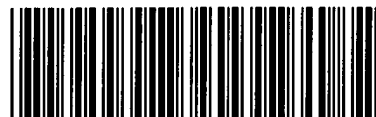


SYNETIQ LIMITED

ANNUAL REPORT

FOR THE PERIOD 16TH JANUARY 2019 TO 28TH FEBRUARY 2020

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SYNETIQ LIMITED

ANNUAL REPORT

FOR THE PERIOD 16TH JANUARY 2019 TO 28TH FEBRUARY 2020

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SYNETIQ LIMITED

COMPANY INFORMATION

FOR THE PERIOD 16TH JANUARY 2019 TO 28TH FEBRUARY 2020

DIRECTORS:

D J Harcourt
R Martin
T C Rumboll
J A Schofield

COMPANY SECRETARY:

L A Manton

REGISTERED OFFICE:

Bentley Moor Lane
Adwick-Le-Street
Doncaster
South Yorkshire
DN6 7BD

REGISTERED NUMBER:

11771655 (England and Wales)

INDEPENDENT AUDITORS:

PricewaterhouseCoopers LLP
Chartered Accountants and Statutory Auditors
Central Square
29 Wellington Street
Leeds
LS1 4DL

BANKERS:

HSBC Bank plc
4th Floor, City Point
29 King Street
Leeds
LS1 2HL

SYNETIQ LIMITED

STRATEGIC REPORT

FOR THE PERIOD 16TH JANUARY 2019 TO 28TH FEBRUARY 2020

The directors present their strategic report for the period 16th January 2019 to 28th February 2020.

Principal Activities

The company was incorporated on 16 January 2019. The principal activity of the company from 1 March 2019 was the provision of bespoke vehicles salvage, dismantling and online auction services, Green automotive parts supply for the B2B and B2C markets, mechanical solutions for large fleets, Vehicle Registration Marks (VRM) and software solutions.

The company (SYNETIQ) has major household names in its portfolio, including insurers, accident management companies, fleets, police forces, logistics companies, and vehicle repair bodyshops.

Review of business and future developments

SYNETIQ was incorporated on 16 January 2019, and began trading on 1 March 2019 through the ground-breaking merger of four established family-owned businesses in the vehicle salvage and dismantling industry; this created the UK's largest salvage and vehicle recycling company with market leading in-house IT capability. The SYNETIQ business combines over 150 years' experience in the sector, bringing the very best of the Motorhog Limited (including FAB Recycling Limited), Car Transplants Limited and DH Systems Consultancy Limited into a unified team under the SYNETIQ brand.

The company performance in the first-year post-merger is considered to be satisfactory by the Directors. Sales of £132.1m shows an increase on the annualised revenue of the combined entities for the period pre-merger, however profit for the company has fallen to £4.7m and EBITDA of £7.1m. This is due to one-off costs in relation to the merger and additional investment in skills and infrastructure ahead of the growth phase for SYNETIQ. This transitory position is expected to improve in the ensuing period as the company benefits from synergies identified and earlier investment in growth activity.

The vision for SYNETIQ is to lead the way in creating a vehicle recycling industry we can all be proud of. To achieve this, there is an over-arching strategy that has sustainability at its heart, core business values that help all teams understand how to behave (care, simplicity, and integrity) and strategic business pillars of compliance, innovation, value, and customer experience.

Post-merger Integration

Following the merger on 1st March 2019 the medium-term future of SYNETIQ was broken down into 3 distinct phases - Integrate, Grow, and Optimise. The immediate priority was to integrate and capture synergies, both hard and soft, creating a stable platform ready for Phase 2 growth. Growth is designed to come from a combination of organic expansion, market development and merger and acquisition (M&A) activities as evidenced by the acquisition of Motorman Ltd by the Group in October 2019. The optimise phase will allow for positive choices for shareholders from a position of commercial, financial, and reputational strength.

A successful integration programme was designed and executed by the Executive Board. This covered 9 specific workstreams, each led by a senior colleague within SYNETIQ following best-practice methodology with appropriate milestones, reporting and oversight. The result of this integration programme was the creation of one business with one P&L, one integrated ERP system, a common language, one way of working and strong governance.

During this integration phase, SYNETIQ entered the London Stock Exchange Elite Programme. This has proved to be valuable in identifying and developing plans to enhance the areas that are crucial to the future success of SYNETIQ. The priority areas which are receiving significant management time and financial investment are Operational Processes, People, Structure and Digital Transformation. Energy focused into each of these areas has seen immediate impact and returns as well as laying the groundwork to accelerate quickly in the optimise and growth phases.

Digitalisation

SYNETIQ has invested heavily in technology through its inventory management system and the launch of its self-developed online vehicle auction platform in November 2019. These systems and platforms enable sales of over 100,000 vehicles per year across an active buyer base.

SYNETIQ LIMITED

STRATEGIC REPORT (continued)

FOR THE PERIOD 16TH JANUARY 2019 TO 28TH FEBRUARY 2020

Digitalisation is pivotal to SYNETIQ's key business pillars of innovation and continually reviewing and enhancing customer journeys to make them simple and straight forward which is key to SYNETIQ's future success. Technology is making it easier to buy and is saving time for customers, clients, and the business. Recent examples include the integration of systems with a major client, which after 3 years of planning and development went live in August 2019. This represents a new way of working, linking multiple pieces of software to digitise claims engineering and total loss services. Since then, there has also been the introduction of a webchat facility, working groups to continually improve customer experience across all SYNETIQ platforms, and the introduction of new ways to pay safely and securely online.

SYNETIQ are benefiting from the improvement and digitalisation of customer journeys through improved customer and client feedback as well as cost efficiencies.

