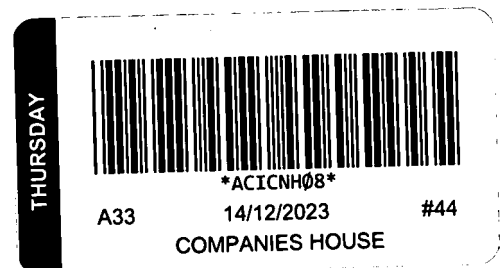


AVON GROUP MANUFACTURING (HOLDINGS) LIMITED

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023



AVON GROUP MANUFACTURING (HOLDINGS) LIMITED

COMPANY INFORMATION

Directors	M A Rushin A R Patel (resigned 27 October 2023) M J Lewis K Harrop S A Thomas
Company secretary	A R Patel (resigned 26 October 2023) L Kozel (appointed 09 November 2023)
Registered number	03006740
Registered office	The Avon Building Units 137-145 South Liberty Lane Bedminster Bristol Avon BS3 2TL
Independent auditors	Bishop Fleming LLP Chartered Accountants & Statutory Auditors 10 Temple Back Bristol BS1 6FL
Bankers	Barclays Bank Plc Bridgwater House Finzels Reach Counterslip Bristol BS1 6BX
Solicitors	Star Legal 11 Great George Street Clifton Bristol BS1 5RR

AVON GROUP MANUFACTURING (HOLDINGS) LIMITED

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AVON GROUP MANUFACTURING (HOLDINGS) LIMITED

GROUP STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2023

Introduction

The directors present their strategic report for the year ending 31 March 2023.

The principal activity of the group is during the year was that of a holding company of an engineering Sealing Solutions business.

Mission Statement – The Avon Way

"To satisfy our customers with a product that they need, when they need it, at a price that enables us both to remain competitive and at the forefront of our respective disciplines, thus allowing us to re-invest in people and technology.

Furthermore to be regarded by all staff, customers, suppliers and competitors as a quality manufacturer. A business with a reputation of on time, complete with first class standards."

Fair review of the business

Notwithstanding the current impact of persistent high inflation and semi-conductor shortages on the world economy, the directors are pleased to report the continuation of the trend of another good performance.

The directors have continued to invest in capital investment projects, to ensure that the business is best placed to maximise business opportunities and to exceed customers' expectations on service and quality.

The group continuously strives to be as cost efficient as possible in a market which remains highly competitive.

The Financial Year 22/23 has seen the development of a robust new customer sales pipeline which has the potential to provide growth opportunities for the future.

The group remains focussed on strong cash management to ensure the business is optimally placed to maximise any potential market growth opportunities.

Results and key performance indicators

The directors and senior managers maintain a policy of regular review and tight control of the business using key performance indicators which include all key financial and non-financial measures.

With a very strong underpinning of cash control, benchmarking and analysis of all key budgetary data including monitoring of potential environmental impacts, the company ensures a clear and fundamental understanding of its business at all stages of the year.

AVON GROUP MANUFACTURING (HOLDINGS) LIMITED

GROUP STRATEGIC REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

Principal risks and uncertainties

The group operates in a challenging, global environment which has a range of risks and uncertainties. Some of these are highlighted below:

Foreign Exchange risk

A small proportion of the group's turnover is denominated in currencies other than sterling; The group limits its exposure to exchange rate fluctuations through spot rate deals, through the parent company.

Credit risk

The group has implemented policies that require appropriate credit checks on potential customers before sales are made. The amount of exposure to any individual company is subject to a limit, which is regularly reviewed by senior management.

Liquidity Risk

It is the group's policy to negotiate settlement terms with suppliers at the outset of any transaction and to make a payment to suppliers in accordance with such terms provided the supplier performs in accordance with their agreed obligations.

Market Risk

Market share demands the need to provide a competitive edge with both new and existing customers. This makes maintaining product margins a constant challenge.

The combined crises of Russia's invasion of Ukraine and continued supply chain issues surrounding the supply of semiconductors to our customers, against the background of persistently high levels of inflation and rising interest rates, continue to make the prediction of the return of pre-covid customer demand levels difficult to forecast.

Raw material price increases from supply and demand issues linked to real or temporary shortages can adversely impact margins if their effects cannot be mitigated through efficiencies or passed on through price increases to the customers.

These risks are mitigated in the short term through a monthly review of the financial trading performance of the business and supply change factors compared to budget and forecast.

Long-term Investment

Significant investment programmes are required to keep machines and processes both modern and competitive. Not to do so would impact the efficiency and effectiveness of business operations and ultimately market share.

Risk Management

Risk management is reviewed regularly by both directors and senior management.

Specific mitigation against principal risks include:

- The ability to minimize fluctuations with support from the group's banking facility.
- The Company, in line with the Group ethos, constantly strives to improve by investing in training and quality improvements.
- Liaising with key customers & suppliers on quality and performance improvement, the group ensures the next generation products, materials and capital equipment all possess world leading qualities.
- The group has several 'partnership' trading agreements with both customers and suppliers that allow for material price fluctuations and exchange rate movements to be passed on seamlessly.
- In its trading history, the group has proved itself in maintaining long term relationships with critical suppliers. Operating within a constantly changing business environment, however, alternative sources of the supply of material and services need to be regularly reviewed ensuring the company has plans in place to meet any possible breakdowns in supply from key suppliers.
- With its strong environmental awareness, the group has striven to reduce wastage, and its carbon footprint. With its ethos of maximising recycling this focus has helped in delivering a more sustainable manufacturing model.

Equal Opportunities Statement

The group is committed to an active Equal Opportunities Policy, from recruitment and selection, through training and development, appraisal and promotion.

It is our policy to promote an environment free from discrimination, harassment and victimization, where everyone will receive equal treatment, regardless of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

Environmental & Site Risk Policy Statement

The directors of the group believe that the effective management of environmental issues is essential to the on-going success of the business. All functions contribute to the group's environmental performance; consequently, this policy applies equally throughout the group. The directors of the group recognize that they are ultimately responsible for environmental performance and compliance.

To ensure that the group's objectives are achieved, environmental management systems are employed at each operational site and wherever appropriate in other business functions. The scope and detail of these systems must be appropriate to the risk identified during environmental and site risk assessments. Operating procedures and controls will be developed and implemented to reduce risks to an acceptable level. An audit and inspection programme are used to monitor standards of environmental and site risk management, and adherence to the law, company standards and site procedures.

Each employee, and others working on our sites, has a responsibility to carry out their tasks giving due regard to any environmental implications. The group will provide sufficient training, information, and guidance to enable employees and others to work in accordance with this policy.

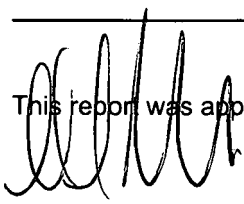
Section 172 Statement

Each Director of the Company and Group has taken steps to act in the way they consider, in good faith, would most be likely to promote the success of the Company and Group for the benefit of the members as a whole, and in doing so have regard (amongst other matters) to the below factors:

- The likely consequences of any decision in the long term. The Board has made principal decisions impacting the future of the Company and Group in line with the long-term strategic objectives of the ultimate parent company, Avon Group Manufacturing (Holdings) Limited. The key strategic decision made in the year was to invest in a further trading entity, Antivibe (Hull) Limited, as well as the continued investment in our current entities.
- The interests of the Group's employees. Directors have considered employee interests when making all principal decision. Quarterly business communications are made by the Directors to the whole organisation through the Group "Insights" Magazine with sections on each individual entity and the overall Group performance.
- The need to foster the Group's business relationships with suppliers, customers and others. We have established strategic relationships with our key customers and suppliers, with regular business meetings held with Senior Management.
- The impact of the Group's operations on the community and the environment. The business makes regular monthly donation to Children's Hospice South West alongside other ad hoc charitable donations and supports employee led fundraising campaigns. Energy usage is a key focus for the business to reduce its environmental impact and the Group has invested in several schemes to continue to reduce CO2 emissions.
- The desirability of the Group maintaining a reputation for high standards of business conduct.
- The need to act fairly between members of the Group.

