

Registered number: 03332668

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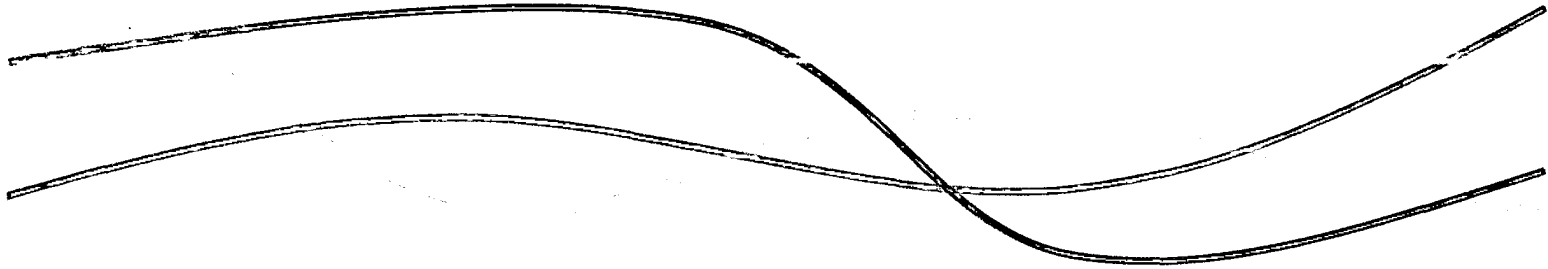
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# REN LIMITED

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**ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2019**



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**Registered number: 03332668**

**REN LIMITED**

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**COMPANY INFORMATION**

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**DIRECTORS**

A Meyselle  
P Dickson  
L Hovey  
V Petrou

**COMPANY SECRETARIES**

J O Earley  
R C Hazell  
S Platts

**REGISTERED NUMBER**

03332668

**REGISTERED OFFICE**

182 – 194 Union Street  
Union House  
London  
SE1 0LH  
United Kingdom

**INDEPENDENT AUDITOR**

KPMG LLP Statutory Auditor  
Chartered Accountants  
15 Canada Square  
London  
E14 5GL  
United Kingdom

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Registered number: 03332668

REN LIMITED

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**STRATEGIC REPORT  
FOR THE YEAR ENDED 31 DECEMBER 2019**

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**INTRODUCTION**

The Directors present their strategic report on REN LIMITED (also referred to as the "Company") for the year ended 31 December 2019.

The Company is one of the entities within the "Unilever Group". In this context the term "Unilever Group" and "Companies of the Unilever Group" or "Group companies" means companies where Unilever PLC, either directly or indirectly, is exposed to, or has rights to, variable returns from its involvement with the Company and has the ability to affect those returns through its power over the Company. Companies in which Group companies have significant influence but not control are classified as "Associated companies".

**BUSINESS REVIEW**

The principal activity of the Company is the sale of skin care products. The Company will continue with this activity in the foreseeable future.

The Company's profit for the financial year increased from £56,442 in 2018 (restated for IFRS 16) to £4,714,182 in 2019. This was primarily due to underlying sales growth in overseas markets combined with the profits generated on disposal of the investment in REN, USA Inc.

The Directors consider that, in the conditions prevailing during the year, the development of the Company's business and its financial position at the end of the year was satisfactory. The Directors recognise the significant impact that the Covid-19 pandemic has had and will continue to have on the retail sector worldwide – and have adapted the business strategy for 2020 and beyond to focus resources to deliver growth in the least impacted channels whilst continuing to partner existing customers to minimize disruption as much as possible.

**PRINCIPAL RISKS AND UNCERTAINTIES**

The management of the business and the execution of the Company's strategy are subject to a number of risks.

The Company's principal financial instruments comprise bank balances, trade creditors, trade debtors, intercompany trade and loan balances. The main purpose of these instruments is to raise funds for and to finance the company's operations.

In respect of loans these comprise amounts due to related companies within the group. The interest rate on those loans is calculated following the arm's length principle and thus it is variable. The repayments of such loans are made as and when the company has surplus funds.

Due to the nature of the financial instruments used by the company there is no exposure to price risk.

## REN LIMITED

**STRATEGIC REPORT  
FOR THE YEAR ENDED 31 DECEMBER 2019**

The Company's approach to managing other risks applicable to the financial instruments concerned is shown below.

The Company's principal foreign exchange exposures arise from trading operations. The Company manages this risk by retaining a level of foreign currency and naturally hedging sales and purchases in specific currencies.

Trade debtors are managed in respect of credit and cash flow risk by policies concerning the credit offered to customers and the regular monitoring of amounts outstanding for both time and credit limits.

Trade creditors liquidity risk is managed by ensuring sufficient funds are available to meet amounts due.

Considerable uncertainty exists on the impact of the Covid-19 pandemic on REN Limited. The directors consider the most immediate risks to be disruption to our retail customers and distributors due to store closures and disruption to our supply chains due to suspension of activities by suppliers and manufacturers during global shutdown periods. The considerable resulting volatility may also give rise to foreign currency fluctuations and cost increases. The directors are managing this risk by through detailed supply chain planning. Direct to Consumer and Online Retail channels have continued to operate with minimal disruption during the crisis to date and have experienced considerable growth which has helped to mitigate the disruption to retail and distributor customers. Management continue to review plans to ensure that the company minimizes disruption during the impacted period.

Considerable uncertainty also remains on the impact of the UK leaving the European Union on REN Limited. The directors consider the most immediate risk to be disruption to supply chain on goods shipped both in and out of the UK. There may also be changes in trade relationships between Europe and the UK as a result of Brexit which could give rise to both supply and cost issues. Contingency plans are in place to minimise any disruption.

Additional risks arise in relation to the customs and duty environment both on the purchases of goods from EU suppliers and on the sales of goods to customers in the EU – the directors will manage this risk when there is more certainty and information on the likely changes.

The Company's ultimate parent undertaking, Unilever PLC, includes the Company and its consolidated financial statements. Further discussion of the principal risks of the business, and how they are managed in the context of the Unilever Group, is provided in the consolidated financial statements of Unilever PLC. These statements are prepared in accordance with International Financial Reporting Standards and provided in the published Unilever PLC Annual Report for the year ended 31 December 2019, available at [www.unilever.com](http://www.unilever.com).

**FINANCIAL KEY PERFORMANCE INDICATORS**

The disclosures set out in the notes to the financial statements on turnover and operating profit are considered key measures of our performance. The Company's Directors therefore are of the opinion

**STRATEGIC REPORT  
FOR THE YEAR ENDED 31 DECEMBER 2019**

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that the disclosure of key performance indicators is not necessary for an understanding of the development, performance or position of the business.

**HUMAN RIGHTS**

The Group's Responsible Sourcing Policy, updated in 2017, helps improve the lives of the people in supply chains by aligning purchasing standards with our commitment to human rights.

The Unilever Group works closely with other companies and non-governmental organisations to continuously improve the way it applies these principles, with a focus on four key areas: communities, security, labour rights, and supply chain. The Unilever Group has systems and processes in place for managing projects, contracting and procurement, recruitment and employment, security and social performance and requires all Group companies and contractors to respect the human rights of their workforce and neighbouring communities.

**SECTION 172 (1) STATEMENT**

Directors have a duty to promote the success of the company under section 172 which requires Directors 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 members as a whole, and in doing so have regard (amongst other matters) to:

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

In meeting this requirement, when setting the strategy and taking decisions for the company the directors engage with management to ensure that due consideration has been given to the impacts on key stakeholders including shareholders, employees, suppliers, customers, the community, and the environment to ensure that the company maintains a high level of ethical business practice. Two of the Directors of the Company sit on the Management Team of the Company and ensure that adherence to the strategy and consideration of the above is given in decision making and in discussions undertaken at weekly Management Team meetings.

