

THE WHITE COMPANY HOLDING CO LIMITED

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE PERIOD ENDED 31 JULY 2021

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THE WHITE COMPANY HOLDING CO LIMITED

COMPANY INFORMATION

Directors	B C Rucker N C T Wheeler M E Homer D A Tyler
Company secretary	R J Miller
Registered number	10464073
Registered office	2 Television Centre 101 Wood Lane London England W12 7FR
Independent auditor	Deloitte LLP Statutory Auditor London, United Kingdom

THE WHITE COMPANY HOLDING CO LIMITED

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THE WHITE COMPANY HOLDING CO LIMITED

GROUP STRATEGIC REPORT FOR THE PERIOD ENDED 31 JULY 2021

Introduction

The directors present their strategic report for the 52 week (2020: 52 week) period ended 31 July 2021.

The directors, in preparing the strategic report, have complied with s414C of the Companies Act 2006.

This strategic report has been prepared for the Group as a whole and therefore gives greater emphasis to those matters which are significant to The White Company Holding Co Limited (the "Company") and its subsidiary undertakings when viewed as a whole (the "Group").

Principal activity

The principal activity of The White Company Holding Co Limited is a holding company for the investments in The White Company Group companies.

The principal activity of the Group is the sale of high quality bed linen and other household accessories, clothing, gifts and a separate children's range, providing impeccably stylish everyday luxury, principally in white. This is not expected to change in the foreseeable future.

Key performance indicators

The Group uses a range of performance measures to monitor and manage the business effectively. These are both financial and non-financial, the most significant of which are the key performance indicators. These include a suite of KPIs that are reported on a weekly basis, including turnover, gross profit, stock, channel and store performance and customer metrics.

The KPIs are assessed versus annual budget, quarterly forecasts and prior periods.

Selected KPIs have been presented below:

	52 weeks ended 31 July 2021 £m	52 weeks ended 1 August 2020 £m	Growth FY21 vs FY20
Turnover	273.1	226.3	21 %
Operating profit	31.2	14.1	122 %

THE WHITE COMPANY HOLDING CO LIMITED

**GROUP STRATEGIC REPORT (CONTINUED)
FOR THE PERIOD ENDED 31 JULY 2021**

Business review

In a year that was often dominated by the disruption and operational challenges created by the ongoing pandemic, we delivered Group operating profits of £31.2m, up 122% on the £14.1m from the year before.

One of the main driving factors of the profit growth was a strong improvement in headline turnover. We had seen the initial negative impacts of the Covid19 pandemic on trade at the end of the previous financial year, and so were cautious in our outlook for the year ahead. However, with large numbers of consumers having to work from home, and with travel and most other leisure activities prohibited for large periods of time, retail and in particular home related retail, started to see a much greater share of disposable income than had previously been the case. With consumers spending more time at home than ever before we started to see the benefit from having a large portion of our product ranges sit within the Home and Gifting categories. Sales in most of our Home categories, along with Nightwear and Loungewear, all started to accelerate, with the levels of growth largely sustained throughout the year. Conversely, the only area within our product portfolio that suffered was Daywear, because consumers had less opportunity to go out or travel.

At the points in time during the year, when stores were unable to open, a large portion of this lost trade migrated to the Online channel, which ultimately saw much greater volumes than in previous years. When stores were able to reopen again in the middle of April, having been shut since towards the end of December, their performance was stronger than we'd expected, and only slightly down on the levels seen pre Covid.

Whilst the demand for our products during the year was stronger than ever before, from both existing customers and large numbers of new customers, the operational challenges of fulfilling this demand were significant, especially with the stores shut for nearly 5 months of the year in total. The biggest of these challenges came during our Peak trading period from the end November through to Christmas. With stores having to close in early November, just before the start of our 'White Week' promotional activity, this meant that all our trade in the biggest week of the year was forced Online, with the knock-on impact to activity in our Distribution Centre and the service levels we were able to offer our customers. With stores then having to shut again the week before Christmas, we also missed out on the valuable last minute Christmas rush. The combination of these 2 periods of store closures meant we were unable to maximise the trading potential of the crucial Christmas period, as well as incurring much higher operational costs as a result.

Whilst the majority of our trade still comes from UK customers, over the last year we also saw strong Online growth in the US and our Other International markets, although our EU trading came with much higher costs from the 1st January as a result of Brexit.

Despite the operational challenges and the impact of the store closures, our overall turnover for the year was £273.1m (2020: £226.3m), an increase of 21% on the previous year. A positive consequence of the strong trading throughout the year, was also a much-reduced need for discounting during sale periods. This combined with strong performance in our higher margin product categories meant that the sales growth was achieved at an improved margin rate.

The only change in our store portfolio during the year was the closure of our remaining store in the US, which had been loss making since opening. We concluded the year with 50 stores and 10 concessions in the UK, and 2 stores in Ireland, alongside our UK, US and Euro specific websites. We have continued to invest elsewhere in the business, in our Distribution Centre, Digital and IT, with our new ERP implementation, Dynamics 365, subsequently going live at the start of the new financial year. This project has taken a number of years to complete but will help unlock further potential in the business once it is fully embedded. In the year we also launched a 'Little White Company' product offer on the Next Website, with the initial reaction very positive.

Our strong trading throughout the year has helped maintain a healthy cash position. We finished the year with a cash balance of £57.5m (2020: £31.1m), with no long-term debt and there is no draw down on our Revolving Credit Facility

THE WHITE COMPANY HOLDING CO LIMITED

**GROUP STRATEGIC REPORT (CONTINUED)
FOR THE PERIOD ENDED 31 JULY 2021**

Business review (continued)

In summary, we have concluded the year with a strong set of financial results, despite the challenges faced over the course of the year. There remains a degree of uncertainty and cautiousness around consumer behaviour for the year ahead, assuming there is a return to office working and all travel/leisure activities are again permissible throughout. Likewise, there is no certainty that society will not continue to be impacted by Covid to some degree. Despite the uncertainty around what the year ahead may hold, we have emerged through what is hopefully the worst of the pandemic a much stronger business than we were before and continue to be optimistic around the long-term growth potential for the brand.

Principal risks and uncertainties

The business has a number of risks through its normal course of business that it needs to mitigate each year, such as the retaining of existing customers and the recruiting of new ones. However performance, is also influenced by factors impacting the broader sector it operates in. At present, a number of these risks may have an impact over the coming year.

Whilst, at time of publication, the majority of the restrictions resulting from the pandemic have lifted and society has largely returned to normal following the large-scale vaccination programme, the pandemic has not gone away and we are unlikely to have seen the last of the impacts from it. Whilst we have shown resilience and strong performance thus far, a further broader outbreak and any associated restrictions or forced store closures will inevitably impact our business and create a repeat of some of the operational challenges seen over the last year.

In the year ahead we will also be comparing against the strong growth we saw last year, which was in part driven by a set of circumstances that are unlikely to repeat themselves. Whilst consumer demand hasn't thus far shown any signs of diminishing, our ability to show further growth on the performance last year will, in the short term at least, be more of a challenge.

Some of the other challenges facing the retail sector, from which we are not immune, are the well documented labour shortages impacting the supply chain and distribution centres, as well as broader global supply chain problems. Our ability to secure the right amount of resource in our Distribution Centre, especially over the crucial Peak trading period, will be a key determinant of success in the year ahead. Likewise so with our ability to secure sufficient levels of stock at the right time, to cope with ongoing demand.