AVON GROUP MANUFACTURING (HOLDINGS) LIMITED

**GROUP STRATEGIC REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023**

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

M A Rushin
Director

Date: 14/12/23

AVON GROUP MANUFACTURING (HOLDINGS) LIMITED

DIRECTORS' REPORT FOR THE YEAR ENDED 31 MARCH 2023

The directors present their report and the financial statements for the year ended 31 March 2023.

Directors' responsibilities statement

The directors are responsible for preparing the Group strategic report, the Directors' report and the consolidated 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 the Group and of the profit or loss of the Group for that period.

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

- select suitable accounting policies for the Group's financial statements and then apply them consistently;
- make judgments 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 Group 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 the Group 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 the Group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Principal activity

The principal activity of the Group during the year was that of a holding company of an engineering Sealing Solutions business.

Results and dividends

The profit for the year, after taxation, amounted to £798,328 (2022: £2,189,932).

Dividend Declared for the Year £407,546, (2022: £1,024,713).

Directors

The directors who served during the year were:

M A Rushin
A R Patel (resigned 27 October 2023)
M J Lewis
K Harrop
S A Thomas

Political Donations

The company and group made no political donations nor incurred any political expenditure during the year (2022: £NIL).

AVON GROUP MANUFACTURING (HOLDINGS) LIMITED

DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

Sustainable purchasing and payments to suppliers statement

Sustainable purchasing is the application of sustainable development principles to procurements and is a key activity in helping us to ensure that we provide for future generations of individuals and industry.

We ask that all our suppliers and sub-contractors guarantee to

- Purchase under the local applicable legislation,
- Refrain from resorting to and forced, mandatory or child labour, either directly or indirectly.

In addition to this our suppliers and sub-contractors are expected to provide their employees with the best possible conditions of health and safety, and to observe all applicable health and safety rules while visiting our sites.

Streamlined Energy and Carbon Reporting (SECR)

The Regulations

The Group's energy usage and associated greenhouse gas (GHG) emissions are reported pursuant to the Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018 ("the 2018 Regulations") that came into force on 01 April 2019.

Company Information

Avon Group Manufacturing (Holdings) Limited is a company registered in England and Wales (Company number 03006740) whose registered office is at The Avon Building, Units 137-145, South Liberty Lane, Bedminster, Bristol, BS3 2TL. The company is the highest entity of the Group.

Organisational Boundary

An operational control boundary is applied to define the reported greenhouse gas (GHG) emissions. All companies within the Group fall within this boundary, meaning all of the emissions related to Scope 1, Scope 2 and Scope 3 (business travel in employee-owned or rental vehicles) have been included for these subsidiary entities.

Reporting Period

The Group's annual reporting period is 01 April to 31 March each year and the reported energy and GHG emissions have been aligned to this period.

Reporting Methodology and Quantification

This report has followed the 2019 UK Government Environmental Reporting Guidelines and the GHG Protocol Corporate Accounting and Reporting Standard (revised edition) in its preparation. The 2022 greenhouse gas reporting conversion factors have been used for the most recent financial year whilst all previous years use the relevant factors for the stated period.

Grid electricity and natural gas use was primarily compiled from supplier invoices, half-hourly data and Climate Change Agreements, with estimates based on last year's use where no data has been available. Diesel and petrol consumption was primarily compiled from fuel card data but estimates have been used for a limited number of drivers. On site renewable solar photovoltaic electricity is included within scope 2 and excludes exported energy, which is deemed to be 50%. Limited estimations have been used in relation to LPG and burning oil use, which are based on the previous year's use. Gross calorific values were used for the conversion of fuel emissions.

This report has been prepared by Caladen Consulting Limited, who have provided external assurance and verification.

Under the 2018 Regulations, the Group's emissions are categorised as either mandatory or voluntary. These are further broken down into three scopes:

- Direct emissions from fuel combustion and facility operations (scope 1),
- Indirect emissions from purchased electricity or heat (scope 2),
- Additional indirect emissions resulting from the Group's activities, originating from sources not owned or controlled by the organisation (scope 3).

AVON GROUP MANUFACTURING (HOLDINGS) LIMITED

DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

Energy Consumption

The following energy consumption (reported in kWh) has been used to calculate the GHG emissions:

Energy Type	2019/2020	2020/2021	2021/2022	2022/2023
Mandatory requirements				
Natural gas	3,133,940	2,913,717	2,534,364	2,446,873
Purchased grid electricity	5,794,046	5,800,019	6,115,635	6,012,628
Transport fuels	1,383,892	865,129	1,066,351	840,012
Total energy (mandatory)	10,311,878	9,578,864	9,716,349	9,299,513
Voluntary requirements				
Burning oil	0	0	61,761	61,758
On-site renewable electricity (solar PV)	52,604	25,944	49,723	41,824
Total energy (voluntary)	52,604	25,944	111,484	103,582
Total energy (mandatory & voluntary)	10,364,482	9,604,808	9,827,834	9,403,094
Our total energy consumption has reduced by 4.3% compared to the previous year,				

Our total energy consumption has reduced by 4.3% compared to the previous year, and 9.3% since 2019/2020.

Greenhouse Gas Emissions

The following emissions are reported in tCO₂e and have been used to calculate our intensity ratios. Avon Group Manufacturing (Holdings) Limited have elected to voluntarily dual report utilising market-based location factors to demonstrate the carbon reduction achieved by using renewable electricity procurement and provide fuel transparency of our non-gaseous fuel use.

AVON GROUP MANUFACTURING (HOLDINGS) LIMITED

DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

Scope / Energy Type		2019/2020	2020/2021	2021/2022	2022/2023
Mandatory requirements					
Scope 1	Natural gas	576.2	535.7	464.2	446.7
	Transport	334.3	204.3	250.5	200.8
	Company owned vehicles				
Scope 2	Purchased grid electricity (location based)	1,481.00	1,352.20	1,298.50	1,162.70
Scope 3	Transport				
	Employee-owned vehicles	0	0.4	0	0
Total gross emissions (mandatory)		2,391.50	2,092.70	2,013.30	1,810.10
tCO₂e per £m of turnover		41.05	39.85	34.88	30.24
Scope / Energy Type		2019/2020	2020/2021	2021/2022	2022/2023
Voluntary requirements					
Scope 1	Burning oil	0	0	15.2	15.2
	Natural gas	576.2	535.7	464.2	446.7
	On-site generated electricity (solar PV)	0	0	0	0
	Transport	334.3	204.3	250.5	200.8
	Company owned vehicles				
Scope 2	Purchased grid electricity (market based)	1,481.00	1,352.20	1,298.50	597.9
Scope 3	Transport				
	Employee-owned vehicles	0	0.4	0	0
Total gross emissions (voluntary)		2,391.50	2,092.60	2,028.40	1,260.60

Intensity Ratios

Due to the differing manufacturing processes undertaken, the Group measures emission performance as emissions (tCO₂e) per million pounds (£m) of turnover.