The Company also took in consideration the long-term impacts of its operations of the business and how it would impact on the community. This included giving donations to charities which are referenced within the Strategic Report of this annual accounts.

The Company is subject to Unilever's Code of Business Principles and has applied these to its operations and this ensures a high standard of conduct.

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Registered number: 03332668

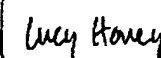
REN LIMITED

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**STRATEGIC REPORT  
FOR THE YEAR ENDED 31 DECEMBER 2019**

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This report was approved by the Board on 23 October 2020 and signed on its behalf by  
Ms. L Hovey on 23 October 2020.

DocuSigned by:  
  
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Ms. L Hovey  
Director

Registered Office: 182 -194 Union Street, Union House, London, SE1 0LH, United Kingdom

Company registration number: 03332668

REN LIMITED

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**DIRECTORS' REPORT  
FOR THE YEAR ENDED 31 DECEMBER 2019**

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The Directors present their report and the financial statements for the year ended 31 December 2019.

The Directors' report and audited financial statements of the Company have been prepared in accordance with Companies Act 2006.

**PRINCIPAL ACTIVITY**

The principal activity of the Company is the sale of skin care products. There was no significant change in the principal activities of the Company during the year.

**RESULTS AND DIVIDENDS**

The profit for the year, after taxation, amounted to £4,714,182 (2018 restated for IFRS 16: profit of £56,442).

No dividend was paid during the year (2018: £Nil).

**FUTURE OUTLOOK**

No significant change in the business of the Company has taken place during the year or is expected in the immediately foreseeable future. The Directors do not expect any development in the Company's business in the coming year which is significantly different from its present activities, and there are no immediate plans to liquidate the Company. The Directors believe that the balances held will be realised at their reported carrying value in the normal course of business and so the financial statements continue to be prepared on a going concern basis.

**DIRECTORS**

The Directors who held office during the year, and to the date of this report (except as noted) were as follows:

A Meysselle  
P Dickson  
L Hovey  
V Petrou

**POLITICAL AND CHARITABLE DONATIONS**

The Company made charitable donations amounting to £131,567 (2018: £13,500). The main charitable donations were made to Plastic Patrol £40,800 (2018: £Nil), Surfrider £80,767 (2018: £Nil) and Surfers against Sewage £10,000 (2018: £13,500) in support of activities to clean oceans, waterways and beaches of waste plastic.

## REN LIMITED

**DIRECTORS' REPORT  
FOR THE YEAR ENDED 31 DECEMBER 2019****PRINCIPAL RISKS AND UNCERTAINTIES**

The management of the business and the execution of the Company's strategy are subject to a number of risks as set out in the Strategic Report and below. Additional risks that this Company and the Unilever Group are subject to, and how they are managed, in the context of the Unilever Group as a whole is provided in the Unilever Group published annual report for the year ended 31 December 2019. The Group report does not form part of this report.

The Company's operations expose it to a variety of financial risks that include credit risk, liquidity risk, currency risk. The company has specific policies for the management of these risks.

The Company manages these risks as follows:

*Credit risk*

The majority of debtor balances relate to amounts owed by customers. Credit and cash flow risk is managed through policies concerning the credit offered to customers and the regular monitoring of amounts outstanding for both time and credit limits.

*Liquidity risk*

The Unilever Group ensures, by means of giving loans or making capital injections, that the Company has sufficient funds available to fund its operations.

Further discussion of these risks and uncertainties, and how they are managed in the context of the Unilever Group as a whole, is provided in the published Unilever Group Annual Report.

*Currency risk*

The Company manages this risk by retaining a level of foreign currency and naturally hedging sales and purchases in specific currencies.

**EVENTS AFTER THE END OF THE REPORTING PERIOD**

On 11 March 2020, the World Health Organisation declared the Coronavirus (Sars-CoV-2) outbreak to be a pandemic in recognition of its rapid spread across the globe, with over 150 countries now affected. Many governments are taking increasingly stringent steps to help contain or delay the spread of the virus. Currently, there is a significant increase in economic uncertainty which is, for example, evidenced by more volatile asset prices and currency exchange rates.

For the Company's 31 December 2019 financial statements, the Coronavirus outbreak and the related impacts are considered non-adjusting events. Consequently, there is no impact on the recognition and measurement of assets and liabilities at the year end. Whilst there is uncertainty as to the outcome of the current events, on the Company's financial position, results of operations and cash flows in the future, there is no impact on the going concern status of the Company. This is set out in the Going Concern note on page 17.

REN LIMITED

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**DIRECTORS' REPORT  
FOR THE YEAR ENDED 31 DECEMBER 2019**

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**STATEMENT OF DIRECTORS' RESPONSIBILITIES IN RESPECT OF THE STRATEGIC REPORT, THE DIRECTORS' REPORT AND THE FINANCIAL STATEMENTS**

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

Company law requires the Directors to prepare financial statements for each financial year. Under that law they have elected to prepare the financial statements in accordance with UK accounting standards and applicable law (UK Generally Accepted Accounting Practice), including FRS 101 *Reduced Disclosure Framework*.

Under Company law the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of the profit or loss of the Company for that period. In preparing these financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- assess the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and
- use the going concern basis of accounting unless they either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are 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, and have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the Company and to prevent and detect fraud and other irregularities.

**DISCLOSURE OF INFORMATION TO AUDITOR**

The Directors who held office at the date of approval of this Directors' Report confirm that:

- so far as they are each aware, there is no relevant audit information of which the Company's auditor is unaware; and
- each Director has taken all the steps that he/she ought to have taken as a Director to make himself/herself aware of any relevant audit information and to establish that the Company's auditor is aware of that information.

**AUDITOR**

Pursuant to Section 487 of the Companies Act 2006, the auditor will be deemed to be reappointed and KPMG LLP will therefore continue in office.

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Registered number: 03332668

REN LIMITED

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**DIRECTORS' REPORT  
FOR THE YEAR ENDED 31 DECEMBER 2019**

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This report was approved by the Board on 23 October 2020 and signed on its behalf by  
Ms L Hovey on 23 October 2020.

DocuSigned by:

*Lucy Hovey*

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Ms L Hovey

Director

Registered Office: 182 -194 Union Street, Union House, London, SE1 0LH, United Kingdom

Company registration number: 03332668

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**INDEPENDENT AUDITOR'S REPORT  
TO THE MEMBERS OF REN LIMITED**

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**Opinion**

We have audited the financial statements of REN Limited ("the Company") for the year ended 31 December 2019 which comprise the profit and loss account and other comprehensive income, balance sheet, statement of changes in equity and related notes, including the accounting policies in note 1.

In our opinion the financial statements:

- give a true and fair view of the state of the Company's affairs as at 31 December 2019 and of its profit for the year then ended;
- have been properly prepared in accordance with UK accounting standards, including FRS 101 *Reduced Disclosure Framework*; and

have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis of opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities are described below. We have fulfilled our ethical responsibilities under, and are independent of the Company in accordance with, UK ethical requirements including the FRC Ethical Standard. We believe that the audit evidence we have obtained is a sufficient and appropriate basis for our opinion.

**Going concern**

The Directors have prepared the financial statements on the going concern basis as they do not intend to liquidate the Company or to cease its operations, and as they have concluded that the Company's financial position means that this is realistic. They have also concluded that there are no material uncertainties that could have cast significant doubt over its ability to continue as a going concern for at least a year from the date of approval of the financial statements ("the going concern period").

