
SALAMANDER PUMPED SHOWER SYSTEMS LTD

DIRECTORS' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 APRIL 2023

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SALAMANDER PUMPED SHOWER SYSTEMS LTD

COMPANY INFORMATION

Directors K G Boiston (resigned 31 December 2022)
G S Gestetner
G Richards
E A Jones
D A Robertson
S N Mitchel (resigned 6 July 2023)
N A Rennie (appointed 1 May 2023)

Registered number 02778382

Registered office Unit 1 Woodley Park Estate
59-69 Reading Road
Woodley
Reading
Berkshire
RG5 3AN

Independent auditors Mazars LLP
Chartered Accountants & Statutory Auditor
2 Chamberlain Square
Birmingham
B3 3AX

SALAMANDER PUMPED SHOWER SYSTEMS LTD

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SALAMANDER PUMPED SHOWER SYSTEMS LTD

STRATEGIC REPORT FOR THE YEAR ENDED 30 APRIL 2023

The Directors present their Strategic Report for the year ended 30 April 2023.

Business review

The principal activity of the Company in the year under review was the development and manufacture of booster pumps to increase water pressure either in the shower, the whole bathroom or the entire house.

The Company has seen raw material and overhead costs increase as it feels the effects of the supply chain and inflationary pressures seen in the wider economy. The Company will continue to invest in its people and operations.

In the financial year ended 30th April 2023 turnover increased by 5%.

Principal risks and uncertainties

The Company's product range is predominantly sold to the renovation, maintenance and improvement sector of the UK domestic construction market and is exposed to the resultant market risk. Its products are manufactured in the UK to ensure that they meet all regulations and that the Company has a wealth of local engineering expertise to ensure it can fully support both the installer and the householder in the selection and successful installation of its products.

Liquidity Risk

The Company manages its cash and borrowing requirements to maximise interest income and minimise interest expense, whilst ensuring that the Company has sufficient liquid resources to meet the operating needs of its businesses.

Interest Rate Risk

The Company is exposed to cash flow interest rate risk on floating rate deposits.

Foreign Currency Risk

The Company's principal foreign currency exposures arise from overseas purchases of goods. The Company has not hedged against these transactions through use of forward exchange contracts as the volume of purchases and volatility in currency rates has not warranted this. However, the Company keeps movements on exchange rates under close review and will use hedges when deemed necessary.

Credit Risk

Investments of cash surpluses are made through banks and companies which must fulfil credit rating criteria approved by the Board. All customers who wish to trade on credit terms are subject to credit verification procedures. Receivable balances are monitored on an ongoing basis and provision is made for doubtful debts where necessary. Credit insurance is maintained for all material balances.

Financial key performance indicators

Turnover for the year ended 30th April 2023 increased to £15,017,213 (2022: £14,291,709).

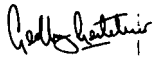
Operating profit for the year ended 30th April 2023 was £1,975,204 (2022: £1,285,538).

Net Assets increased to £14,563,805 at 30th April 2023 from £12,701,067 at 1st May 2022.

SALAMANDER PUMPED SHOWER SYSTEMS LTD

**STRATEGIC REPORT (CONTINUED)
FOR THE YEAR ENDED 30 APRIL 2023**

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



G S Gestetner
Director

Date: Oct 3, 2023

SALAMANDER PUMPED SHOWER SYSTEMS LTD

DIRECTORS' REPORT FOR THE YEAR ENDED 30 APRIL 2023

The Directors present their report and the financial statements for the year ended 30 April 2023.

Directors' responsibilities statement

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

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

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

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Results and dividends

The profit for the year, after taxation, amounted to £1,862,738 (2022 - £1,059,002).

The total distribution of dividends for the year was £Nil (2022: £3,000,000).

Directors

The directors who served during the year were:

K G Boiston (resigned 31 December 2022)
G S Gestetner
G Richards
E A Jones
D A Robertson
S N Mitchel (resigned 6 July 2023)

Qualifying third party indemnity insurance

The company maintains qualifying third party indemnity insurance for all Directors. These insurances were in force throughout 2023 and continue in 2024.

