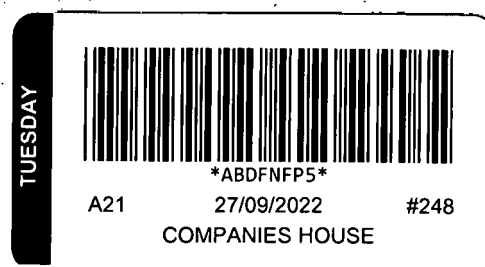


Registered Number 02627406

**Dyson Limited**  
**Annual report and financial statements**  
**for the year ended 31 December 2021**

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Registered Number 02627406

## **Dyson Limited**

### **Annual report and financial statements for the year ended 31 December 2021**

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Registered Number 02627406

## Dyson Limited

### Strategic report for the year ended 31 December 2021

The results for Dyson Limited (the "Company") show turnover of £417.1m (2020: £367.1m) and a pre-tax profit of £10.2m (2020: £7.4m) for the year. The Company's total profit for the financial year was £8.3m (2020: £5.7m). These form the Company's Key Financial Performance Indicators. Key Non-Financial Performance Indicators include staff engagement and retention. The Company's turnover, and profits, increased year on year owing to an increase in the volume of goods sold. The performance meets Director's and management's expectation and budget for the year.

Net current assets for the Company have increased from £13.4m to £26.9m, owing predominantly to an increase in trade debtors and the amounts owed by Group undertakings.

The Company's principal operational risks and uncertainties relate to the continuing supply of products with superior performance, reputation and reliance on key personnel. The Company's principal financial risks are those relating to the price it can achieve for its products in the marketplace.

The aim of the Company's financial risk management policies is to optimise financial performance by managing and mitigating these risks in a cost-effective manner. Policies and processes for the management of financial risk across the Dyson Group are described in greater detail in note 28 of the financial statements of Dyson Holdings Pte. Ltd. for the year ended 31 December 2021. Specifically the financial risk that is considered most relevant to the Company is credit risk. This risk is not considered to be significant to the Company.

The Directors of Dyson Limited have had regard to the matters in s172(1) when performing their duty to promote the success of the Company for the benefit of shareholders as a whole, and in doing so have had regard 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 between members of the Company.

The Dyson Corporate Governance Statement, included within the Directors' report of Dyson Technology Limited for the year ended 31 December 2021 details how the Directors have had consideration to the above factors.

On behalf of the Board on <sup>30</sup> May 2022

DocuSigned by:  
  
6121F87E1E3A48B...  
R Bevan  
Director

Registered Number 02627406

## **Dyson Limited**

### **Directors' report for the year ended 31 December 2021**

The directors present their annual report together with the audited financial statements of the Company for the year ended 31 December 2021.

#### **Principal activities**

The principal activity of the Company is the sale and service of domestic appliances and commercial hand dryers.

#### **Financial risk management**

The Company has included a description of financial risk management policies in its strategic report, rather than provide disclosure in this Directors' report.

#### **Future developments**

The Company will continue in its principal activity for the foreseeable.

#### **Dividends**

Total dividends paid to Dyson James Limited amounted to £6.0m (2020: £10.0m).

#### **Employee involvement**

Dyson is always growing and evolving, and how we engage with our employees is no exception. We conduct regular listening sessions by executive leaders around the business to gather real insights of what our people experience globally, working at Dyson. The insights gained have been invaluable in driving a range of new initiatives, benefits and changes across our functions and markets over the past year.

The Dyson Holdings Pte. Ltd. Group's (the "Group") aim, for all members of staff and applicants for employment, is to fit the qualifications, aptitude and ability of each individual to the appropriate job and to provide equal opportunity regardless of sex, religion or ethnic origin. The Group does all that is practicable to meet its responsibility towards the employment of disabled people. Where an employee becomes disabled, every effort is made to provide continuity of employment in the same job or a suitable alternative.

A well trained and motivated workforce is a high priority. Training is through both external courses and on the job training. It is Group policy that career development and promotion opportunities should be available to all employees. The Group ensures that all employees are kept up to date by regular meetings and newsletters with major developments and changes within the organisation.