We are required to report to you if we have concluded that the use of the going concern basis of accounting is inappropriate or there is an undisclosed material uncertainty that may cast significant doubt over the use of that basis for a period of at least a year from the date of approval of the financial statements. In our evaluation of the Directors' conclusions, we considered the inherent risks to the Company's business model and analysed how those risks might affect the Company's financial resources or ability to continue operations over the going concern period. We have nothing to report in these respects.

However, as we cannot predict all future events or conditions and as subsequent events may result in outcomes that are inconsistent with judgements that were reasonable at the time they were made, the absence of reference to a material uncertainty in this Auditor's Report is not a guarantee that the Company will continue in operation.

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**INDEPENDENT AUDITOR'S REPORT  
TO THE MEMBERS OF REN LIMITED**

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**Strategic Report and Directors' Report**

The Directors are responsible for the Strategic Report and the Directors' Report. Our opinion on the financial statements does not cover those reports and we do not express an audit opinion thereon.

Our responsibility is to read the Strategic Report and the Directors' Report and, in doing so, consider whether, based on our financial statements audit work, the information therein is materially misstated or inconsistent with the financial statements or our audit knowledge. Based solely on that work:

- we have not identified material misstatements in the Strategic Report and the Directors' Report;
- in our opinion the information given in those reports for the financial year is consistent with the financial statements; and
- in our opinion those reports have been prepared in accordance with the Companies Act 2006.

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

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

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

We have nothing to report in these respects.

**Directors' responsibilities**

As explained more fully in their statement set out on page 7, the Directors are responsible for: the preparation of the financial statements and for being satisfied that they give a true and fair view; 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; 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 they either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

**Auditor's responsibilities**

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 our opinion in an Auditor's Report. Reasonable assurance is a high level of assurance, but does not guarantee that an

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**INDEPENDENT AUDITOR'S REPORT  
TO THE MEMBERS OF REN LIMITED**

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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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

A fuller description of our responsibilities is provided on the FRC's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities).

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

This report is made solely to the Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Company's members those matters we are required to state to them in an Auditor's Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members, as a body, for our audit work, for this report, or for the opinions we have formed.



**Rebecca Pett (Senior statutory auditor)  
For and on behalf of  
KPMG LLP, Statutory Auditor**

*Chartered Accountants*  
15 Canada Square  
Canary Wharf  
London  
E14 5GL  
Date: 26/10/20

## REN LIMITED

**PROFIT & LOSS ACCOUNT AND OTHER COMPREHENSIVE INCOME  
FOR THE YEAR ENDED 31 DECEMBER 2019**

	Note	2019 £000	(Restated) <sup>(a)</sup> 2018 £000
Turnover	4	19,110	15,744
Cost of Sales		<u>(9,755)</u>	<u>(7,740)</u>
<b>Gross Profit</b>		<b>9,355</b>	<b>8,004</b>
Administrative expenses	5	<u>(9,269)</u>	<u>(7,928)</u>
<b>Operating Profit</b>		<b>86</b>	<b>76</b>
Profit on disposal of Investment	9	4,669	-
Other interest receivable and similar income	10	-	-
Interest payable and similar expense	10	<u>(13)</u>	<u>(39)</u>
<b>Result from ordinary activities before taxation</b>		<b>4,742</b>	<b>36</b>
Taxation on result from ordinary activities	11	<u>(28)</u>	<u>20</u>
<b>Profit and other comprehensive income for the year</b>		<b>4,714</b>	<b>56</b>

<sup>(a)</sup> Restated following adoption of IFRS16. See note 1 and note 3 for further details.

Registered number: 03332668

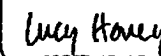
## REN LIMITED

BALANCE SHEET  
AS AT 31 DECEMBER 2019

	Note	2019 £000	(Restated) <sup>(a)</sup> 2018 £000
<b>Fixed assets</b>			
Investment in REN USA, Inc	9	-	1,931
Tangible assets	12	918	1,272
Intangible assets	13	38	43
		<u>956</u>	<u>3,246</u>
<b>Deferred Tax (asset)</b>	15	65	42
<b>Current assets</b>			
Stock		4,437	3,626
Trade and other receivables	14	7,041	2,558
Cash		2,151	1,829
		<u>13,629</u>	<u>8,012</u>
<b>Current liabilities</b>			
Trade and other payables: Amounts falling due within one year	16	(5,403)	(6,354)
		<u>8,226</u>	<u>1,658</u>
<b>Net current assets</b>			
		<u>8,226</u>	<u>1,658</u>
<b>Total assets less current liabilities</b>		<u>9,247</u>	<u>4,946</u>
Trade and other payables: Amounts falling due after more than one year	16	(738)	(1,151)
		<u>8,509</u>	<u>3,795</u>
<b>Net assets</b>			
		<u>8,509</u>	<u>3,795</u>
<b>Called up share capital</b>	19	-	-
Share Premium account		1,931	1,931
Profit and loss account		6,578	1,864
<b>Shareholders' funds</b>		<u>8,509</u>	<u>3,795</u>

This report was approved by the Board of Directors on 23 October 2020 and signed on its behalf  
 on 23 October 2020

DocuSigned by: \_\_\_\_\_

  
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 MS. L. HONEY

Director

Registered Office: 182 -194 Union Street, Union House, London, SE1 0LH, United Kingdom

<sup>(a)</sup> Restated following adoption of IFRS16. See note 1 and note 3 for further details.

## REN LIMITED

**STATEMENT OF CHANGES IN EQUITY  
FOR THE YEAR ENDED 31 DECEMBER 2019**

	Called up share capital	Share Premium account	Profit and Loss account	Total equity
	£000	£000	£000	£000
<b>At 1 January 2019 (after restatement)</b>	-	1,931	1,864	3,795
<b>Total comprehensive income for the year Profit / (Loss) for the year</b>	-	-	4,714	4,714
<b>At 31 December 2019</b>	-	1,931	6,578	8,509

**FOR THE YEAR ENDED 31 DECEMBER 2018**

	Called up share capital	Share Premium account	Profit and Loss Account	Total equity
	£000	£000	£000	£000
<b>At 1 January 2018 (as previously reported)</b>	-	1,931	1,881	3,812
<b>IFRS 16 restatement to 1 January 2018</b>	-	-	(73)	(73)
<b>At 1 January 2018 (Restated) <sup>(a)</sup></b>	-	1,931	1,808	3,739
<b>Total comprehensive income for the year (Loss) for the year (Restated) <sup>(a)</sup></b>	-	-	56	56
<b>At 31 December 2018</b>	-	1,931	1,864	3,795

<sup>(a)</sup> Restated following adoption of IFRS16. See note 1 and note 3 for further details.

## REN LIMITED

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2019****1. ACCOUNTING POLICIES****1.1 BASIS OF PREPARATION OF FINANCIAL STATEMENTS**

REN Limited (the "Company") is a Private Company incorporated, domiciled and registered in England & Wales. The registered number is 03332668 and the registered address is 182 – 194 Union House, London, SE1 0LH, United Kingdom.

The Company is exempt by virtue of Section 400 of the Companies Act 2006 from the requirement to prepare group financial statements. These financial statements present information about the Company as an individual undertaking and not about its group.

These financial statements were prepared in accordance with Financial Reporting Standard 101 'Reduced Disclosure Framework' ("FRS 101"). The amendments of FRS 101 (2014/15 Cycle) issued in July 2016 and effective immediately have been applied.