SALAMANDER PUMPED SHOWER SYSTEMS LTD

**DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 30 APRIL 2023**

Future developments

Since the date of these accounts the Company has continued to invest in the business in its manufacturing plant and processes and expects to see growth in the future.

Disclosure of information in the strategic report

In preparing the Directors' report, the Directors have complied with S414C (11) of the Companies Act 2006 by including certain disclosures required by S416(4) within the Strategic Report which are its financial risk management objectives.

Disclosure of information to auditors

Each of the persons who are directors at the time when this Directors' Report is approved has confirmed that:

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

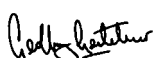
Post balance sheet events

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

Auditors

The auditors, Mazars LLP, will be proposed for reappointment in accordance with section 485 of the Companies Act 2006.

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



G S Gestetner
Director

Date: Oct 3, 2023

SALAMANDER PUMPED SHOWER SYSTEMS LTD

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF SALAMANDER PUMPED SHOWER SYSTEMS LTD

Opinion

We have audited the financial statements of Salamander Pumped Shower Systems Ltd (the 'Company') for the year ended 30 April 2023 which comprise the Statement of Comprehensive Income, the Balance Sheet, the Statement of Changes in Equity and notes to the financial statements, including a summary of significant accounting policies.

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

In our opinion, the financial statements:

- give a true and fair view of the state of the Company's affairs as at 30 April 2023 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

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

SALAMANDER PUMPED SHOWER SYSTEMS LTD

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF SALAMANDER PUMPED SHOWER SYSTEMS LTD

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 course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Strategic Report and the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Directors' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report or the Directors' Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

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

Responsibilities of Directors

As explained more fully in the Directors' Responsibilities Statement set out on page 3, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, 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 intend either to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

SALAMANDER PUMPED SHOWER SYSTEMS LTD

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF SALAMANDER PUMPED SHOWER SYSTEMS LTD

Auditor's 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 auditor's 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.

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

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.

Based on our understanding of the company and its industry, we considered that non-compliance with the following laws and regulations might have a material effect on the financial statements: employment regulation, health and safety regulation, and anti-money laundering regulation.

To help us identify instances of non-compliance with these laws and regulations, and in identifying and assessing the risks of material misstatement in respect to non-compliance, our procedures included, but were not limited to:

- Inquiring of management and, where appropriate, those charged with governance, as to whether the company is in compliance with laws and regulations, and discussing their policies and procedures regarding compliance with laws and regulations;
- Inspecting correspondence, if any, with relevant licensing or regulatory authorities;
- Communicating identified laws and regulations to the engagement team and remaining alert to any indications of non-compliance throughout our audit; and
- Considering the risk of acts by the company which were contrary to applicable laws and regulations, including fraud.

We also considered those laws and regulations that have a direct effect on the preparation of the financial statements, such as tax legislation, pension legislation, the Companies Act 2006.

In addition, we evaluated the directors' and 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 manual journal entries to manipulate financial performance, management bias through judgements and assumptions in significant accounting estimates, revenue recognition (which we pinpointed to the cut-off assertion) , and significant one-off or unusual transactions.

Our audit procedures in relation to fraud included but were not limited to:

- Making enquiries of the directors and management on whether they had knowledge of any actual, suspected or alleged fraud;
- Gaining an understanding of the internal controls established to mitigate risks related to fraud;
- Discussing amongst the engagement team the risks of fraud; and
- Addressing the risks of fraud through management override of controls by performing journal entry testing.

SALAMANDER PUMPED SHOWER SYSTEMS LTD

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF SALAMANDER PUMPED SHOWER SYSTEMS LTD

There are inherent limitations in the audit procedures described above and the primary responsibility for the prevention and detection of irregularities including fraud rests with management. As with any audit, there remained a risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal controls.

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

Use of the audit report

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.