Key Performance Indicators (KPI's)

As well as the management of costs and working capital to maximise profit and target investment, the group uses certain KPI's to monitor its performance and those of its subsidiaries as follows:

EBITDA	Earnings before interest, tax, depreciation & amortisation
EBITDA margin	Earnings before interest, tax, depreciation & amortisation expressed as a percentage of sales
Gross margin	The ratio of gross margin to sales expressed as a percentage
Sales Growth	Current year sales divided by prior year sales expressed as a percentage
Collection Days	Number of days from date of instruction to recover a vehicle to site
Clearance Days	Number of days from date of instruction to date of insurance clearance
Revenue per unit	Average revenue earned from each vehicle
Conversion	Number of vehicles sold divided by number of vehicles offered for sale expressed as a percentage
Stock days	The level of stock and its ratio to cost of sales
Customer Experience	We measure customer satisfaction in a number of ways to inform areas of improvement
Health & Safety	Near misses, incidents and accidents per 100,00 labour hours, and RIDDORS
Client NPS	The "Net Promoter Score" is defined as how many of our clients would recommend our services

Compliance

SYNETIQ has continued to invest heavily in its operational capacity, increasing the fleet with 10 new DVS and Euro 6 compliant transporters that will support the plan to reduce SYNETIQs environmental impact and enabling even faster collections and deliveries. There is also ongoing replacement of dismantling plant with modern, state of the art machinery.

Health, Safety, Environment and Quality (HSEQ) performance and KPIs across all sites are reviewed at every Executive and Operations Board meeting and any form of non-compliance is documented and route-cause fixes trained out to focus on continuous business improvement.

SYNETIQ has been externally verified with the International Standard ISO 45001 helping SYNETIQ focus on the minimisation and, where possible, elimination of risk. The business already operates an integrated management system which includes ISO 9001, 14001 and 27001; this has proved to be an effective way of achieving standardisation across sites.

Regular audits, colleague training and close liaison with the regulatory authorities keep the company focused and engaged in this critical area. Depollution activities are conducted in specialist zones ensuring that the environment is fully protected. The company continues to hold all the necessary regulatory licences and permits from the Environment Agency.

SYNETIQ aim to go above and beyond to achieve unparalleled compliance on GDPR. Processes are in place to clear personal data from all vehicles handled. Sat navs & dash cams are wiped, and any personal items are collected and securely returned to the policy holder. There are two qualified GDPR practitioners within the team and regular colleague training takes place to ensure ongoing conformity.

SYNETIQ LIMITED

STRATEGIC REPORT (continued) FOR THE PERIOD 16TH JANUARY 2019 TO 28TH FEBRUARY 2020

As a leading salvage and vehicle recycling company, SYNETIQ's operations are sustainable by nature. The UK has fallen short of the EU vehicle recycling target of 95%, with an average of 92% of each vehicle being recycled within the industry overall. SYNETIQ are proud to have met this target, with 95.3% of each vehicle it handles being successfully reused or recycled. SYNETIQ promotes the 4 'R's - reduce, reuse, remanufacture and recycle, with recycle being the last resort if a vehicle, part, or material has reached the end of its life.

Colleagues & Community

SYNETIQ's Corporate Social Responsibility (CSR) strategy is to do the right thing for its Clients, Customers, Colleagues, and the Communities that its sites are based in. Corporate Social Responsibility has been high on SYNETIQ's agenda since its creation and in order to keep this at the forefront, it has established a Colleague and Community Forum, made up of representatives from each department. The forum is led by the Heads of HR and Marketing and meets monthly to discuss what is important to SYNETIQ colleagues.

Following a colleague vote, the business selected The Sick Children's Trust as its charity partner, meaning the funds raised by colleague events is either wholly donated or split with the charity. Colleagues can also each choose to volunteer at The Sick Children's Trust, or a cause important to them once a year with a full day pay.

SYNETIQ is a proud supporter of important causes in the communities around its sites; colleagues have walked, cycled, skydived and 'gone sober' to raise funds for local and national charities. The business offers a 'pound for pound matching' scheme for all employees, meaning it will match the total raised up to £500.

The company promotes an environment where diversity is recognised, valued, and encouraged. This is applied throughout all areas of employment such as conduct at work, recruitment and selection, training and development, pay, benefits, rewards and promotion, grievances and disciplinary issues, termination of employment. We offer support and training where necessary to achieve and maintain this.

In February 2020, SYNETIQ announced its partnership with Team BRIT, which aims to be the first all-disabled team to race in the Le Mans 24 hour. Through its Racing Academy, set up in 2019, it supports people with physical and psychological challenges in accessing motorsport. As part of this sponsorship, SYNETIQ has supplied the team with salvage vehicles from its online auction, plus any parts the team require, to be upgraded and specially adapted for its Racing Academy.

SYNETIQ employees are kept up to date with business, community and social news through a weekly newsletter sent to all employees. Any urgent announcements are shared in a timely manner to ensure the workforce stay engaged with the business and are brand advocates. This includes key KPIs to encourage involvement in the company performance. Employees are invited to contribute through this channel so that the views of employees can be considered in making decisions that are likely to affect their interests.

The development and well-being of the company's employees is of fundamental importance to the success of the business. The company invests significant sums into training, runs a successful apprenticeship scheme, and makes use of the apprenticeship levy to help fund studies for professional qualifications.

SYNETIQ is gaining real momentum with clients, customers, colleagues, and their communities. This has been recognised by being short listed for Green business of the year, Large business of the year and Excellence in Corporate Social Responsibility at the Doncaster business awards.

Principle risks and uncertainties

The company operates in a highly competitive and diverse market with numerous smaller independent operators as well as larger businesses capable of delivering national coverage. There are several trade groups offering membership to independent operators to enable them to compete with the larger businesses at a UK wide level.