Compared to the previous financial year, our emissions against turnover fell by 13.3%.

A separate subsidiary and site level breakdown of emission performance based on production throughput is provided in the following table.

Group Subsidiary	Production Metric	2019/2020	2020/2021	2021/2022	2022/2023
A.E.R. Stafford Limited	Tonnes	0.515	0.587	0.522	0.424
Acoustaproducts Limited	N/A	N/A	N/A	N/A	N/A
Avon Engineered Rubber Limited	Millions of parts	69.05	60.097	50.17	44.209
Avon Group Manufacturing Limited	Millions of parts	6.905	7.286	7.483	7.489
Avon TSA Limited	Tonnes	0.606	1.398	0.571	1.03
Edgewest Plastics (UK) Limited	Millions of parts	N/A	24.963	19.16	16.549
Foam Techniques Limited	Millions of parts	3.844	2.502	3.813	3.053
P & D Manufacturing Limited	Millions of parts	28.71	21.431	18.444	15.679
Scandura Limited [1]	Millions of parts	N/A	9.267	8.452	14.247
[1] Includes Antivibe (Hull) Limited in most recent year					

AVON GROUP MANUFACTURING (HOLDINGS) LIMITED

DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

Energy Efficiency Actions

During the current financial year, the following energy efficiency actions have been undertaken:

- The Group has taken the decision to purchase 100% renewable electricity for all our sites. This change came into effect from October 2022 and is expected to reduce our market based emissions by more than 1,000 tCO₂e per year based on current levels on consumption.
- New manufacturing plant has been installed at three of our sites to replace older, less efficient machines and will contribute to continued emissions reductions.
- We've undertaken a number of projects to reduce the energy associated with the generation and distribution of compressed air, in particular reducing leaks and operating pressures.
- We continued our participation within the Climate Change Agreement scheme at four of our sites which have eligible processes.

Planning for the future

The directors continue to look to the future and long-term trends, analysis, customer's insights and data are used to facilitate informed decision making. To support this the company has a well-developed process for managing its strategic plans and to assess and develop plans to mitigate short-, medium- and long-term risks to the company.

Going Concern

The business activities, together with the factors likely to affect its future development, performance and position, are set out in the Strategic Report.

The business has assessed the projected cash flows for the 12-month period from date of authorisation of the financial statement and has carried out a review against this base case to determine the performance level from the breach of covenants. The base case takes into account the business' expectations of improved supply chain, optimisation of production to prioritise the highest margin products, along with expectations relating to prevailing economic conditions, along with inflationary pressures on material costs and environmental, social and Governance commitments. A stress test of the base models includes the impact of sustained reduction of sales volumes over a 12 month period.

The group forecasts sufficient funds to meet its liabilities as they fall due, without breaching any relevant covenants or the need for mitigating actions or new funding facility and considers the base scenario to be acceptable. Consequently, the directors consider the adequate resources exist for the business to continue operating on a going concern basis.

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 and the Group'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 and the Group's auditors are aware of that information.

Post balance sheet events

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

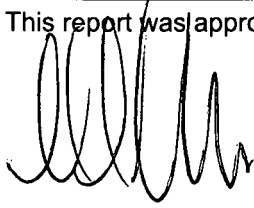
Auditors

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

AVON GROUP MANUFACTURING (HOLDINGS) LIMITED

**DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023**

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



M A Rushin
Director

Date: 14/12/23

The Avon Building
Units 137-145 South Liberty Lane
Bedminster
Bristol
Avon
BS3 2TL

AVON GROUP MANUFACTURING (HOLDINGS) LIMITED

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF AVON GROUP MANUFACTURING (HOLDINGS) LIMITED

Opinion

We have audited the financial statements of Avon Group Manufacturing (Holdings) Limited (the 'parent Company') and its subsidiaries (the 'Group') for the year ended 31 March 2023, which comprise the Consolidated statement of comprehensive income, the Consolidated Statement of Financial Position, the Company Statement of Financial Position, the Consolidated Statement of Cash Flows, the Consolidated Statement of Changes in Equity, the Company Statement of Changes in Equity and the related notes, 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 Financial Reporting Standard 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 Group's and of the parent Company's affairs as at 31 March 2023 and of the Group's 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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council'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 Group's or the parent 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.

AVON GROUP MANUFACTURING (HOLDINGS) LIMITED

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF AVON GROUP MANUFACTURING (HOLDINGS) LIMITED (CONTINUED)

Other information

The other information comprises the information included in the Annual Report other than the financial statements and our Auditors' report thereon. The directors are responsible for the other information contained within the Annual 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. 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.

Opinion 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 Group 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 Group 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 the light of the knowledge and understanding of the Group and the parent Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Group 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 by the parent Company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent Company 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 6, 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 Group's and the parent 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 Group or the parent Company or to cease operations, or have no realistic alternative but to do so.

AVON GROUP MANUFACTURING (HOLDINGS) LIMITED

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF AVON GROUP MANUFACTURING (HOLDINGS) LIMITED (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 Group 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:

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and noncompliance with laws and regulations, we have considered the following:

- The nature of the industry and sector, control environment and business performance;
- Results of our enquires of management and directors in relation to their own identification and assessment of the risks of irregularities within the Company; and
- any matters we identified having obtained and reviewed the Company's documentation of their policies and procedures relating to: identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of non-compliance; detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud; the internal controls established to mitigate risks of fraud or noncompliance with laws and regulations.

As a result of these procedures, we have considered the opportunities and incentives that may exist within the organisation for fraud and identified the highest areas of risk to be in relation to revenue recognition. In common with all audits under ISAs (UK) we are also required to perform specific procedures to respond to the risk of management override.

We have also obtained an understanding of the legal and regulatory frameworks that the company operates in, focusing on provisions of those laws and regulations that had a direct effect on the determination of material amounts and disclosures within the financial statements. The key laws and regulations we considered in this context included the UK Companies Act and UK tax legislation. In additions we considered provision of other laws and regulations that do not have a direct effect on the financial statements but compliance with may be fundamental for the Company's ability to operate or avoid a material penalty. These included health and safety regulations, employment legislation and data protection laws.

Our audit procedures performed to respond to the risks identified included, but were not limited to:

- Reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- Reviewing the financial statement disclosures and testing to supporting documentation to assess the recognition of revenue;
- Challenging assumptions and judgments made by management in their significant accounting estimates;
- Discussions with management, including consideration of known or suspected instances of non compliance with laws and regulation and fraud;
- Performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- Reviewing board minutes; and
- Identifying and testing journal entries, evaluating whether there was evidence of bias by the directors that represented a risk of material misstatement due to fraud.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

AVON GROUP MANUFACTURING (HOLDINGS) LIMITED

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF AVON GROUP MANUFACTURING
(HOLDINGS) LIMITED (CONTINUED)**

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from an error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it.

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 Auditors' report.

Use of our 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 Auditors' 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.