In preparing these financial statements, the Company applies the recognition, measurement and disclosure requirements of International Accounting Standards as adopted by the EU ("Adopted IFRSs"), but makes amendments where necessary in order to comply with Companies Act 2006 and has been set out below where advantages of the FRS 101 disclosure exemptions has been taken.

The Company's ultimate parent undertaking, Unilever PLC, includes the Company in its consolidated financial statements. The consolidated financial statements of Unilever PLC are prepared in accordance with International Financial Reporting Standards and provided in the published Unilever PLC Annual Report, available at [www.unilever.com](http://www.unilever.com).

In these financial statements, where applicable, the Company has applied the exemptions available under FRS 101 in respect of the following disclosures:

- Paragraphs 45(b) and 46 to 52 of IFRS 2, 'Share-based payment' (details of the number and weighted-average exercise prices of share options, and how the fair value of goods or services received was determined);
- IFRS 7, 'Financial Instruments: Disclosures';
- Paragraphs 91 to 99 of IFRS 13, 'Fair value measurement' (disclosure of valuation techniques and inputs used for fair value measurement of assets and liabilities);
- Paragraph 38 of IAS 1, 'Presentation of financial statements' comparative information requirements in respect of:
  - (i) paragraph 79(a)(iv) of IAS 1 'Presentation of financial statements';
  - (ii) paragraph 73(e) of IAS 16 'Property, plant and equipment';
  - (iii) paragraph 118(e) of IAS 38 'Intangible assets' (reconciliation between the carrying amount at the beginning and end of the period);
- The following paragraphs of IAS 1, 'Presentation of financial statements':
  - (i) 10(d) (statement of cash flows);

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2019**

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**1. ACCOUNTING POLICIES (continued)**

- (ii) 10(f) (a balance sheet as at the beginning of the preceding period when an entity applies an accounting policy retrospectively or makes a retrospective restatement of items in its financial statements, or when it reclassifies items in its financial statements);
- (iii) 16 (statement of compliance with all IFRS);
- (iv) 38A (requirement to present a minimum of two statements for each of the primary financial statements, including cash flow statements and related notes);
- (v) 38B-D (additional comparative information);
- (vi) 40A-D (requirements for a third balance sheet);
- (vii) 111 (cash flow statement information); and
- (viii) 134-136 (capital management disclosures);
- The following paragraphs of IFRS 15, 'Revenue from Contracts with Customers':
  - (i) the requirements of the second sentence of paragraph 110 (qualitative and quantitative information about contracts with customers, significant judgements, changes in judgements in applying this standard to those contracts, and assets recognised from the costs to obtain or fulfil a contract);
  - (ii) paragraph 113(a) (revenue recognised from contracts with customers);
  - (iii) paragraphs 114 and 115 (disaggregation of revenue);
  - (iv) paragraph 118 (changes in contract asset and liability);
  - (v) paragraphs 119(a) to (c) and 120 to 127 (performance obligations); and
  - (vi) paragraph 129 (practical expedients);
- IAS 7, 'Statement of cash flows';
- Paragraph 30 and 31 of IAS 8 'Accounting policies, changes in accounting estimates and errors' (requirement for the disclosure of information when an entity has not applied a new IFRS that has been issued but is not yet effective);
- Paragraph 17 and 18A of IAS 24, 'Related party disclosures' (key management compensation);
- The requirements in IAS 24, 'Related party disclosures' to disclose related party transactions entered into between two or more wholly owned members of a group.

As the consolidated financial statements of Unilever PLC includes equivalent disclosures, the Company has also taken the exemptions under FRS 101 available in respect of the following disclosures where applicable:

- Certain disclosures required by IAS 36 Impairment of assets in respect of the impairment of goodwill and indefinite life intangible assets;
- Disclosures required by IFRS 5 Non-current Assets Held for Sale and Discontinued Operations in respect of the cash flows of discontinued operations;
- Certain disclosures required by IFRS 3 Business Combinations in respect of business combinations undertaken by the Company; and

The Company proposes to continue to adopt the reduced disclosure framework of FRS 101 in its next financial statements.

The accounting policies set out below have, unless otherwise stated, been applied consistently to all periods presented in these financial statements.

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2019**

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**1. ACCOUNTING POLICIES (continued)****1.2 CONSOLIDATION**

The company is a wholly owned subsidiary of Unilever PLC. It is included in the consolidated financial statements of Unilever Group which are publicly available. Therefore, the Company is exempt by virtue of Section 400 of the Companies Act 2006 from the requirement to prepare group financial statements. These financial statements present information about the company as an individual undertaking and not about its group.

**1.3 MEASUREMENT CONVENTION**

The financial statements are prepared on the historical cost basis except that the following assets and liabilities are stated at their fair value: Financial Assets and Financial Liabilities.

**1.4 GOING CONCERN**

When preparing financial statements, Management makes an assessment of the Company's ability to continue as a going concern. The Company shall prepare financial statements on a going concern basis unless management either intends to liquidate the Company or to cease trading, or has no realistic alternative but to do so. When Management is aware, in making its assessment, of material uncertainties related to events or conditions that may cast significant doubt upon the Company's ability to continue as a going concern, the Company shall disclose those uncertainties. When the Company does not prepare financial statements on a going concern basis, it shall disclose that fact, together with the basis on which it prepared the financial statements and the reason why the Company is not regarded as a going concern.

Having made appropriate inquiries of management considering the factors likely to impact the future of the company (including the impact of COVID 19) and based on the financial position of the company at the year end the directors are satisfied that the use of the going concern assumption is appropriate.

The directors have prepared cash flow forecasts for a period of 12 months from the date of approval of these financial statements which indicate that, taking account of reasonably possible downsides, the company will have sufficient funds to meet its liabilities as they fall due for that period. These forecasts are dependent upon the entity being able to recall an amount placed on deposit of £2,600,000 (2018: £nil) with Unilever UK Holdings Ltd. This deposit is repayable on demand. Given the financial interdependency with other Group companies the Directors have also considered the work carried out by Group management as to the impact of COVID 19 which included updating the Group's going concern assessment from the year end focussing on cash flow and the ability of the Group to meet known and potential liabilities and concluded that having applied certain downside scenarios such as reduction in underlying sales growth, the impact of currency and raw material prices, the impact of Brexit and a deterioration of working capital the Group has sufficient headroom and will remain a going concern.

## REN LIMITED

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2019****1. ACCOUNTING POLICIES (continued)**

Consequently, the directors are confident that the company will have sufficient funds to continue to meet its liabilities as they fall due for at least 12 months from the date of approval of the financial statements and therefore have prepared the financial statements on a going concern basis.

**1.5 TANGIBLE FIXED ASSETS**

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

The Company adds to the carrying amount of an item of fixed assets the cost of replacing part of such an item when that cost is incurred, if the replacement part is expected to provide incremental future benefits to the Company. The carrying amount of the replaced part is derecognised. Repairs and maintenance are charged to profit or loss during the period in which they are incurred.

Leased assets are measured at cost less depreciation and accumulated impairment losses adjusted for any lease liability remeasurements. The Company has not capitalised leases which are short term of 12 months or less or leases of assets which are low value. Capitalised leases include leases of Land and Buildings.

Depreciation is provided on a straight-line basis from the commencement date of the lease to the end of the lease term.

Right-of use assets are subject to review for impairment if triggering events or circumstances indicate that this is necessary. If an indication of impairment exists, the asset or cash generating unit recoverable amount is estimated and any impairment loss is charged to the income statement as it arises. When a lease liability is remeasured, the related right-of-use assets is adjusted the same amount.