#### **Directors**

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

R Bevan

M Bowen (appointed 1 February 2021)

N Cranfield (resigned 5 May 2021)

R Hopkins (resigned 5 February 2021)

#### **Directors' indemnities**

During the year and up to the date of approval of the Directors' Report, the Group had in place qualifying third party indemnity provisions available for the benefit of the directors of the Company and of fellow Group companies.

## **Dyson Limited**

### **Directors' report for the year ended 31 December 2021 (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, 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 judgments 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 safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The directors are also 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.

#### **Directors' confirmation**

In the case of each director in office at the date the directors' report is approved:

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

#### **Auditors**

PricewaterhouseCoopers has expressed its willingness to accept re-appointment as auditors.

#### **Streamlined energy and carbon reporting**

Sustainability is at the centre of Dyson. As a global technology company, our environmental impact is significant. We recognise that we have a responsibility to reduce our environmental impact and are actively pursuing ways to do this. Doing more with less doesn't just apply to how we design and engineer our products, but to every aspect of our environmental footprint, from carbon to water, to biodiversity and everything in between. Just as our products should be long lasting, durable and sustainable, so too should our spaces and the energy we use to power them.

#### **Energy consumption used to calculate emissions**

The Company used 65,584 (2020: 90,857) cubic metres of gas and 2,338,533 (2020: 3,336,294) kWh of energy in the year.

Registered Number 02627406

**Dyson Limited****Directors' report for the year ended 31 December 2021  
(continued)****Streamlined energy and carbon reporting (continued)**

GHG emissions data	2021	2020
	tCO <sub>2</sub> e	tCO <sub>2</sub> e
Scope 1: Emissions from combustion of gas	130.5	180.9
Scope 2: Emissions from purchased electricity	488.7	726.4
Scope 3: Emissions from transport	44.7	42.7
<b>Total emissions</b>	<b>663.9</b>	<b>950.0</b>

	2021	2020
Intensity ratio		
Total emissions	663.9	950.0
Floor space m <sup>2</sup>	16,453	16,488
<b>Intensity Ratio (tCO<sub>2</sub>e / m<sup>2</sup>)</b>	<b>0.04</b>	<b>0.06</b>

**Methodology**

Our methodology has been based on the principles of the Greenhouse Gas Protocol, taking account of the 2015 amendment which set out a 'dual reporting' methodology for the reporting of Scope 2 emissions. The period which is measured for emissions is the same as the financial year.

The energy consumption and associated GHG emissions of Dyson spaces have been allocated to statutory entities within the Dyson Group based on the function of the space. Where the function of a space spans multiple statutory entities, energy consumption and associated GHG emissions have been apportioned based on the average number of employees.

**Energy efficiency action**

Dyson employs a Building Performance team dedicated to the identification of all aspects of energy use across our global estate with the aim to reduce consumption. One of the outcomes of the team is to establish a standard specification for Building Controls and Energy Monitoring with the intention of improving energy efficiency and the identification of various emission types by department across all of our main sites.

In addition, over the past two years, the building services and engineering team have been developing a computer simulation of the Hullavington Campus that can be tested and scrutinised to evaluate the efficacy of our energy initiatives. The intention is to extend this exercise to our Malmesbury Campus over the next two years.

On behalf of the Board on <sup>30</sup> May 2022

DocuSigned by:  
  
 8121FB7E1E3A48B...  
 R Bevan  
 Director

# **Independent auditors' report to the members of Dyson Limited**

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

### **Opinion**

In our opinion, Dyson Limited's financial statements:

- give a true and fair view of the state of the company's affairs as at 31 December 2021 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, comprising FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", and applicable law); and
- have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements, included within the Annual Report, which comprise: Balance sheet as at 31 December 2021; Statement of total comprehensive income and Statement of changes in equity for the year then ended; the Statement of accounting policies; and the notes to the financial statements.

### **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**

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

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

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

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

## **Independent auditors' report to the members of Dyson Limited (continued)**

### **Reporting on other information**

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

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

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

Based on our work undertaken in the course of the audit, the Companies Act 2006 requires 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 2021 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, 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.