Our new ERP implementation went live at the start of August 2021. This is a key factor in unlocking further potential for the business. The biggest challenge to overcome will be seeing how the new system copes with the increased volumes during our peak trading period.

With all these ongoing risks, they are monitored on an ongoing basis by the Board with mitigating actions taken as applicable. However we remain sufficiently funded to be confident of being able to withstand any financial risks created by these challenges.

Future developments

The Board remains focused on maintaining and improving the brand in all of its aspects, including product quality, product range and service offering, as well as improving the business's sustainability credentials. The timing and prioritisation of further expansion will be influenced by the outcome of the current pandemic, and the changes in consumer behaviour that it has brought about, but broader ambitions both Internationally and in the UK still remain.

The Group is also focused on ensuring its infrastructure is appropriate for the current business and its future growth, and is planning to invest accordingly.

Details of significant events since the balance sheet date are contained in note 32 to the financial statements.

THE WHITE COMPANY HOLDING CO LIMITED

**GROUP STRATEGIC REPORT (CONTINUED)
FOR THE PERIOD ENDED 31 JULY 2021**

Directors' statement of compliance with duty to promote the success of the Group

Section 172(1) of the 2006 Companies Act requires that a Director of a company must act in a way he/she considers, in good faith, would be the most likely to promote the success of the company for the benefit of its members as a whole and in so doing have regard to the following factors:-

- The likely consequences of any decision in the long term;
- The interests of company's employees;
- The need to foster the company's business relationships with suppliers, customers and others;
- The impact of the company's operations on the community and the environment;
- The desirability of the company maintaining a reputation for high standards of business conduct; and
- The need to act fairly as between members of the company.

The following summarises the actions taken by the Board during the year:-

Our Employees

We maintain constant dialogue with our employees throughout the year, with this having heightened since the current pandemic began. Regular 'town hall' sessions are held by the CEO involving all company employees, which is an opportunity to feedback on key business activities as well as taking questions on matters that may be of concern to employees. In addition there are monthly newsletters to all employees, feedback sessions following each Board meeting for onward cascade to the business, as well as presentations on our ongoing financial performance. In October, post the completion of the financial year, we were able to hold our first annual conference since the start of the pandemic, for all head office employees alongside the management teams from our Stores, Distribution Centre and Contact Centre. This provided the opportunity to discuss the activities and performance over the year just gone as well as looking ahead to the developments in the plan for the next 12 months.

Corporate Social Responsibility

Sustainability is one of the core pillars of our business strategy and we are constantly seeking ways to make improvements in this area, be it through more environmentally friendly packing or ensuring responsible sourcing across our supplier base. In the year we also started the journey towards achieving 'B-Corps' accreditation, seen as the gold standard of verified social and environmental performance, public transparency, and legal accountability to balance profit and purpose. In addition, each year a portion of our annual Profits go towards supporting our designated charities through the Group's White Heart Foundation.

Relationship with Customers and Suppliers

Brand reputation is at the very core of the business success, so we seek constant feedback and engagement with our large customer base. We use various tools throughout the year to take onboard customer feedback, and to ensure this is incorporated into future business strategy. We have also built long term relationships with our supplier base and ensure that each supplier adheres to our Code of Conduct.

Shareholders

As a private company, our shareholders have regular contact with our Main Board and our internal Operating Board, with this facilitating an ongoing engagement around factors discussed in this section. Also as a private company, solely owned by the founding family, with no external debt, this allows the decision making to be centred on the best long term interests of the company and its stakeholders.

This report was approved by the board on 24 November 2021 and signed on its behalf.



R J Miller
Secretary

THE WHITE COMPANY HOLDING CO LIMITED

**DIRECTORS' REPORT
FOR THE PERIOD ENDED 31 JULY 2021**

The Directors present their report and the financial statements for the period ended 31 July 2021.

The Group has chosen in accordance with section 414C of the Companies Act 2006, to include such matters of strategic importance to the Group in the Strategic Report which otherwise would be required to be disclosed in the Directors' Report.

Future developments

Details of future developments can be found in the Strategic Report on page 3 and form part of this report by cross-reference.

Going concern

The directors have a reasonable expectation that the Group has adequate resources to continue in operational existence for the foreseeable future. Thus they continue to adopt the going concern basis in preparing the annual financial statements.

Further details regarding the adoption of the going concern basis can be found in the accounting policies in the financial statements (note 2).

Results and dividends

The profit for the period, after taxation, amounted to £26.1m (2020: £10.5m).

The directors declared and paid a dividend of £nil (2020: £5.2m).

The directors did not propose a dividend after the year end (2020: £nil).

THE WHITE COMPANY HOLDING CO LIMITED

**DIRECTORS' REPORT (CONTINUED)
FOR THE PERIOD ENDED 31 JULY 2021**

Financial risk management objectives and policies

Objectives and policies

The Group's activities expose it to a number of financial risks including cash flow risk, credit risk, and liquidity risk. The use of financial derivatives is governed by the Group's policies approved by the board of directors. The Group does not use derivative financial instruments for speculative purposes.

Cash flow risk

The Group's activities expose it primarily to the financial risks of changes in foreign currency exchange rates. The Group uses foreign exchange forward contracts to mitigate these exposures.

Credit risk

The Group's principal financial assets are bank balances and cash and trade and other receivables.

The Group's credit risk is primarily attributable to its trade debtors. The amounts presented in the balance sheet are net of allowances for bad debts. An allowance for impairment is made where there is an identified loss event which, based on previous experience, is evidence of a reduction in the recoverability of the cash flows.

The credit risk on liquid funds and derivative financial instruments is limited because the counterparties are banks with high credit-ratings assigned by international credit-rating agencies.

The Group has no significant concentration of credit risk.

Liquidity risk

In order to maintain liquidity to ensure that sufficient funds are available for ongoing operations and future developments, the Group uses short-term debt finance. The Group has no long term debt.

Further details regarding liquidity risk can be found in the accounting policies in the financial statements (note 2).

Directors

The Directors who served during the period and subsequent to the period end, unless otherwise stated, were:

B C Rucker
N C T Wheeler
M E Homer
D A Tyler

Directors' indemnities

The Group has made qualifying third party indemnity provisions for the benefit of its directors which were made during the period and remain in force at the date of this report.

Disabled employees

Applications for employment by disabled persons are always fully considered, bearing in mind the abilities of the applicant concerned. In the event of members of staff becoming disabled every effort is made to ensure that their employment with the Group continues and that appropriate training is arranged. It is the policy of the Group and the Company that the training, career development and promotion of disabled persons should, as far as possible, be identical to that of other employees.

THE WHITE COMPANY HOLDING CO LIMITED

**DIRECTORS' REPORT (CONTINUED)
FOR THE PERIOD ENDED 31 JULY 2021**

Employee consultation

The Group places considerable value on the involvement of its employees and has continued to keep them informed on matters affecting them as employees and on the various factors affecting the performance of the Group. This is achieved through formal and informal meetings, a newsletter and an annual conference where key departments present their results and areas of focus. Employee representatives are consulted regularly on a wide range of matters affecting their current and future interests. In addition, all employees are invited to be part of either the Group's bonus scheme, or participate in local incentive schemes.

