

**RED OR DEAD LIMITED**

**DIRECTORS' REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 DECEMBER 2018**

**Registered number: 03208653**



# RED OR DEAD LIMITED

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## **Strategic Report for the year ended 31 December 2018**

The directors present their strategic report on the company for the year ended 31 December 2018.

### **Review of the business**

The company's principal activity during the year was management of the Red or Dead brand, including the collection of royalty income derived from licensing the brand to third parties. This is not expected to change in the coming year.

The company performed in line with expectations and no major changes occurred during the year.

### **Performance**

The company's profit for the financial year is £201k (2017: £397k) and is shown in the profit and loss account on page 7. The company's net assets as at 31 December 2018 were equal to £2,380k (2017: £2,179k). The directors do not recommend the payment of a dividend (2017: £nil).

Given the straightforward nature of the business, the company's directors are of the opinion that an analysis using key performance indicators is not necessary for an understanding of the development, performance or position of the business.

### **Principal risks and uncertainties**

The directors of Pentland Group plc (the ultimate parent company) manage the group's risk and key performance indicators at a group level, rather than at an individual entity level, including financial risk management. For this reason, the company's directors believe that a discussion of the company's risks would not be appropriate for an understanding of the development, performance or position of Red or Dead Limited's business.

The principal risks and uncertainties of Pentland Group plc, which include those of the company, are discussed in the group's annual report which does not form part of this report. Copies of the Pentland Group plc consolidated financial statements are available from the company secretary at 8 Manchester Square, London, W1U 3PH.

By order of the board



T Cullen  
**Company Secretary**  
Date: 2 April 2019

**Directors' Report for the year ended 31 December 2018**

The directors present their report and the audited financial statements of the company for the year ended 31 December 2018.

**Future developments and financial risk management**

Refer to the Strategic report on page 1.

**Dividends**

Details of dividends paid are included on page 1 (Strategic Report).

**Directors**

The following directors who held office during the year and up to the date of signing the financial statements were:

A K Rubin  
A M Long  
R J Newcombe  
P M Webber (resigned 31 December 2018)  
K L Nurse (appointed 2 January 2019)

**Qualifying third party and pension scheme liability provisions**

The company has provided an indemnity for the directors and the secretary of the company, which is a qualifying third party indemnity provision for the purposes of the Companies Act 2006 and was in force during the financial year and at the date of approving these financial statements.

**Employee policies**

The ultimate parent Pentland Group's policy is to keep employees informed about activities and developments across the business. Various Group, subsidiary and brand updates are distributed to employees worldwide several times a year. Local managers are charged with communicating and explaining the Group's financial results to their team, and are provided with explanatory notes to assist them. Other communications, and the methods used for consulting employees and their representatives, vary locally according to the type of business and the nature of employee representation.

Employees are encouraged to identify with the aims of the Group through various schemes suited to local circumstances.

Pentland policy is to recruit, develop and promote people purely on their aptitude and ability. We are determined to ensure that no applicant or employee receives less favourable treatment. Disabled people are given equal opportunities in recruitment, promotion and career development. Wherever possible this applies to anyone who becomes disabled whilst in our employment.

**Directors' Report for the year ended 31 December 2018 (continued)**

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

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.

**Disclosure of information to auditors**


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 directors 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 appropriate arrangements have been put in place for them to be deemed reappointed as auditors in the absence of an annual general meeting.

By order of the board

T Cullen  
  
**Company Secretary**  
Date: 2 April 2019

## ***Independent auditors' report to the members of Red or Dead Limited***

### **Report on the audit of the financial statements**

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#### **Opinion**

In our opinion, Red or Dead Limited's financial statements:

- give a true and fair view of the state of the company's affairs as at 31 December 2018 and of its profit for the year then ended;
- have been properly prepared in accordance with the 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 Directors' Report and Financial Statements (the "Annual Report"), which comprise: the Balance Sheet as at 31 December 2018, the Profit and loss account, the Statement of comprehensive income, the Statement of changes in equity for the year 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**

ISAs (UK) require us to report to you when:

- 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.

We have nothing to report in respect of the above matters.