Elisa Howe

Elisa Howe (Oct 10, 2023 16:04 GMT+1)

Elisa Howe (Senior statutory auditor)
for and on behalf of
Mazars LLP
Chartered Accountants and Statutory Auditor
2 Chamberlain Square
Birmingham
B3 3AX

Date: Oct 10, 2023

SALAMANDER PUMPED SHOWER SYSTEMS LTD

**STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 APRIL 2023**

		2023	2022
		£	£
	Note		
Turnover	4	15,017,213	14,291,709
Cost of sales		(9,145,151)	(9,088,687)
Gross profit		5,872,062	5,203,022
Administrative expenses		(3,896,858)	(3,918,563)
Other operating income	5	-	1,079
Operating profit	6	1,975,204	1,285,538
Interest receivable and similar income	10	26,117	2,790
Profit before tax		2,001,321	1,288,328
Tax on profit	11	(138,583)	(229,326)
Profit for the financial year		1,862,738	1,059,002

There was no other comprehensive income for 2023 (2022: £Nil).

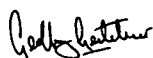
The notes on pages 12 to 27 form part of these financial statements.

SALAMANDER PUMPED SHOWER SYSTEMS LTD
REGISTERED NUMBER: 02778382

BALANCE SHEET
AS AT 30 APRIL 2023

			2023 £	2022 £
Fixed assets				
Tangible assets	13		278,920	245,018
			<u>278,920</u>	<u>245,018</u>
Current assets				
Stocks	14	2,063,135	2,866,574	
Debtors: amounts falling due within one year	15	11,479,889	10,114,737	
Cash at bank and in hand	16	3,980,976	3,212,229	
		<u>17,524,000</u>	<u>16,193,540</u>	
Creditors: amounts falling due within one year	17	(3,043,716)	(3,547,883)	
Net current assets			<u>14,480,284</u>	<u>12,645,657</u>
Total assets less current liabilities			<u>14,759,204</u>	<u>12,890,675</u>
Provisions for liabilities				
Deferred tax	19	(40,055)	(34,264)	
Other provisions	20	(155,344)	(155,344)	
			<u>(195,399)</u>	<u>(189,608)</u>
Net assets			<u>14,563,805</u>	<u>12,701,067</u>
Capital and reserves				
Called up share capital	21		1,222	1,222
Profit and loss account	22		14,562,583	12,699,845
			<u>14,563,805</u>	<u>12,701,067</u>

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



G S Gestetner
Director

Date: Oct 3, 2023

The notes on pages 12 to 27 form part of these financial statements.

SALAMANDER PUMPED SHOWER SYSTEMS LTD

**STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 APRIL 2023**

	Called up share capital	Profit and loss account	Total equity
	£	£	£
At 1 May 2021	1,222	14,640,843	14,642,065
Comprehensive Income for the year			
Profit for the year	-	1,059,002	1,059,002
Total Comprehensive Income for the year	-	1,059,002	1,059,002
Contributions by and distributions to owners			
Dividends: Equity capital	-	(3,000,000)	(3,000,000)
Total transactions with owners	-	(3,000,000)	(3,000,000)
At 1 May 2022	1,222	12,699,845	12,701,067
Comprehensive Income for the year			
Profit for the year	-	1,862,738	1,862,738
Total Comprehensive Income for the year	-	1,862,738	1,862,738
At 30 April 2023	1,222	14,562,583	14,563,805

The notes on pages 12 to 27 form part of these financial statements.

SALAMANDER PUMPED SHOWER SYSTEMS LTD

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 APRIL 2023

1. General information

Salamander Pumped Shower Systems Ltd is a private company limited by shares, registered in England and Wales and domiciled in England. The registered office can be found on the Company information page.

The financial statements are prepared in Sterling, which is considered to be the functional currency of the Company, and are rounded to the nearest £1.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared under the historical cost convention unless otherwise specified within these accounting policies and in accordance with Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and the Republic of Ireland and the Companies Act 2006.

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

Financial Reporting Standard 102 - Disclosure Exemptions

A qualifying entity may take advantage of the following disclosure exemptions:

- (a) The requirements of Section 4 Statement of Financial Position paragraph 4.12(a)(iv).
- (b) The requirements of Section 7 Statement of Cash Flows and Section 3 Financial Statement Presentation paragraph 3.17(d).
- (c) The requirements of Section 11 paragraphs 11.39 to 11.48A and Section 12 paragraphs 12.26 to 12.29A providing the equivalent disclosures required by this FRS are included in the consolidated financial statements of the group in which the entity is consolidated.
- (d) The requirement of Section 33 Related Party Disclosures paragraph 33.7.