Ria Burrige FCCA (Senior statutory auditor)

for and on behalf of

Bishop Fleming LLP

Chartered Accountants

Statutory Auditors

10 Temple Back

Bristol

BS1 6FL

Date: 14/12/23

AVON GROUP MANUFACTURING (HOLDINGS) LIMITED

**CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 MARCH 2023**

	Note	2023 £	2022 £
Turnover	4	59,062,974	56,598,110
Cost of sales		(41,439,268)	(37,951,544)
Gross profit		17,623,706	18,646,566
Distribution costs		(1,802,063)	(2,268,685)
Administrative expenses		(14,188,669)	(13,727,444)
Exceptional administrative expenses		(192,163)	-
Other operating income		13,277	429,099
Operating profit	6	1,454,088	3,079,536
Interest receivable and similar income		5	5,832
Interest payable and similar expenses		(315,360)	(143,906)
Other finance income		244,932	80,671
Profit before taxation		1,383,665	3,022,133
Tax on profit	11	(585,337)	(832,201)
Profit for the financial year		798,328	2,189,932
Unrealised surplus on revaluation of tangible fixed assets		7,762,792	-
Other comprehensive income for the year		7,762,792	-
Total comprehensive income for the year		8,561,120	2,189,932
Profit for the year attributable to:			
Owners of the parent Company		798,328	2,189,932
		798,328	2,189,932
Total comprehensive income for the year attributable to:			
Owners of the parent Company		8,561,120	2,189,932
		8,561,120	2,189,932

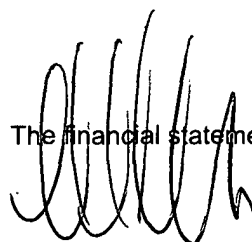
The notes on pages 24 to 48 form part of these financial statements.

AVON GROUP MANUFACTURING (HOLDINGS) LIMITED
REGISTERED NUMBER:03006740

CONSOLIDATED STATEMENT OF FINANCIAL POSITION
AS AT 31 MARCH 2023

	Note	2023 £	2022 £
Fixed assets			
Intangible assets	14	6,475,274	6,736,747
Tangible assets	15	26,213,282	19,649,900
Investment property	17	5,058,524	3,652,908
		<u>37,747,080</u>	<u>30,039,555</u>
Current assets			
Stocks		6,201,345	5,648,624
Debtors	19	12,870,514	13,744,900
Cash at bank and in hand	20	3,610,170	2,223,997
		<u>22,682,029</u>	<u>21,617,521</u>
Creditors: amounts falling due within one year	21	(22,676,566)	(23,673,563)
Net current assets/(liabilities)		<u>5,463</u>	<u>(2,056,042)</u>
Total assets less current liabilities		<u>37,752,543</u>	<u>27,983,513</u>
Creditors: amounts falling due after more than one year	22	(4,406,239)	(2,881,765)
Provisions for liabilities			
Deferred taxation	25	(1,151,366)	(1,060,384)
		<u>(1,151,366)</u>	<u>(1,060,384)</u>
Net assets		<u><u>32,194,938</u></u>	<u><u>24,041,364</u></u>
Capital and reserves			
Called up share capital	26	10,000	10,000
Share premium account	27	389,000	389,000
Revaluation reserve	27	8,061,725	298,933
Other reserves	27	(45,702)	(45,702)
Profit and loss account	27	23,779,915	23,389,133
		<u><u>32,194,938</u></u>	<u><u>24,041,364</u></u>

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



M A Rushin

Director

Date: 14/12/23

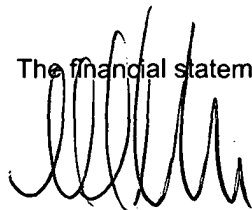
The notes on pages 24 to 48 form part of these financial statements.

AVON GROUP MANUFACTURING (HOLDINGS) LIMITED
REGISTERED NUMBER:03006740

COMPANY STATEMENT OF FINANCIAL POSITION
AS AT 31 MARCH 2023

	Note	2023 £	2022 £
Fixed assets			
Investments	16	29,502,786	29,502,786
		<u>29,502,786</u>	<u>29,502,786</u>
Current assets			
Debtors	19	2,341,329	3,592,937
Cash at bank and in hand	20	1,353,794	-
		<u>3,695,123</u>	<u>3,592,937</u>
Creditors: amounts falling due within one year	21	(28,085,224)	(29,274,255)
Net current liabilities		<u>(24,390,101)</u>	<u>(25,681,318)</u>
Total assets less current liabilities		<u>5,112,685</u>	<u>3,821,468</u>
Creditors: amounts falling due after more than one year	22	(4,327,451)	(2,881,767)
Net assets		<u><u>785,234</u></u>	<u><u>939,701</u></u>
Capital and reserves			
Called up share capital	26	10,000	10,000
Share premium account	27	389,000	389,000
Profit and loss account brought forward		540,701	1,137,231
Profit for the year		265,176	428,183
Other changes in the profit and loss account		(419,643)	(1,024,713)
		<u>386,234</u>	<u>540,701</u>
Profit and loss account carried forward		<u><u>785,234</u></u>	<u><u>939,701</u></u>

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



M A Rushin
Director

Date: 14/12/23

The notes on pages 24 to 48 form part of these financial statements.

**AVON GROUP MANUFACTURING (HOLDINGS)
LIMITED**

**CONSOLIDATED STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 MARCH 2023**

	Called up share capital £	Share premium account £	Revaluation reserve £	Other reserves £	Profit and loss account £	Total equity £
At 1 April 2021	10,000	389,000	298,933	(45,702)	22,223,914	22,876,145
Comprehensive income for the year						
Profit for the year	-	-	-	-	2,189,932	2,189,932
Dividends: Equity capital	-	-	-	-	(1,024,713)	(1,024,713)
At 1 April 2022	10,000	389,000	298,933	(45,702)	23,389,133	24,041,364
Comprehensive income for the year						
Profit for the year	-	-	-	-	798,328	798,328
Surplus on revaluation of other fixed assets	-	-	7,762,792	-	-	7,762,792
Dividends: Equity capital	-	-	-	-	(407,546)	(407,546)
At 31 March 2023	10,000	389,000	8,061,725	(45,702)	23,779,915	32,194,938

The notes on pages 24 to 48 form part of these financial statements.

AVON GROUP MANUFACTURING (HOLDINGS) LIMITED

**COMPANY STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 MARCH 2023**

	Called up share capital £	Share premium account £	Profit and loss account £	Total equity £
At 1 April 2021	10,000	389,000	1,137,231	1,536,231
Comprehensive income for the year				
Profit for the year	-	-	428,183	428,183
Dividends: Equity capital	-	-	(1,024,713)	(1,024,713)
At 1 April 2022	10,000	389,000	540,701	939,701
Comprehensive income for the year				
Profit for the year	-	-	265,176	265,176
Dividends: Equity capital	-	-	(419,643)	(419,643)
At 31 March 2023	10,000	389,000	386,234	785,234

The notes on pages 24 to 48 form part of these financial statements.