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. For example, the terms on which the United Kingdom may withdraw from the European Union, are not clear, and it is difficult to evaluate all of the potential implications on the company's trade, customers, suppliers and the wider economy.

#### **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

## ***Independent auditors' report to the members of Red or Dead Limited (continued)***

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

### **Reporting on other information (continued)**

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 Directors' Report, 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.

### ***Strategic Report and Directors' Report***

In our opinion, based on the work undertaken in the course of the audit, the information given in the Strategic Report and Directors' Report for the year ended 31 December 2018 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 Directors' Report.

### **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 3, 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](http://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.

***Independent auditors' report to the members of Red or Dead Limited (continued)***

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**Other required reporting**

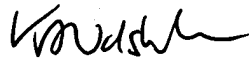
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**Companies Act 2006 exception reporting**

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.



Kate Wolstenholme (Senior Statutory Auditor)  
for and on behalf of PricewaterhouseCoopers LLP  
Chartered Accountants and Statutory Auditors  
London

2 April 2019



# RED OR DEAD LIMITED

## Financial statements for the year ended 31 December 2018

### Profit and loss account

<i>All amounts in £'000</i>	<b>Note</b>	<b>Year ended 31 December</b>	
		<b>2018</b>	<b>2017</b>
<b>Turnover</b>	<b>5</b>	<b>618</b>	<b>661</b>
<b>Gross profit</b>		<b>618</b>	<b>661</b>
Distribution Costs		<b>(37)</b>	<b>-</b>
Administrative expenses		<b>(327)</b>	<b>(163)</b>
<b>Operating profit</b>	<b>6</b>	<b>254</b>	<b>498</b>
<b>Profit before taxation</b>		<b>254</b>	<b>498</b>
Tax on profit on ordinary activities	<b>8</b>	<b>(53)</b>	<b>(101)</b>
<b>Profit for the financial year</b>		<b>201</b>	<b>397</b>

### Statement of comprehensive income

<i>All amounts in £'000</i>	<b>Note</b>	<b>Year ended 31 December</b>	
		<b>2018</b>	<b>2017</b>
<b>Profit for the financial year</b>		<b>201</b>	<b>397</b>
<b>Total comprehensive income for the year</b>		<b>201</b>	<b>397</b>

# RED OR DEAD LIMITED


## Financial statements for the year ended 31 December 2018 (continued)

### Balance Sheet

		As at 31 December	
<i>All amounts in £'000</i>	Note	2018	2017
<hr/>			
<b>Current assets</b>			
Debtors	9	<b>2,816</b>	2,356
<hr/>			
		<b>2,816</b>	2,356
<b>Creditors: amounts falling due within one year</b>	10	<b>(436)</b>	(177)
<hr/>			
<b>Net current assets</b>		<b>2,380</b>	2,179
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<b>Net assets</b>		<b>2,380</b>	2,179
<hr/>			
<b>Capital and reserves</b>			
Called-up share capital	11	<b>500</b>	500
Retained earnings		<b>1,880</b>	1,679
<hr/>			
<b>Total equity</b>		<b>2,380</b>	2,179

The notes on pages 10 to 18 are an integral part of these financial statements.

The financial statements on pages 7 to 18 were authorised for issue by the board of directors on 2 April 2019 and signed on its behalf by:



K L Nurse

**Director**

**Red or Dead Limited**

**Registered number: 03208653**

# RED OR DEAD LIMITED

## Financial statements for the year ended 31 December 2018 (continued)

### Statement of changes in equity

*All amounts in £'000*

	Called up Share capital	Retained earnings	Total Equity
<b>Balance as at 01 January 2017</b>	500	1,282	1,782
Profit for the financial year	-	397	397
Total comprehensive income for the year	-	397	397
<b>Balance as at 31 December 2017</b>	500	1,679	2,179
<b>Balance as at 1 January 2018</b>	500	1,679	2,179
Profit for the financial year	-	201	201
Total comprehensive income for the year	-	201	201
<b>Balance as at 31 December 2018</b>	500	1,880	2,380

# RED OR DEAD LIMITED

## Notes to the financial statements

### **1 General Information**

Red or Dead Limited is a private company limited by shares and is incorporated in England and Wales. Its registered office is situated at 8 Manchester Square, London, W1U 3PH.