## **Independent auditors' report to the members of Dyson Limited (continued)**

### **Responsibilities for the financial statements and the audit (continued)**

#### ***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.

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

Based on our understanding of the company and industry, we identified that the principal risks of non-compliance with laws and regulations related to UK tax legislation, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the financial statements such as the Companies Act 2006. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting of journal entries to manipulate metrics relating to commercial performance of the business. Audit procedures performed by the engagement team included:

- Enquiries of management;
- Evaluation of management's controls designed to prevent and detect irregularities;
- Identifying and testing journal entries, in particular any journal entries posted with unusual account combinations which result in an impact to revenue; and
- Challenging judgements made by management in determining significant accounting estimates.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

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 Dyson Limited (continued)**

### **Other required reporting**

#### **Companies Act 2006 exception reporting**

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

- we have not obtained 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.



David Teager (Senior Statutory Auditor)  
for and on behalf of PricewaterhouseCoopers LLP  
Chartered Accountants and Statutory Auditors  
East Midlands

30 May 2022

Registered Number 02627406

**Dyson Limited****Statement of comprehensive income**

For the year ended 31 December		2021	2020
	Note	£m	£m
Turnover	1	417.1	367.1
Cost of sales		(381.9)	(337.9)
<b>Gross profit</b>		<b>35.2</b>	<b>29.2</b>
Distribution costs		(4.5)	(2.9)
Administrative expenses		(20.4)	(18.7)
<b>Operating profit</b>	2	<b>10.3</b>	<b>7.6</b>
Finance income	5	0.0	0.0
Finance costs	6	(0.1)	(0.2)
<b>Profit before tax</b>		<b>10.2</b>	<b>7.4</b>
Tax on profit	7	(1.9)	(1.7)
<b>Profit for the financial year</b>		<b>8.3</b>	<b>5.7</b>

All of the Company's operations are continuing.

The Company has no recognised gains and losses other than those included above.

The notes and accounting policies on pages 12 to 25 form an integral part of these financial statements.

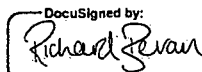
Registered Number 02627406

**Dyson Limited****Balance sheet**

At 31 December	Note	2021 £m	2021 £m	2020 £m	2020 £m
<b>Fixed assets</b>					
Intangible assets	8	0.0		0.1	
Tangible assets	9	1.6		1.9	
Investments	10	32.2		32.2	
			33.8		34.2
<b>Current assets</b>					
Stock	11	6.0		5.6	
Debtors: Amounts falling due within one year	12	128.0		101.7	
Cash at bank and in hand		0.0		-	
			134.0		107.3
Creditors: Amounts falling due within one year	13	(107.1)		(93.9)	
<b>Net current assets</b>			26.9		13.4
<b>Total assets less current liabilities</b>			60.7		47.6
Provisions for liabilities	14		(10.8)		-
<b>Net assets</b>			49.9		47.6
<b>Capital and reserves</b>					
Called up share capital	15		0.0		0.0
Profit and loss account			49.9		47.6
<b>Total shareholders' funds</b>			49.9		47.6

The notes and accounting policies on pages 12 to 25 form an integral part of these financial statements.

The financial statements on pages 9 to 25 were approved by the board of directors and authorised for issue on 30 May 2022 and were signed on its behalf by:

DocuSigned by:  
  
 6121FB7E1E3A48B...  
 R Bevan  
 Director

Registered Number 02627406

**Dyson Limited****Statement of changes in equity**

	Share capital £m	Profit and loss account £m	Total equity £m
<b>At 1 January 2020</b>	<b>0.0</b>	<b>51.9</b>	<b>51.9</b>
Profit for the financial year	-	5.7	5.7
Dividends paid to Dyson James Limited (see note 16)	-	(10.0)	(10.0)
<b>At 31 December 2020</b>	<b>0.0</b>	<b>47.6</b>	<b>47.6</b>
Profit for the financial year	-	8.3	8.3
Dividends paid to Dyson James Limited (see note 16)	-	(6.0)	(6.0)
<b>At 31 December 2021</b>	<b>0.0</b>	<b>49.9</b>	<b>49.9</b>

The notes and accounting policies on pages 12 to 25 form an integral part of these financial statements.

## Dyson Limited

### Statement of accounting policies

#### Basis of accounting

The Company is a private company limited by share capital incorporated in the United Kingdom under the Companies Act 2006. The registered office is Tetbury Hill, Malmesbury, SN16 0RP. The nature of the Company's operations and its principal activities are set out in the Directors' Report. The functional currency of the Company is pound sterling as that is the currency of the primary economic environment in which the Company operates.