Engagement with suppliers, customers and others

Details of engagement with suppliers, customers and other stakeholders can be found in the Strategic report on page 4 and form part of this report by cross-reference.

Disclosure of information to auditor

Each of the persons who are Directors at the time when this Directors' Report is approved has confirmed that:

- so far as the Director is aware, there is no relevant audit information of which the Company and the Group's auditor is unaware; and
- the Director has taken all the steps that ought to have been taken as a Director in order to be aware of any relevant audit information and to establish that the Company and the Group's auditor is aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

Post balance sheet events

There have been no significant events affecting the Group since the period end.

Auditor

Under section 487(2) of the Companies Act 2006, Deloitte LLP will be deemed to have been reappointed as auditor 28 days after these financial statements were sent to members or 28 days after the latest date prescribed for filing the accounts with the registrar, whichever is earlier.

This report was approved by the board on 24 November 2021 and signed on its behalf.



R J Miller
Secretary

THE WHITE COMPANY HOLDING CO LIMITED

**DIRECTORS' RESPONSIBILITIES STATEMENT
FOR THE PERIOD ENDED 31 JULY 2021**

The Directors are responsible for preparing the Annual Report and the consolidated financial statements in accordance with applicable law and regulations.

Company law requires the Directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law), including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland". Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and the Group and of the profit or loss of the Group for that period.

In preparing these financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue in business.

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

THE WHITE COMPANY HOLDING CO LIMITED

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE WHITE COMPANY HOLDING CO LIMITED

Report on the audit of the financial statements

Opinion

In our opinion the financial statements of The White Company Holding Co Limited (the 'parent Company') and its subsidiaries (the 'Group'):

- give a true and fair view of the state of the Group's and of the parent Company's affairs as at 31 July 2021 and of the Group's profit for the period then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland"; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements which comprise:

- the consolidated profit and loss account;
- the consolidated statement of comprehensive income;
- the consolidated and parent Company balance sheet;
- the consolidated and parent Company statement of changes in equity;
- the consolidated cash flow statement; and
- the consolidated related notes 1 to 33.

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report.

We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

THE WHITE COMPANY HOLDING CO LIMITED

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE WHITE COMPANY HOLDING CO LIMITED (CONTINUED)

Other information

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

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

We have nothing to report in this regard.

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

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

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

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

- had a direct effect on the determination of material amounts and disclosures in the financial statements. These included UK Companies Act, FRS 102, Tax Legislation; and
- do not have a direct effect on the financial statements but compliance with which may be fundamental to the group's ability to operate or to avoid a material penalty. These included Data Protection Act and Employment Law.

We discussed among the audit engagement team regarding the opportunities and incentives that may exist within the organisation for fraud and how and where fraud might occur in the financial statements.

As a result of performing the above, we identified the greatest potential for fraud around the valuation of the inventory obsolescence provision specifically. Significant management judgement is involved in determining the adequacy of the inventory obsolescence provision across both a wide range of products, set against a backdrop of ever changing trends in the retail market. Given the high level of management judgement involved, particularly in respect of forecast future sales, we deemed this a potential fraud risk for our audit.

THE WHITE COMPANY HOLDING CO LIMITED

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE WHITE COMPANY HOLDING CO LIMITED (CONTINUED)

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

In order to address this key audit matter we have completed audit procedures including:

- obtaining an understanding of the controls relating to inventory provisioning;
- evaluating the appropriateness of the methodology used to calculate the inventory provision;
- challenging the reasonableness of management's judgements and the assumptions used, specifically by assessing the provision percentages in relation to sales demand with comparison to prior years;
- assessing the integrity of the underlying calculation by checking the accuracy of the ageing of discontinued and slow moving inventory items;
- assessing the exposure of inventory relating to slow moving ranges but for which no provision is included

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

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

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

Report on other legal and regulatory requirements

Opinion 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 Group Strategic Report and the Directors' Report for the financial period for which the financial statements are prepared is consistent with the financial statements; and
- the Group Strategic Report and the Directors' Report have been prepared in accordance with applicable legal requirements.

In the light of the knowledge and understanding of the Group and the parent Company and its environment obtained in the course of the audit, we have not identified any material misstatements in the Group Strategic Report or the Directors' Report.

THE WHITE COMPANY HOLDING CO LIMITED

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE WHITE COMPANY HOLDING CO LIMITED (CONTINUED)

Matters on which we are required to report by exception

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

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

We have nothing to report in respect of these matters.

Responsibilities of directors

As explained more fully in the Directors' Responsibilities Statement set out on page 8, 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 Group's and the parent Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the Group or the parent 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 Group financial statements.


A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: 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.

THE WHITE COMPANY HOLDING CO LIMITED

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE WHITE COMPANY HOLDING CO
LIMITED (CONTINUED)



Adam Norman (Senior Statutory Auditor)
for and on behalf of
Deloitte LLP
Statutory Auditor
London, United Kingdom
24 November 2021

THE WHITE COMPANY HOLDING CO LIMITED

**CONSOLIDATED PROFIT AND LOSS ACCOUNT
FOR THE PERIOD ENDED 31 JULY 2021**

	Note	52 weeks ended 31 July 2021 £000	52 weeks ended 1 August 2020 £000
Turnover	4	273,101	226,291
Cost of sales		(120,840)	(102,788)
Gross profit		152,261	123,503
Administrative expenses		(121,012)	(109,399)
Operating profit	5	31,249	14,104
Interest receivable and similar income	9	-	13
Interest payable and similar expenses	10	(224)	(118)
Profit before tax		31,025	13,999
Tax on profit	11	(4,972)	(3,474)
Profit for the financial period		26,053	10,525
Profit for the period attributable to:			
Owners of the parent		26,053	10,525
		26,053	10,525

The notes on pages 23 to 47 form part of these financial statements.

The above results were derived from continuing operations.

THE WHITE COMPANY HOLDING CO LIMITED

**CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME
FOR THE PERIOD ENDED 31 JULY 2021**

	52 weeks ended 31 July 2021 £000	52 weeks ended 1 August 2020 £000
Profit for the financial period	26,053	10,525
	<hr/>	<hr/>
Currency translation difference on foreign currency net investments in overseas subsidiaries	258	121
	<hr/>	<hr/>
Total comprehensive income for the period	26,311	10,646
	<hr/>	<hr/>
Profit for the period attributable to:		
Owners of the parent Company	26,053	10,525
	<hr/>	<hr/>
	26,053	10,525
	<hr/>	<hr/>


The notes on pages 23 to 47 form part of these financial statements.

THE WHITE COMPANY HOLDING CO LIMITED
REGISTERED NUMBER: 10464073

CONSOLIDATED BALANCE SHEET
AS AT 31 JULY 2021

	Note	31 July 2021 £000	1 August 2020 £000
Fixed assets			
Intangible assets	13	26,425	25,336
Tangible assets	14	9,316	12,918
		<u>35,741</u>	<u>38,254</u>
Current assets			
Stocks	16	29,873	24,737
Debtors: amounts falling due within one year	17	9,516	9,059
Debtors: amounts falling due after more than one year	17	2,772	1,163
Cash at bank and in hand	18	57,549	31,140
		<u>99,710</u>	<u>66,099</u>
Creditors: amounts falling due within one year	19	(58,530)	(53,958)
Net current assets		<u>41,180</u>	<u>12,141</u>
Total assets less current liabilities		<u>76,921</u>	<u>50,395</u>
Creditors: amounts falling due after more than one year	20	(472)	(105)
Provisions for liabilities	25	(5,302)	(5,454)
Net assets		<u><u>71,147</u></u>	<u><u>44,836</u></u>
Capital and reserves			
Called up share capital	26	-	-
Share premium account	27	126	126
Revaluation reserve	27	581	323
Profit and loss account	27	70,440	44,387
		<u>71,147</u>	<u>44,836</u>

The financial statements were approved and authorised for issue by the board and were signed on its behalf on 24 November 2021.