AVON GROUP MANUFACTURING (HOLDINGS) LIMITED

**CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2023**

	2023 £	2022 £
Cash flows from operating activities		
Profit for the financial year	798,328	2,189,932
Adjustments for:		
Amortisation of intangible assets	627,365	480,748
Depreciation of tangible assets	2,295,617	2,030,215
Gain on disposal of tangible assets	(177,687)	(77,391)
Interest paid	315,360	143,907
Interest received	(5)	(5,832)
Taxation charge	338,063	832,201
(Increase) in stocks	(418,541)	(687,314)
Decrease in debtors	1,061,552	2,904,087
Increase/(decrease) in creditors	1,033,169	(1,257,316)
Corporation tax (paid)	(1,192,962)	(562,705)
Foreign exchange	244,932	-
Net cash generated from operating activities	4,925,191	5,990,532
Cash flows from investing activities		
Purchase of intangible fixed assets	-	(1,377,062)
Purchase of tangible fixed assets	(1,812,258)	(4,494,302)
Sale of tangible fixed assets	355,374	135,766
Purchase of investment properties	(852,706)	(250,297)
Purchase of unlisted and other investments	(581,589)	(256,039)
Cash acquired on acquisition of subsidiary	95,261	-
Interest received	5	5,832
Income from investments	(244,932)	-
Net cash from investing activities	(3,040,845)	(6,236,102)

AVON GROUP MANUFACTURING (HOLDINGS) LIMITED

**CONSOLIDATED STATEMENT OF CASH FLOWS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023**

	2023 £	2022 £
Cash flows from financing activities		
New secured loans	2,700,000	2,341,765
Repayment of loans	(1,139,162)	-
Repayment of/new finance leases	(23,228)	23,228
Dividends paid	(407,546)	(1,024,713)
Interest paid	(315,360)	(143,907)
Net cash used in financing activities	814,704	1,196,373
Net increase in cash and cash equivalents	2,699,050	950,803
Cash and cash equivalents at beginning of year	870,177	(80,626)
Cash and cash equivalents at the end of year	3,569,227	870,177
Cash and cash equivalents at the end of year comprise:		
Cash at bank and in hand	3,610,170	2,223,997
Bank overdrafts	(40,943)	(1,353,820)
	3,569,227	870,177

The notes on pages 24 to 48 form part of these financial statements.

AVON GROUP MANUFACTURING (HOLDINGS) LIMITED

**CONSOLIDATED ANALYSIS OF NET DEBT
FOR THE YEAR ENDED 31 MARCH 2023**

	At 1 April 2022 £	Cash flows £	Acquisition and disposal of subsidiaries £	At 31 March 2023 £
Cash at bank and in hand	2,223,997	1,290,912	95,261	3,610,170
Bank overdrafts	(1,353,820)	1,312,877	-	(40,943)
Debt due after 1 year	(2,881,765)	(1,524,474)	-	(4,406,239)
Debt due within 1 year	(1,823,271)	469,884	187,166	(1,166,221)
Finance leases	(23,228)	23,228	-	-
	<u>(3,858,087)</u>	<u>1,572,427</u>	<u>282,427</u>	<u>(2,003,233)</u>

The notes on pages 24 to 48 form part of these financial statements.

AVON GROUP MANUFACTURING (HOLDINGS) LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

1. General information

The Company is incorporated and domiciled in England.

The address of its registered office is:

The Avon Building
Units 137 - 145 South Liberty Lane
Bedminster
Bristol
BS3 2TL

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 Group management to exercise judgment in applying the Group's accounting policies (see note 3).

The Company has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of comprehensive income in these financial statements.

The following principal accounting policies have been applied:

2.2 Basis of consolidation

The consolidated financial statements present the results of the Company and its own subsidiaries ("the Group") as if they form a single entity. Intercompany transactions and balances between group companies are therefore eliminated in full.

The consolidated financial statements incorporate the results of business combinations using the purchase method. In the Statement of financial position, the acquiree's identifiable assets, liabilities and contingent liabilities are initially recognised at their fair values at the acquisition date. The results of acquired operations are included in the Consolidated statement of comprehensive income from the date on which control is obtained. They are deconsolidated from the date control ceases.

In accordance with the transitional exemption available in FRS 102, the Group has chosen not to retrospectively apply the standard to business combinations that occurred before the date of transition to FRS 102, being

2.3 Going concern

The Group have updated their Strategic Plan to reflect reasonable scenarios as a result of the global economy, which have been reviewed by the directors. These demonstrate the Group is still forecast to generate profit and cash in the year ending 31 March 2024 and beyond and that the Company has sufficient cash reserves to enable the Group to meet its obligations as they fall due for a period of at least 12 months from the date of signing of these Financial Statements. The directors are therefore satisfied that the Group has adequate resources to continue to operate for the foreseeable future. For this reason they continue to adopt the going concern basis for preparing these Financial Statements.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

2. Accounting policies (continued)

2.4 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 profit or loss 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 Consolidated statement of comprehensive income within 'finance income or costs'. All other foreign exchange gains and losses are presented in profit or loss within 'other operating income'.

On consolidation, the results of overseas operations are translated into Sterling at rates approximating to those ruling when the transactions took place. All assets and liabilities of overseas operations are translated at the rate ruling at the reporting date. Exchange differences arising on translating the opening net assets at opening rate and the results of overseas operations at actual rate are recognised in other comprehensive income.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

2. Accounting policies (continued)

2.5 Revenue

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Group 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 Group has transferred the significant risks and rewards of ownership to the buyer;
- the Group 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 Group 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.

Rendering of services

Revenue from a contract to provide services is recognised in the period in which the services are provided in accordance with the stage of completion of the contract when all of the following conditions are satisfied:

- the amount of revenue can be measured reliably;
- it is probable that the Group will receive the consideration due under the contract;
- the stage of completion of the contract at the end of the reporting period can be measured reliably; and
- the costs incurred and the costs to complete the contract can be measured reliably.

2.6 Operating leases: the Group as lessee

Rentals paid under operating leases are charged to profit or loss on a straight-line basis over the lease term.

Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight-line basis over the lease term, unless another systematic basis is representative of the time pattern of the lessee's benefit from the use of the leased asset.

2.7 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 31 MARCH 2023**

2. Accounting policies (continued)

2.8 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 profit or loss 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 Consolidated statement of comprehensive income in the same period as the related expenditure.

2.9 Interest income

Interest income is recognised in profit or loss using the effective interest method.

2.10 Finance costs

Finance costs are charged to profit or loss over the term of the debt using the effective interest method so that the amount charged is at a constant rate on the carrying amount. Issue costs are initially recognised as a reduction in the proceeds of the associated capital instrument.

2.11 Borrowing costs

All borrowing costs are recognised in profit or loss in the year in which they are incurred.

2.12 Pensions

DEFINED CONTRIBUTION PENSION PLAN

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

The contributions are recognised as an expense in profit or loss when they fall due. Amounts not paid are shown in accruals as a liability in the Statement of financial position. The assets of the plan are held separately from the Group in independently administered funds.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

2. Accounting policies (continued)

2.13 Current and deferred taxation

The tax expense for the year comprises current and deferred tax. Tax is recognised in profit or loss 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 reporting date in the countries where the Company and the Group operate and generate income.

Deferred tax balances are recognised in respect of all timing differences that have originated but not reversed by the reporting date, 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;
- Any deferred tax balances are reversed if and when all conditions for retaining associated tax allowances have been met; and
- Where they relate to timing differences in respect of interests in subsidiaries, associates, branches and joint ventures and the Group can control the reversal of the timing differences and such reversal is not considered probable in the foreseeable future.

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 reporting date.

2.14 Exceptional items

Exceptional items are transactions that fall within the ordinary activities of the Group but are presented separately due to their size or incidence.

2.15 Intangible assets

GOODWILL

Goodwill represents the difference between amounts paid on the cost of a business combination and the acquirer's interest in the fair value of the Group's share of its identifiable assets and liabilities of the acquiree at the date of acquisition. Subsequent to initial recognition, goodwill is measured at cost less accumulated amortisation and accumulated impairment losses. Goodwill is amortised on a straight-line basis to the Consolidated statement of comprehensive income over its useful economic life.