These financial statements have been prepared on the going concern basis, under the historical cost convention, in accordance with Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland' and the Companies Act 2006. 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.

#### Qualifying entity disclosure exemptions

The Company is an indirect wholly-owned subsidiary of Dyson Holdings Pte. Ltd, with registered office 3 Sentosa Gateway, Singapore (098544). The results of the Company are included in the consolidated financial statements of Dyson Holdings Pte. Ltd., which are publicly available. Consequently, the Company meets the definition of a qualifying entity under FRS 102 and has therefore taken advantage of the disclosure exemptions available to it. Exemptions have been taken in relation to financial instruments, the presentation of a cash flow statement, remuneration of key management personnel and the disclosure of related party transactions. The Company is exempt under section 400 of the Companies Act 2006 from the requirement to prepare consolidated financial statements.

#### Significant judgements and estimates

The preparation of financial statements requires management to make judgements, estimates and assumptions which affect the amounts reported for assets and liabilities as at the balance sheet date and the amounts reported for revenues and expenses during the year. However, the nature of estimation means that actual outcomes could differ from those estimates.

The following judgements have had the most significant effect on amounts recognised in the financial statements:

- Promotional accruals

The Company is required to make a judgement when estimating the variable element of promotional accruals which is based upon sales made to retailers.

The following are the Company's key sources of estimation uncertainty:

- Rebate accruals

The Company is required to estimate the level of growth in sales to customers when calculating the level of rebates payable at the year end where the rebate term is non-coterminous with the year end.

- Provisions

The Company is required to estimate the expected cost to repair or replace parts under guarantee. The estimate is based on the expected level of returns informed by historical information and is discounted using the risk free rate at the year end. The Company has a guarantee provision of £10.8m (2020: £nil).

#### Turnover

Turnover is derived from the sale and service of domestic appliances and connected hand dryers. Turnover is recognised on delivery of the product to the customer or the completion of service for the customer and represents the invoiced value of goods and services derived from the Company's principal activities net of Value Added Tax, discounts and promotional expenditure. Materially, all turnover derives from the sale of goods.

#### Dividends

Dividends on shares held by Dyson James Limited are recognised as a deduction of equity when a liability to pay the dividend arises.

**Dyson Limited****Statement of accounting policies (continued)****Guarantee and other provisions**

A provision is recognised in the financial statements when an obligation exists at the balance sheet date, it is probable that an outflow of resources will be required to settle the obligation and a reliable estimate of the obligation can be made. A provision is made for the cost of repairing products during the guarantee period, and is based on the expected level of returns. This is discounted using the risk free rate applicable at the year end.

**Foreign currencies**

Trading items in foreign currencies are translated into pound sterling at the rate of exchange ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated into sterling at mid-market rates of exchange ruling at the balance sheet date. Exchange differences arising on transactions are taken to the profit and loss account.

**Operating leases**

Rentals paid under operating leases are charged to the profit and loss account on a straight line basis over the life of the lease.

**Intangible fixed assets and amortisation**

Intangible assets are stated at cost less accumulated amortisation and accumulated impairment. Amortisation is provided from the date of acquisition to write off the cost less estimated residual value of each asset on a straight line basis over their useful economic life, as follows:

Software	3 years
----------	---------

**Tangible fixed assets and depreciation**

Tangible fixed assets are stated at historical purchase cost less accumulated depreciation and accumulated impairment. Historical purchase cost includes the original purchase price of the asset and the costs attributable to bringing the asset to its working condition for its intended use. Depreciation is provided on tangible fixed assets at rates calculated so as to write off the cost, less estimated residual value, of each asset on a straight line basis, over its useful economic life, as follows:

Freehold land and buildings	50 years
Leasehold land and buildings	Period of the lease
Plant, equipment, fixtures and fittings	3 to 10 years

The useful economic lives of assets are reviewed at the end of each reporting period and, where necessary, revised. The net book value is then written off over the remaining useful economic life. Assets in the course of construction are not depreciated until they are ready for use. No depreciation is provided against freehold land.

Assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which an asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's net realisable value and the value in use.