The company's principal activity during the year was management of the Red or Dead brand, including the collection of royalty income derived from licensing the brand to third parties.

### **2 Statement of compliance**

The individual financial statements of Red or Dead Limited have been prepared in compliance with United Kingdom Accounting Standards, including Financial Reporting Standard 102, "The Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland" ("FRS 102") and the Companies Act 2006.

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

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

#### **(a) Basis of preparation**

These financial statements are prepared on a going concern basis, under the historical cost convention.

The preparation of financial statements in conformity with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the company's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where judgements and estimates are significant to the financial statements are disclosed in note 4.

#### **(b) Exemptions for qualifying entities under FRS 102**

FRS 102 allows a qualifying entity certain disclosure exemptions, subject to certain conditions, which have been complied with, including notification of, and no objection to, the use of exemptions by the Company's shareholders.

The Company has taken advantage of the following exemptions:

(i) from preparing a statement of cash flows, as required under FRS 102 p.3.17(d) on the basis that it is a qualifying entity and its ultimate parent company Pentland Group plc includes the company's cash flows in its consolidated financial statements.

(ii) from the financial instrument disclosures, required under FRS 102 paragraphs 11.39 to 11.48A and paragraphs 12.26 to 12.29, as the information is provided in the consolidated financial statement disclosures of Pentland Group plc.

(iii) The company is exempt from disclosing the Company key management personnel compensation, as required by FRS 102 paragraph 33.7.

#### **(c) Consolidated financial statements**

The company is a wholly owned subsidiary of its immediate and ultimate parent Pentland Group plc. It is included in the consolidated financial statements of Pentland Group plc, which are publicly available.

**Notes to the financial statements (continued)**

**3 Summary of significant accounting policies (continued)**

**(d) Foreign currency**

*(i) Functional and presentational currency*

The company's functional and presentational currency is the pound sterling.

*(ii) Transactions and balances*

Transactions in foreign currencies during the year are translated at the spot exchange rate at the transaction date, or in the case of stock purchases, at an average spot rate of exchange for the period in which the purchases were made, or actual spot rate at the transaction date, where this would give a material difference.

At each period end foreign currency monetary items are translated using the closing spot rate. Non-monetary items measured at historical cost are translated using the exchange rate at the date of the, 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 profit and loss account.

Foreign exchange gains and losses that relate to borrowings, cash and cash equivalents and all other foreign exchange gains or losses are presented in the profit and loss account within administrative expenses.

**(e) Turnover**

Turnover comprises the value of royalties, net of trade discounts, excluding sales related taxes.

Royalty income is charged to licensee partners according to the terms of licence agreement, and is recognised in the same period as the sales or purchases to which the royalty relates.

**Notes to the financial statements (continued).**

**3 Summary of significant accounting policies (continued)**

**(f) Employee benefits**

The company provides a range of benefits to employees, including paid holiday arrangements and defined benefit and defined contribution pension plans.

**(i) Short term benefits**

Short term benefits, including holiday pay and other similar non-monetary benefits, are recognised as an expense in the period in which the service is received.

**(ii) Retirement benefits**

The company's employees can either be members of the defined benefit or defined contribution pension schemes. The total expense recognised in the profit and loss account in relation to pensions represents the actual contribution paid into the defined contribution scheme on behalf of employees. Contributions made during the year can be found in Note 6 of the financial statements.

The disclosures required under Financial Reporting Standard 102 The Financial Reporting Standard Applicable in the UK and Republic of Ireland (FRS 102) are disclosed in the financial statements of Pentland Group plc, the company's ultimate parent undertaking.

**(iii) Annual bonus plan**

Should the company provide a bonus for the employees, the expense would be recognised in the profit and loss account when the company has a legal or constructive obligation to make payments under the plan as a result of past events and a reliable estimate of the obligation can be made.

**(g) Taxation**

Taxation expense for the period comprises current and deferred tax recognised in the reporting period. Tax is recognised in the profit and loss account, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case tax is also recognised in other comprehensive income or directly in shareholders' funds, respectively.