OTHER INTANGIBLE ASSETS

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

All intangible assets are considered to have a finite useful life. If a reliable estimate of the useful life cannot be made, the useful life shall not exceed ten years.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

2. Accounting policies (continued)

2.16 Tangible fixed assets

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

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:

Freehold property	-	2% - 5% straight line on building only
Long-term leasehold property	-	5% straight line
Plant and machinery	-	10% - 25% straight line
Motor vehicles	-	25% straight line
Fixtures and fittings	-	25% straight line
Office equipment	-	25% straight line
Computer equipment	-	25% straight line
Other fixed assets	-	10% - 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 profit or loss.

2.17 Revaluation of tangible fixed assets

Individual freehold and leasehold properties are carried at current year value at fair value at the date of the revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses. Revaluations are undertaken with sufficient regularity to ensure the carrying amount does not differ materially from that which would be determined using fair value at the reporting date.

Fair values are determined from market based evidence normally undertaken by professionally qualified valuers.

Revaluation gains and losses are recognised in other comprehensive income unless losses exceed the previously recognised gains or reflect a clear consumption of economic benefits, in which case the excess losses are recognised in profit or loss.

2.18 Investment property

Investment property is carried at fair value determined annually by external valuers and derived from the current market rents and investment property yields for comparable real estate, adjusted if necessary for any difference in the nature, location or condition of the specific asset. No depreciation is provided. Changes in fair value are recognised in profit or loss.

2. Accounting policies (continued)

2.19 Valuation of investments

Investments in subsidiaries are measured at cost less accumulated impairment.

Investments in unlisted Group shares, whose market value can be reliably determined, are remeasured to market value at each reporting date. Gains and losses on remeasurement are recognised in the Consolidated statement of comprehensive income for the period. Where market value cannot be reliably determined, such investments are stated at historic cost less impairment.

Investments in listed company shares are remeasured to market value at each reporting date. Gains and losses on remeasurement are recognised in profit or loss for the period.

2.20 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 reporting 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 profit or loss.

2.21 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.

2.22 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.

In the Consolidated statement of cash flows, cash and cash equivalents are shown net of bank overdrafts that are repayable on demand and form an integral part of the Group's cash management.

2.23 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.

2.24 Provisions for liabilities

Provisions are made where an event has taken place that gives the Group 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 profit or loss in the year that the Group becomes aware of the obligation, and are measured at the best estimate at the reporting 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 Statement of financial position.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

2. Accounting policies (continued)

2.25 Financial instruments

The Group has elected to apply the provisions of Section 11 "Basic Financial Instruments" of FRS 102 to all of its financial instruments.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally 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.

2.26 Financial liabilities

Financial liabilities and equity are classified according to the substance of the financial instrument's contractual obligations, rather than the financial instrument's legal form.

Financial liabilities within the scope of IAS 39 are initially classified as financial liabilities at fair value through profit or loss, loans and borrowings, or as derivatives designated as hedging instruments in an effective hedge, as appropriate.

The Group determines the classification of its financial liabilities at initial recognition. All financial liabilities are recognised initially at fair value and in the case of loans and borrowings, plus directly attributable transaction costs.

Subsequently, the measurement of financial liabilities depends on their classification as follows:

Interest bearing loans and borrowings

Obligations for loans and borrowings are recognised when the Group becomes party to the related contracts and are measured initially at the fair value of consideration received less directly attributable transaction costs.

After initial recognition, interest bearing loans and borrowings are subsequently measured at amortised cost using the effective interest method.

Gains and losses arising on the repurchase, settlement or otherwise cancellation of liabilities are recognised respectively in finance revenue and finance cost.

2.27 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.

AVON GROUP MANUFACTURING (HOLDINGS) LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

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

The following are the critical judgements and key sources of estimation uncertainty that the Directors have made in the process of applying the Group's accounting policies and that have the most significant effect on the amounts recognised in the Financial Statements.

Impairment of non-financial assets

The Group acquires Goodwill during a business combination. These assets are primarily the assets subject to an impairment review. Goodwill is assessed at each reporting date whether there is an indication that the carrying amount of an asset may not be recoverable. If there is such an indication, the Group estimates the recoverable amount of the asset using the information available at that date. The recoverable amount of an asset is the higher of its fair value less costs to sell and its value in use. If the recoverable amount is less than its carrying amount, the carrying amount of an asset is impaired and it is reduced to its recoverable amount through an impairment in the profit or loss account.

4. Turnover

An analysis of turnover by class of business is as follows:

	2023 £	2022 £
Sale of goods	60,596,403	59,250,706
Intercompany	(1,533,429)	(2,652,596)
	<u>59,062,974</u>	<u>56,598,110</u>

Analysis of turnover by country of destination:

	2023 £	2022 £
United Kingdom	52,030,199	47,220,950
Rest of the world	7,032,775	9,377,160
	<u>59,062,974</u>	<u>56,598,110</u>

5. Other operating income

	2023 £	2022 £
Other operating income	13,277	429,099
	<u>13,277</u>	<u>429,099</u>

AVON GROUP MANUFACTURING (HOLDINGS) LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

6. Operating profit

The operating profit is stated after charging:

	2023 £	2022 £
Depreciation expense	2,172,865	2,030,215
Exchange differences	256,586	(33,612)
Other operating lease rentals	703,383	886,656
Amortisation expense	509,566	480,748

7. Auditors' remuneration

During the year, the Group obtained the following services from the Company's auditors and their associates:

	2023 £	2022 £
Fees payable to the Company's auditors and their associates for the audit of the consolidated and parent Company's financial statements	115,000	92,600

8. Employees

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

	Group 2023 £	Group 2022 £	Company 2023 £	Company 2022 £
Wages and salaries	15,254,893	14,204,392	677,245	732,417
Social security costs	898,055	883,936	-	-
Cost of defined contribution scheme	254,247	308,920	-	-
	<u>16,407,195</u>	<u>15,397,248</u>	<u>677,245</u>	<u>732,417</u>

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

	2023 No.	2022 No.
Employees	<u>529</u>	<u>548</u>

The Company has no employees other than the directors, who did not receive any remuneration (2022: £NIL)

AVON GROUP MANUFACTURING (HOLDINGS) LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

9. Interest receivable

	2023 £	2022 £
Other interest receivable	5	5,832
	<u>5</u>	<u>5,832</u>

10. Interest payable and similar expenses

	2023 £	2022 £
Bank interest payable	268,916	126,421
Other loan interest payable	109	-
Finance leases and hire purchase contracts	873	-
Other interest payable	45,462	17,485
	<u>315,360</u>	<u>143,906</u>

11. Taxation

	2023 £	2022 £
CORPORATION TAX		
Current tax on profits for the year	711,222	607,845
Adjustments in respect of previous periods	(147,316)	(56,387)
	<u>563,906</u>	<u>551,458</u>
TOTAL CURRENT TAX	<u>563,906</u>	<u>551,458</u>
DEFERRED TAX		
Origination and reversal of timing differences	21,431	280,743
TOTAL DEFERRED TAX	<u>21,431</u>	<u>280,743</u>
TAX ON PROFIT	<u>585,337</u>	<u>832,201</u>

AVON GROUP MANUFACTURING (HOLDINGS) LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

11. Taxation (continued)

Factors affecting tax charge for the year

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

	2023 £	2022 £
Profit on ordinary activities before tax	1,383,665	3,022,132
Profit on ordinary activities multiplied by standard rate of corporation tax in the UK of 19% (2022: 19%)	262,896	574,205
EFFECTS OF:		
Movements leading to an increase (decrease) in the tax charge	322,441	257,996
TOTAL TAX CHARGE FOR THE YEAR	585,337	832,201

Factors that may affect future tax charges

In October 2022, the government announced changes to the Corporation Tax rate from 1 April 2023, increasing the main rate of Corporation Tax to 25%.