The following principal accounting policies have been applied:

2.2 Going concern

The financial statements have been prepared on a going concern basis. The Company's forecasts and projections, taking account of reasonably possible changes in trading performance, show that the Company should be able to manage business risk successfully. After making enquiries and considering the potential future impact of rising interest rates, inflation, energy costs, and costs generally across the wider economy, the Directors have a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future. The Directors therefore continue to adopt the going concern basis in preparing the financial statements.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 APRIL 2023**

2. Accounting policies (continued)**2.3 Turnover**

Revenue 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. Revenue is measured as the fair value of the consideration received or receivable, excluding discounts, rebates, value added tax and other sales taxes. The following criteria must also be met before revenue is recognised:

Sale of goods

Revenue from the sale of goods is recognised when all of the following conditions are satisfied:

- 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.

2.4 Tangible fixed assets

Tangible fixed assets are stated at cost less depreciation.

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

Depreciation is provided on the following basis:

Long-term leasehold property	- 20% Straight line
Plant & machinery	- 16.6% Straight line
Office equipment	- 25% Straight line
Computer equipment	- 25% Straight line

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.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in the statement of comprehensive income.

The Tangible Assets have been assessed for impairment in the year. In assessing whether there have been any indicators of impairment, the directors have considered both external and internal sources of information. Material impairments have not been identified during the current financial period in respect of the Tangible Assets.

2.5 Operating leases: Lessee

Rentals paid under operating leases are charged to the Statement of Comprehensive Income on a straight-line basis over the lease term.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 APRIL 2023**

2. Accounting policies (continued)

2.6 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 is based on the cost of purchase on a first in, first out basis. Work in progress and finished goods include labour and attributable overheads.

At each Balance Sheet date, stocks are assessed for impairment. If stock is impaired, the carrying amount is reduced to its selling price less costs to complete and sell. The impairment loss is recognised immediately in the Statement of Comprehensive Income.

2.7 Debtors

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

2.8 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. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

2.9 Financial instruments

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

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

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

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

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 APRIL 2023**

2. Accounting policies (continued)

2.9 Financial instruments (continued)

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

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

2.10 Creditors

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

2.11 Government grants

Grants are accounted under the accruals model as permitted by FRS 102. Grants relating to expenditure on tangible fixed assets are credited to the Statement of Comprehensive Income at the same rate as the depreciation on the assets to which the grant relates. The deferred element of grants is included in creditors as deferred income.

Grants of a revenue nature are recognised in the Statement of Comprehensive Income in the same period as the related expenditure.

2.12 Foreign currency translation

Functional and presentation currency

The Company's functional and presentational currency is GBP.

Transactions and balances

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

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

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

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

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 APRIL 2023**

2. Accounting policies (continued)

2.13 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 at an annual general meeting.

2.14 Pensions

Defined contribution pension plan

The Company operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the Company pays fixed contributions into a separate entity. Once the contributions have been paid the Company has no further payment obligations.

The contributions are recognised as an expense in the Statement of Comprehensive Income when they fall due. Amounts not paid are shown in accruals as a liability in the Balance Sheet. The assets of the plan are held separately from the Company in independently administered funds.

2.15 Interest income

Interest income is recognised in the Statement of Comprehensive Income using the effective interest method.

2.16 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 Statement of Comprehensive Income 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.

SALAMANDER PUMPED SHOWER SYSTEMS LTD

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 APRIL 2023**

2. Accounting policies (continued)**2.17 Current and deferred taxation**

The tax expense for the year comprises current and deferred tax. Tax is recognised in the Statement of Comprehensive Income except that a charge attributable to an item of income and expense recognised as other comprehensive income or to an item recognised directly in equity is also recognised in other comprehensive income or directly in equity respectively.

The current income tax charge is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the Balance Sheet date in the countries where the Company operates and generates income.

Deferred tax balances are recognised in respect of all timing differences that have originated but not reversed by the Balance Sheet, except that:

- The recognition of deferred tax assets is limited to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits; and
- Any deferred tax balances are reversed if and when all conditions for retaining associated tax allowances have been met.