Competitive pricing pressure is addressed through continual operational and technological innovation and investment in new and value-added capabilities, processes, and people development. The company works using a partnership approach with its clients, building strong and lasting relationships for its existing client base along with developing close sustainable relationships with other insurers.

SYNETIQ LIMITED

STRATEGIC REPORT (continued) FOR THE PERIOD 16TH JANUARY 2019 TO 28TH FEBRUARY 2020

Management continually review the financial risk inherent in the business and considers this risk to be low. The company holds a number of finance leases on fixed terms with well-known financial institutions.

Credit risk

Throughout the period interest rates have remained at historically low levels. Management expect that this will continue throughout the next reporting period.

Liquidity and cash flow risk

The company continues to have regular dialogue and strong relationships with its bankers, and management consider that there is sufficient access to finance in place.

Foreign exchange risk

All of the company's sales and purchases are denominated in sterling therefore eliminating any foreign exchange risk.

Competition and pricing risk

Competition in the market remains strong. Clients remain focused on maximising returns on both salvage and dismantling vehicles, and management are therefore focussed on providing and developing a market leading service working closely with our existing and prospective clients to mitigate the risk of contract losses. Demand in the market remains robust with average auction selling prices remaining strong along with a continuing active on-line buyer base.

Brexit

SYNETIQ continues to monitor and prepare for the potential effects of Brexit. A trade agreement between the UK Government and EU was given Royal assent on 30 December 2020. Although the impact of the Brexit trade agreement continues to remain unclear, preparation has been made for the uncertainty caused due to the short-term practicalities of operating in accordance with the trade agreement.

With a high volume of vehicles and parts currently imported into the UK, delays due to border control and customs clearance would lead to increasing costs and in turn an increased demand – massively impacting the insurance repair sector. With evidence that more vehicles are being classed as Category N due to the lack of suitable parts, SYNETIQ's market leading approach to green parts, salvage vehicles and second-hand vehicles presents a possible strategic advantage.

The leadership team of SYNETIQ have worked through the implications of Brexit by function and has plans in place to deal with this. This plan has been approved at Executive Board level and will be continually updated to reflect the trade agreement that has been reached.

COVID 19

In addition to the normal risks and uncertainties impacting any business the COVID-19 pandemic has given rise to additional risks and uncertainties to factor into future trading performance and cashflows.

As a result of the virus, the UK Government took steps in March 2020 to place the country into a national lockdown, restricting movement and trade. SYNETIQ immediately took steps to secure the safety of its employees and customers, closing customer facing areas and quickly moving the majority of its trade on-line.

SYNETIQ was able to keep all of its facilities operational during the lockdown period, implementing stringent social distancing and hygiene procedures, supplying additional PPE to its front-line employees, encouraging office-based colleagues to work from home where possible, and offering free storage and delivery services to customers.

SYNETIQ were recognised by DEFRA as an essential business providing vehicle removal services to the insurance and emergency services so they could continue to operate whilst keeping its employees and clients safe. The business took their keyworker status very seriously whilst taking steps to secure the financial stability of the business using the Coronavirus Job Retention Scheme for a number of non-essential colleagues during the ongoing pandemic.

SYNETIQ LIMITED

STRATEGIC REPORT (continued)

FOR THE PERIOD 16TH JANUARY 2019 TO 28TH FEBRUARY 2020

As a result of the lockdown there was a significant reduction in the frequency and number of vehicle miles travelled in the country resulting in a fall in the number of vehicle accidents. Although this had an impact on the supply of vehicles from insurance clients, the flow of vehicles from clients in other sectors continued. This coupled with the existing inventory in the company allowed SYNETIQ to fully stock its online auctions during the period with minimal disruption.

The advice from Government to avoid public transport where possible meant that the performance of the auctions and retail vehicle sites remained strong with robust demand for private vehicles maintaining average selling prices at pre Covid-19 levels. We continue to be thankful to our team who have been so adaptable to change and have made this success possible.

The reduction in the sale of new cars and importation of car parts during the pandemic has positively impacted the demand for green parts with more drivers looking to maintain and repair their vehicles. SYNETIQ has been an important partner to the UK body shops during the pandemic, maintaining the supply of parts for repair, with a focus on ensuring that emergency services and key workers were able to keep mobile.

The World Health Organisation (WHO) did not declare a global pandemic until March 11 2020, after the period end date of 28 February 2020, and therefore COVID 19 is considered to be a condition that arose after the end of the reporting period and does not result in adjustment to the financial statements.

Section 172 statement

The board of directors recognises its duties both individually and collectively under s172 Companies Act 2006 to act in the way they consider, in good faith, would be most likely to promote the success of the company for the benefit of its shareholders as a whole, and in doing so have regard to the interests of its stakeholders including:

- The interests of the company's employees
- The need to develop and maintain strong relationships with its suppliers and customers
- The impact of the company's operations on the community and environment
- The need to continually invest and review to ensure the company complies with it regulatory and environmental responsibilities and maintains its close relationships with its regulatory bodies
- Its social responsibility to contribute to the wellbeing of the local community in which it operates
- Maintaining a reputation for high standards of business conduct
- Maintain our commitment to recycling over 95% of the vehicles in our possession

The Board operates through a governance framework that delegates day-to-day decision making to the employees of the Company through the development of a delegation of authority matrix. We have developed a clear operating and decision-making structure through the creation of an Operating Board that meets each month and reports into the Executive Board. Members of the Operating Board are invited to present progress and plans and raise ideas and concerns during Executive Board meetings. Each functional lead has developed a 3-year business plan for their department to feed into the Company Business Plan. A Senior Management Team (SMT) has been created, reporting into the Operating Board with clear lines of communication. Monthly conference calls are held with the SMT to provide business updates, answer questions and communicate objectives developed through the business planning process.