B C Rucker
Director

The notes on pages 23 to 47 form part of these financial statements.

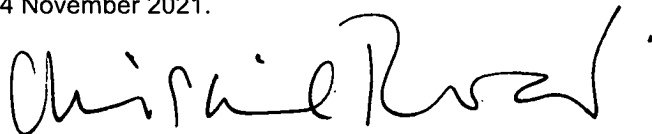
THE WHITE COMPANY HOLDING CO LIMITED
REGISTERED NUMBER: 10464073

COMPANY BALANCE SHEET
AS AT 31 JULY 2021

	Note	31 July 2021 £000	1 August 2020 £000
Fixed assets			
Investments	15	126	126
Net assets		<u>126</u>	<u>126</u>
Capital and reserves			
Called up share capital	26	-	-
Share premium account	27	126	126
Profit and loss account		-	-
		<u>126</u>	<u>126</u>

The profit for the financial year dealt within the financial statements of the parent Company was £nil (2020: £5,192k).

The financial statements were approved and authorised for issue by the board and were signed on its behalf on 24 November 2021.



B C Rucker
Director

The notes on pages 23 to 47 form part of these financial statements.

THE WHITE COMPANY HOLDING CO LIMITED

**CONSOLIDATED STATEMENT OF CHANGES IN EQUITY
FOR THE PERIOD ENDED 31 JULY 2021**

	Called up share capital £000	Share premium account £000	Revaluation reserve £000	Profit and loss account £000	Total equity £000
At 4 August 2019	-	126	202	39,054	39,382
Profit for the period	-	-	-	10,525	10,525
Currency translation difference on foreign currency net investments in overseas subsidiaries	-	-	121	-	121
Total comprehensive income for the period	-	-	121	10,525	10,646
Dividends paid on equity capital (note 12)	-	-	-	(5,192)	(5,192)
At 2 August 2020	-	126	323	44,387	44,836
Profit for the period	-	-	-	26,053	26,053
Currency translation difference on foreign currency net investments in overseas subsidiaries	-	-	258	-	258
Total comprehensive income for the period	-	-	258	26,053	26,311
At 31 July 2021	-	126	581	70,440	71,147

The notes on pages 23 to 47 form part of these financial statements.

THE WHITE COMPANY HOLDING CO LIMITED

**COMPANY STATEMENT OF CHANGES IN EQUITY
FOR THE PERIOD ENDED 31 JULY 2021**

	Called up share capital £000	Share premium account £000	Profit and loss account £000	Total equity £000
At 4 August 2019	-	126	-	126
Comprehensive income for the period				
Profit for the period	-	-	5,192	5,192
Total comprehensive income for the period	-	-	5,192	5,192
Dividends paid on equity shares (note 12)	-	-	(5,192)	(5,192)
At 2 August 2020	-	126	-	126
Total comprehensive income for the period	-	-	-	-
At 31 July 2021	-	126	-	126

The notes on pages 23 to 47 form part of these financial statements.

THE WHITE COMPANY HOLDING CO LIMITED

**CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE PERIOD ENDED 31 JULY 2021**

	31 July 2021 £000	1 August 2020 £000
Cash flows from operating activities		
Profit for the financial period	26,053	10,525
Adjustments for:		
Amortisation of intangible assets	4,310	5,155
Depreciation of tangible assets	4,845	5,434
Impairments of fixed assets	3,809	508
Loss on disposal of tangible assets	91	33
Interest paid	224	118
Interest received	-	(13)
Taxation charge	4,972	3,474
(Increase)/decrease in stocks	(5,170)	158
(Increase)/decrease in debtors	(490)	5,842
Increase in creditors	4,044	9,969
(Decrease)/increase in provisions	(152)	3,826
Corporation tax (paid)	(6,107)	(2,885)
Movement in fair value in derivatives	159	874
Net cash generated from operating activities	36,588	43,018
Cash flows from investing activities		
Purchase of fixed assets	(10,588)	(14,467)
Net cash used in investing activities	(10,588)	(14,467)
Cash flows from financing activities		
Repayment of loans	-	(1,250)
New/(repayment of) finance leases	717	(62)
Dividends paid	-	(5,192)
Interest paid	(262)	(82)
Net cash from/(used in) financing activities	455	(6,586)
Net increase in cash and cash equivalents	26,455	21,965
Cash and cash equivalents at beginning of period	31,140	9,201
Foreign exchange gains and losses	(46)	(26)
Cash and cash equivalents at the end of period	57,549	31,140

THE WHITE COMPANY HOLDING CO LIMITED

**CONSOLIDATED STATEMENT OF CASH FLOWS (CONTINUED)
FOR THE PERIOD ENDED 31 JULY 2021**

	31 July 2021 £000	1 August 2020 £000
Cash and cash equivalents at the end of period comprise:		
Cash at bank and in hand	57,549	31,140
	57,549	31,140

The notes on pages 23 to 47 form part of these financial statements.

THE WHITE COMPANY HOLDING CO LIMITED

**CONSOLIDATED ANALYSIS OF NET DEBT
FOR THE PERIOD ENDED 31 JULY 2021**

	At 2 August 2020 £000	Cash flows £000	New finance leases £000	At 31 July 2021 £000
Cash at bank and in hand	31,140	26,409	-	57,549
Debt due after 1 year	(105)	69	(436)	(472)
Debt due within 1 year	(66)	298	(648)	(416)
	<u>30,969</u>	<u>26,776</u>	<u>(1,084)</u>	<u>56,661</u>

The notes on pages 23 to 47 form part of these financial statements.

THE WHITE COMPANY HOLDING CO LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 31 JULY 2021**

1. General information

The White Company Holding Co Limited (the "Company") is a private Company limited by shares incorporated in the United Kingdom under the Companies Act 2006 and is registered in England and Wales.

The address of its registered office is:

2 Television Centre
101 Wood Lane
London
England
W12 7FR

2. Accounting policies

2.1 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 throughout the current and prior period.

2.2 Basis of preparation of financial statements

The financial statements have been prepared under the historical cost convention unless otherwise specified within these accounting policies and in accordance with Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and the Republic of Ireland and the Companies Act 2006.

The Company has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Profit and Loss Account in these financial statements.

The accounting reference date of the company is 31 July. The financial statements have been prepared for 52 weeks (2020: 52 weeks) up to 31 July 2021 (2020: 1 August 2020), the closest Saturday to 31 July.

The functional currency of The White Company Holding Co Limited is considered to be pounds sterling because that is the currency of the primary economic environment in which the company operates.

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgement in applying the company's accounting policies (see note 3).

