

Registered number: 01380089

# **DEXTRA GROUP PLC AND ITS SUBSIDIARY UNDERTAKINGS**

## **ANNUAL REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 DECEMBER 2020**



---

## **DEXTRA GROUP PLC AND ITS SUBSIDIARY UNDERTAKINGS**

---

### **CONTENTS**

---

	<b>Page</b>
<b>Company Information</b>	<b>1</b>
<b>Group Strategic Report</b>	<b>2 - 6</b>
<b>Directors' Report</b>	<b>7 - 8</b>
<b>Independent Auditor's Report</b>	<b>9 - 12</b>
<b>Consolidated Statement of Income and Retained Earnings</b>	<b>13</b>
<b>Consolidated Balance Sheet</b>	<b>14</b>
<b>Company Balance Sheet</b>	<b>15</b>
<b>Consolidated Statement of Cash Flows</b>	<b>16</b>
<b>Analysis of Net Debt</b>	<b>17</b>
<b>Notes to the Financial Statements</b>	<b>18 - 35</b>

---

## DEXTRA GROUP PLC AND ITS SUBSIDIARY UNDERTAKINGS

---

### COMPANY INFORMATION

---

<b>Directors</b>	R H J Martin K J Brownhill D L Ward M Leigh S Allard (appointed 1 October 2020) N Penny (appointed 1 October 2020) J Conduit (appointed 1 October 2020)
<b>Company secretary</b>	R H J Martin
<b>Registered number</b>	01380089
<b>Registered office</b>	Brickfields Business Park Gillingham Dorset SP8 4PX
<b>Independent auditor</b>	MHA MacIntyre Hudson Chartered Accountants & Statutory Auditors Peterbridge House The Lakes Northampton NN4 7HB

---

## **DEXTRA GROUP PLC AND ITS SUBSIDIARY UNDERTAKINGS**

---

### **GROUP STRATEGIC REPORT FOR THE YEAR ENDED 31 DECEMBER 2020**

---

#### **Introduction**

The directors present their strategic report for the Group for the year ended 31 December 2020.

#### **Strategy and business model**

Dextra Group Plc is a manufacturer and distributor of lighting products. These are mostly for the industrial sectors encompassing; health, education, commercial offices, retail outlets, warehousing and distribution sectors.

#### **Business review**

In 2020 turnover decreased by £5.5m to £62.7m, which was a good result considering the worldwide pandemic. The Board remain optimistic for future turnover levels to settle around the mid £60 million level, which would keep the Group profitable; however there is still a lot of uncertainty surrounding any longer term Covid Pandemic effects. The Group continues to develop bespoke products in order to keep ahead of the competition and wins a significant amount of projects where bespoke fittings are required. Whilst many in the industry continue to declare losses or poor results, the Group Board is satisfied with the profit on ordinary activities before taxation of £21.2m & remain optimistic about 2021. The net assets position continues to increase & stood at £43.8m on 31 December 2020.

#### **Principal risks and uncertainties**

Risks are formally reviewed by the senior executive team and appropriate processes put in place to monitor and mitigate them.

##### **Cash flow risk**

The Group arranges adequate cash flow facilities and reviews them on a regular basis.

##### **Credit risk**

Credit risk is the financial exposure generated by the potential default of third parties in fulfilling their obligations. Credit risk arises for the Group if it is unable to recover sums due from customers and it is mitigated by rigorous credit control, including the regular review of credit limits utilising data from credit agencies and the Group's own financial and market intelligence.

##### **Competition risk**

The Group operates in a highly competitive market, particularly in the area of product quality and price. This results not only in downward pressure on our margins but also in the possible risk that we will not meet our customers' expectations. The Dextra ethos is based on service as the norm, not as the exception.

##### **Interest rate risk**

The Group's interest rate policy has the objective of minimising net interest expense.

##### **Currency risk**

The Group faces currency risk on currency transaction flows to suppliers. It mitigates the risk by the use of forward contracts, market orders and options for up to 12 months ahead. The Group purchases currencies in advance of requirements to try to mitigate currency risk as much as possible.

##### **Material and component supplies risk**

The Group recognises that it has material and component supply risks. The risk is mitigated by the utilisation of the Group's buying policy, strategic stockholding, working closely with suppliers and the avoidance of single sourcing wherever economically appropriate.