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

The estimated useful lives range as follows:

Computers:	3 years
Leasehold buildings:	Term of lease
Plant and machinery:	3 years

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

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2019**

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**1. ACCOUNTING POLICIES (continued)**

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised within ' Profit on disposal of fixed assets ' in the statement of profit and loss.

Finance costs incurred in relation to the purchase of tangible fixed assets are not capitalised. Fixed assets will be reviewed for impairment only if there is an indication that impairment has occurred. Impairment losses are recognised in the Profit and Loss Account included within operating profit under the appropriate statutory heading, and disclosed as an exceptional item if appropriate. The reversal of past impairment losses is recognised when the recoverable amount of a tangible fixed asset has increased because of a change in economic conditions or in the expected use of the asset.

**1.6 IFRS 16 - LEASES**

The Company has adopted IFRS 16 Leases in its reporting from January 1, 2019, applying the standard using the 'full retrospective' approach, and amounts relating to the years ended 31 December 2018 have been restated in these financial statements. In recognising and measuring lease assets and liabilities on the balance sheet, the Company applied judgement in determining whether each contract is or contains a lease. This included an assessment about whether the contract depends on a specified asset, whether the Company obtains substantially all the economic benefits from the use of that asset, and whether the Company has the right to direct the use of that asset. The Company also exercised judgement in determining the lease term as the non-cancellable term of the lease, together with the impact of options to extend or terminate the lease if it is reasonably certain to be exercised.

*Recognition and measurement of IFRS 16 assets and liabilities*

IFRS 16 changes the recognition, measurement, presentation and disclosure of leases. In particular, it requires lessees to record all leases on the balance sheet with exemptions available for low value and short-term leases. At the commencement of a lease, a lessee recognises lease payments (lease liability) and an asset representing the right to use the asset during the lease term (right-of-use asset). Lessees subsequently reduce the lease liability when paid and recognise depreciation on the right-of-use asset.

A lease liability is remeasured upon the occurrence of certain events such as a change in the lease term or a change in an index or rate used to determine lease payments. The remeasurement normally also adjusts the right-of-use asset.

The standard has no impact on the actual cash flows of a company. However, the standard requires the capitalisation, and subsequent depreciation, of costs that were previously expensed as paid. which impacts disclosures of cash flows within the cash flow statement. The amounts previously expensed as operating cash outflows are instead capitalised and presented as financing cash outflows.

The Company has recognised all leases on its balance sheet upon transition to IFRS 16, except for short-term leases (less than a year) and leases for low-value assets. The impact of adopting IFRS 16 on the Company's financial statements is further detailed in note 3. The impact of adopting this

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2019**

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**1. ACCOUNTING POLICIES (continued)**

standard on the cashflows of the Company have not been presented as the Company has taken advantage of the exemption available under FRS 101 with respect to presentation of cashflows.

**1.7 INTANGIBLE ASSETS**

Intangible assets are initially recognised at cost. After recognition, under the cost model, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

*Amortisation*

Amortisation is charged to the Profit and Loss Account on a straight-line basis over the estimated useful lives of intangible assets unless such lives are indefinite. Intangible assets with an indefinite useful life and goodwill are systematically tested for impairment at each balance sheet date. Other intangible assets are amortised from the date they are available for use. The estimated useful lives of capitalised development costs is 3 years.

**1.8 FINANCIAL INSTRUMENTS**

On 1 January 2018, the Company adopted IFRS 9 'Financial Instruments', which replaced IAS 39 'Financial Instruments – Recognition and Measurement'. This standard introduces new requirements in two areas:

Financial assets are now classified based on:

1. the objective of the Company in holding the asset and
2. the contractual cash flows.

On 1 January 2018, the Company reclassified its financial assets to the new categories based on the Company's reason for holding the assets and the nature of the cash flows from the assets.

*Non-derivative financial instruments*

Non-derivative financial instruments comprise trade and other receivables, cash and cash equivalents, loans and borrowings, and trade and other payables. Trade and other receivables are recognised initially at fair value plus any directly attributable transaction costs. Subsequent to initial recognition they are measured at amortised cost using the effective interest method, less any impairment losses.

Trade and other payables are recognised initially at fair value. Subsequent to initial recognition they are measured at amortised cost using the effective interest method.

Financial liabilities are initially recognised at fair value, less any directly related transaction costs.

## REN LIMITED

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2019**

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**1. ACCOUNTING POLICIES (continued)****1.9 CASH AND CASH EQUIVALENTS**

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours.

**1.10 STOCKS**

Stocks are stated at the lower of cost and net realisable value, being the estimated selling price less costs to complete and sell. Cost includes all direct costs and an appropriate apportionment of fixed and variable overheads. Cost is determined using the first-in, first-out (FIFO) method. Net realisable value is the estimated selling price, less all estimated costs of completion and applicable variable selling expenses.

Samples are manufactured for a variety of uses including for sale and for advertising and promotional purposes. Samples are held in inventory at cost after making allowance for obsolete items and expensed on dispatch to customer.

Provisions are made for slow moving and obsolete stocks as appropriate. The impairment loss is recognised immediately in the Profit and Loss Account.

**1.11 IMPAIRMENT EXCLUDING STOCKS AND DEFERRED TAX ASSETS***Financial assets*

A new expected credit loss model is used for calculating impairment on financial assets carried at fair value through profit or loss. A loss event does not have to occur before credit losses are recognised.

From 1 January 2018, the Company implemented an expected credit loss impairment model for financial assets. For trade receivables, the calculation methodology has been updated to consider expected losses based on ageing profile. The adoption of the expected loss approach has not resulted in a material change in impairment provision for financial assets and has been accounted for.

A financial asset not carried at fair value through profit or loss is assessed at each reporting date to determine whether there is objective evidence that it is impaired. A financial asset is impaired if objective evidence indicates that a loss event has occurred after the initial recognition of the asset, and that the loss event had a negative effect on the estimated future cash flows of that asset that can be estimated reliably.

An impairment loss in respect of a financial asset measured at amortised cost is calculated as the difference between its carrying amount and the present value of the estimated future cash flows discounted at the asset's original effective interest rate. For financial instruments measured at cost less impairment, an impairment is calculated as the difference between its carrying amount and the best estimate of the amount that the Company would receive for the asset if it were to be sold

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2019**

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**1. ACCOUNTING POLICIES (continued)**

at the reporting date. Interest on the impaired asset continues to be recognised through the unwinding of the discount. When a subsequent event causes the amount of impairment loss to decrease, the decrease in impairment loss is reversed through profit or loss.

*Non-financial assets*

The carrying amounts of the Company's non-financial assets, stocks and deferred tax assets, are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated. For intangible assets that have indefinite useful lives or that are not yet available for use, the recoverable amount is estimated each year at the same time.

The recoverable amount of an asset is the greater of its value in use and its fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

An impairment loss is recognised if the carrying amount of an asset exceeds its estimated recoverable amount. Impairment losses are recognised in the Profit and Loss Account.

In respect of other assets, impairment losses recognised in prior periods are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

**1.12 PROVISIONS FOR LIABILITIES**

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

Provisions are charged as an expense to the Profit and Loss Account in the year that the Company becomes aware of the obligation and are measured at the best estimate at the balance sheet date of the expenditure required to settle the obligation, taking into account relevant risks and uncertainties.

When payments are eventually made, they are charged to the provision carried in the balance sheet. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects risks specific to the liability.

## REN LIMITED

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2019**

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**1. ACCOUNTING POLICIES (continued)****1.13 FOREIGN CURRENCY TRANSLATION***Functional and presentation currency*

The company's functional and presentational currency is GBP.