The White Company Holding Co Limited meets the definition of a qualifying entity under FRS 102 and has therefore taken advantage of the disclosure exemptions available to it in respect of its separate financial statements, which are presented alongside the consolidated financial statements. Exemptions have been taken in relation to share-based payments, financial instruments, presentation of a cash flow statement and remuneration of key management personnel.

The following principal accounting policies have been applied:

THE WHITE COMPANY HOLDING CO LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 31 JULY 2021**

2. Accounting policies (continued)

2.3 Basis of consolidation

The Group financial statements consolidate the financial statements of the Company and its subsidiary undertakings drawn up to the closest Saturday to 31 July each period. The financial statements have been prepared for 52 weeks (2020: 52 weeks) up to 31 July 2021 (2020: 1 August 2020).

A subsidiary is an entity controlled by the company. Control is achieved where the company has the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities.

The results of subsidiaries acquired or disposed of during the year are included in the Profit and Loss Account from the effective date of acquisition or up to the effective date of disposal, as appropriate.

Business combinations are accounted for under the purchase method. Where necessary, adjustments are made to the financial statements of subsidiaries to bring the accounting policies used into line with those used by the Group. All intra-group transactions, balances, income and expenses are eliminated on consolidation. In accordance with Section 35 of FRS 102, Section 19 of FRS 102 has not been applied in these financial statements in respect of business combinations effected prior to the date of transition.

2.4 Going concern

The directors have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. Thus they continue to adopt the going concern basis of accounting in preparing the annual financial statements.

2.5 Revenue

Turnover represents sales to customers at invoiced amounts less value added tax and other sales related taxes. Retail turnover is recognised when the company sells a product to the customer. Web, mail order and wholesale turnover is recognised when the significant risks and rewards are considered to have been transferred to the buyer.

The company sells retail products with the right of return and experience is used to estimate and provide for the value of such returns at the time of sale when considered significant. Credit note, exchanges or refunds are available to customers returning unwanted products with proof of purchase within 30 days of the date of receipt.

Sales of gift cards and e-gifts are treated as future liabilities and turnover is recognised when these products are redeemed against a later transaction.

THE WHITE COMPANY HOLDING CO LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 31 JULY 2021**

2. Accounting policies (continued)

2.6 Intangible assets

Intangible fixed assets are initially recognised at cost. Subsequently intangible fixed assets are stated at cost net of amortisation and any provision for impairment. Amortisation is provided on a straight line basis at rates calculated to write off the cost of the intangible fixed assets over their useful lives. The carrying value of intangible fixed assets is reviewed for impairment at the end of the first full year following acquisition and in other periods if events or changes in circumstances indicate the carrying value may not be recoverable.

Amortisation charge is included in administrative expenses.

The estimated useful lives range as follows:

Trademarks and patents	-	10 years
Computer software	-	3 years or 5-10 years for major systems developments

2.7 Tangible fixed assets

Tangible fixed assets under the cost model are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

Depreciation is charged so as to allocate the cost of assets less their residual value over their estimated useful lives, using the straight-line method.

The estimated useful lives range as follows:

Long-term leasehold property	-	The higher of 4 years and the next lease break for retail stores and over the lease term for Head Office assets
Plant and machinery	-	4 years
Fixtures and fittings	-	4 - 6 years
Office equipment	-	4 years
Computer hardware	-	4 years

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or if there is an indication of a significant change since the last reporting date.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in profit or loss.

2.8 Financial instruments

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

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

THE WHITE COMPANY HOLDING CO LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 31 JULY 2021**

2. Accounting policies (continued)

2.9 Financial assets and liabilities

Financial assets and liabilities are only offset in the balance sheet when, and only when there exists a legally enforceable right to set off the recognised amounts and the company intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

2.10 Valuation of investments

Investments in subsidiaries are measured at cost less accumulated impairment.

2.11 Derivative financial instruments

The Group uses derivative financial instruments to reduce exposure to foreign exchange risk. The Group does not hold or issue derivative financial instruments for speculative purposes.

Derivatives are initially recognised at fair value at the date a derivative contract is entered into and are subsequently remeasured to their fair value at each reporting date. The resulting gain or loss is recognised in profit or loss immediately.

2.12 Stocks

Stocks are stated at the lower of cost and net realisable value. Valuation is determined based on the weighted-average costing method.

2.13 Current and deferred taxation

The tax expense for the period comprises current and deferred tax. Tax is recognised in profit or loss.

The current corporation tax charge is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the reporting date in the countries where the company operates and generates taxable income.

Deferred tax is recognised on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements and on unused tax losses or tax credits in the company. Deferred tax is determined using tax rates and laws that have been enacted or substantively enacted by the reporting date.

The carrying amount of deferred tax assets are reviewed at each reporting date and a valuation allowance is set up against deferred tax assets so that the net carrying amount equals the highest amount that is more likely than not to be recovered based on current or future taxable profit.

2.14 Foreign currency translation

Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction.

Monetary assets and liabilities denominated in foreign currencies are retranslated at the rate of exchange ruling at the balance sheet date.

All differences are taken to the profit and loss account with the exception of currency translation differences on foreign currency net investments in overseas subsidiaries which are accounting for through comprehensive income.

THE WHITE COMPANY HOLDING CO LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 31 JULY 2021**

2. Accounting policies (continued)

2.15 Finance leases: the Group as lessee

Leases where the Group assumes substantially all risks and rewards incidental to ownership of the leased assets are classified as finance leases.

The leased assets and the corresponding lease liabilities (net of finance charges) under finance leases are recognised on the balance sheet as tangible assets and borrowings respectively, at the inception of the leases based on the lower of the fair value of the leased assets and the present value of the minimum lease payments.

Each lease payment is apportioned between the finance expense and the reduction of the outstanding lease liability. The finance expense is recognised in profit or loss on a basis that reflects a constant periodic rate of interest on the finance lease liability.

2.16 Operating leases: the Group as lessee

Leases where substantially all risks and rewards incidental to ownership are retained by the lessors are classified as operating leases. Payments made under operating leases (net of any incentives received from the lessors) are recognised in profit or loss on a straight-line basis over the period of the lease.

2.17 Lease incentives

Reverse premiums and similar incentives received to enter into operating lease agreements are released to the profit and loss account over the period of the lease term.

2.18 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 change in value.

2.19 Trade Debtors

Trade debtors are amounts due from customers for merchandise sold or services performed in the ordinary course of business.

Trade debtors are recognised initially at the transaction price. They are subsequently measured at amortised cost using the effective interest method, less provision for impairment. A provision for the impairment of trade debtors is established when there is objective evidence that the company will not be able to collect all amounts due according to the original terms of the debtors.

2.20 Trade Creditors

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Trade creditors are classified as current liabilities if the company does not have an unconditional right, at the end of the reporting period, to defer settlement of the creditor for at least twelve months after the reporting date. If there is an unconditional right to defer settlement for at least twelve months after the reporting date, they are presented as non-current liabilities.

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

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 31 JULY 2021**

2. Accounting policies (continued)

2.21 Borrowing costs

Interest-bearing borrowings are initially recorded at fair value, net of transaction costs. Interest bearing borrowings are subsequently carried at amortised cost, with the difference between the proceeds, net of transaction costs, and the amount due on redemption being recognised as a charge to the Profit and loss account over the period of the relevant borrowing.