Deferred tax balances are not recognised in respect of permanent differences except in respect of business combinations, when deferred tax is recognised on the differences between the fair values of assets acquired and the future tax deductions available for them and the differences between the fair values of liabilities acquired and the amount that will be assessed for tax. Deferred tax is determined using tax rates and laws that have been enacted or substantively enacted by the Balance Sheet date.

2.18 Research and development

In the research phase of an internal project it is not possible to demonstrate that the project will generate future economic benefits and hence all expenditure on research shall be recognised as an expense when it is incurred. Intangible assets are recognised from the development phase of a project if and only if certain specific criteria are met in order to demonstrate the asset will generate probable future economic benefits and that its cost can be reliably measured. The capitalised development costs are subsequently amortised on a straight-line basis over their useful economic lives, which range from 3 to 6 years.

If it is not possible to distinguish between the research phase and the development phase of an internal project, the expenditure is treated as if it were all incurred in the research phase only.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 APRIL 2023**

3. Judgements in applying accounting policies and key sources of estimation uncertainty

In the application of the Company's accounting policies, which are described in note 2, management is required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The key sources of estimation uncertainty that have a significant effect on the amounts recognised in the financial statements are described below.

Property, Plant and Equipment

Property, plant and equipment are depreciated over their useful life taking into account, where appropriate, residual values. Assessment of useful lives and residual values are performed annually, taking into account factors such as technological innovation, maintenance programmes, market information and management considerations. In assessing the residual values, the remaining life of the asset, its projected disposal value and future market conditions are taken into account. Details on property, plant and equipment can be found in note 13.

Warranty Provision

Provision is made to cover the anticipated costs of reliability guarantees on products sold in the year under review and in respect of prior year sales failing within the warranty period of between two and five years dependent on product purchased.

Bad Debt Provision

Provision is made against debts where it is uncertain as to whether they are recoverable.

Stock Provision

Provision is made against stocks that have become obsolete, or the cost is above net realisable value.

Rebates Accrual

Expected amounts payable with regards to customer rebates are accrued for in the year.

Dilapidation provision

Provision is made against future dilapidations cost based on the best estimates of the Directors.

4. Analysis of turnover

A geographical analysis of turnover has not been given because the Directors consider that such disclosures would be prejudicial to the interests of the Company.

SALAMANDER PUMPED SHOWER SYSTEMS LTD

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 APRIL 2023**

5. Other operating income

	2023	2022
	£	£
CJRS - Furlough scheme grant	-	1,079
	<u>-</u>	<u>1,079</u>

6. Operating profit

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

	2023	2022
	£	£
Research & development charged as an expense	228,352	374,111
Exchange differences	39,627	(32,786)
Depreciation of tangible fixed assets	117,908	123,663
Operating lease rentals: Other	130,094	98,155
Operating lease rentals: Land & Buildings	7,415	80,000
Defined contribution pension cost	98,872	107,595
	<u>98,872</u>	<u>107,595</u>

7. Auditors' remuneration

During the year, the Company obtained the following services from the Company's auditors:

	2023	2022
	£	£
Fees payable to the Company's auditors for the audit of the Company's financial statements	20,000	20,000

The Company has taken advantage of the exemption not to disclose amounts paid for non-audit services as these are disclosed in the consolidated accounts of the parent Company.

SALAMANDER PUMPED SHOWER SYSTEMS LTD

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 APRIL 2023**

8. Employees

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

	2023 £	2022 £
Wages and salaries	2,441,851	2,330,265
Social security costs	242,168	267,160
Cost of defined contribution scheme	98,872	107,595
	<u>2,782,891</u>	<u>2,705,020</u>

The average monthly number of employees, including the Directors, during the year was as follows:

	2023 No.	2022 No.
Production	33	41
Administration	30	24
Sales	10	12
	<u>73</u>	<u>77</u>

9. Directors' remuneration

	2023 £	2022 £
Directors' emoluments	465,519	397,923
Company contributions to defined contribution pension schemes	25,249	23,069
	<u>490,768</u>	<u>420,992</u>

During the year retirement benefits accrued to 4 Directors (2022: 4) in respect of defined contribution pension schemes.