Our vision is to lead the way in creating a vehicle recycling industry that we can all be proud of, through our focus on innovation, customer experience and a commitment to doing the right thing. We will always put compliance, safety, and social responsibility first, leading the industry by investing in new and better ways of working via a partnership approach with our clients, to deliver great value to our clients and customers.

We have engaged with our clients through for example collaborating in technological advances by integrating IT systems, making keynote speeches at industry events, and participating as guest presenters on client led podcasts. We take care to understand the pillars and values of our clients and customers, to ensure that we align with these to enable all parties to achieve their objectives.

SYNETIQ LIMITED

STRATEGIC REPORT (continued) FOR THE PERIOD 16TH JANUARY 2019 TO 28TH FEBRUARY 2020

The directors regularly review the Groups principal stakeholders and how it engages with them. Information is provided on a continuous basis to all the stakeholders through direct engagement with employees at all levels throughout the company, regular meetings with our bankers and clients and other key stakeholders.

The Board is committed to openly engaging with its shareholders through regular dialogue, meetings, and business updates. We recognise the importance of shareholders understanding our strategy and objectives, so they have confidence that this aligns with their objectives, and ensure that all feedback from shareholders is fully understood and considered.

Each stakeholder group are considered when significant decisions are being taken to ensure that we behave responsibly and act fairly and equally. Relationships with each of these stakeholders is fundamental to the company's success and therefore the impact on each stakeholder group of decision making is an important part of that process.

As a Company we strive to make a positive impact with the communities and people with which we interact. We encourage our employees to support the communities around us by allowing them one day paid leave each year to participate in community led projects, donating vehicles to local colleges and emergency services to facilitate vocation and scenario based training, and supporting organisations such as Team Brit, a competitive motor racing team consisting of disabled drivers. Our employees actively raise funds for local charities such as the Sick Children's Trust, and loan vehicles to local food banks to help with deliveries.

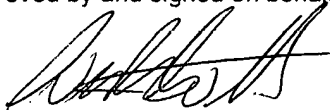
As a Board of Directors, our intention is to behave responsibly and ensure that the management operate the business to a high ethical standard, maintaining the principles of excellent governance and business conduct that would be expected for a business such as this.

Post-Balance Sheet Events

On the 31st July 2020, a fire occurred at our Bentley Moor Lane site. Through the swift action of colleagues and the fire brigade this fire was effectively contained. Approximately 1,000 SYNETIQ owned vehicles were damaged or destroyed and there were no injuries incurred. The fire had an insignificant impact on the operations and financial performance of the business. The business is fully insured against losses incurred and is currently engaged in the claims process with its broker and insurance company. Given that discussions with the insurance company are progressing, the impact of the fire on the financial statements for the proceeding reporting period is currently unquantifiable.

Overall, a transformational year in all areas of the SYNETIQ business where significant progress has been delivered as part of a coherent and ambitious plan to take SYNETIQ to a market leading position.

Approved by and signed on behalf of the Board:



.....
Tom Rumboll
Director

29 January 2021

SYNETIQ LIMITED

REPORT OF THE DIRECTORS FOR THE PERIOD 16TH JANUARY 2019 TO 28TH FEBRUARY 2020

The directors present their report with the audited financial statements of the company for the period 16th January 2019 to 28th February 2020.

INCORPORATION

The company was incorporated on 16th January 2019.

DIVIDENDS

No dividends will be distributed for the period ended 28th February 2020.

DIRECTORS

The directors who have held office during the period from 16th January 2019 to the date of this report are as follows:

D J Harcourt - appointed 16th January 2019

R Martin - appointed 16th January 2019

T C Rumboll - appointed 16th January 2019

J A Schofield - appointed 16th January 2019

DIRECTORS' INDEMNITIES

The company maintains liability insurance for its directors and officers. The company has also provided an indemnity for its relevant officers, which is a qualifying third party indemnity provision for the purposes of the Companies Act 2006 and was in force during the financial period and at the time of the approval of these financial statements.

RESEARCH & DEVELOPMENT

The company continues to invest in and develop its on-line auction platform and ERP system, along with developing interfaces with client systems to enhance the customer and client experience.

EMPLOYEE ENGAGEMENT

The company recognises the importance of regular 2-way communication and engagement with its employees. We communicate through regular manager meetings, team briefings and weekly newsletters. The company has established regular employee representative forums which meet with senior managers along with a formal monthly colleague and community forum with representatives from all sites and departments. The groups discuss colleague welfare matters, community engagement, health, safety and environmental matters, training and development, along with helping to shape our sustainability agenda. The company promotes the involvement of employees in the company's performance by inviting certain employees to participate in an employee share scheme.

Due to restrictions with travel as a result of COVID-19 recommendations, the executive board has made use of technology with business updates and developments recorded on video and embedded into the weekly newsletter for distribution.

The company is committed to promoting a policy of diversity and fairness, with employees been treated equally regardless of sex, ethnic origin, sexual orientation or marital status.

The company recognises the value that training at all levels has on performance and employee development and retention and has invested and developed formal training programs in many areas and apprenticeship schemes including financial help and time off to support successful completion of professional qualifications.

STAKEHOLDER ENGAGEMENT

Understanding the views of key stakeholders, including suppliers, customers and others in a business relationship with the company, is important to the Board. The Directors have taken steps to consider stakeholders' views in Board discussions and decision making. Different guests have been invited to board meetings both internally and externally to discuss topics upon which the Board make strategic decisions, as well as direct engagement with key stakeholders to develop an understanding of their needs.

SYNETIQ LIMITED

REPORT OF THE DIRECTORS (continued) FOR THE PERIOD 16TH JANUARY 2019 TO 28TH FEBRUARY 2020

GOING CONCERN

The company has continued to trade profitably throughout the period of COVID 19 and having reviewed the company's forecasts and projections, including assessment of a severe but plausible downside scenario in relation to the impact of COVID19, the directors are confident that the company has sufficient resources to continue to operate profitably for the foreseeable future. The company therefore continues to adopt the going concern basis in preparing its financial statement.