Current or deferred taxation assets and liabilities are not discounted.

Current tax is the amount of income tax payable in respect of the taxable profit for the year or prior years. Tax is calculated on the basis of tax rates and laws that have been enacted in the countries where the company operates and generates taxable income.

Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

**Notes to the financial statements (continued)****3 Summary of significant accounting policies (continued)****(g) Taxation (continued)****Deferred tax**

Deferred tax arises from timing differences that are differences between taxable profits and total comprehensive income as stated in the financial statements. These 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 recognised on all timing differences at the reporting date except for certain exceptions. Unrelieved tax losses and other deferred tax assets are only recognised when it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits. Deferred tax is measured using tax rates and laws that have been enacted or substantively enacted by the period end and that are expected to apply to the reversal of the timing difference.

**(h) Cash and cash equivalents**

Cash and cash equivalents includes cash in hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

**(i) Financial Instruments**

Financial assets and financial liabilities are recognised in the company's balance sheet when the Company becomes a party to the contractual provisions of the instrument. Financial assets are derecognised when the contractual rights to the cash flows from the financial assets expire or are transferred. Financial liabilities are derecognised when the obligation specified in the contract is discharged, cancelled or expires.

All financial assets and liabilities are measured at transaction price (including transaction costs), except for those financial assets classified as at fair value through profit or loss, which are initially measured at estimated fair value and subsequently measured at fair value.

**(j) Share capital**

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of new ordinary shares or options are shown in equity as a deduction, net of tax, from the proceeds.

**(k) Distributions to equity holders**

Dividends and other distributions to company's shareholders are recognised as a liability in the financial statements in the period in which the dividends and other distributions are approved by the company's shareholders. These amounts are recognised in the statement of changes in equity.

**(l) Related party transactions**

The company discloses transactions with related parties which are not wholly owned with the same group. It does not disclose transactions with members of the same group that are wholly owned as per FRS 102.

# RED OR DEAD LIMITED

## Notes to the financial statements (continued)

### 4 Critical accounting estimates and judgements

The company makes estimates and judgements concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. There are no estimates and judgements that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities.

### 5 Turnover

Analysis of turnover by geography:

	2018 £'000	2017 £'000
United Kingdom	618	661

Analysis of turnover by category:

	2018 £'000	2017 £'000
Royalty income	618	661

### 6 Operating profit

Operating profit is stated after charging:

	2018 £'000	2017 £'000
Wages and salaries	-	90
Social security costs	-	10
Other pension costs	-	4
Staff costs	-	104
Audit fees payable to the company's auditor	15	11

During the year, all employees contracts were transferred from the Company to Pentland Brands Limited, a sister company within the Pentland Group that provides shared services to all other companies within the Pentland Group. The average number of employees are disclosed within Pentland Brands Limited and, as at year end, all employees contracts are held by Pentland Brands Limited.

The recharged wages and salaries costs are not split out within the wages and salaries disclosure, as it is impracticable to determine the amount of management charge that relates to employee services provided to the company.



## RED OR DEAD LIMITED

### Notes to the financial statements (continued)

#### 6 Operating profit (continued)

All wages and salary costs were incurred by Pentland Brands Limited. In exchange for services received from Pentland Brands Limited, the Company receives a management re-charge ("service fee"). In determining the service fee, Pentland Brands Limited takes into account the payroll and non-payroll related costs incurred to provide the services to the Company.

#### 7 Employees and directors

##### Employees

The average monthly number of persons employed by the company including directors during the year was:

	2018 Number	2017 Number
Management and administration	-	2
	-	2

##### Directors' emoluments

The directors' emoluments were as follows:

	2018 £'000	2017 £'000
Aggregate emoluments	-	19
Company contribution to money purchase scheme	-	1
	-	20

##### Highest paid director

The highest paid director's emoluments were as follows:

	2018 £'000	2017 £'000
Emoluments excluding pension contributions	-	8
Contributions paid to the money purchase scheme	-	-
	-	8
Number of directors under the defined benefit scheme	-	2
Number of directors receiving contributions under the money purchase scheme	-	3

## Notes to the financial statements (continued)

## 7 Employees and directors (continued)

All directors are remunerated through the Group service company, Pentland Brands Limited, for their services as employees rather than being of an executive nature. The amounts disclosed above represent their share of emoluments included in the service charge to this company.

