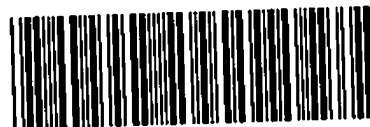


# Financial Statements

## Anord Mardix Acquisitions Limited

For the 15 month period ended 31 March 2022

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22/03/2023

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COMPANIES HOUSE

Registered number: 11112026

## Company Information

<b>Directors</b>	James Peacock (appointed 1 December 2021) David Stewart (appointed 1 December 2021) Alan Cooling Jeffrey Drazan (resigned 1 December 2021) David Andrew Gardner (resigned 1 December 2021) Kevin Geng Yu (resigned 1 December 2021) Kevin Yamashita (resigned 1 December 2021) Alan Nordon (resigned 1 December 2021) David Hellier (resigned 1 December 2021)
<b>Company secretary</b>	Alan Cooling
<b>Registered number</b>	11112026
<b>Registered office</b>	C/O A&L Goodbody Solicitors Augustine House 6a Austin Friars London United Kingdom EC2N 2HA
<b>Independent auditor</b>	Grant Thornton Chartered Accountants & Statutory Audit Firm 13-18 City Quay Dublin 2
<b>Bankers</b>	Barings Global Advisers Limited 300 South Tryon Street Suite 2500 Charlotte NC 28202

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## **Anord Mardix Acquisitions Limited**

# **Directors' report**

**For the 15 month period ended 31 March 2022**

The Directors present their report and the financial statements for the 15 month period ended 31 March 2022.

### **Principal activity**

The principal activity of Anord Mardix Acquisitions Limited (the "Company") is that of a parent undertaking.

### **Results and dividends**

The loss for the 15 month period, after taxation, amounted to £4,628,565 (2020: loss £3,661,890).

The directors have not recommended the payment of a dividend during the financial year (2020: £Nil).

### **Directors**

The Directors who served during the financial period and up to the date of signing this report are set out below.

James Peacock (appointed 1 December 2021)  
David Stewart (appointed 1 December 2021)  
Alan Cooling  
Jeffrey Drazan (resigned 1 December 2021)  
David Andrew Gardner (resigned 1 December 2021)  
Kevin Geng Yu (resigned 1 December 2021)  
Kevin Yamashita (resigned 1 December 2021)  
Alan Nordon (resigned 1 December 2021)  
David Hellier (resigned 1 December 2021)

### **Review of business and future developments**

The Company's performance for the financial period was in line with expectations. The Company is a member of the Anord Mardix Group. The Group is considered a provider of essential service which is the manufacture of products necessary for the supply chain of essential services; computer, electronic and optical products including semi-conductors; electrical equipment, machinery and other equipment.

The Company plans to continue its present activities. The directors do not anticipate a significant change in the activities of the Company in future periods.

### **Financial risk management objectives and policies**

The Company's financial risk management objective is broadly to seek to make neither profit nor loss from exposure to currency or interest rate risks. Its policy is to finance working capital through retained earnings and in exceptional cases through borrowings at prevailing market interest rates.

### **Research and development activities**

The Company has continued to invest in product testing and certification.

### **Engagement with employees**

The success of the business is directly attributable to the people working in it. We acknowledge the importance of keeping our employees motivated and engaged through a responsible approach to salary and benefit packages, and through training. We ensure our staff are appropriately qualified and can continue to develop within the Company through our performance system. The ability to find and retain good personnel reflects the general policy of providing good terms and conditions of employment while dealing with staff in a fair and consistent manner. Their continued loyalty and hard work are much appreciated. The Company encourages employee feedback and is committed to provide regular open communication with all employees.

## Directors' report (continued)

For the 15 month period ended 31 March 2022

### Disabled employees

The Company is committed to a policy of Equal Opportunity with regard to its employment practices and procedures. It is the Company's policy that all persons should be considered for employment training, career development and promotion based on their abilities and aptitudes, regardless of physical ability, age, gender, sexual orientation, religion or ethnic origin. The Company applies employment policies that are fair and equitable for all employees and these ensures that entry into, and progression within the Group are determined solely by application of job criteria and personal ability and competency. Full and fair consideration, having regard to the person's particular aptitudes and abilities, is given to applications for employment and career development of disabled persons. The Company's training and development policies also make it clear that it will take all steps practicable to ensure that employees who become disabled during the time they are employed by the Company are able to remain employed by the Company.