**Stock**

Stock is valued at the lower of cost and net realisable value. Cost incurred in bringing each product to its present location and condition include all direct expenditure. Where necessary, provision is made for obsolete, slow moving and defective inventory. Net realisable value is the estimated selling price in the ordinary course of business, less estimated cost of completion and the estimated costs necessary to make the sale.

**Fixed asset investments**

Investments in subsidiary undertakings are recorded at cost less provision for any impairment.

## **Dyson Limited**

### **Statement of accounting policies (continued)**

#### **Income from fixed asset investments**

Dividend income from subsidiaries is recognised when the Group's right to receive payment is established.

#### **Pensions**

Contributions in respect of defined contribution pension schemes are charged to the profit and loss account as they fall due.

#### **Financial instruments**

Financial assets and financial liabilities are recognised when the Company becomes a party to the contractual provisions of the instrument. Financial liabilities are classified according to the substance of the contractual arrangements entered into. The Company has chosen to adopt Section 11 and 12 of FRS 102 in respect of financial instruments.

- **Financial assets and liabilities**

All financial assets and liabilities are initially measured at transaction price, unless the arrangement constitutes a financing transaction. These basic financial assets and liabilities, other than short term debtors and creditors, are subsequently carried at amortised cost using the effective interest method.

In a financing transaction, the financial asset or liability is measured at the present value of the future receipts / payments discounted at a market rate of interest for a similar debt instrument.

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

Financial assets are derecognised when the contractual rights to cash flows from the asset expire or are settled, or substantially all of the risks and rewards of ownership or control of the financial asset are transferred.

Financial liabilities are derecognised when the obligation specified in the contract is discharged, cancelled or expires.

- **Short-term debtors and creditors**

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in the profit and loss account in administrative expenses.

- **Interest-bearing loans and borrowings**

All interest-bearing loans and borrowings which are basic financial instruments are initially recognised at the present value of cash payable to the counterparty (including interest). After initial recognition they are measured at amortised cost using the effective interest rate method, less impairment. The effective interest rate amortisation is included in finance costs in the profit and loss account.



## **Dyson Limited**

### **Statement of accounting policies (continued)**

#### **Deferred tax**

Deferred tax is recognised in respect of all timing differences which have originated but not reversed at the balance sheet date, where transactions or events that result in an obligation to pay more tax in the future or a right to pay less tax in the future have occurred at the balance sheet date. Unless disclosed separately, the deferred tax asset will crystallise after more than one year.

A deferred tax asset is recognised only when, on the basis of all available evidence, it can be regarded as more likely than not that there will be suitable taxable profits against which to recover carried forward tax losses and/or from which the future reversal of underlying timing differences can be deducted.

Deferred tax is measured at the tax rates which are expected to apply in the periods in which the timing differences are expected to reverse based on tax rates and laws which have been enacted or substantively enacted by the balance sheet date. Deferred tax is measured on a non-discounted basis.

**Dyson Limited****Notes to the financial statements for the year ended 31 December 2021****1. Turnover**

	2021	2020
	£m	£m
Turnover from:		
Sale of consumer products	417.1	367.1
	<b>417.1</b>	<b>367.1</b>

**2. Operating profit**

	2021	2020
	£m	£m
Operating profit is stated after charging / (crediting):		
Staff costs (see note 4)	16.3	22.9
Amortisation of intangible assets (see note 8)	0.1	0.1
Depreciation of tangible fixed assets (see note 9)	0.4	0.5
Operating leases – plant, machinery & equipment	0.3	1.0
Operating leases – land and buildings	1.6	1.5
Operating leases – other	0.0	0.0
Gain on foreign exchange for the year	(0.3)	-

Fees payable for the audit of the Company's financial statements were £55k (2020: £73k). The auditors' remuneration relating to non-audit services were borne by a fellow Group company. Total non-audit service remuneration in respect of the UK subsidiaries is disclosed in the financial statements of Dyson Technology Limited.

**3. Directors' remuneration**

The directors' remuneration in respect of qualifying services to the Company was borne by a fellow Group company and disclosed in the financial statements of Dyson Technology Limited. It is not practical to allocate the amount for services in respect of the Company.