*Transactions and balances*

Transactions in foreign currencies are translated to the Company's functional currency at the foreign exchange rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies at the balance sheet date are retranslated to the functional currency at the foreign exchange rate ruling at that date. Non-monetary assets and liabilities that are measured in terms of historical cost in a foreign currency are translated using the exchange rate at the date of the transaction. Non-monetary assets and liabilities denominated in foreign currencies that are stated at fair value are retranslated to the functional currency at foreign exchange rates ruling at the dates the fair value was determined. Foreign exchange differences arising on translation are recognised in the Profit and Loss Account.

**1.14 TURNOVER**

Turnover is recognised to the extent that it is probable that the economic benefits will flow to the Company and the revenue can be reliably measured. Turnover is measured as the fair value of the consideration received or receivable, excluding trade discounts, rebates, value added tax and direct advertising. The following criteria must be met before revenue is recognised:

- the Company has transferred the significant risks and rewards of ownership to the buyer;
- the Company retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the goods sold;
- the amount of revenue can be measured reliably;
- it is probable that the Company will receive the consideration due under the transaction;
- and
- the costs incurred or to be incurred in respect of the transaction can be measured reliably.

**1.15 FINANCE COSTS**

Net finance costs are comprised of finance costs and finance income.

Finance income includes income on cash and cash equivalents and income on other financial assets. Finance costs include interest costs in relation to financial liabilities. This includes interest on lease liabilities which represents the unwind of the discount rate applied to lease liabilities.

Borrowing costs are recognised based on the effective interest method.

**1.16 DIVIDENDS**

Equity dividends are recognised when they become legally payable. Interim equity dividends are recognised when paid. Final equity dividends are recognised when approved by the shareholders

## REN LIMITED

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2019**

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**1. ACCOUNTING POLICIES (continued)**

at an annual general meeting. Dividends on shares recognised as liabilities are recognised as expenses and classified within interest payable.

**1.17 SHARE BASED PAYMENTS**

Share-based payment transactions in which the Company receives goods or services by incurring a liability to transfer cash or other assets that is based on the price of the Company's equity instruments are accounted for as cash-settled share-based payments. The fair value of the amount payable to employees is recognised as an expense, with a corresponding increase in liabilities, over the period in which the employees become unconditionally entitled to payment. The liability is remeasured at each balance sheet date and at settlement date. Any changes in the fair value of the liability are recognised as staff cost in the Profit and Loss Account.

As at 31 December 2019, the Company had only one share-based compensation plan: the REN B Shares Equity Plan. Under this plan designated members of REN Clean Skincare Senior Management were able to take a one-off subscription of new "B" shares in the capital of REN Limited during the year ended 31 December 2017. The shareholders are able to exercise a put option on these shares after five years – the value of the shares at the date of exercise is dependent on the satisfaction of Company performance conditions. Therefore, these options are accounted for as cash settled share-based payments.

**1.18 PENSIONS AND OTHER POST-RETIREMENT BENEFITS***Defined contribution plans*

A defined contribution plan is a post-employment benefit plan under which the company pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. Obligations for contributions to defined contribution pension plans are recognised as an expense in the Profit and Loss Account in the periods during which services are rendered by employees.

**1.19 CURRENT AND DEFERRED TAXATION**

Tax on the profit or loss for the year comprises current and deferred tax. Tax is recognised in the Profit and Loss Account except to the extent that it relates to items recognised directly in equity or other comprehensive income, in which case it is recognised directly in equity or other comprehensive income.

Current tax is the expected tax payable or receivable on the taxable income or loss for the year using tax rates enacted or substantively enacted at the balance sheet date, and any adjustment to tax payable in respect of previous years.

Deferred tax is provided on temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. The following temporary differences are not provided for: the initial recognition of goodwill; the initial

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2019**

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**1. ACCOUNTING POLICIES (continued)**

recognition of assets or liabilities that affect neither accounting nor taxable profit other than in a business combination, and differences relating to investments in subsidiaries to the extent that they will probably not reverse in the foreseeable future. The amount of deferred tax provided is based on the expected manner of realisation or settlement of the carrying amount of assets and liabilities, using tax rates enacted or substantively enacted at the balance sheet date. For investment property that is measured at fair value, deferred tax is provided at the rate applicable to the sale of the property except for that part of the property that is depreciable and the company's business model is to consume substantially all of the value through use. In the latter case the tax rate applicable to income tax is used.

A deferred tax asset is recognised only to the extent that it is probable that future taxable profits will be available against which the temporary difference can be utilised or that the Company has determined it is appropriate to recognise the deferred tax asset as it is recoverable due to the fact that the Company is part of a UK group for group relief purposes.

**1.20 NEW STANDARDS, AMENDMENTS AND INTERPRETATIONS OF EXISTING STANDARDS THAT ARE NOT YET EFFECTIVE AND HAVE NOT BEEN EARLY ADOPTED BY THE COMPANY**

All standards or amendments to standards that have been issued under FRS 101 and are effective from January 1, 2020 onwards are not applicable to the Company.

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2019**

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**2. JUDGEMENTS IN APPLYING ACCOUNTING POLICIES AND KEY SOURCES OF ESTIMATION  
UNCERTAINTY**

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 under the circumstances.

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 amounts of assets and liabilities within the next financial year are addressed below.

*Impairment of fixed assets*

The Company makes an estimate of the recoverable value of the fixed assets. For description of Management's approach see Note 1.11.

*Impairment of Trade and other Current Receivables*

The company makes an estimate of the recoverable value of the Trade and other Current Receivables. When assessing impairment of Trade and other Current Receivables, management considers factors including the ageing profile of receivables and historical experience.

*Provisions*

As at 31 December 2019, the Company held a provision of £75k (2018: £75k) for costs associated with the impact of mitigating the risk of Brexit uncertainty.

*Inventory Valuation*

Inventory is carried at the lower of cost or net realisable value. The estimation of net realisable value may be different from the future actual value realised.

## REN LIMITED

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2019**

**3. RESTATEMENT IMPACT OF IFRS 16**

Right-of-use assets of £1.6 million were recognised on the balance sheet and related lease liabilities of £1.6 million (current and non-current) on adoption of IFRS 16. Deferred tax assets and liabilities were restated in line with the recognition of right-of-use assets. Balance in Profit and Loss Account was restated to reflect the cumulative impact of adopting IFRS 16 on all prior periods.

The following table summarises the restatement impact of adopting IFRS 16 on the Company's financial statements. Only line items impacted by the restatement have been included in the table below:

				£000
<b>As at December 31, 2018</b>				
	Note	As previously reported	Adjustments for IFRS 16	Restated
<b>Balance Sheet</b>				
Tangible assets		40	1,232	1,272
Deferred Tax		37	5	42
Trade and other payables: Amounts falling due within one year		(6,244)	(111)	(6,354)
Trade and other payables: Amounts falling due after more than one year		-	(1,151)	(1,151)
Profit and Loss Account		1,889	(25)	1,864

				£000
<b>For the year ended December 31, 2018</b>				
	Note	As previously reported	Adjustments for IFRS 16	Restated
<b>Profit and Loss Account</b>				
Administrative expenses		(8,010)	81	(7,928)
Net interest payable and similar charges		(16)	(23)	(39)
Taxation on results from ordinary activities		30	(10)	20
(Loss) / Profit for the year		8	48	56
Total comprehensive (expense) / income for the year		8	48	56

## REN LIMITED

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2019**

**4. ANALYSIS OF TURNOVER**

	2019 £000	2018 £000
UK	8,747	8,265
Europe	4,143	3,293
USA	2,732	1,739
Rest of World	3,488	2,447
<b>Turnover</b>	<b>19,110</b>	<b>15,744</b>

Turnover includes sales to REN USA, Inc of £2,732,290 (2018: £1,738,982) and represents sales at invoice value net of value added tax and discounts. The Company is engaged in the distribution of consumer products and, in the opinion of the Directors, does not carry on classes of business substantially different from each other. Consequently, no segmental analysis of the business is included in these financial statements.