### Stakeholders involvement

The Company recognises the importance of maintaining a strong relationship with suppliers, customers and other business relationships as they are fundamental to the quality of the Company's operations and business performance.

All stakeholders are informed of progress on matters of concern to them. Monthly and quarterly business reviews ensure that the business maintains good relationships.

### 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'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's auditor is aware of that information.

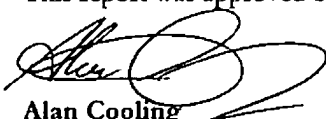
### Post balance sheet events

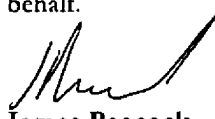
There have been no significant events affecting the Company since the year end.

### Auditor

The auditor, Grant Thornton, will be proposed for reappointment in accordance with section 485 of the Companies Act 2006.

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

  
Alan Cooling  
Director

  
James Peacock  
Director

Date: 21 March 2023

## **Directors' responsibilities statement**

**For the 15 month period ended 31 March 2022**


The Directors are responsible for preparing the Directors' report and the financial statements in accordance with applicable law and regulations.

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


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

- select suitable accounting policies for the Company's financial statements and then apply them consistently;
- make judgments 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;
- 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 to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.



**Alan Cooling**  
Director



**James Peacock**  
Director

Date: 21 March 2023

## Independent auditor's report to the members of Anord Mardix Acquisitions Limited

### Opinion

We have audited the financial statements of Anord Mardix Acquisitions Limited, which comprise the Statement of comprehensive income, the Statement of financial position, the Statement of changes in equity for the 15 month period ended 31 March 2022, and the related notes to the financial statements, including a summary of significant accounting policies.

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

In our opinion, Anord Mardix Acquisitions Limited's financial statements:

- give a true and fair view in accordance with United Kingdom Generally Accepted Accounting Practice of the assets, liabilities and financial position of the Company as at 31 March 2022 and of its financial performance for the 15 month period then ended; 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 'Responsibilities of the auditor 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 United Kingdom, namely the FRC's Ethical Standard and the ethical pronouncements established by Chartered Accountants Ireland, applied as determined to be appropriate in the circumstances of the entity. We have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Conclusions relating to going concern

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

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

## Independent auditor's report to the members of Anord Mardix Acquisitions Limited (continued)

### **Other information**

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

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

We have nothing to report in 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 Directors' report for the 15 month period for which the financial statements are prepared is consistent with the financial statements, and
- the Directors' report has been prepared in accordance with applicable legal requirements.

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

In the light of the knowledge and understanding of the company and its environment we have obtained in the course of the audit, we have not identified material misstatements in the 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.



## Independent auditor's report to the members of Anord Mardix Acquisitions Limited (continued)

### **Responsibilities of management and those charged with governance for the financial statements**

Management is responsible for the preparation of the financial statements which give a true and fair view in accordance with United Kingdom Generally Accepted Accounting Practice, including FRS102 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, management is 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 management either intend to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Company's financial reporting process.

### **Responsibilities of the auditor for the audit of the financial statements**

The objectives of an auditor 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 their opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of an auditor's responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

### ***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 material misstatements in respect of irregularities, including fraud. Owing to the inherent limitations of an audit, there is an unavoidable risk that material misstatement in the financial statements may not be detected, even though the audit is properly planned and performed in accordance with ISAs (UK).