**4. Staff costs**

	2021	2020
	£m	£m
Wages and salaries	14.2	20.0
Social security costs	1.3	1.8
Other pension costs	0.8	1.1
	<b>16.3</b>	<b>22.9</b>

**Dyson Limited****Notes to the financial statements for the year ended 31 December 2021****4. Staff costs (continued)**

The Company operates a defined contribution pension scheme. The assets are held and managed independently of the finances of the Company.

The average monthly number of staff employed was:

	2021 Number	2020 Number
Sales and administration	434	785

**5. Finance income**

	2021 £m	2020 £m
Other interest receivable	-	0.0
Interest receivable on intra-Group loans	0.0	0.0
<b>Finance income</b>	<b>0.0</b>	<b>0.0</b>

Interest was receivable on intra-Group variable rate deposits at 0.2% below LIBOR rates (2020: 0.2% below LIBOR rates). From 1 January 2022, interest will be receivable on intra-Group variable rate deposits at 0.1% below the Bank of England base rate.

**6. Finance costs**

	2021 £m	2020 £m
Interest payable on intra-Group loans	0.1	0.1
Other interest payable	0.0	0.1
<b>Finance costs</b>	<b>0.1</b>	<b>0.2</b>

Interest was payable on intra-Group variable rate loans at 0.75% above sterling LIBOR rates (2020: 0.75% above sterling LIBOR rates). From 1 January 2022, interest will be payable on intra-Group variable rate loans at 0.6% above the Bank of England base rate.

**Dyson Limited****Notes to the financial statements for the year ended 31 December 2021****7. Tax on profit**

	2021	2020
	£m	£m
<b>Current tax:</b>		
- UK corporation tax on profits for the year	1.9	1.6
- Adjustments in respect of previous periods	(0.0)	0.0
<b>Total current tax</b>	<b>1.9</b>	<b>1.6</b>
<b>Deferred tax:</b>		
- Origination and reversal of timing differences	(0.0)	0.0
- Adjustments in respect of previous periods	0.0	0.1
<b>Total deferred tax (note 12)</b>	<b>0.0</b>	<b>0.1</b>
<b>Tax on profit</b>	<b>1.9</b>	<b>1.7</b>

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

	2021	2020
	£m	£m
<b>Profit before tax</b>	<b>10.2</b>	<b>7.4</b>
Profit before tax multiplied by the standard rate of corporation tax in the UK of 19% (2020: 19%)	1.9	1.4
Effects of:		
Expenses not deductible for tax	0.0	0.2
Adjustments in respect of previous periods	(0.0)	0.1
Changes in tax rates	(0.0)	(0.0)
<b>Tax on profit</b>	<b>1.9</b>	<b>1.7</b>

In the Spring Budget 2021, the UK Government announced that from 1 April 2023 the corporation tax rate would increase to 25% (rather than remaining at 19%, as previously enacted). This new law was substantively enacted on 24 May 2021. Deferred taxes at the balance sheet date have been measured using these enacted tax rates and reflected in these financial statements.

**Dyson Limited****Notes to the financial statements for the year ended 31 December 2021****7. Tax on profit (continued)**

The deferred tax included in the balance sheet is as follows:

	2021 £m	2020 £m
Included in debtors (see note 12)	0.1	0.1
<b>Deferred tax asset</b>	<b>0.1</b>	<b>0.1</b>

**8. Intangible assets**

	Software £m
<b>Cost</b>	
<b>At 1 January 2021 and at 31 December 2021</b>	<b>1.1</b>
<b>Accumulated amortisation</b>	
At 1 January 2021	1.0
Charge for the year	0.1
<b>At 31 December 2021</b>	<b>1.1</b>
<b>Net book amount</b>	
<b>At 31 December 2021</b>	<b>0.0</b>
At 31 December 2020	0.1

Assets in the course of construction at the year end, included within both cost and net book value, totalled £nil (2020: £nil).