12. Dividends

	2023 £	2022 £
Dividends	407,546	1,024,713
	407,546	1,024,713

13. Exceptional items

	2023 £	2022 £
Redundancy	46,602	-
Project Costs	145,561	-
	192,163	-

Exceptional costs are accumulated project costs in relation to the relocation of Antivibe (Hull) Limited.

AVON GROUP MANUFACTURING (HOLDINGS) LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

14. Intangible assets

Group

	Goodwill £
COST	
At 1 April 2022	9,625,439
On acquisition of subsidiary	365,892
	<hr/>
At 31 March 2023	9,991,331
	<hr/>
AMORTISATION	
At 1 April 2022	2,888,692
Charge for the year on owned assets	627,365
	<hr/>
At 31 March 2023	3,516,057
	<hr/>
NET BOOK VALUE	
At 31 March 2023	6,475,274
	<hr/> <hr/>
At 31 March 2022	6,736,747
	<hr/> <hr/>

AVON GROUP MANUFACTURING (HOLDINGS) LIMITED

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

15. Tangible fixed assets

Group

	Freehold property £	Long-term leasehold property £	Short-term leasehold property £	Plant and machinery £	Motor vehicles £
COST OR VALUATION					
At 1 April 2022	10,976,540	1,167,204	16,784	18,234,418	1,339,720
Additions	137,630	19,320	-	904,504	93,999
Acquisition of subsidiary	-	-	-	22,686	-
Disposals	-	(2,483)	-	(89,388)	(256,642)
Transfers	-	-	-	183,905	-
Revaluations	7,209,882	-	-	-	-
At 31 March 2023	18,324,052	1,184,041	16,784	19,256,125	1,177,077
DEPRECIATION					
At 1 April 2022	1,123,676	544,841	16,784	10,712,373	544,881
Charge for the year	204,936	110,872	-	1,178,624	251,389
Disposals	-	(263)	-	(79,502)	(92,179)
On revalued assets	153,632	-	-	(36,034)	-
At 31 March 2023	1,482,244	655,450	16,784	11,775,461	704,091
NET BOOK VALUE					
At 31 March 2023	16,841,808	528,591	-	7,480,664	472,986
At 31 March 2022	9,852,864	622,363	-	7,522,045	794,839

AVON GROUP MANUFACTURING (HOLDINGS) LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

15. Tangible fixed assets (continued)

	Fixtures and fittings £	Office equipment £	Other fixed assets £	Total £
COST OR VALUATION				
At 1 April 2022	724,194	1,717,334	215,192	34,391,386
Additions	4,505	387,460	256,700	1,804,118
Acquisition of subsidiary	-	-	-	22,686
Disposals	-	(3,430)	-	(351,943)
Transfers	-	-	(183,905)	-
Revaluations	-	-	-	7,209,882
At 31 March 2023	728,699	2,101,364	287,987	43,076,129
DEPRECIATION				
At 1 April 2022	588,864	1,210,067	-	14,741,486
Charge for the year	66,804	360,240	-	2,172,865
Disposals	-	(2,312)	-	(174,256)
On revalued assets	-	5,154	-	122,752
At 31 March 2023	655,668	1,573,149	-	16,862,847
NET BOOK VALUE				
At 31 March 2023	73,031	528,215	287,987	26,213,282
At 31 March 2022	135,330	507,267	215,192	19,649,900

Change in Accounting Policy

Directors have decided to apply a change to the existing tangible fixed assets accounting policy. As such the entire class of Land and Buildings in the group has changed from being held at historic cost less depreciation, to being held at fair value.

This change in accounting policy is a prospective application on the basis that there is sufficiently material uncertainty over the valuation of the Land and Buildings as at 31 March 2022, and therefore retrospective application is impracticable.

AVON GROUP MANUFACTURING (HOLDINGS) LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

15. Tangible fixed assets (continued)

The net book value of land and buildings may be further analysed as follows:

	2023 £	2022 £
Freehold	16,841,808	9,852,864
Long leasehold	528,591	622,363
	<u>17,370,399</u>	<u>10,475,227</u>

Company

	Plant and machinery £
COST OR VALUATION	
At 1 April 2022	14,834
At 31 March 2023	<u>14,834</u>
DEPRECIATION	
At 1 April 2022	14,834
At 31 March 2023	<u>14,834</u>
NET BOOK VALUE	
At 31 March 2023	<u>-</u>
At 31 March 2022	<u>-</u>

AVON GROUP MANUFACTURING (HOLDINGS) LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

16. Fixed asset investments

Company

	Investments in subsidiary companies £
COST OR VALUATION	
At 1 April 2022	29,502,786
At 31 March 2023	<u>29,502,786</u>

Subsidiary undertakings

The following were subsidiary undertakings of the Company:

Name	Registered office	Class of shares	Holding
Avon Group Manufacturing Limited	England	Ordinary	100%
P&D Manufacturing Limited	England	Ordinary	100%
P.P. Injection Moulds and Mouldings Limited	England	Ordinary	100%
Avon Engineered Rubber Limited	England	Ordinary	100%
A.E.R Stafford Limited	England	Ordinary	100%
Avon TSA Limited	England	Ordinary	100%
Foam Techniques Limited	England	Ordinary	100%
Park Hill Properties Investments Limited	England	Ordinary	100%
The Home of Foam Limited	England	Ordinary	100%
Edgewest Plastics (UK) Limited	England	Ordinary	100%
Scandura Limited	England	Ordinary	100%
Acousta Products Limited	England	Ordinary	100%
Antivibe (Hull) Limited	England	Ordinary	100%
Slatebond Limited	England	Ordinary	100%

AVON GROUP MANUFACTURING (HOLDINGS) LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

16. Fixed asset investments (continued)

Subsidiary undertakings (continued)

The aggregate of the share capital and reserves as at 31 March 2023 and the profit or loss for the year ended on that date for the subsidiary undertakings were as follows:

Name	Aggregate of share capital and reserves £	Profit/(Loss) £
Avon Group Manufacturing Limited	2,668,381	265,176
P&D Manufacturing Limited	2,980,220	16,925
P.P. Injection Moulds and Mouldings Limited	20,160	-
Avon Engineered Rubber Limited	6,338,380	(3,969)
A.E.R Stafford Limited	8,362,056	32,855
Avon TSA Limited	2,637,485	18,995
Foam Techniques Limited	8,944,701	822,650
Park Hill Properties Investments Limited	18,284,118	(23,744)
The Home of Foam Limited	2	-
Edgewest Plastics (UK) Limited	2,612,697	72,467
Scandura Limited	677,724	130,852
Acoustaproducts Limited	1,168,181	490,275
Antivibe (Hull) Limited	62,336	(153,167)
Slatebond Limited	58,908	-

17. Investment property

Group

	Freehold investment property £
VALUATION	
At 1 April 2022	3,652,908
Additions in year	852,706
Surplus on revaluation	552,910
AT 31 MARCH 2023	5,058,524

The 2023 valuations were made by Directors, on an open market value for existing use basis.