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below:

Based on our understanding of the Company and industry, we identified that the principal risks of non-compliance with laws and regulations related to compliance with Data Privacy and Employment laws and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and local tax legislation. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate journal entries to manipulate financial performance and management bias through judgements and assumptions in significant accounting estimates, in particular in relation to significant one-off or unusual transactions. We apply professional scepticism through the audit to consider potential deliberate omission or concealment of significant transactions, or incomplete/inaccurate disclosures in the financial statement

## Independent auditor's report to the members of Anord Mardix Acquisitions Limited (continued)

### **Responsibilities of the auditor for the audit of the financial statements (continued)**

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

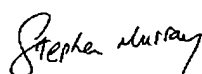
In response to these principal risks, our audit procedures included but were not limited to:

- inquiries of management on the policies and procedures in place regarding compliance with laws and regulations, including consideration of known or suspected instances of non-compliance and whether they have knowledge of actual, suspected or alleged fraud;
- inspection of the company's legal correspondence and review of minutes of directors' meetings during the year to corroborate inquiries made;
- gaining an understanding of the internal controls established to mitigate risk related to fraud;
- discussion amongst the engagement team in relation to the identified laws and regulations and regarding the risk of fraud, and remaining alert to any indicators of non-compliance or opportunities for fraudulent manipulation of financial statements throughout the audit;
- identifying and testing journal entries to address the risk of inappropriate journals and management override of controls;
- designing audit procedures to incorporate unpredictability around the nature, timing or extent of our testing;
- challenging assumptions and judgements made by management in their significant accounting estimates;
- review of the financial statement disclosures to underlying supporting documentation and inquiries of management.

The primary responsibility for the prevention and detection of irregularities including fraud rests with those charged with governance and management. As with any audit, there remains a risk of non-detection or irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations or override of internal controls.

### **The purpose of our audit work and to whom we owe our responsibilities**

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.



Stephen Murray (Senior statutory auditor)  
for and on behalf of

**Grant Thornton**  
Chartered Accountants &  
Statutory Audit Firm  
Dublin 2

Date: 21 March 2023

# Statement of comprehensive income

For the 15 month period ended 31 March 2022

		15 month period to 31 March 2022	Year to 31 December 2020
	Note	£	£
Administration expenses		(3,000)	(5,032)
Other operating (expenses)/income		(108,764)	818,120
<b>Operating (loss)/profit</b>		<b>(111,764)</b>	<b>813,088</b>
Interest payable and similar expenses	6	(4,516,801)	(4,474,978)
<b>Loss before tax</b>		<b>(4,628,565)</b>	<b>(3,661,890)</b>
Tax on loss	7	-	-
<b>Loss for the financial 15 month period</b>		<b>(4,628,565)</b>	<b>(3,661,890)</b>

There was no other comprehensive income for 2022 (2020: £NIL).

The notes on pages 11 to 17 form part of these financial statements.

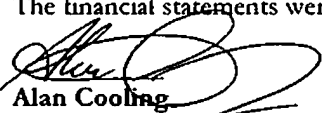
Anord Mardix Acquisitions Limited  
Registered number:11112026

# Statement of financial position

As at 31 March 2022

	Note	2022 £	2020 £
<b>Fixed assets</b>			
Investments	8	96,422,160	96,422,160
<b>Current assets</b>			
Debtors: amounts falling due within one year	9	424,093	932,986
<b>Current liabilities</b>			
Creditors: amounts falling due within one year	10	(59,664,242)	(5,536,100)
<b>Net current liabilities</b>		(59,240,149)	(4,603,114)
<b>Total assets less current liabilities</b>		37,182,011	91,819,046
Creditors: amounts falling due after more than one year	11	-	(50,008,470)
<b>Net assets</b>		37,182,011	41,810,576
<b>Capital and reserves</b>			
Called up share capital		1	1
Share premium account	14	55,949,380	55,949,380
Profit and loss account	14	(18,767,370)	(14,138,805)
		37,182,011	41,810,576

The financial statements were approved and authorised for issue by the board and were signed on its behalf by:

  
Alan Cooling  
Director

  
James Peacock  
Director

Date: 21 March 2023

The notes on pages 11 to 17 form part of these financial statements.