The highest paid director received remuneration of £125,265 (2022: £157,029).

Some directors are remunerated in other group entities due their role here being inconsequential to the group.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 APRIL 2023**

10. Interest receivable and similar income

	2023 £	2022 £
Other interest receivable	26,117	2,790
	<u>26,117</u>	<u>2,790</u>

11. Taxation

	2023 £	2022 £
Corporation tax		
Current tax on profits for the year	132,792	211,616
Adjustments in respect of previous periods	-	(22,177)
Total current tax	<u>132,792</u>	<u>189,439</u>
Deferred tax		
Origination and reversal of timing differences	5,791	7,922
Adjustment in respect of prior periods	-	25,643
Effect of tax rate change on opening balance	-	6,322
Total deferred tax	<u>5,791</u>	<u>39,887</u>
Taxation on profit on ordinary activities	<u><u>138,583</u></u>	<u><u>229,326</u></u>

SALAMANDER PUMPED SHOWER SYSTEMS LTD

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 APRIL 2023**

11. Taxation (continued)**Factors affecting tax charge for the year**

The tax assessed for the year is lower than (2022 - lower than) the standard rate of corporation tax in the UK of 19.49% (2022 - 19%). The differences are explained below:

	2023 £	2022 £
Profit on ordinary activities before tax	2,001,321	1,288,328
Profit on ordinary activities multiplied by standard rate of corporation tax in the UK of 19.49% (2022 - 19%)	390,121	244,782
Effects of:		
Fixed asset differences	(6,215)	(6,548)
Expenses not deductible for tax purposes	-	322
Adjustments to tax charge in respect of prior periods	-	(22,177)
Adjustments to tax charge in respect of prior periods - deferred tax	-	25,643
Remeasurement of deferred tax for changes in tax rates	1,276	8,223
Non-taxable income for tax purposes	(131,023)	-
Additional deduction for R&D expenditure	(115,576)	-
Group relief surrendered/(claimed)	-	(20,919)
Total tax charge for the year	138,583	229,326

12. Dividends

	2023 £	2022 £
Dividends paid	-	3,000,000
	-	3,000,000

SALAMANDER PUMPED SHOWER SYSTEMS LTD

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 APRIL 2023**

13. Tangible fixed assets

	Plant & machinery £	L/Term Leasehold Property £	Office equipment £	Computer equipment £	Total £
Cost or valuation					
At 1 May 2022	1,409,127	80,664	106,553	349,189	1,945,533
Additions	115,171	21,646	1,605	13,388	151,810
Disposals	(495,316)	-	(27,696)	(4,866)	(527,878)
At 30 April 2023	1,028,982	102,310	80,462	357,711	1,569,465
Depreciation					
At 1 May 2022	1,182,419	80,664	106,553	330,879	1,700,515
Charge for the year on owned assets	108,593	69	67	9,179	117,908
Disposals	(495,316)	-	(27,696)	(4,866)	(527,878)
At 30 April 2023	795,696	80,733	78,924	335,192	1,290,545
Net book value					
At 30 April 2023	233,286	21,577	1,538	22,519	278,920
At 30 April 2022	226,708	-	-	18,310	245,018

14. Stocks

	2023 £	2022 £
Raw materials and consumables	1,747,693	2,468,785
Finished goods and goods for resale	315,442	397,789
	2,063,135	2,866,574

Stock recognised in cost of sales during the year as an expense was £6,206,190 (2022: £5,802,111).

SALAMANDER PUMPED SHOWER SYSTEMS LTD

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 APRIL 2023**

15. Debtors

	2023	2022
	£	£
Trade debtors	2,706,176	1,817,320
Amounts owed by group undertakings	8,357,636	8,038,495
Other debtors	20,462	5,979
Prepayments and accrued income	395,615	252,943
	<u>11,479,889</u>	<u>10,114,737</u>

Amounts owed by group are interest free and have no formal repayment terms.

