises the Directors, is disclosed in note 6.

***Parent and ultimate parent entity***

Information on the Company's parent and ultimate parent is given in note 25.

**24. Events after the reporting date**

Subsequent to the year-end, Pearl Group Holdings (No. 1) Limited, Pearl Life Holdings Limited and the Company agreed to amendments to the terms of the two loans advanced to the Company. Under the amendments to the loans, the maturity date for both loans was amended to 31 December 2026 and the margin on both loans was amended to 0.62%.

**25. Other information**

The Company is a private company limited by shares. Its principal place of business is the United Kingdom. The Company's immediate parent is Phoenix Life Holdings Limited and its ultimate parent is Phoenix Group Holdings Public Limited Company ('PGH plc'), a company incorporated in the United Kingdom. A copy of the financial statements of PGH plc can be obtained from the Company Secretary, The Phoenix Group, 20 Old Bailey, London, EC4M 7AN or [www.thephoenixgroup.com](http://www.thephoenixgroup.com).