**Dyson Limited****Notes to the financial statements for the year ended 31 December 2021****9. Tangible assets**

	Freehold land and buildings £m	Leasehold land and buildings £m	Plant, equipment, fixtures and fittings £m	Total £m
<b>Cost</b>				
At 1 January 2021	0.3	2.0	2.2	4.5
Additions	0.0	0.1	0.0	0.1
<b>At 31 December 2021</b>	<b>0.3</b>	<b>2.1</b>	<b>2.2</b>	<b>4.6</b>
<b>Accumulated depreciation</b>				
At 1 January 2021	0.3	0.4	1.9	2.6
Charge for year	0.0	0.2	0.2	0.4
<b>At 31 December 2021</b>	<b>0.3</b>	<b>0.6</b>	<b>2.1</b>	<b>3.0</b>
<b>Net book amount</b>				
<b>At 31 December 2021</b>	<b>-</b>	<b>1.5</b>	<b>0.1</b>	<b>1.6</b>
At 31 December 2020	0.0	1.6	0.3	1.9

The cost and net book value amounts include assets in the course of construction as follows:

<b>At 31 December 2021</b>	<b>-</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
At 31 December 2020	0.0	-	0.0	0.0

Capital expenditure contracted but not provided for at the year end was £0.0m (2020: £0.0m).

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**Dyson Limited****Notes to the financial statements for the year ended 31 December 2021****10. Investments**

	2021 £m	2020 £m
<b>Unlisted investments at cost</b>	<b>32.2</b>	<b>32.2</b>

The Company holds a 100% holding in the following directly owned subsidiary, with the type of shares being Ordinary:

Company name	Country of incorporation	Registered address	Principal activity
Dyson International Limited	UK	Tetbury Hill, Malmesbury, Wiltshire, SN16 0RP	Intermediate holding company

The subsidiaries holds a 100% holding in the following indirectly owned subsidiaries, with the type of shares being Ordinary:

Company name	Country of incorporation	Registered address	Principal activity
Dyson Overseas Distribution Ltd	UK	Tetbury Hill, Malmesbury, Wiltshire, SN16 0RP	Provision of marketing support
Dyson Turkey Electrical Products Trading Limited	Turkey	Esentepe Mh. Buyukdere Cd. Tekfen Tower No:209 Kat:8 Levent, Sisli, Istanbul 34394	Sale and service of domestic and commercial appliances
Dyson Electrical Technology (Foshan) Ltd	China	4F Research Building A, Information Avenue, Nanhai Information Technology Park, Shishan Town, Nanhai District, Foshan City, China	Dormant
Dyson Electrical Engineering (Nanjing) Co. Ltd	China	Block B, Building 19, No.9 Gaoke No 2 Street, Nanjing New and High Technology Industry Development Zone, Jiangsu, China	Dormant
Dyson Asia Holdings Pte. Ltd	Singapore	2 Science Park Drive, 03-13/26, Ascent, Singapore 118222	Intermediate holding company

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**Dyson Limited****Notes to the financial statements for the year ended 31 December 2021****10. Investments (continued)**

Company name	Country of incorporation	Registered address	Principal activity
Dyson Electrical Trading (Beijing) Co. Ltd	China	Unit 1701/1702, 17F, Xinhua Insurance Plaza, No.12, Jianguo Menwai Street, Chaoyang District, Beijing	Dormant
Dyson Technology India Pvt Ltd	India	Level 12, Two Horizon Center, Golf Course Road, Sector 43, DLF Phase V, Guragon, Haryana, India 122002	Sale and service of domestic and commercial appliances

**11. Stock**

	2021 £m	2020 £m
Raw materials and consumables		0.0
Finished goods and goods for resale	6.0	5.6
	<b>6.0</b>	<b>5.6</b>

**12. Debtors: Amounts falling due within one year**

	2021 £m	2020 £m
Trade debtors	56.5	29.7
Amounts owed by Group undertakings – non-interest bearing	0.1	18.7
Amounts owed by Group undertakings – interest bearing (see note 5)	38.7	0.0
Deferred tax asset	0.1	0.1
Other debtors	1.4	2.6
Corporation tax receivable	30.5	33.3
VAT receivable	-	16.6
Prepayments and accrued income	0.7	0.7
	<b>128.0</b>	<b>101.7</b>



**Dyson Limited****Notes to the financial statements for the year ended 31 December 2021****12. Debtors: Amounts falling due within one year (continued)**

Interest bearing amounts owed by Group undertakings are unsecured and repayable on demand.