---

## DEXTRA GROUP PLC AND ITS SUBSIDIARY UNDERTAKINGS

---

### GROUP STRATEGIC REPORT (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2020

---

#### Streamlined energy and carbon reporting

##### Greenhouse Gas (GHG) Emissions

In line with the Greenhouse Gas Protocol (GHG) Corporate Accounting and Reporting Standard, Dextra Group plc has been engaged in a process aimed at reducing our energy and greenhouse gas emissions.

Dextra currently maintain both scope 1 & 2 emissions, which are generated from our premises, processes, warehouses, and offices, respectively. We also maintain scope 1 and 3 emissions from a range of transport including company cars and "grey fleet" (personal cars used for business purposes).

Dextra also maintain a large solar array on buildings 17, 18 and 23 at our premises in Gillingham, Dorset.

Dextra is currently devising a strategy to reduce our carbon footprint significantly including:

- Encouraging employees to purchase renewable technology vehicles i.e., hybrids, electric,
- Purchasing energy efficient equipment where appropriate and required in our premises,
- Replacing HVAC systems with energy-efficient equipment where possible,
- Adopting behavioural change measures where possible.

We have a longstanding commitment to tackling climate change. Our calculated carbon footprint for our current financial year is 1,730.83 tCO<sub>2</sub>e, whilst energy consumption was 2,614,764.26 kWh (2,614.7 MWh).

##### Methodology

We have reported all of emission sources under the Companies Act 2006 (Strategic Report and Director's Reports) Regulations 2013 as required. We have calculated and reported our emissions in line with the GHG Protocol Corporate Accounting and Reporting Standard (revised edition) and emission factors from the UK Government's GHG Conversion Factors for Company Reporting 2020 (reference "Introduction guidance").

The reporting period is the financial year 2020, the same as that covered by the Annual Report and Financial Statements. The boundaries of the GHG inventory are defined using the operational control approach. In general, the emissions reported are the same as those which would be reported based on a financial control boundary.

##### 2020 Emissions

Scope 1 (natural gas, propane, and transport)	Tonnes CO <sub>2</sub> equivalent (tCO <sub>2</sub> e) 1,282.02
Scope 2 (electricity)	Tonnes CO <sub>2</sub> equivalent (tCO <sub>2</sub> e) 410.97
Scope 1 (transport and electricity)	Tonnes CO <sub>2</sub> equivalent (tCO <sub>2</sub> e) 37.84
Total	1,730.83 tCO <sub>2</sub> e

Scope 1, 2 and 3 carbon intensity metric = 0.071 tCO<sub>2</sub>e per M<sup>2</sup> (based on 24,312 M<sup>2</sup> floor space).

##### Efficiency Measures Taken

- 1) Replaced aging plant & equipment with energy-efficient products,
- 2) Expanded video conferencing and online meetings (as opposed to F2F meetings),
- 3) Upgraded lighting portfolio where possible,
- 4) Continue to expand our portfolio of electric, and hybrid-electric vehicles.

---

## DEXTRA GROUP PLC AND ITS SUBSIDIARY UNDERTAKINGS

---

### GROUP STRATEGIC REPORT (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2020

---

#### Objectives for 2021

- 1) Reduce our baseline electricity and gas consumption by 2%.
- 2) Continual review of existing operational and office equipment and company policies.
- 3) Reviewing supply contracts to determine feasibility of renewable energy.
- 4) Implementation and assessment of the Energy Savings Opportunity Scheme (ESOS) recommendations.
- 5) Continue with our energy-savings programme.

Dextra Group plc will report on progress within our next set of financial accounts.

#### Financial key performance indicators

The directors use a number of key performance indicators to monitor business performance. The principal measures are:

	2020 £'000	2019 £'000
Revenues	62,646	68,118
% increase/(decrease) from prior year	(8.03%)	21.0%
Gross margin	30,613	32,069
As % of net revenue	48.9%	47.1%
Stocks	6,363	5,702
Trade receivables from third parties	11,847	9,587
Trade payables owed to third parties	(2,878)	(2,635)
Working capital	15,332	12,654
As % of net revenue	24.5%	18.6%

#### Other key performance indicators

The directors also measure the productivity of staff to monitor business performance:

	2020 £'000	2018 £'000
Production staff	388 staff	385 staff
Revenue per production staff	161	177

Revenue per production staff fell in line with the reduction in Group turnover.

The directors do not consider that there are any other appropriate non-financial KPIs relevant to the understanding of the business.