DISCLOSURE IN THE STRATEGIC REPORT

The directors have disclosed within their strategic report certain information required in their directors report.

STATEMENT OF DIRECTORS' RESPONSIBILITIES

The directors are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulation.

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

- select suitable accounting policies and then apply them consistently;
- state whether applicable United Kingdom Accounting Standards, comprising FRS 102, have been followed, subject to any material departures disclosed and explained in the financial statements;
- make judgements and accounting estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure the financial statements comply with the Companies Act 2006.

Directors' confirmations

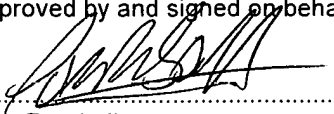
In the case of each director in office at the date the Directors' Report is approved:

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

INDEPENDENT AUDITORS

The auditors, PricewaterhouseCoopers LLP, have indicated their willingness to continue in office and a resolution concerning their re-appointment will be proposed at the Annual General Meeting.

Approved by and signed on behalf of the Board:


.....

Tom Rumboll
Director

29 January 2021

Independent auditors' report to the members of SYNETIQ LIMITED

Report on the audit of the financial statements

Opinion

In our opinion, SYNETIQ LIMITED's financial statements:

- give a true and fair view of the state of the company's affairs as at 28 February 2020 and of its profit for the period from 16 January 2019 to 28 February 2020 (the "period");
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, comprising FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", and applicable law); and
- have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements, included within the Annual Report, which comprise: the Balance Sheet as at 28 February 2020; the Statement of Comprehensive Income, the Statement of Changes in Equity for the period from 16 January 2019 to 28 February 2020 then ended; and the notes to the financial statements, which include a description of the significant accounting policies.

Basis for opinion

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

Independence

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

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which ISAs (UK) require us to report to you where:

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

However, because not all future events or conditions can be predicted, this statement is not a guarantee as to the company's ability to continue as a going concern.

Reporting on other information

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

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

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

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

Independent auditors' report to the members of SYNETIQ LIMITED (continued)

Strategic Report and Report of the Directors

In our opinion, based on the work undertaken in the course of the audit, the information given in the Strategic Report and Report of the Directors for the period 16 January 2019 to 28 February 2020 is consistent with the financial statements and has been prepared in accordance with applicable legal requirements.

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

Responsibilities for the financial statements and the audit

Responsibilities of the directors for the financial statements

As explained more fully in the Statement of Directors' Responsibilities set out on page 9, the directors are responsible for the preparation of the financial statements in accordance with the applicable framework and for being satisfied that they give a true and fair view. The directors are also responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the FRC's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditors' report.

Use of this report

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

Other required reporting

Companies Act 2006 exception reporting

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

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

We have no exceptions to report arising from this responsibility.



Kevin Strauther (Senior Statutory Auditor)
for and on behalf of PricewaterhouseCoopers LLP
Chartered Accountants and Statutory Auditors
Leeds
29 January 2021

SYNETIQ LIMITED**STATEMENT OF COMPREHENSIVE INCOME
FOR THE PERIOD 16TH JANUARY 2019 TO 28TH FEBRUARY 2020**

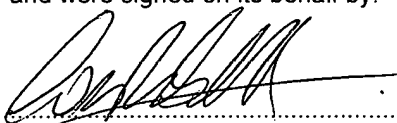
	Notes	£'000
TURNOVER		132,127
Cost of sales		<u>(108,019)</u>
GROSS PROFIT		24,108
Administrative expenses		<u>(19,222)</u>
OPERATING PROFIT	5	4,886
Interest payable and similar expenses	6	<u>(211)</u>
PROFIT BEFORE TAXATION		4,675
Tax on profit	7	<u>(852)</u>
PROFIT FOR THE FINANCIAL PERIOD		3,823
OTHER COMPREHENSIVE INCOME		<u>-</u>
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD		<u><u>3,823</u></u>

SYNETIQ LIMITED (REGISTERED NUMBER: 11771655)

**BALANCE SHEET
AS AT 28TH FEBRUARY 2020**

	Notes	£'000	£'000
FIXED ASSETS			
Tangible assets	8		<u>9,905</u>
			9,905
CURRENT ASSETS			
Stocks	9	11,510	
Debtors	10	4,918	
Cash at bank and in hand		<u>113</u>	
		16,541	
CREDITORS			
Amounts falling due within one year	11	<u>(20,541)</u>	
NET CURRENT LIABILITIES			<u>(4,000)</u>
TOTAL ASSETS LESS CURRENT LIABILITIES			5,905
CREDITORS			
Amounts falling due after more than one year	12		(1,706)
PROVISIONS FOR LIABILITIES	15		<u>(376)</u>
NET ASSETS			<u><u>3,823</u></u>
CAPITAL AND RESERVES			
Called up share capital	16		-
Retained earnings			<u>3,823</u>
TOTAL SHAREHOLDERS' FUNDS			<u><u>3,823</u></u>

The financial statements were approved by the Board of Directors and authorised for issue on 29 January 2021 and were signed on its behalf by:



 Tom Rumbolt
 Director

SYNETIQ LIMITED

STATEMENT OF CHANGES IN EQUITY FOR THE PERIOD 16TH JANUARY 2019 TO 28TH FEBRUARY 2020

	Called up share capital £'000	Retained earnings £'000	Total equity £'000
On incorporation	-	-	-
Profit for the financial period and total comprehensive income	-	<u>3,823</u>	<u>3,823</u>
Balance at 28th February 2020	<u>-</u>	<u>3,823</u>	<u>3,823</u>

SYNETIQ LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD 16TH JANUARY 2019 TO 28TH FEBRUARY 2020

1. STATUTORY INFORMATION

Synetiq Limited is a private company, limited by shares, registered in England and Wales. The company's registered number is 11771655 and registered office address is Synetiq Limited, Bentley Moor Lane, Adwick-Le-Street, Doncaster, South Yorkshire, DN6 7BD.