Interest expense is recognised on the basis of the effective interest method and is included in interest payable and similar charges.

Borrowings are classified as current liabilities unless the company has an unconditional right to defer settlement of the liability for at least twelve months after the reporting date.

2.22 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.

2.23 Dividends

Dividend distribution to the Group's shareholders is recognised as a liability in the financial statements in the reporting period in which the dividends are declared and approved.

2.24 Government grants

Grants are accounted under the accruals model as permitted by FRS 102. Grants relating to expenditure on tangible fixed assets are credited to profit or loss at the same rate as the depreciation on the assets to which the grant relates. The deferred element of grants is included in creditors as deferred income.

Grants of a revenue nature are recognised in the Consolidated Profit and Loss Account in the same period as the related expenditure.

2.25 Interest income

Interest income is recognised in profit or loss using the effective interest method.

2.26 Finance costs

Finance costs are charged to profit or loss over the term of the debt using the effective interest method so that the amount charged is at a constant rate on the carrying amount. Issue costs are initially recognised as a reduction in the proceeds of the associated capital instrument.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 31 JULY 2021**

2. Accounting policies (continued)

2.27 Pensions

Defined contribution pension plan

The Group operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the Group pays fixed contributions into a separate entity. Once the contributions have been paid the Group has no further payment obligations.

The contributions are recognised as an expense in profit or loss when they fall due. Amounts not paid are shown in accruals as a liability in the Balance Sheet. The assets of the plan are held separately from the Group in independently administered funds.

2.28 Impairment of fixed assets and goodwill

Assets that are subject to depreciation or amortisation are assessed at each balance sheet date to determine whether there is any indication that the assets are impaired. Where there is any indication that an asset may be impaired, the carrying value of the asset (or cash-generating unit to which the asset has been allocated) is tested for impairment. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's (or CGU's) fair value less costs to sell and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (CGUs). Non-financial assets that have been previously impaired are reviewed at each balance sheet date to assess whether there is any indication that the impairment losses recognised in prior periods may no longer exist or may have decreased.

2.29 Provisions for liabilities

Provisions are made where an event has taken place that gives the Group a legal or constructive obligation that probably requires settlement by a transfer of economic benefit, and a reliable estimate can be made of the amount of the obligation.

Provisions are charged as an expense to profit or loss in the year that the Group becomes aware of the obligation, and are measured at the best estimate at the Balance Sheet date of the expenditure required to settle the obligation, taking into account relevant risks and uncertainties.

When payments are eventually made, they are charged to the provision carried in the Balance Sheet.

2.30 Onerous leases

Where the unavoidable costs of a lease exceed the economic benefit expected to be received from it, a provision is made for the present value of the obligations under the lease.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 31 JULY 2021**

3. Critical accounting judgements and key sources of estimation uncertainty

In the application of the company's accounting policies, which are described in note 2, the directors are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

Critical judgements and key sources of estimation uncertainty in applying the company's accounting policies

The following are the critical judgements and key sources of estimation uncertainty that the directors have made in the process of applying the company's accounting policies and that have the most significant effect on the amounts recognised in the financial statements.

Stocks and finished goods provisions

The accounting estimate related to valuation of stocks is considered a "critical accounting estimate" because it is susceptible to changes from period-to-period due to the requirement for management to make estimates relative to each of the underlying factors, ranging from purchasing, to sales, to production. If actual demand or market conditions differ from estimates, stocks adjustments to lower market values would result in a reduction to the carrying value of stocks, an increase in stocks write offs and a decrease to gross margins.

Impairment of assets

The accounting estimate related to the impairment testing of computer software. In making their judgement, the directors considered the recoverable value of the asset. After assessment, it was concluded that there were costs incurred that were no longer integral to computer software and would not generate any future economic benefits.

THE WHITE COMPANY HOLDING CO LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 31 JULY 2021**

4. Turnover

An analysis of turnover by class of business is as follows:

	52 weeks ended 31 July 2021 £000	52 weeks ended 1 August 2020 £000
Sale of goods	270,516	222,805
Other income	2,585	3,486
	273,101	226,291

Other income relates to government income from the Coronavirus Job Retention Scheme, mainly in relation to the periods of time in the year when the stores were required to close.

Analysis of turnover by country of destination:

	52 weeks ended 31 July 2021 £000	52 weeks ended 1 August 2020 £000
United Kingdom	246,132	203,566
Rest of the world	26,969	22,725
	273,101	226,291

THE WHITE COMPANY HOLDING CO LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 31 JULY 2021**

5. Operating profit

The operating profit is stated after charging/(crediting):

	52 weeks ended 31 July 2021 £000	52 weeks ended 1 August 2020 £000
Depreciation of tangible fixed assets	4,845	5,434
Amortisation of other intangible assets	4,310	5,155
Exchange differences	(230)	1,111
Other operating lease rentals	17,055	20,310
Impairment of intangible fixed assets	3,809	-
Impairment of tangible fixed assets	-	508
Cost of stocks recognised as an expense	89,621	78,638
Loss on disposal of fixed assets	91	33
	91	33

6. Auditor's remuneration

	52 weeks ended 31 July 2021 £000	52 weeks ended 1 August 2020 £000
Fees payable to the company's auditor and its associates for the audit of the company's annual financial statements	17	17
Fees payable to the company's auditor and its associates for the audit of the Group's annual accounts	81	73
	98	90

Fees payable to the Group's auditor and its associates in respect of:

Audit-related assurance services	4	4
Taxation compliance services	24	22
Other services relating to taxation	6	25
All other assurance services	3	3
	37	54

THE WHITE COMPANY HOLDING CO LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 31 JULY 2021**

7. Employees

Staff costs, including Directors' remuneration, were as follows:

	Group 31 July 2021 £000	Group 1 August 2020 £000	Company 31 July 2021 £000	Company 1 August 2020 £000
Wages and salaries	50,491	34,986	-	-
Social security costs	5,040	2,939	-	-
Cost of defined contribution scheme	1,096	1,683	-	-
	56,627	39,608	-	-

The average monthly number of employees, including the Directors, during the period was as follows:

	Group 52 weeks ended 1 August 2021 No.	Group 52 weeks ended 1 August 2020 No.	Company 52 weeks ended 1 August 2021 No.	Company 52 weeks ended 1 August 2020 No.
Sales	1,129	1,312	-	-
Administration	357	360	4	4
Distribution	186	184	-	-
	1,672	1,856	4	4

THE WHITE COMPANY HOLDING CO LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 31 JULY 2021**

8. Directors' remuneration

	52 weeks ended 31 July 2021 £000	52 weeks ended 1 August 2020 £000
Directors' emoluments	759	563
	<u>759</u>	<u>563</u>

The highest paid Director received remuneration of £675 thousand (2020 - £529 thousand).

Retirement benefits are not accruing for any directors.

The remuneration of the directors of the Company during the period was borne by The White Company (UK) Limited, a subsidiary of The White Company Holding Co Limited. No specific allocation is made in respect of the services of the directors to the Company.