---

## DEXTRA GROUP PLC AND ITS SUBSIDIARY UNDERTAKINGS

---

### GROUP STRATEGIC REPORT (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2020

---

#### Directors' statement of compliance with duty to promote the success of the Group

This statement explains how the Dextra Group directors:

- Have engaged with employees, suppliers, customers and others; and
- Have regard to the employee interests, the need to foster the Group's business relationships with suppliers, customers and others, and the effect of that regards, including on the principal decisions taken by the Group during the financial year.

The S172 statement focuses on matters of strategic importance to Dextra Group, and the level of information disclosed is consistent with the size and the complexity of the business.

When making decisions, each Director ensures that he / she acts in the way he / she considers, in good faith, would most likely promote the Company's success for the benefit of its members as a whole, and in doing so have regard (among other matters) to:

#### S172 (1) (A) "The likely consequences of any decision in the long term"

The Directors understand the business and the evolving environment in which we operate. The strategy set by the Board is intended to strengthen our position as a leading, energy efficient, lighting manufacturer while keeping safety and social responsibility fundamental to our business approach.

#### S172 (1) (B) "The interests of the company's employees"

The Directors recognise that our employees are fundamental and core to our business and delivery of our ambitions. The success of our business depends on attracting, retaining & motivating employees. From ensuring that we remain a responsible employer, from pay and benefits to our health, safety and workplace environment, the Directors factor the implication of decisions on employees and the wider workforce, where relevant and feasible.

#### S172 (1) (C) "The need to foster the company's business relationships with suppliers, customers and others"

Delivering our strategy requires strong mutually beneficial relationships with suppliers & customers. We continually assess the priorities related to customers and those with whom we do business.

#### S172 (1) (D) "The impact of the company's operations on the community and the environment"

We have achieved ISO 14001:2015 Environmental Management System to continually strive for the minimum environmental impact.

#### S172 (1) (E) "The desirability of the company maintaining a reputation for high standards of business conduct"

We aim to meet the growing need for more energy efficient lighting products in ways which are economically, environmentally and socially responsible. We review our Modern Slavery statement each year to ensure its high standards are maintained.

#### S172 (1) (F) "The need to act fairly between members of the company"

After weighing up all relevant factors, the Directors consider which course of action best enables the delivery of our strategy through the long-term, taking in to account the impact on stakeholders.

---

**DEXTRA GROUP PLC AND ITS SUBSIDIARY UNDERTAKINGS**

---

**GROUP STRATEGIC REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 DECEMBER 2020**

---

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



**R H J Martin**  
Director

Date: 24 June 2021



---

## DEXTRA GROUP PLC AND ITS SUBSIDIARY UNDERTAKINGS

---

### DIRECTORS' REPORT FOR THE YEAR ENDED 31 DECEMBER 2020

---

The directors present their report and the financial statements for the year ended 31 December 2020.

#### 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.

#### Results and dividends

The profit for the year, after taxation, amounted to £17,395,246 (2019 - £17,112,023).

During the year the Company paid dividends of £8,100,000 (2019 - £13,100,000).

#### Directors

The directors who served during the year were:

R H J Martin  
K J Brownhill  
D L Ward  
M Leigh  
S Allard (appointed 1 October 2020)  
N Penny (appointed 1 October 2020)  
J Conduit (appointed 1 October 2020)

#### Future developments

The directors' expectations for the forthcoming year are set out in the business review in the Group Strategic Report.

---

## DEXTRA GROUP PLC AND ITS SUBSIDIARY UNDERTAKINGS

---

### DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2020

---

#### Research and development activities

Research and development expenditure is written off in the year in which it is incurred.

#### Engagement with employees

The directors recognise the importance of good communications and relations with employees and endeavour to promote harmonious working relations. Regular meetings are held between management and employees at all levels at which information about the current position of the Group and the future outlook is discussed.

#### Disabled employees

The Group make every endeavour to employ disabled persons where the disabilities do not handicap these persons in the performance of their duties. Where a person already in employment becomes disabled every effort is made to resettle that person in a suitable post and appropriate training is given. Registered disabled persons once employed receive equal opportunities for training, career development and promotion.

#### Matters covered in the strategic report

The directors consider the engagement with suppliers, customers and others to be of strategic importance and have disclosed this information in the Strategic Report in accordance with S414C of the Companies Act.

#### Disclosure of information to auditor

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 auditor is 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 auditor is aware of that information.