## Statement of changes in equity

For the 15 month period ended 31 March 2022

	Called up share capital	Share premium account	Profit and loss account	Total equity
	£	£	£	£
At 1 January 2021	1	55,949,380	(14,138,805)	41,810,576
<b>Comprehensive income for the 15 month period</b>				
Loss for the 15 month period	-	-	(4,628,565)	(4,628,565)
<b>At 31 March 2022</b>	<b>1</b>	<b>55,949,380</b>	<b>(18,767,370)</b>	<b>37,182,011</b>

## Statement of changes in equity

For the 15 month period ended 31 March 2021

	Called up share capital	Share premium account	Profit and loss account	Total equity
	£	£	£	£
At 1 January 2020	1	55,949,380	(10,476,915)	45,472,466
<b>Comprehensive income for the year</b>				
Loss for the year	-	-	(3,661,890)	(3,661,890)
<b>At 31 December 2020</b>	<b>1</b>	<b>55,949,380</b>	<b>(14,138,805)</b>	<b>41,810,576</b>

The notes on pages 11 to 17 form part of these financial statements.

# Notes to the financial statements

For the 15 month period ended 31 March 2022

## 1. General information

Anord Mardix Acquisitions Limited (the 'Company') is a company limited by shares, incorporated and domiciled in the United Kingdom. The Company's registered office is C/O A&L Goodbody Solicitors Augustine House, 6a Austin Friars, London, EC2N 2HA, United Kingdom.

The principal activities of the Company is that of a parent undertaking.

The Company is tax resident in the United Kingdom.

## 2. Accounting policies

### 2.1 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 financial statements have been prepared on the historical cost basis except for the modifications to a fair value basis for certain financial instruments as specified in the accounting policies below.

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

The financial statements are presented in GBP (£), which is also the Company's functional currency.

The following principal accounting policies have been applied:

### 2.2 Consolidation

The Company is exempt from the requirement to prepare consolidated financial statements in accordance with s400 of the Companies Act 2006. Therefore, these financial statements present the results of the Company only and not its group.

This information is included in the consolidated financial statements of Flex Ltd. (NASDAQ: FLEX) as at 31 March 2022 and these financial statements are publicly available.

### 2.3 Going concern

After reviewing the Company's forecasts and projections, the directors have a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future.

During the financial period, the Company incurred a loss of £4,628,565 (2020: loss of £3,661,969). As at 31 March 2022, current assets are less than current liabilities by £59,240,149 (2020: £4,603,114) and the Company is in a net asset position of £37,182,011 (2020: £41,810,576).

The Company's ability to continue as a going concern is dependent on the continued support from its ultimate parent Company. The directors have received assurances from the ultimate parent company, Flex Ltd., that they have no present intention of reducing their holdings in Anord Mardix or of reducing their business relationship with Anord Mardix and that it continues to be part of Flex Ltd.'s business policy to take the necessary steps to ensure that all of its subsidiaries will at all times be in a position to meet their financial and contractual obligations.

# Notes to the financial statements

For the 15 month period ended 31 March 2022

## 2. Accounting policies (continued)

### 2.3 Going concern (continued)

On the basis of the foregoing, the directors believe it is appropriate for the financial statements to be prepared on a going concern basis.

### 2.4 Foreign currency translation

#### Functional and presentation currency

The Company's functional and presentational currency is GBP (£).

#### Transactions and balances

Foreign currency transactions are translated into the functional currency using the spot exchange rates at the dates of the transactions.

At each period end foreign currency monetary items are translated using the closing rate. Non-monetary items measured at historical cost are translated using the exchange rate at the date of the transaction and non-monetary items measured at fair value are measured using the exchange rate when fair value was determined.

Foreign exchange gains and losses resulting from the settlement of transactions and from the translation at period-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the Statement of comprehensive income except when deferred in other comprehensive income as qualifying cash flow hedges.

Foreign exchange gains and losses that relate to borrowings and cash and cash equivalents are presented in the Statement of comprehensive income within 'finance income or costs'. All other foreign exchange gains and losses are presented in profit or loss within 'other operating income'.