9. Interest receivable

	52 weeks ended 31 July 2021 £000	52 weeks ended 1 August 2020 £000
Other interest receivable	-	13
	<u>-</u>	<u>13</u>

10. Interest payable and similar expenses

	52 weeks ended 31 July 2021 £000	52 weeks ended 1 August 2020 £000
Bank interest payable	149	97
Other interest payable	75	21
	<u>224</u>	<u>118</u>

THE WHITE COMPANY HOLDING CO LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 31 JULY 2021**

11. Taxation

	52 weeks ended 31 July 2021 £000	52 weeks ended 1 August 2020 £000
Corporation tax		
Current tax on profits for the period	6,727	4,324
Adjustments in respect of prior periods	(142)	(695)
	<u>6,585</u>	<u>3,629</u>
Total current tax	<u>6,585</u>	<u>3,629</u>
Deferred tax		
Origination and reversal of timing differences	(1,188)	(676)
Adjustments in respect of prior periods	(425)	569
Effect of a change in the tax rates	-	(48)
Total deferred tax	<u>(1,613)</u>	<u>(155)</u>
Taxation on profit on ordinary activities	<u>4,972</u>	<u>3,474</u>

THE WHITE COMPANY HOLDING CO LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 31 JULY 2021**

11. Taxation (continued)

Factors affecting tax charge for the period

The tax assessed for the period is lower than (2020 - higher than) the standard rate of corporation tax in the UK of 19% (2020 - 19%). The differences are explained below:

	52 weeks ended 31 July 2021 £000	52 weeks ended 1 August 2020 £000
Profit on ordinary activities before tax	31,025	13,999
Profit on ordinary activities multiplied by standard rate of corporation tax in the UK of 19% (2020 - 19%)	5,895	2,660
Effects of:		
Depreciation of ineligible assets	33	32
Expenses not deductible for tax purposes	315	1,023
Tax rate changes	-	(46)
Foreign currency movements	-	1
Adjustments to tax charge in respect of previous periods	(567)	(126)
Short term timing difference leading to an increase (decrease) in taxation	(46)	(29)
Income not taxable in determining taxable profit	(656)	(36)
Marginal relief	(2)	(5)
Total tax charge for the period	4,972	3,474

Factors that may affect future tax charges

The UK government decreased the corporation tax rate from 20% to 19% from 1 April 2017. The standard rate used above for 2021 (19%) reflects this fact. The UK government has increased the corporation tax rate from 19% to 25% with effect from 1 April 2023.

12. Dividends

	31 July 2021 £000	1 August 2020 £000
Interim dividend of £nil declared and paid in the period (2020: £5,192,000)	-	5,192
	-	5,192

THE WHITE COMPANY HOLDING CO LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 31 JULY 2021**

13. Intangible assets

Group and Company

	Patents £000	Computer software £000	Total £000
Cost			
At 2 August 2020	40	51,698	51,738
Additions	-	8,425	8,425
Disposals	-	(1,240)	(1,240)
Transfer between classes	-	1,543	1,543
Reclassification	-	149	149
Foreign exchange movement	-	(85)	(85)
At 31 July 2021	40	60,490	60,530
Amortisation			
At 2 August 2020	40	26,362	26,402
Charge for the period on owned assets	-	4,310	4,310
On disposals	-	(1,240)	(1,240)
Transfer between classes	-	756	756
Impairment charge	-	3,809	3,809
Reclassification	-	149	149
Foreign exchange movement	-	(81)	(81)
At 31 July 2021	40	34,065	34,105
Net book value			
At 31 July 2021	-	26,425	26,425
At 1 August 2020	-	25,336	25,336

£26,199k (2020: £19,441k) of computer software has not been amortised within the financial year as the projects are still work in progress. £3,809k (2020: £nil) of computer software has been impaired within the financial year as a result of a review of costs that are no longer considered integral to computer software and will not generate any future economic benefits. There has been a reclassification of £149k between cost and amortisation of computer software.

THE WHITE COMPANY HOLDING CO LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 31 JULY 2021**

14. Tangible fixed assets

Group and Company

	Long-term leasehold property £000	Plant and machinery £000	Fixtures and fittings £000	Office equipment £000	Computer equipment £000	Total £000
Cost or valuation						
At 2 August 2020	26,416	56	23,367	402	9,327	59,568
Additions	101	1,299	238	16	509	2,163
Disposals	(2,057)	-	(419)	(11)	(158)	(2,645)
Transfers between classes	(7)	-	106	3	(1,645)	(1,543)
Exchange adjustments	(219)	-	(31)	-	(10)	(260)
At 31 July 2021	<u>24,234</u>	<u>1,355</u>	<u>23,261</u>	<u>410</u>	<u>8,023</u>	<u>57,283</u>
Depreciation						
At 2 August 2020	19,150	54	19,803	377	7,266	46,650
Charge for the period on owned assets	2,410	275	1,570	20	570	4,845
Disposals	(2,057)	-	(340)	(11)	(146)	(2,554)
Transfers between classes	(13)	-	112	-	(855)	(756)
Exchange adjustments	(189)	-	(22)	-	(7)	(218)
At 31 July 2021	<u>19,301</u>	<u>329</u>	<u>21,123</u>	<u>386</u>	<u>6,828</u>	<u>47,967</u>
Net book value						
At 31 July 2021	<u>4,933</u>	<u>1,026</u>	<u>2,138</u>	<u>24</u>	<u>1,195</u>	<u>9,316</u>
At 1 August 2020	<u>7,266</u>	<u>2</u>	<u>3,564</u>	<u>25</u>	<u>2,061</u>	<u>12,918</u>

£48k (2020: £69k) of leasehold improvement and computer hardware additions has not been depreciated within the financial year as the projects are still work in progress.

Office equipment and plant and machinery with a carrying value of £1,151k (2020: £140k) is held under finance leases.

THE WHITE COMPANY HOLDING CO LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 31 JULY 2021**

15. Fixed asset investments

Company

	Investments in subsidiary companies £000
Cost or valuation	
At 2 August 2020	126
At 31 July 2021	126
Net book value	
At 31 July 2021	126
At 1 August 2020	126

Subsidiary undertakings

The following were subsidiary undertakings of the Company:

Name	Registered office	Principal activity	Class of shares	Holding
TWC Delivery Company Limited	2 Television Centre, 101 Wood Lane, London W12 7FR	Delivery of services for The White Company Group *	Ordinary	100%
The White Company (UK) Limited +	2 Television Centre, 101 Wood Lane, London W12 7FR	Sale of household accessories	Ordinary	100%
The White Company, Inc +	2 Television Centre, 101 Wood Lane, London W12 7FR	Sale of household accessories	Ordinary	100%
TWC Retail (Ireland) Limited +	2 Television Centre, 101 Wood Lane, London W12 7FR	Sale of household accessories	Ordinary	100%

+ Held directly by The White Company Holding Co Limited.

* Ceased trading on 1 January 2021.

THE WHITE COMPANY HOLDING CO LIMITED

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15. Fixed asset investments (continued)

Subsidiary undertakings (continued)

The aggregate of the share capital and reserves as at 31 July 2021 and the profit or loss for the period ended on that date for the subsidiary undertakings were as follows:

Name	Aggregate of share capital and reserves £000	Profit/(Loss) £000
TWC Delivery Company Limited	33	9
The White Company (U.K.) Limited	74,747	26,348
The White Company, Inc	(226)	3,110
TWC Retail (Ireland) Limited	23	(15)

16. Stocks

	Group 31 July 2021 £000	Group 1 August 2020 £000
Finished goods and goods for resale	29,873	24,737
	<u>29,873</u>	<u>24,737</u>

There are no material differences between the replacement cost of stocks and the amounts stated above.