#### Post balance sheet events

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

#### Auditor

The auditor, MHA MacIntyre Hudson, 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.



**R H J Martin**  
Director

Date: 24 June 2021

---

## **DEXTRA GROUP PLC AND ITS SUBSIDIARY UNDERTAKINGS**

---

### **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF DEXTRA GROUP PLC AND ITS SUBSIDIARY UNDERTAKINGS**

---

#### **Opinion**

We have audited the financial statements of Dextra Group Plc and its subsidiary undertakings (the 'parent Company') and its subsidiaries (the 'Group') for the year ended 31 December 2020, which comprise the Group Statement of Income and Retained Earnings, the Group and Company Balance Sheets, the Group Statement of Cash Flows 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 December 2020 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 Auditor's 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.

---

## **DEXTRA GROUP PLC AND ITS SUBSIDIARY UNDERTAKINGS**

---

### **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF DEXTRA GROUP PLC AND ITS SUBSIDIARY UNDERTAKINGS (CONTINUED)**

---

#### **Other information**

The directors are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Auditor's Report thereon. 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.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report 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.

---

## **DEXTRA GROUP PLC AND ITS SUBSIDIARY UNDERTAKINGS**

---

### **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF DEXTRA GROUP PLC AND ITS SUBSIDIARY UNDERTAKINGS (CONTINUED)**

---

#### **Responsibilities of directors**

As explained more fully in the Directors' Responsibilities Statement set out on page 7, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, 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.

#### **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 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:

- Enquiry of management around actual and potential litigation and claims;
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and review of accounting estimates for bias;
- Reviewing minutes of meetings of those charged with governance;
- Reviewing financial statement disclosures and testing supporting documentation to assess compliance with applicable laws and regulations.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. The risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Auditor's Report.

---

**DEXTRA GROUP PLC AND ITS SUBSIDIARY UNDERTAKINGS**

---

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF DEXTRA GROUP PLC AND ITS  
SUBSIDIARY UNDERTAKINGS (CONTINUED)**

---

**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 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.



Richard Powell BA FCA (Senior Statutory Auditor)

for and on behalf of

**MHA MacIntyre Hudson**

Chartered Accountants

Statutory Auditors

Northampton, United Kingdom

Date: *29 June 2021*

## DEXTRA GROUP PLC AND ITS SUBSIDIARY UNDERTAKINGS

### CONSOLIDATED STATEMENT OF INCOME AND RETAINED EARNINGS FOR THE YEAR ENDED 31 DECEMBER 2020

	Note	2020 £	2019 £
Turnover	4	62,645,848	68,118,440
Cost of sales		(32,032,711)	(36,049,891)
<b>Gross profit</b>		<b>30,613,137</b>	<b>32,068,549</b>
Distribution costs		(3,608,719)	(3,955,192)
Administrative expenses		(7,529,117)	(7,224,685)
Other operating income	5	1,577,098	28,768
<b>Operating profit</b>	6	<b>21,052,399</b>	<b>20,917,440</b>
Interest receivable and similar income	9	125,209	212,019
Interest payable and expenses	10	(17)	-
<b>Profit before tax</b>		<b>21,177,591</b>	<b>21,129,459</b>
Tax on profit	11	(3,782,345)	(4,017,436)
<b>Profit after tax</b>		<b>17,395,246</b>	<b>17,112,023</b>
Retained earnings at the beginning of the year		34,470,676	30,458,653
Profit for the year attributable to the owners of the parent		17,395,246	17,112,023
Dividends declared and paid	12	(8,100,000)	(13,100,000)
<b>Retained earnings at the end of the year</b>		<b>43,765,922</b>	<b>34,470,676</b>

The notes on pages 18 to 35 form part of these financial statements.