**5. OPERATING PROFIT**

	Note	2019 £000	(Restated) <sup>(a)</sup> 2018 £000
The operating profit is stated after charging:			
Exchange adjustments		(51)	(52)
<i>Depreciation</i>			
- on owned tangible fixed assets		(26)	(31)
- on leased tangible fixed assets		(329)	(329)
Auditors' remuneration for audit services		(41)	(31)
Amortization of intangible assets	13	(18)	(10)
Marketing and development costs		(3,426)	(2,974)
Staff costs	7	(4,199)	(3,591)
Other administrative costs		(1,179)	(910)
<b>Administrative expenses</b>		<b>(9,269)</b>	<b>(7,928)</b>
<b>Operating profit</b>		<b>86</b>	<b>76</b>

<sup>(a)</sup> Restated following adoption of IFRS16. See note 1 and note 3 for further details.

## REN LIMITED

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2019**

**6. AUDITORS' REMUNERATION**

	2019	2018
	£	£
Audit of these financial statements	41	31

The fees for KPMG LLP for the statutory audit of the Company's annual financial statements amount to £40,500 (2018: £30,750).

**7. STAFF COSTS AND EMPLOYEE INFORMATION**

The average number of persons employed by the Company (including Directors) during the year, analysed by category, was as follows:

	2019	2018
	Number of employees	Number of employees
Employees	66	56
Directors	2	2
<b>Total</b>	<b>68</b>	<b>58</b>

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

	Note	2019	2018
		£000	£000
<b>Staff Costs</b>			
Wages and salaries		3,604	3,115
Share based payments	19	23	14
Social security costs		410	336
Other pension costs		162	126
<b>Total</b>		<b>4,199</b>	<b>3,591</b>

**8. DIRECTORS' REMUNERATION**

Pamela Dickson and Vasiliki Petrou are employed by Unilever U.K. Central Resources Limited and are remunerated by that Company in respect of their services to the Unilever Group as a whole. None of these costs are recharged to the Company. The Company has taken advantage of the disclosure exemption under FRS 101 in respect of Key Management Personnel.

## REN LIMITED

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2019**

**9. PROFIT ON DISPOSAL OF INVESTMENT**

The profit on disposal of investment is made up as follows:

	<b>2019</b>	<b>2018</b>
	<b>£000</b>	<b>£000</b>
Disposal of Investment in REN USA, Inc	4,669	-
<b>Profit on disposal</b>	<b>4,669</b>	<b>-</b>

**10. NET INTEREST PAYABLE AND SIMILAR CHARGES**

	<b>2019</b>	<b>(Restated)<sup>(a)</sup></b>
	<b>£000</b>	<b>2018</b>
		<b>£000</b>
Interest receivable on loans and current accounts with group undertakings	11	2
<b>Total interest receivable and similar income</b>	<b>11</b>	<b>2</b>
Interest payable on loans and current accounts with group undertakings	(6)	(17)
Interest on lease liabilities	(18)	(23)
<b>Total interest payable and similar charges</b>	<b>(24)</b>	<b>(40)</b>
<b>Total</b>	<b>(13)</b>	<b>(39)</b>

<sup>(a)</sup> Restated following adoption of IFRS16. See note 1 and note 3 for further details.

**11. TAXATION**

The taxation (charge)/credit is made up as follows:

	<b>2019</b>	<b>(Restated)<sup>(a)</sup></b>
	<b>£000</b>	<b>2018</b>
		<b>£000</b>
<b>Recognised in the Profit and Loss Account</b>		
<i>UK corporation tax</i>		
Current tax on income for the year	(55)	5
Adjustments in respect of prior periods	4	42
<b>Total current tax</b>	<b>(51)</b>	<b>47</b>

## REN LIMITED

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2019**

<i>Deferred tax</i>		
Current year	<b>30</b>	(20)
Adjustments in respect of prior periods	<b>(3)</b>	(10)
Effect of changes in tax rates	<b>(3)</b>	2
	<hr/>	<hr/>
Total deferred tax	<b>23</b>	(27)
	<hr/>	<hr/>
<b>Tax (credit)/charge on profit from ordinary activities</b>	<b>(28)</b>	<b>20</b>

<sup>(a)</sup> Restated following adoption of IFRS16. See note 1 and note 3 for further details.

The current UK corporate tax rate that has been used for the year is 19% (2018: 19%). This is on the basis that the rate changed from 20% to 19% as of 1 April 2017. A further reduction to the main rate was substantively enacted on 6 September 2016 to reduce the rate to 17% from 1 April 2020.

The current tax assessed for the year is lower (2018: lower) than the standard rate of corporation taxation in the UK of 19% (2018: 19%). The differences are explained below:

	2019	(Restated) <sup>(a)</sup> 2018
	£000	£000
<b>Reconciliation of tax expense</b>		
Profit for the year	<b>4,742</b>	36
Total tax expense	<b>(28)</b>	20
	<hr/>	<hr/>
Tax using the UK corporation tax rate of 19% (2018: 19%)	<b>(901)</b>	(7)
<b>Effects of:</b>		
Adjustments in respect of prior years	<b>1</b>	32
Non-deductible expenses	<b>(11)</b>	(7)
Income not taxable	<b>887</b>	-
Tax rate changes	<b>(3)</b>	(2)
<b>Total tax expense</b>	<b>(28)</b>	<b>20</b>

<sup>(a)</sup> Restated following adoption of IFRS16. See note 1 and note 3 for further details.

## REN LIMITED

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2019**

**12. TANGIBLE ASSETS****a. Owned assets**

	<b>Fixtures, fittings, computer equipment £000</b>
<b>Cost</b>	
At 1 January 2019 (after restatement)	291
Additions	-
Disposals	(214)
Transfers	-
<b>At 31 December 2019</b>	<b>78</b>
<b>Accumulated depreciation</b>	
At 1 January 2019 (after restatement)	251
Depreciation charge	26
Disposals	(214)
Transfers	-
<b>At 31 December 2019</b>	<b>63</b>
<b>Net book value</b>	
<b>At 31 December 2019</b>	<b>14</b>
At 31 December 2018 (Restated) <sup>(a)</sup>	40

<sup>(a)</sup> Restated following adoption of IFRS16. See note 1 and note 3 for further details.

**b. Leased assets**

	<b><u>Land &amp; Buildings</u> £000</b>
<b>Cost</b>	
At 1 January 2019 <sup>(a)</sup>	1,643
Additions	-
Disposals	-
Transfers	-
<b>At 31 December 2019</b>	<b>1,643</b>

## REN LIMITED

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2019**

<b>Accumulated depreciation</b>	
At 1 January 2019 (after restatement)	411
Depreciation charge	329
Disposals	-
Transfers	-
<b>At 31 December 2019</b>	<b>739</b>
<b>Net book value</b>	
<b>At 31 December 2019</b>	<b>904</b>
At 31 December 2018 (Restated) <sup>(a)</sup>	1,232

<sup>(a)</sup> Restated following adoption of IFRS16. See note 1 and note 3 for further details.