16. Cash and cash equivalents

	2023	2022
	£	£
Cash at bank and in hand	3,980,976	3,212,229
	<u>3,980,976</u>	<u>3,212,229</u>

17. Creditors: Amounts falling due within one year

	2023	2022
	£	£
Trade creditors	1,469,394	1,847,171
Amounts owed to group undertakings	1,110	269,825
Corporation tax	-	308,425
Other taxation and social security	506,983	86,107
Other creditors	2,411	16,508
Accruals and deferred income	1,063,818	1,019,847
	<u>3,043,716</u>	<u>3,547,883</u>

Amounts owed to group are interest free and have no formal repayment terms.

SALAMANDER PUMPED SHOWER SYSTEMS LTD

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 APRIL 2023**

18. Financial instruments

	2023 £	2022 £
Financial assets		
Financial assets measured at fair value through the Statement of Comprehensive Income	3,980,976	3,212,229
Financial assets that are debt instruments measured at amortised cost	11,479,889	9,970,409
	<u>15,460,865</u>	<u>13,182,638</u>
Financial liabilities		
Financial liabilities measured at amortised cost	<u>(3,043,715)</u>	<u>(3,147,656)</u>
Financial assets measured at fair value through the Statement of Comprehensive Income comprise cash at bank and in hand.		
Financial assets measured at amortised cost comprise trade debtors, monies due from group undertakings, prepayments and accrued income and other debtors.		
Financial liabilities measured at amortised cost comprise trade creditors, monies due to group undertakings, other creditors and accruals and deferred income.		

19. Deferred tax liability

	2023 £	2022 £
At beginning of the year	(34,264)	5,623
Charged to the Statement of Comprehensive Income	(5,791)	(39,887)
At end of the year	<u>(40,055)</u>	<u>(34,264)</u>
The deferred tax liability is made up as follows:		
	2023 £	2022 £
Fixed asset timing differences	(44,669)	(36,593)
Short term timing differences	4,614	2,329
	<u>(40,055)</u>	<u>(34,264)</u>

SALAMANDER PUMPED SHOWER SYSTEMS LTD

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 APRIL 2023**

20. Provisions

	Warranty Provision £
At 1 May 2022	155,344
At 30 April 2023	<u>155,344</u>

Warranty Provision

Provision is made to cover the anticipated costs of reliability guarantees on products sold in the year under review and in respect of prior year sales failing within the warranty period of between two and five years dependent on product purchased.

21. Share capital

	2023 £	2022 £
Allotted, called up and fully paid		
2,444 (2022 - 2,444) Ordinary shares of £0.50 each	<u>1,222</u>	<u>1,222</u>

22. Reserves**Profit & loss account**

Includes all current and prior period profits and losses.

23. Pension commitments

The Company is a member of the Davidson Group Personal Pension Plan. The assets of the scheme are independently managed and controlled by the pension administrator, Scottish Widows. The Company's pension cost was £98,872 for the year (2022: £107,595). The Company's pension creditor outstanding at the year end amounted to £2,411 (2022: £16,508).

SALAMANDER PUMPED SHOWER SYSTEMS LTD

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 APRIL 2023**

24. Commitments under operating leases

At 30 April 2023 the Company had future minimum lease payments due under non-cancellable operating leases for each of the following periods:

	2023 £	2022 £
Land and Buildings		
Not later than 1 year	80,000	80,000
Later than 1 year and not later than 5 years	240,000	320,000
	<u>320,000</u>	<u>400,000</u>
	2023 £	2022 £
Other		
Not later than 1 year	135,085	87,854
Later than 1 year and not later than 5 years	127,740	86,004
	<u>262,825</u>	<u>173,858</u>

25. Related party transactions

As a qualifying entity under FRS 102 the entity is able to take advantage of the disclosure exemption under the requirement of Section 33 Related Party Disclosures paragraph 33.7.

26. Post balance sheet events

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

27. Ultimate parent undertaking and controlling party

Davidson Holdings Limited, a company incorporated in England & Wales, is the ultimate parent company by virtue of its 100% holding of the ordinary share capital. There is no ultimate controlling party of Davidson Holdings Limited.

The consolidated accounts of Davidson Holdings Limited can be obtained from:

Unit 1 Woodley Park Estate
59-69 Reading Road
Woodley
Reading
Berkshire
RG5 3AN