### 2.5 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.

### 2.6 Valuation of investments

Investments in subsidiaries are measured at cost less accumulated impairment.

### 2.7 Debtors

Short-term debtors are measured at transaction price, less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method, less any impairment.

### 2.8 Creditors

Short-term creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

## Notes to the financial statements

For the 15 month period ended 31 March 2022

### 2. Accounting policies (continued)

#### 2.9 Financial instruments

The Company only enters into basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other debtors and creditors, loans from banks and other third parties, loans to related parties and investments in ordinary shares.

Debt instruments (other than those wholly repayable or receivable within one year), including loans and other accounts receivable and payable, are initially measured at present value of the future cash flows and subsequently at amortised cost using the effective interest method. Debt instruments that are payable or receivable within one year, typically trade debtors and creditors, are measured, initially and subsequently, at the undiscounted amount of the cash or other consideration expected to be paid or received. However, if the arrangements of a short-term instrument constitute a financing transaction, like the payment of a trade debt deferred beyond normal business terms or in case of an out-right short-term loan that is not at market rate, the financial asset or liability is measured, initially at the present value of future cash flows discounted at a market rate of interest for a similar debt instrument and subsequently at amortised cost, unless it qualifies as a loan from a director in the case of a small company, or a public benefit entity concessionary loan.

Financial assets that are measured at cost and amortised cost are assessed at the end of each reporting period for objective evidence of impairment. If objective evidence of impairment is found, an impairment loss is recognised in the Statement of comprehensive income.

For financial assets measured at amortised cost, the impairment loss is measured as the difference between an asset's carrying amount and the present value of estimated cash flows discounted at the asset's original effective interest rate. If a financial asset has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the contract.

For financial assets measured at cost less impairment, the impairment loss is measured as the difference between an asset's carrying amount and best estimate of the recoverable amount, which is an approximation of the amount that the Company would receive for the asset if it were to be sold at the reporting date.

Financial assets and liabilities are offset and the net amount reported in the Statement of financial position when there is an enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Derivatives, including interest rate swaps and forward foreign exchange contracts, are not basic financial instruments. Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently re-measured at their fair value. Changes in the fair value of derivatives are recognised in profit or loss in finance costs or income as appropriate. The company does not currently apply hedge accounting for interest rate and foreign exchange derivatives.



# Notes to the financial statements

For the 15 month period ended 31 March 2022

## 3. Judgments In applying accounting policies and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgments, estimates and assumptions that affect the amounts reported in the financial statements and accompanying notes. The judgments, estimates and assumptions used in the financial statements are based upon management's evaluation of the relevant facts and circumstances as of the date of the financial statements. Actual results could differ from these estimates, and the effect of any change in estimates will be adjusted in the financial statements when they become reasonably determinable.

Judgments, estimates and assumptions are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under these circumstances.

### Judgments

In the process of applying the company's accounting policies, management has not made any judgments, apart from those involving estimations, which have a significant effect on the amounts recognized in the financial statements.

### Estimates and Assumptions

The key estimates and assumptions concerning the future and other key sources of estimation uncertainty at the financial reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial period are discussed below:

#### *Consideration of impairment of financial assets*

Determining whether the carrying value of fixed asset investments has been impaired, may require an estimate of the value in use of the investment in subsidiaries. The directors are satisfied that the carrying value of the Company's subsidiary investments are equivalent to their recoverable amount.

## 4. Other operating income

	2022 £	2020 £
Foreign exchange difference - (loss)/gain	(108,764)	818,120

## 5. Employees

The Company has no employees other than the directors, who did not receive any remuneration (2020: £Nil).