**13. INTANGIBLE ASSETS**

	<b>Software £000</b>
<b>Cost</b>	
At 1 January 2019	53
Addition	13
Disposal	-
<b>At 31 December 2019</b>	<b>66</b>
<b>Amortisation</b>	
At 1 January 2019	10
Charge for the year	18
<b>At 31 December 2019</b>	<b>28</b>
<b>Net book value</b>	
<b>At 31 December 2019</b>	<b>38</b>
At 31 December 2018	43

## REN LIMITED

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2019**

**14. TRADE AND OTHER RECEIVABLES**

	2019	(Restated) (a)
	£000	2018 £000
<b>Due within one year</b>		
Trade receivables	3,814	1,997
Amounts owed by Group undertakings (including accrued interest)	2,782	-
Corporation tax	-	127
Other receivables	271	246
Prepayments and accrued income	175	188
<b>Total</b>	<b>7,041</b>	<b>2,558</b>

<sup>(a)</sup> Restated following adoption of IFRS16. See note 1 and note 3 for further details.

Amounts owed by Group undertakings, due within one year (including accrued interest), include an amount placed on deposit of £2,600,000 (2018: £nil) with Unilever UK Holdings Ltd. This deposit is repayable on demand.

**15. DEFERRED TAX ASSETS AND LIABILITIES****Recognised deferred tax assets and liabilities**

*Deferred tax assets and liabilities are attributable to the following:*

	Assets	(Restated ) <sup>(a)</sup>	Liabilities	(Restated ) <sup>(a)</sup>	Net	(Restated ) <sup>(a)</sup>
	2019	Assets 2018	2019	Liabilities 2018	2019	Net 2018
	£000	£000	£000	£000	£000	£000
Tangible fixed assets	16	20	-	-	16	20
Other	49	22	-	-	49	22
<b>Total deferred tax asset</b>	<b>65</b>	<b>42</b>	<b>-</b>	<b>-</b>	<b>65</b>	<b>42</b>

## REN LIMITED

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2019**

*Movement in deferred tax during the year:*

	1 January 2019	Adjustment in respect of prior periods	Recognised in Profit and Loss Account	31 December 2019
	£000	£000	£000	£000
Tangible fixed assets	20	(4)	-	16
Other	22	1	27	49
<b>Total deferred tax asset (net)</b>	<b>42</b>	<b>(3)</b>	<b>27</b>	<b>65</b>

*Movement in deferred tax during the prior year:*

	(Restated) <sup>(a)</sup> 1 January 2018	(Restated) <sup>(a)</sup> Recognised in Profit and Loss Account	(Restated) <sup>(a)</sup> 31 December 2018
	£000	£000	£000
Tangible fixed assets	21	(1)	20
Other	48	(26)	22
<b>Total deferred tax asset (net)</b>	<b>69</b>	<b>(27)</b>	<b>42</b>

<sup>(a)</sup> Restated following adoption of IFRS16. See note 1 and note 3 for further details.

**16. TRADE AND OTHER PAYABLES**

	2019	(Restated) <sup>(a)</sup> 2018
	£000	£000
<b>Amounts falling due within one year</b>		
Lease liabilities	415	410
Trade creditors	1,232	1,481
Corporation Tax	46	-
Other taxation & social security	28	84
Amounts owed to Group undertakings	2,331	2,990
Other creditors	17	102
Accruals and deferred income	1,334	1,287
<b>Total</b>	<b>5,403</b>	<b>6,354</b>

Registered number: 03332668

## REN LIMITED

**NOTES TO THE FINANCIAL STATEMENTS  
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<b>Amounts falling due after more than one year</b>	<b>£000</b>	<b>£000</b>
Lease liabilities	738	1,151
<b>Total</b>	<b>738</b>	<b>1,151</b>
<b>Total trade and other payables</b>	<b>6,986</b>	<b>7,505</b>

<sup>(a)</sup> Restated following adoption of IFRS16. See note 1 and note 3 for further details.

Amounts due to Group undertakings, falling due within one year, include current account balances due to Unilever UK CR Ltd and are interest bearing, unsecured and repayable on demand.

**17. PENSIONS****Defined contribution plans**

The Company operates a defined contribution pension plan.

The total expense relating to these plans in the current year was £161,687 (£126,447 in 2018).

**18. SHARE BASED PAYMENTS**

As at 31 December 2019, the Company had the following share-based compensation plan.

**REN B Shares Equity Plan**

Under this plan designated members of REN Clean Skincare Senior Management were able to take a one-off subscription of new "B" shares in the capital of REN Limited during the year ended 31 December 2017. The shareholders are able to exercise a put option on these shares after five years – the value of the shares at the date of exercise is dependent on the satisfaction of Company performance conditions. Therefore, these options are accounted for as cash settled share-based payments.

The total expenses recognised for the year and the total liabilities recognised at the end of the year arising from share-based payments are as follows:

	<b>2019</b>	<b>2018</b>
	<b>£000</b>	<b>£000</b>
<b>Allotted, called up and fully paid</b>		
Cash-settled share-based payment expense	23	14
<b>Total carrying amount of liabilities</b>	<b>91</b>	<b>67</b>

## REN LIMITED

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2019**


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**19. CALLED UP SHARE CAPITAL**

	<b>2019</b>	2018
<b>Allotted, called up and fully paid</b>		
21,000 (2018: 21,000) Ordinary shares of £0.01 each	<b>21,000</b>	21,000
Number of B Shares allotted	<b>22,167</b>	26,834

**20. OTHER FINANCIAL COMMITMENTS**

The Company has no other financial commitments.

*Adoption of IFRS 16*

The adoption of IFRS 16 resulted in the recognition of lease liabilities and related right-of-use assets for all leases from commencement date. Please refer note 1 and 3 for further details. Therefore, the commitments disclosure has been amended. The Company has no leases that have been committed to but not yet commenced. All prior year numbers have been restated / reclassified to the above notes to reflect this change.

**21. CAPITAL COMMITMENTS**

	<b>2019</b>	2018
	<b>£000</b>	£000
Capital expenditure that has been contracted for but has not been provided for in the financial statements	<b>48</b>	-

**22. CONTROLLING PARTY**

The ultimate parent company and controlling party is Unilever PLC and the immediate holding company is Unilever U.K. Holdings Limited, both companies incorporated in the United Kingdom. The Company has not disclosed transactions with fellow, wholly owned subsidiaries in accordance with the exemption under the terms of International Accounting Standard (IAS) 24 "Related party disclosures" as the ultimate parent company produces publicly available consolidated financial statements. Copies of Unilever Group financial statements can be publicly obtained from Unilever PLC, Group Corporate Secretary's Department, 100 Victoria Embankment, London EC4Y 0DY and [www.unilever.com](http://www.unilever.com).

**23. EVENTS AFTER THE END OF THE REPORTING PERIOD**

On 11 March 2020, the World Health Organisation declared the Coronavirus (Sars-CoV-2) outbreak to be a pandemic in recognition of its rapid spread across the globe, with over 150 countries now affected. Many governments are taking increasingly stringent steps to help contain or delay the spread of the virus. Currently, there is a significant increase in economic uncertainty which is, for example, evidenced by more volatile asset prices and currency exchange rates.

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2019**

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For the Company's 31 December 2019 financial statements, the Coronavirus outbreak and the related impacts are considered non-adjusting events. Consequently, there is no impact on the recognition and measurement of assets and liabilities at the year end. Whilst there is uncertainty as to the outcome of the current events, on the Company's financial position, results of operations and cash flows in the future, there is no impact on the going concern status of the Company. This is set out in the Going Concern note on page 17.

The Directors do not expect any development in the Company's business in the coming year which is significantly different from its present activities.