The presentation and functional currency of the financial statements is the Pound Sterling (£).

2. ACCOUNTING POLICIES

Basis of preparing the financial statements

These financial statements have been prepared in accordance with Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

The company has taken advantage of the following disclosure exemptions in preparing these financial statements, as permitted by FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland":

- the requirements of Section 7 Statement of Cash Flows;
- the requirement of Section 33 Related Party Disclosures paragraph 33.7.

Going Concern

The directors have considered the latest trading position of the group and have made appropriate enquiries of the groups financial position and forecasts, including assessment of a severe but plausible downside scenario in relation to the impact of COVID19 in assessing the adoption of the going concern basis of accounting in preparing these financial statements.

The company has net current liabilities of £4.0m as at 28 February 2020. This includes intercompany loans of £6.2m with its parent undertaking SYNETIQ Holdings Limited. With strong cash generation and working capital upside expected in the short term, the directors are confident that the company can meet its current liabilities.

On this basis, the financial statement have been prepared on a going concern basis.

Related party exemption

The company has taken advantage of exemption, under the terms of Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', not to disclose related party transactions with wholly owned subsidiaries within the group.

Significant judgements and estimates

The company makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying value of assets and liabilities within the next financial year are addressed below.

Inventory Provisioning

The company sells salvage vehicles and recycled parts to a variety of customers through various channels. It is necessary to estimate the value of inventory as at the reporting date by considering the recoverability of its cost and associated provisioning required. When calculating the value of inventory, management considers the age and condition of the inventory as well as applying assumptions around its saleability of goods. The net carrying amount of inventory is detailed in note 9.

Tangible fixed assets

Tangible fixed assets are depreciated over their useful economic lives, taking into account residual value where relevant. The actual life of an asset may vary depending on a variety of factors and are therefore reviewed annually.

SYNETIQ LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE PERIOD 16TH JANUARY 2019 TO 28TH FEBRUARY 2020

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable. Critical judgements in applying the group's accounting policies are as follows:

Transfer of assets

On 28th February 2019, the trade and assets of fellow subsidiary undertakings, Newhog Holdings Ltd, Car Transplants Holdings Ltd and DH Systems Consultancy Ltd (and all subsidiaries thereof) were transferred at book value as at the date of acquisition. These transfers each qualify as a business combination and so come under FRS 102 S19.6. This states that all business combinations are accounted for using the purchase method, except for group reconstructions. S19.6(a) states that group reconstructions may be accounted for by using the merger accounting method (see paragraphs 19.27 to 19.33). Given that each of these businesses previously operated independently and meets the requirements, the Directors have concluded that the group reconstructions definition applies and therefore merger accounting can be applied.

Under merger accounting, the carrying values of the assets and liabilities of the parties to the combination are not required to be adjusted to fair value, although appropriate adjustments shall be made to achieve uniformity of accounting policies in combining entities. Upon the merger, Synetiq has reset and applied its own accounting policies at that time.

Turnover

Turnover represents the amount invoiced to customers; net of value added tax.

Revenue from auction sales is recognised in accordance with the contract under which the vehicle is received. Where ownership of the vehicle transfers to the company, revenue is recognised on a gross basis, when the risks and rewards of ownership have transferred to the buyer. Where the company does not take ownership of the vehicle, sellers fees arising on agency-based contracts are recognised on a net basis when the risks and rewards of ownership of the vehicle have passed to the buyer.

Buyer fees for auction services are recognised upon completion of the sale, Fees for post-sale services are recognised upon successful completion of those services. Buyer registrations relist and late payment fees are recognised upon receipt of payment.

Turnover from vehicle parts and scrap sales is recognised upon delivery to the customer or, in the case of counter and export sales, generally upon collection by the customer or their agent.

Tangible fixed assets

Tangible fixed assets are stated at cost less accumulated depreciation. Cost includes the purchase price of the asset and costs attributable to bringing the asset to its working condition for intended use.

Depreciation is calculated so as to write off the cost of the tangible assets, less their estimated residual value, on a straight line basis over their estimated economic lives. The following annual rates are used:

Improvements to property	- Between 2% and 20% straight line
Plant and machinery	- 20% straight line
Fixtures and fittings	- 20% straight line
Motor vehicles	- 25% straight line

As asset under construction will be transferred to the relevant category when it has reached the working condition for its intended use.

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE PERIOD 16TH JANUARY 2019 TO 28TH FEBRUARY 2020

Stocks

Stock is valued at the lower of cost and net realisable value (NRV). Cost includes all costs incurred in bringing each product to its present location:

Salvage Vehicles	- cost of the vehicle, plus direct vehicle collection costs incurred
Dismantling Vehicles	- cost of the vehicle, plus direct vehicle collection and handling costs, adjusted for the removal of parts
Dismantled parts for resale	- direct costs incurred in dismantling of the parts
Scrap materials for resale	- market value (being the lower of cost and NRV)

Net realisable value is based on estimated selling price less any further costs expected to be incurred to completion or disposal.

Pensions costs

The company operates a defined contribution pension scheme. Contributions are charged in the profit and loss account as they become payable, in accordance with the rules of the scheme.

Leasing

Assets acquired under hire purchase contracts are capitalised and depreciated in the same manner as other tangible fixed assets. Assets acquired under finance leases are capitalised and depreciated over the lower of the useful life and the terms of the lease. Rentals payable are apportioned between the finance element, which is charged to the profit and loss, and the capital element, which reduces the outstanding obligation for future instalments.