Non-interest bearing amounts owed by Group undertakings are unsecured and subject to payment terms

<b>Deferred tax comprises:</b>	<b>2021</b>	<b>2020</b>
	<b>£m</b>	<b>£m</b>
Decelerated capital allowances	0.1	0.1
Short term timing differences	0.0	0.0
	<b>0.1</b>	<b>0.1</b>

There was no unrecognised deferred tax asset or liability at 31 December 2021 (2020: none).

<b>Movement on deferred tax asset</b>	<b>2021</b>	<b>2020</b>
	<b>£m</b>	<b>£m</b>
At 1 January	0.1	0.2
Charged to the profit and loss account	(0.0)	(0.1)
<b>At 31 December</b>	<b>0.1</b>	<b>0.1</b>

**13. Creditors: Amounts falling due within one year**

	<b>2021</b>	<b>2020</b>
	<b>£m</b>	<b>£m</b>
Trade creditors	-	0.6
Amounts owed to Group undertakings – interest-bearing (see note 6)	-	11.3
Amounts owed to Group undertakings – non-interest bearing	28.7	26.6
Other tax and social security	9.0	0.1
Other creditors	-	2.0
Accruals and deferred income	69.4	53.3
	<b>107.1</b>	<b>93.9</b>

Non-interest bearing amounts owed to Group undertakings are unsecured and subject to payment terms. Interest bearing amounts owed to Group undertakings are unsecured and repayable on demand.

**Dyson Limited****Notes to the financial statements for the year ended 31 December 2021****14. Provision for liabilities**

	Guarantee £m
At 1 January 2021	-
Charge in the year	10.8
<b>At 31 December 2021</b>	<b>10.8</b>

The Guarantee provision represents the cost of potential repair of goods or replacement faulty parts of goods under guarantee. The guarantee period of goods is between two and five years with the majority of the provision expected to be utilised within one to two years. The cost for the potential repair of goods or replacement faulty parts of goods under guarantee is reimbursed by Dyson Technology Limited.

**15. Called up share capital**

	2021 £m	2020 £m
Allotted and fully paid share capital		
2,222 Ordinary shares of £1 (2020: 2,222 Ordinary shares of £1)	0.0	0.0

**16. Dividends**

	2021 £m	2020 £m
Equity shares		
Dividends paid to Dyson James Limited of £2,700 per Ordinary share (2020: £4,500)	6.0	10.0

**17. Ultimate parent undertaking and controlling party**

At 31 December 2021 the immediate parent company was Dyson James Limited, a company incorporated in the United Kingdom. At that date Dyson James Limited was an indirect wholly owned subsidiary of Weybourne Holdings Pte. Ltd., a company incorporated in Singapore.

The smallest group within which the financial statements of the Company will be consolidated in respect of the year ended 31 December 2021 is Dyson Holdings Pte. Ltd. Copies of the financial statements of Dyson Holdings Pte. Ltd. are available from the Accounting and Corporate Regulatory Authority (ACRA) in Singapore.

The largest group within which the financial statements of the Company will be consolidated in respect of the year ended 31 December 2021 is Weybourne Holdings Pte. Ltd. The registered office of Weybourne Holdings Pte. Ltd. is 3 Sentosa Gateway, Singapore, 098544.

The ultimate controlling party is Sir James Dyson.

**Dyson Limited****Notes to the financial statements for the year ended 31 December 2021****18. Related party transactions**

The Company has taken advantage of the exemption afforded by FRS 102 section 33.1A from disclosing related party transactions. This exemption allows the Company not to disclose details of transactions with other Group companies qualifying as related parties, as the consolidated financial statements of Dyson Holdings Pte. Ltd., in which the Company is included, are publicly available.

**19. Pension costs**

Pension costs of £0.8m (2020: £1.1m) were charged in the year in relation to Group defined contribution pension schemes. £nil (2020: £1.3m) was included in other creditors at the year end as amounts payable to the schemes.

**20. Financial commitments**

The Company had future minimum commitments under non-cancellable operating leases as follows:

	<b>2021</b>	<b>2020</b>
	<b>£m</b>	<b>£m</b>
Within one year	<b>1.5</b>	<b>1.5</b>
Within two to five years	<b>4.8</b>	<b>4.9</b>
Within more than five years	<b>4.2</b>	<b>5.3</b>
	<b>10.5</b>	<b>11.7</b>