THE WHITE COMPANY HOLDING CO LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 31 JULY 2021**

17. Debtors

	Group 31 July 2021 £000	Group 1 August 2020 £000	Company 31 July 2021 £000	Company 1 August 2020 £000
Due after more than one year				
Deferred tax asset (note 24)	2,772	1,163	-	-
	<u>2,772</u>	<u>1,163</u>	<u>-</u>	<u>-</u>

	Group 31 July 2021 £000	Group 1 August 2020 £000
Due within one year		
Trade debtors	4,497	4,002
Amounts owed by group undertakings	-	87
Other debtors	1,198	491
Prepayments and accrued income	3,821	4,479
	<u>9,516</u>	<u>9,059</u>

Amounts owed by group undertakings are unsecured, interest free and repayable on demand.

18. Cash and cash equivalents

	Group 31 July 2021 £000	Group 1 August 2020 £000
Cash at bank and in hand	57,549	31,140
	<u>57,549</u>	<u>31,140</u>

THE WHITE COMPANY HOLDING CO LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
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19. Creditors: Amounts falling due within one year

	Group 31 July 2021 £000	Group 1 August 2020 £000
Bank loans and finance leases	416	66
Trade creditors	8,391	19,720
Corporation tax	822	486
Other taxation and social security	4,553	4,293
Accruals and deferred income	43,973	29,177
Forward foreign currency contracts	375	216
	58,530	53,958

20. Creditors: Amounts falling due after more than one year

	Group 31 July 2021 £000	Group 1 August 2020 £000
Finance leases	472	105
	472	105

21. Loans

Analysis of the maturity of loans is given below:

	Group 31 July 2021 £000	Group 1 August 2020 £000
Amounts falling due within one year		
Total loans including finance leases	416	66
Amounts falling due 1-5 years		
Total loans including finance leases	472	105
	888	171

Certain office equipment and plant and machinery is held under finance lease arrangements. Finance lease liabilities are secured by the related assets held under finance leases (see note 14). The lease agreements include fixed lease payments and a purchase option at the end of the lease term.

THE WHITE COMPANY HOLDING CO LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 31 JULY 2021**

22. Financial instruments

	Group 31 July 2021 £000	Group 1 August 2020 £000
Financial assets		
Financial assets measured at fair value through profit or loss	57,549	31,140
Financial assets that are debt instruments measured at amortised cost	5,823	5,005
	63,372	36,145
Financial liabilities		
Derivative financial instruments measured at fair value through profit or loss held as part of a trading portfolio	(375)	(216)
Financial liabilities measured at amortised cost	(53,252)	(49,068)
	(53,627)	(49,284)

Financial assets measured at fair value through profit or loss comprise derivative financial asset and bank balances.

Financial assets that are debt instruments measured at amortised cost comprise trade debtors, other debtors (excluding tax recoverable) and intercompany balances.

Derivative financial instruments measured at fair value through profit or loss held as part of a trading portfolio comprise derivative financial liability balance.

Financial liabilities measured at amortised cost comprise short and long term loans, trade creditors and accruals (excluding deferred income).

THE WHITE COMPANY HOLDING CO LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 31 JULY 2021**

23. Derivative financial assets and liabilities

Forward foreign currency contracts

The following table details the forward foreign currency contracts outstanding as at the period-end:

Group	Principal		Fair value	
	Period	Period	Period	Period
	Ended	Ended	Ended	Ended
	31 July	1 August	31 July	1 August
	2021	2020	2021	2020
	£'000	£'000	£'000	£'000
Due within one year				
Forward foreign currency contracts	13,459	14,089	(375)	(216)

Forward foreign currency contracts are valued using forward exchange rates and yield curves derived from the quoted interest rates matching maturities of the contracts. The valuation of forward foreign currency contracts are obtained from the bank contracted with.

24. Deferred taxation

Group

	2021 £000	2020 £000
At beginning of year	1,163	1,008
Adjustments in respect of prior periods	421	(521)
Origination and reversal of timing differences	1,188	676
At end of year	2,772	1,163
	Group	Group
	31 July	1 August
	2021	2020
	£000	£000
Timing differences relating to fixed assets	1,409	501
Short-term timing differences	1,363	662
	2,772	1,163

Deferred tax has been calculated at the tax rates expected to apply in the periods in which timing differences reverse, based on rates and laws enacted at the balance sheet date.

THE WHITE COMPANY HOLDING CO LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
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25. Provisions

Group

	Onerous lease £000	Long term incentive plan £000	Total £000
At 2 August 2020	3,550	1,904	5,454
Charged to profit or loss	-	13,511	13,511
Utilised in period	(3,550)	(10,113)	(13,663)
At 31 July 2021	-	5,302	5,302

Long term incentive plan provisions are expected to be utilised over the next 3 years.

26. Share capital

	31 July 2021 £000	1 August 2020 £000
Allotted, called up and fully paid		
2 Ordinary shares of £1.00 each	-	-

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

27. Reserves

Share premium account

The share premium reserve contains the premium arising on issue of equity shares, net of issue expenses.

Revaluation reserve

The revaluation reserve represents exchange differences arising on translation of opening net assets of overseas operations at opening rate and the results of overseas operations at actual rate.

Profit and loss account

The profit and loss account represents cumulative profits or losses, net of dividends paid and other adjustments.

THE WHITE COMPANY HOLDING CO LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 31 JULY 2021**

28. Pension commitments

The company operates a defined contribution pension scheme. Contributions during the period totalled £1,096k (2020: £1,683k). The unpaid contributions outstanding at the period end were £204k (2020: £291k).

29. Commitments under operating leases

At 31 July 2021 the group had future minimum lease payments due under non-cancellable operating leases for each of the following periods:

	Group	Group
	31 July	1 August
	2021	2020
	£000	£000
Not later than 1 year	14,395	14,328
Later than 1 year and not later than 5 years	39,632	41,351
Later than 5 years	8,674	13,173
	<u>62,701</u>	<u>68,852</u>

30. Financial guarantee contracts

The group has a duty deferment guarantee in favour of HM Customs & Excise of £99,000 (2020: £99,000).

The group has a letter of credit in favour of The White Company, Inc. of \$900,000 (2020: \$900,000).

31. Related party transactions

In accordance with FRS102 s.33.1A: Related Party Disclosures, the company is exempt from disclosing transactions with entities that are part of Bectin Limited Group as related parties, as it is a wholly owned subsidiary of a parent undertaking publishing consolidated financial statements. The following other related party transactions occurred during the period.

32. Subsequent events

There have been no significant events affecting the Group since period end.

THE WHITE COMPANY HOLDING CO LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
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33. Controlling party

In the opinion of the directors, the Company's ultimate parent company and ultimate controlling party is Bectin Limited, a company incorporated in United Kingdom. Bectin Limited is the parent undertaking of both the smallest and largest group in which the results of the company are consolidated.

Copies of the consolidated financial statements of Bectin Limited may be obtained from Companies House, Crown Way, Cardiff, CF14 3UZ, United Kingdom.

Registered address of Bectin Limited is Tythrop Park, Kingsey, Aylesbury HP17 8LT, United Kingdom.