The emoluments for the directors who are also directors of Pentland Brands Limited, have been included in the service charge included within administrative expenses and this has not been included within the emoluments disclosure above. Their total emoluments are disclosed in the financial statements of Pentland Brands Limited.

## 8 Tax on profit

	2018 £'000	2017 £'000
<b>Current tax</b>		
UK - current corporation tax at 19% (2017: 19.25%)	53	99
Adjustment in respect of prior years	-	1
	53	100
<b>Deferred tax</b>		
Prior year deferred tax not previously recognised	-	1
<b>Tax charge on profit</b>	<b>53</b>	<b>101</b>

## Reconciliation of tax charge

The tax assessed for the year is higher (2017: higher) than the standard rate of corporation tax in the UK of 19% (2017: 19.25%). The differences are explained below:

	2018 £'000	2017 £'000
<b>Profit before taxation</b>	<b>254</b>	<b>498</b>
Profit multiplied by the average rate in the UK of 19% (2017: 19.25%)	48	96
Effects of:		
Expenses not deductible for tax purposes	1	1
Transfer pricing adjustments	4	2
Adjustment in respect of prior years	-	1
<b>Total tax charge for the year</b>	<b>53</b>	<b>101</b>

The main rate of corporation tax in the UK reduced from 20% to 19% with effect from 1 April 2018. Accordingly, the company's profits for the year to 31 December 2018 were taxed at an effective rate of 19% (2017: 19.25%). A further rate reduction to 17% will be effective from 1 April 2020 and therefore any relevant deferred tax balances at the balance sheet date have been measured at this rate (2017: 17%).

## RED OR DEAD LIMITED

### Notes to the financial statements (continued)

#### 9 Debtors

##### Amounts falling due within one year:

	2018 £'000	2017 £'000
Trade Debtors	71	16
Amounts owed by group undertakings	2,551	2,066
Prepayments and accrued income	194	274
	<b>2,816</b>	<b>2,356</b>

Amounts owed by group undertakings are unsecured, interest free and have no fixed date of repayment and are due on demand.

Trade debtors are stated after provisions for impairment of £1k (2017: £2k).

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

	2018 £'000	2017 £'000
Trade creditors	18	28
Amounts owed to group undertakings	391	86
Taxation and social security	15	23
Other creditors	1	1
Accruals and deferred income	11	39
	<b>436</b>	<b>177</b>

Amounts owed to group undertakings are unsecured, interest free, are repayable on demand and have no fixed repayment date.

## RED OR DEAD LIMITED

### Notes to the financial statements (continued)

#### 11 Called up Share capital

*All amounts in £'000*

<b>Allotted and fully paid</b>	<b>2018</b>	<b>2017</b>
At 1 January - 500,000 ordinary shares of £1 each	500	500
<b>At 31 December- 500,000 ordinary shares of £1 each</b>	<b>500</b>	<b>500</b>

#### 12 Controlling parties

The immediate and ultimate parent undertaking is Pentland Group plc, a company registered in England and Wales. R S Rubin and his close family are considered the ultimate controlling party by virtue of their control of Pentland Group plc. Consolidated financial statements will be prepared by Pentland Group plc, which is the parent undertaking of the smallest and largest group of undertakings to consolidate these financial statements for the year ended 31 December 2018 and 31 December 2017. The consolidated financial statements of Pentland Group plc can be obtained from the company's registered office at 8 Manchester Square, London, W1U 3PH.

#### 13 Commitments

The Company has no (2017: none) off-balance sheet arrangements or capital commitments.

#### 14 Related party transactions

There have been no (2017: none) transactions with non-wholly owned subsidiaries of the Pentland Group.

The company is exempt from disclosing other related party transactions as they are with other companies that are wholly owned within the Group as per FRS 102.