Operating lease rentals are charged to the profit and loss account as they are incurred. Lease incentives are recognised on a straight line basis over the period until the next rent review.

Taxation

Taxation for the year comprises current and deferred tax. Tax is recognised in the Statement of Comprehensive Income, except to the extent that it relates to items recognised in other comprehensive income or directly in equity.

Current or deferred taxation assets and liabilities are not discounted.

Current tax is recognised at the amount of tax payable using the tax rates and laws that have been enacted or substantively enacted by the balance sheet date.

Deferred tax

Deferred tax is recognised in respect of all timing differences that have originated but not reversed at the balance sheet date.

Timing differences arise from the inclusion of income and expenses in tax assessments in periods different from those in which they are recognised in financial statements. Deferred tax is measured using tax rates and laws that have been enacted or substantively enacted by the year end and that are expected to apply to the reversal of the timing difference.

Unrelieved tax losses and other deferred tax assets are recognised only to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits.

SYNETIQ LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE PERIOD 16TH JANUARY 2019 TO 28TH FEBRUARY 2020

3. TURNOVER

Turnover represents the amounts derived from sale of goods included in the company's definition of ordinary activities; net of value added tax. The total turnover of the company for the year has been derived from its principal activity being the provision of bespoke vehicles salvage, dismantling and online auction services and represents operations within the UK only.

	£'000
Sale of goods	121,245
Rendering of services	<u>10,882</u>
	<u>132,127</u>

4. EMPLOYEES AND DIRECTORS

	£'000
Wages and salaries	12,565
Social security costs	1,071
Other pension costs	<u>211</u>
	<u>13,847</u>

The average monthly number of persons (excluding directors) employed by the company during the period was:

Operations	331
Support	<u>192</u>
	<u>523</u>

Directors emoluments are paid by the parent company, Synetiq Holdings Limited.

The aggregate of remuneration and amounts receivable under long term incentive schemes of the highest paid director was £169,191, and company pension contributions of £4,420 were made to a money purchase scheme on their behalf.

SYNETIQ LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE PERIOD 16TH JANUARY 2019 TO 28TH FEBRUARY 2020

5. OPERATING PROFIT

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

	£'000
Depreciation - owned assets	2,204
Profit on disposal of fixed assets	(17)
Auditors' remuneration	83
Share based payments	372
Operating lease charges	2,300
Stock expense	<u>89,187</u>

The share based payment charge of £372,000 was incurred by Synetiq Holdings Limited and passed to Synetiq Limited through a management recharge. For full disclosure, including the valuation assumptions, please refer to the consolidated financial statements of SYNETIQ Holdings Limited, which can be obtained from the Registered Office at Bentley Moor Lane, Adwick-Le-Street, Doncaster, South Yorkshire, United Kingdom, DN6 7BD.

Expenses incurred in relation to non-audit services are disclosed in the consolidated group financial statements.

6. INTEREST PAYABLE AND SIMILAR EXPENSES

	£'000
Bank interest	108
Hire purchase	<u>103</u>
	<u>211</u>

7. TAX ON PROFIT

Analysis of the tax charge

The tax charge on the profit for the period was as follows:

	£'000
Current tax:	
UK corporation tax	883
Deferred tax	<u>(31)</u>
Tax on profit	<u>852</u>

Corporation tax is calculated at 19% of the estimated assessable profit for the year. Previously enacted corporation tax rates were due to be reduced from 19% to 17% from 1 April 2020. The 2020 Finance Act confirmed the rate of corporation tax will remain at 19% from 1 April 2020, cancelling the enacted cut to 17%. Deferred tax balances at the year-end have been measured at 19%.

Reconciliation of total tax charge included in profit and loss

The tax assessed for the period is lower than the standard rate of corporation tax in the UK. The difference is explained below:

	£'000
Profit before taxation	<u>4,675</u>
Profit multiplied by the standard rate of corporation tax in the UK of 19%	888
Effects of:	
Expenses not deductible for tax purposes	<u>(36)</u>
Total tax charge	<u>852</u>

SYNETIQ LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE PERIOD 16TH JANUARY 2019 TO 28TH FEBRUARY 2020

8. TANGIBLE FIXED ASSETS

	Property £'000	Plant and machinery £'000	Fixtures and fittings £'000	Motor vehicles £'000	Total £'000
COST					
On incorporation	-	-	-	-	-
Transfers on merger	587	5,740	651	1,762	8,740
Additions	757	2,084	562	-	3,403
Disposals	-	(34)	-	-	(34)
At 28th February 2020	<u>1,344</u>	<u>7,790</u>	<u>1,213</u>	<u>1,762</u>	<u>12,109</u>
DEPRECIATION					
Charge for period	<u>125</u>	<u>1,385</u>	<u>253</u>	<u>441</u>	<u>2,204</u>
At 28th February 2020	<u>125</u>	<u>1,385</u>	<u>253</u>	<u>441</u>	<u>2,204</u>
NET BOOK VALUE					
At 28th February 2020	<u>1,219</u>	<u>6,405</u>	<u>960</u>	<u>1,321</u>	<u>9,905</u>

Asset 'transfers on merger' relates to the book value of tangible fixed assets of fellow subsidiary undertakings, Newhog Holdings Ltd (NH), Car Transplants Holdings Ltd (CT), DH Systems Consultancy Ltd (DH), and all subsidiaries thereof, that were transferred to the company at book value as at the date of acquisition. A breakdown of assets and liabilities transferred is included in note 17.

9. STOCKS

	£'000
Stocks – goods for resale	<u>11,510</u>

10. DEBTORS:

	£'000
Trade debtors	2,466
Other debtors	1,691
Amounts due from related parties	254
Prepayments and accrued income	<u>507</u>
	<u>4,918</u>

Trade debtors of £2,466,000 is stated after provision for impairment of £119,000.

11. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	£'000
Bank loans and overdrafts (note 13)	2,370
Trade creditors	5,996
Amounts owed to group undertakings	6,172
Hire purchase contracts (note 14)	1,177
Corporation tax	883
Other taxation and social security	1,867
Other creditors	170
Accruals and deferred income	<u>1,906</u>
	<u>20,541</u>

Amounts owed to group undertakings are interest free and repayable on demand. 'Bank loans and overdrafts' relates to a £4m bank overdraft facility which is repayable on demand and subject to annual renewal.

SYNETIQ LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE PERIOD 16TH JANUARY 2019 TO 28TH FEBRUARY 2020

12. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	£'000
Hire purchase contracts (note 14)	<u>1,706</u>

13. LOANS

An analysis of the maturity of loans is given below:

	£'000
Amounts falling due within one year:	
Bank overdrafts	<u>2,370</u>

14. LEASING AGREEMENTS

Total minimum lease payments fall due as follows:

	Hire purchase contracts £'000
Net obligations repayable:	
Within one year	1,177
Between one and five years	<u>1,706</u>
	<u>2,883</u>
	Non-cancellable operating leases £'000
Within one year	2,429
Between one and five years	9,283
In more than five years	<u>20,424</u>
	<u>32,136</u>

15. PROVISIONS FOR LIABILITIES

	£'000
Deferred tax – accelerated capital allowances	<u>376</u>

	Deferred tax £'000
Credit to Statement of Comprehensive Income during period	(31)
Group transfer – accelerated capital allowances	<u>407</u>
Balance at 28th February 2020	<u>376</u>

SYNETIQ LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE PERIOD 16TH JANUARY 2019 TO 28TH FEBRUARY 2020

16. CALLED UP SHARE CAPITAL

Allotted, issued and fully paid:		Nominal Value:	2020 £
Number:	Class:		
1	Ordinary	£1	<u>1</u>

On 16th January 2019 one ordinary share was issued for £1. There is a single class of ordinary shares.

17. BUSINESS COMBINATION

On 28th February 2019, the trade and assets of fellow subsidiary undertakings, Newhog Holdings Ltd (NH), Car Transplants Holdings Ltd (CT), DH Systems Consultancy Ltd (DH), and all subsidiaries thereof, were transferred at book value as at the date of acquisition.

	DH £'000	CT £'000	NH £'000	Total £'000
Intangible Assets	-	656	-	656
Property, plant & equip.	24	3,641	5,075	8,740
Trade and other receivables	79	1,467	1,174	2,720
Stocks	-	3,309	5,541	8,850
Cash and cash equivalents	54	910	(2,305)	(1,341)
Trade and other payables	(45)	(6,127)	(2,824)	(8,996)
Current tax liabilities	(34)	(206)	(791)	(1,031)
Deferred tax	-	(226)	(181)	(407)
Total	<u>78</u>	<u>3,424</u>	<u>5,689</u>	<u>9,191</u>

Under merger accounting, the carrying values of the assets and liabilities of the parties to the combination are not required to be adjusted to fair value. The price paid for acquisition of the above entities is equal to the book value of the net assets acquired in each entity and settled through intercompany loans.

18. RELATED PARTY DISCLOSURES

Entities with control, joint control or significant influence over the entity

The company has taken advantage of the exemption not to disclose related party transactions with wholly owned subsidiaries within the group.

Wellsyke Limited, a company controlled by R Martin and D Martin charged the company £1,275,000 in respect of property rental.

Carlton Holdings Limited and Carlton Property Holdings Limited, companies part controlled by J Schofield charged the company £900,000 and £125,000 respectively in respect of property rental.

At the period end £255,000 was owed by the company to Wellsyke Limited and nil owed by the company to Carlton Holdings Limited and Carlton Property Holdings Limited.

Related parties are also directors of the company. Directors emoluments are disclosed in note 4. At the period end £254,000 was owed to the company by its directors. These amounts are interest free and repayable on demand.

SYNETIQ LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE PERIOD 16TH JANUARY 2019 TO 28TH FEBRUARY 2020

19. ULTIMATE CONTROLLING PARTY

The ultimate parent undertaking, and the largest and smallest group in which the results of the company are consolidated, is SYNETIQ Holdings Limited, a company incorporated in Great Britain.

Copies of the consolidated financial statements of SYNETIQ Holdings Limited can be obtained from the Registered Office at Bentley Moor Lane, Adwick-Le-Street, Doncaster, South Yorkshire, United Kingdom, DN6 7BD.

The Directors consider Mr R Martin to be the ultimate controlling party by virtue of his shareholding in SYNETIQ Holdings Limited and position on the Executive Board.

20. POST BALANCE SHEET EVENT

On the 31st July 2020, a fire occurred at our Bentley Moor Lane site. Through the swift action of colleagues and the fire brigade this fire was effectively contained. Approximately 1,000 SYNETIQ owned vehicles were damaged or destroyed and there were no injuries incurred. The fire had an insignificant impact on the operations and financial performance of the business. The business is fully insured against losses incurred and is currently engaged in the claims process with its broker and insurance company. Given that discussions with the insurance company are progressing, the impact of the fire on the financial statements for the proceeding reporting period is currently unquantifiable.

COVID 19

As a result of the virus, the UK Government took steps in March 2020 to place the country into a national lockdown, restricting movement and trade. SYNETIQ immediately took steps to secure the safety of its employees and customers, closing customer facing areas and quickly moving the majority of its trade on-line.

The World Health Organisation (WHO) did not declare a global pandemic until March 11 2020, after the period end date of 28 February 2020, and therefore COVID 19 is considered to be a condition that arose after the end of the reporting period and has been treated as a non adjusting post balance sheet event. It is not possible to quantify the impact at this time.