## 6. Interest payable and similar expenses

	2022 £	2020 £
Bank interest payable	2,738,045	4,474,978
Finance lease charges payable	944,612	-
Group interest payable	834,144	-
	<u>4,516,801</u>	<u>4,474,978</u>

# Notes to the financial statements

For the 15 month period ended 31 March 2022

## 7. Taxation

	2022 £	2020 £
Current tax on loss for the period	-	-
<b>Taxation on loss on ordinary activities</b>	<u>-</u>	<u>-</u>

### Factors affecting tax charge for the 15 month period/year

The tax assessed for the 15 month period/year is higher than (2021 - higher than) the standard rate of corporation tax in the UK of 19% (2021 - 19%). The differences are explained below:

	2022 £	2020 £
Loss on ordinary activities before tax	<u>(4,628,565)</u>	<u>(3,661,890)</u>
Loss on ordinary activities multiplied by standard rate of corporation tax in the UK of 19% (2021 - 19%)	(879,427)	(695,759)
<b>Effects of:</b>		
Expenses not deductible for tax purposes	<u>879,427</u>	<u>695,759</u>
<b>Total tax charge for the period</b>	<u>-</u>	<u>-</u>

### Factors that may affect future tax charges

There were no factors that may affect future tax charges.

## 8. Fixed asset investments

	Investments in subsidiary companies £
<b>Cost or valuation</b>	
At 1 April 2021	96,422,160
At 31 March 2022	<u>96,422,160</u>

# Notes to the financial statements

For the 15 month period ended 31 March 2022

## 8. Fixed asset investments (continued)

### Subsidiary undertakings

The following were subsidiary undertakings of the Company:

Name	Registered office	Principal activity	Class of shares	Holding
Mardix Holdings Limited	Castle Mills, Aynam Road, Kendal, Cumbria	Holding company	Ordinary	100%
ACS Acquisitions Ireland Limited	Tanola House, Coes Road Industrial Estate, Coes Road East, Dundalk, Co. Louth	Holding company	Ordinary	100%

The aggregate of the share capital and reserves as at 31 March 2022 and the profit or loss for the 15 month period ended on that date for the subsidiary undertakings was as follows:

Name	Profit/(Loss) £
Mardix Holdings Limited	(14,078)
ACS Acquisitions Ireland Limited	(1,046,459)

## 9. Debtors: Amounts falling due within one year

	2022 £	2020 £
Other debtors	422,616	932,986
Prepayments and accrued income	1,477	-
	<u>424,093</u>	<u>932,986</u>

## 10. Creditors: Amounts falling due within one year

	2022 £	2020 £
Amounts owed to group undertakings	58,830,099	5,278,382
Other creditors	-	257,718
Accruals and deferred income	834,143	-
	<u>59,664,242</u>	<u>5,536,100</u>

Amounts owed to group undertakings are as a result of the acquisition of Anord Mardix by Flex Ltd., who paid off the existing bank loans on behalf of the Company.

## Notes to the financial statements

For the 15 month period ended 31 March 2022

### 11. Creditors: Amounts falling due after more than one year

	2022	2020
	£	£
Bank loans	-	50,008,470

### 12. Loans

Analysis of the maturity of loans is given below:

	2022	2020
	£	£
<b>Amounts falling due 2-5 years</b>		
Bank loans	-	50,008,470

### 13. Share capital

Represents the nominal value of shares that have been issued.

### 14. Reserves

#### Profit and loss account

Retained earnings includes all current and prior period retained profits and losses.

### 15. Post balance sheet events

There were no events since the financial period end up to date of approval of the financial statements, that would require revision of the results or financial position of the Company, or disclosure in the financial statements.

### 16. Controlling party

The Company is a wholly owned subsidiary of ACS Acquisitions, Inc., a company registered in the United States of America.

The Company is included in the consolidated financial statements of Flex Ltd. (NASDAQ: FLEX), the ultimate controlling party incorporated in Singapore, forming the largest body of undertakings of which the Company forms a part as a subsidiary undertaking. The registered office of Flex Ltd. is located at 2 Changi South Lane, Singapore, U0 486123. The consolidated financial statements of Flex Ltd. are publicly available.

The controlling interest in ACS Acquisitions, Inc. was held by Bertram Growth Capital, Bertram Growth Capital III L.P. and Bertram Growth Capital III-A L.P until 1 December 2021. As of 1 December 2021, the controlling interest in ACS Acquisitions, Inc. is held by Flex Ltd. following the sale of the group.