**DEXTRA GROUP PLC AND ITS SUBSIDIARY UNDERTAKINGS**  
**REGISTERED NUMBER: 01380089**

**CONSOLIDATED BALANCE SHEET**  
**AS AT 31 DECEMBER 2020**

	Note	2020 £	2019 £
<b>Fixed assets</b>			
Tangible assets	13	15,250,999	9,608,858
<b>Current assets</b>			
Stocks	15	6,363,098	5,702,461
Debtors	16	13,458,543	10,475,184
Cash at bank and in hand	17	26,133,163	26,240,726
		<u>45,954,804</u>	<u>42,418,371</u>
Creditors: amounts falling due within one year	18	(9,316,765)	(9,581,467)
<b>Net current assets</b>		<u>36,638,039</u>	<u>32,836,904</u>
<b>Total assets less current liabilities</b>		<u>51,889,038</u>	<u>42,445,762</u>
<b>Provisions for liabilities</b>			
Other provisions	20	(8,073,116)	(7,925,086)
		<u>(8,073,116)</u>	<u>(7,925,086)</u>
<b>Net assets</b>		<u><u>43,815,922</u></u>	<u><u>34,520,676</u></u>
<b>Capital and reserves</b>			
Called up share capital	21	50,000	50,000
Profit and loss account	22	43,765,922	34,470,676
		<u><u>43,815,922</u></u>	<u><u>34,520,676</u></u>

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



**R H J Martin**  
Director

Date: 24 June 2021

The notes on pages 18 to 35 form part of these financial statements.



**DEXTRA GROUP PLC AND ITS SUBSIDIARY UNDERTAKINGS**  
**REGISTERED NUMBER: 01380089**

**COMPANY BALANCE SHEET**  
**AS AT 31 DECEMBER 2020**

	Note	2020 £	2019 £
<b>Fixed assets</b>			
Tangible assets	13	14,083,465	8,445,015
Investments	14	900	900
		<u>14,084,365</u>	<u>8,445,915</u>
<b>Current assets</b>			
Stocks	15	6,363,098	5,702,461
Debtors	16	68,854,629	29,026,301
Cash at bank and in hand	17	24,455,578	24,900,679
		<u>99,673,305</u>	<u>59,629,441</u>
Creditors: amounts falling due within one year	18	(107,620,615)	(67,461,148)
<b>Net current liabilities</b>		<u>(7,947,310)</u>	<u>(7,831,707)</u>
<b>Net assets</b>		<u><u>6,137,055</u></u>	<u><u>614,208</u></u>
<b>Capital and reserves</b>			
Called up share capital	21	50,000	50,000
Profit and loss account brought forward		564,208	2,581,035
Profit for the year		13,622,847	11,083,173
Dividends declared and paid	12	(8,100,000)	(13,100,000)
		<u>6,087,055</u>	<u>564,208</u>
<b>Profit and loss account carried forward</b>		<u><u>6,137,055</u></u>	<u><u>614,208</u></u>

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



**R H J Martin**  
Director

Date: 24 June 2021

The notes on pages 18 to 35 form part of these financial statements.

---

**DEXTRA GROUP PLC AND ITS SUBSIDIARY UNDERTAKINGS**

---

**CONSOLIDATED STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 31 DECEMBER 2020**

---

	2020 £	2019 £
<b>Cash flows from operating activities</b>		
Profit for the financial year	17,395,246	17,112,023
<b>Adjustments for:</b>		
Depreciation of tangible assets	1,659,650	2,287,866
Loss on disposal of tangible assets	(131,458)	(138,997)
Interest paid	17	-
Interest received	(125,209)	(212,019)
Taxation charge	3,782,345	4,017,436
(Increase)/decrease in stocks	(660,637)	740,630
(Increase)/decrease in debtors	(2,178,789)	36,746
Increase/(decrease) in creditors	1,048,383	(6,911,518)
Increase/(decrease) in provisions	148,030	(795,664)
Corporation tax (paid)	(5,900,000)	(2,899,925)
<b>Net cash generated from operating activities</b>	<b>15,037,578</b>	<b>13,236,578</b>
<b>Cash flows from investing activities</b>		
Purchase of tangible fixed assets	(7,372,129)	(1,309,505)
Sale of tangible fixed assets	201,796	247,850
Interest received	125,209	212,019
<b>Net cash from investing activities</b>	<b>(7,045,124)</b>	<b>(849,636)</b>
<b>Cash flows from financing activities</b>		
Dividends paid	(8,100,000)	(13,100,000)
Interest paid	(17)	-
<b>Net cash used in financing activities</b>	<b>(8,100,017)</b>	<b>(13,100,000)</b>
<b>Net (decrease) in cash and cash equivalents</b>	<b>(107,563)</b>	<b>(713,058)</b>
Cash and cash equivalents at beginning of year	26,240,726	26,953,784
<b>Cash and cash equivalents at the end of year</b>	<b>26,133,163</b>	<b>26,240,726</b>
<b>Cash and cash equivalents at the end of year comprise:</b>		
Cash at bank and in hand	26,133,163	26,240,726
	<b>26,133,163</b>	<b>26,240,726</b>