AVON GROUP MANUFACTURING (HOLDINGS) LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

18. Stocks

	Group 2023 £	Group 2022 £
Raw materials and consumables	3,550,424	2,991,249
Work in progress (goods to be sold)	271,461	438,608
Finished goods and goods for resale	2,379,460	2,218,767
	<u>6,201,345</u>	<u>5,648,624</u>

The difference between purchase price or production cost of stocks and their replacement cost is not material.

19. Debtors

	Group 2023 £	Group 2022 £	Company 2023 £	Company 2022 £
Trade debtors	11,564,925	11,665,054	-	1,975
Amounts owed by group undertakings	-	-	2,237,051	2,423,030
Other debtors	353,779	861,069	20,214	997,537
Prepayments and accrued income	951,810	1,370,293	83,416	169,979
Deferred taxation	-	-	648	416
Grants receivable	-	(151,516)	-	-
	<u>12,870,514</u>	<u>13,744,900</u>	<u>2,341,329</u>	<u>3,592,937</u>

20. Cash and cash equivalents

	Group 2023 £	Group 2022 £	Company 2023 £	Company 2022 £
Cash at bank and in hand	3,610,170	2,223,997	1,353,794	-
Less: bank overdrafts	(40,943)	(1,353,820)	-	(1,353,820)
	<u>3,569,227</u>	<u>870,177</u>	<u>1,353,794</u>	<u>(1,353,820)</u>

AVON GROUP MANUFACTURING (HOLDINGS) LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

21. Creditors: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group 2023 £	Group 2022 £	Company 2023 £	Company 2022 £
Bank overdrafts	40,943	1,353,820	-	1,353,820
Bank loans	1,161,364	1,125,000	1,125,000	1,125,000
Trade creditors	9,646,465	8,205,963	21,631	135,392
Amounts owed to group undertakings	-	-	26,784,185	26,610,636
Corporation tax	283,779	1,229,660	-	-
Other taxation and social security	1,369,014	1,402,382	122,997	31,882
Obligations under finance lease and hire purchase contracts	-	23,228	-	-
Other creditors	8,770,335	9,069,467	-	-
Accruals and deferred income	1,404,666	1,264,043	31,411	17,525
	22,676,566	23,673,563	28,085,224	29,274,255

22. Creditors: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	Group 2023 £	Group 2022 £	Company 2023 £	Company 2022 £
Bank loans	1,706,239	2,881,765	1,627,451	2,881,767
Other loans	2,700,000	-	2,700,000	-
	4,406,239	2,881,765	4,327,451	2,881,767

The bank facility held by Avon Group Manufacturing (Holdings) Limited has an unlimited guarantee in place.

AVON GROUP MANUFACTURING (HOLDINGS) LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

23. Loans

Analysis of the maturity of loans is given below:

	Group 2023 £	Group 2022 £	Company 2023 £	Company 2022 £
AMOUNTS FALLING DUE WITHIN ONE YEAR				
Bank loans	1,161,364	1,125,000	1,125,000	1,125,000
	<u>1,161,364</u>	<u>1,125,000</u>	<u>1,125,000</u>	<u>1,125,000</u>
AMOUNTS FALLING DUE 1-2 YEARS				
Bank loans	1,627,451	1,124,998	1,627,451	1,125,000
Other loans	2,700,000	-	2,700,000	-
	<u>4,327,451</u>	<u>1,124,998</u>	<u>4,327,451</u>	<u>1,125,000</u>
AMOUNTS FALLING DUE 2-5 YEARS				
Bank loans	78,788	1,756,767	-	1,756,767
	<u>78,788</u>	<u>1,756,767</u>	<u>-</u>	<u>1,756,767</u>
	<u>5,567,603</u>	<u>4,006,765</u>	<u>5,452,451</u>	<u>4,006,767</u>

24. Financial instruments

	Group 2023 £	Group 2022 £
FINANCIAL ASSETS		
Financial assets measured at fair value through profit or loss	3,610,170	2,223,997
	<u>3,610,170</u>	<u>2,223,997</u>

Financial assets measured at fair value through profit or loss comprise cash at bank and in hand.

AVON GROUP MANUFACTURING (HOLDINGS) LIMITED

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

25. Deferred taxation

Group

	2023 £
At beginning of year	(1,060,384)
Charged to profit or loss	(90,982)
AT END OF YEAR	(1,151,366)

Company

	2023 £
At beginning of year	416
Charged to profit or loss	232
AT END OF YEAR	648

	Group 2023 £	Group 2022 £	Company 2023 £	Company 2022 £
Accelerated capital allowances	(1,151,366)	(1,060,384)	648	416
	(1,151,366)	(1,060,384)	648	416

26. Share capital

	2023 £	2022 £
ALLOTTED, CALLED UP AND FULLY PAID		
10,000 (2022: 10,000) Ordinary Shares shares of £1.00 each	10,000	10,000

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

27. Reserves

Share premium account

This account records the amount above the nominal value received for shares sold, less transaction costs.

Revaluation reserve

This reserve relates to the cumulative net surplus on revaluations to market value of investment property.

Profit and loss account

This reserve records retained earnings and accumulated losses less amounts distributed to shareholders.

AVON GROUP MANUFACTURING (HOLDINGS) LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

28. Business combinations

On 8 April 2022, Scandura Limited completed the acquisition of 100% share capital and voting rights in Antivibe (Hull) Limited.

The fair value of the net assets acquired has been assessed and the goodwill arising on the acquisition has been recognised and will be amortised over 10 years. Transaction costs incurred on the acquisition are included in the calculation of goodwill only to the extent that they are material. The investment in the net assets of the subsidiary acquired has been included in the balance sheet at the fair value at the date of acquisition.

ACQUISITION OF Antivibe (Hull) Limited

RECOGNISED AMOUNTS OF IDENTIFIABLE ASSETS ACQUIRED AND LIABILITIES ASSUMED

	Book value £	Fair value adjustments £	Fair value £
FIXED ASSETS			
Tangible	14,576	-	14,576
	<u>14,576</u>	<u>-</u>	<u>14,576</u>
CURRENT ASSETS			
Stocks	134,180	-	134,180
Debtors	187,166	-	187,166
Cash at bank and in hand	95,261	-	95,261
TOTAL ASSETS	<u>431,183</u>	<u>-</u>	<u>431,183</u>
CREDITORS			
Due within one year	(209,554)	-	(209,554)
Deferred taxation	(5,902)	-	(5,902)
TOTAL IDENTIFIABLE NET ASSETS	<u>215,727</u>	<u>-</u>	<u>215,727</u>
Goodwill			365,862
TOTAL PURCHASE CONSIDERATION			<u>581,589</u>
CONSIDERATION			£
Cash			<u>581,589</u>
CASH OUTFLOW ON ACQUISITION			£
Less: Cash and cash equivalents acquired			<u>(95,261)</u>

AVON GROUP MANUFACTURING (HOLDINGS) LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

28. Business combinations (continued)

The results of Antivibe (Hull) Limited since acquisition are as follows:

	Current period since acquisition £
Turnover	731,250
(Loss) for the period since acquisition	<u>(157,201)</u>

29. Pension commitments

The Group operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the Group in an independently administered fund. The pension cost charge represents contributions payable by the Group to the fund and amounted to £254,247 (2022: £295,727). Contributions totalling £49,605 (2022: £28,113) were payable to the fund at the balance sheet date and are included in creditors.

30. Controlling party

The ultimate controlling party is Mr M Rushin by virtue of his shareholding.