---

**DEXTRA GROUP PLC AND ITS SUBSIDIARY UNDERTAKINGS**

---

**CONSOLIDATED ANALYSIS OF NET DEBT  
FOR THE YEAR ENDED 31 DECEMBER 2020**

---

	At 1 January 2020 £	Cash flows £	At 31 December 2020 £
Cash at bank and in hand	26,240,726	(107,563)	26,133,163
Debt due within 1 year	(758,071)	(1,713,255)	(2,471,326)
	<u>25,482,655</u>	<u>(1,820,818)</u>	<u>23,661,837</u>

---

## DEXTRA GROUP PLC AND ITS SUBSIDIARY UNDERTAKINGS

---

### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

---

#### 1. General information

Dextra Group Plc is an unlisted public company, limited by shares, registered in England and Wales, registration number 01380089. The registered office and principal place of business is Brickfields Business Park, Gillingham, Dorset, SP8 4PX.

#### 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 Income and Retained Earnings 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 Balance Sheet, 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 Income and Retained Earnings from the date on which control is obtained.

##### 2.3 Going concern

The financial statements have been prepared on a going concern basis. The directors have considered relevant information, including the annual budget, forecast future cash flows and the impact of the COVID-19 pandemic in making their assessment.

The Group traded profitably throughout the pandemic and has had a strong start to 2021. The Group also has a good reserve of liquid cash so is able to quickly react to any changes in the market place.

Based on these assessments and having regard to the resources available to the entity, the directors have concluded that they can continue to adopt the going concern basis in preparing the annual report and accounts.

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2020**

---

**2. Accounting policies (continued)**

**2.4 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.

**2.5 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 Income and Retained Earnings within 'finance income or costs'. All other foreign exchange gains and losses are presented in profit or loss within 'other operating income'.

**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.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2020

---

**2. Accounting policies (continued)**

**2.7 Government grants**

Grants are accounted under the accruals model as permitted by FRS 102.

Grants of a revenue nature are recognised in the Consolidated Statement of Income and Retained Earnings in the same period as the related expenditure.

**2.8 Interest income**

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

**2.9 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.

**2.10 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 Balance Sheet. 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 DECEMBER 2020**

---

**2. Accounting policies (continued)**

**2.11 Taxation**

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 balance sheet 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 Balance Sheet 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 balance sheet date.

**2.12 Research and development**

Research and development expenditure is written off in the year in which it is incurred.

**2.13 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.

At each reporting date the Group and Company assesses whether there is any indication of impairment. If such indication exists, the recoverable amount of the asset is determined which is the higher of its fair value less costs to sell and its value in use. An impairment loss is recognised where the carrying amount exceeds the recoverable amount.

---

## DEXTRA GROUP PLC AND ITS SUBSIDIARY UNDERTAKINGS

---

### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

---

#### 2. Accounting policies (continued)

##### 2.13 Tangible fixed assets (continued)

Land is not depreciated. Depreciation on other assets is charged so as to allocate the cost of assets less their residual value over their estimated useful lives, using both straight line and reducing balance methods.

Depreciation is provided on the following basis:

Freehold property	-	2% straight line
Plant and machinery	-	10% to 25% straight line or reducing balance
Motor vehicles	-	25% straight line
Fixtures and fittings	-	15% to 33% straight line or reducing balance

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.

##### 2.14 Valuation of investments

Investments in subsidiaries are measured at cost less accumulated impairment.

##### 2.15 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.

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 against profit.

##### 2.16 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.

##### 2.17 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.



---

## DEXTRA GROUP PLC AND ITS SUBSIDIARY UNDERTAKINGS

---

### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

---

#### 2. Accounting policies (continued)

##### 2.18 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.

##### 2.19 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 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.

##### 2.20 Financial instruments

The Group 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 non-puttable ordinary shares.

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 financed at a rate of interest that is not a market rate or in the case of an out-right short-term loan not at market rate, the financial asset or liability is measured, initially, at the present value of the future cash flow discounted at a market rate of interest for a similar debt instrument and subsequently at amortised cost.

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 Consolidated Statement of Income and Retained Earnings.

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2020**

---

**2. Accounting policies (continued)**

**2.20 Financial instruments (continued)**

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.

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 Group 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.

Derivatives, including interest rate swaps and forward foreign exchange contracts, are not basic financial instruments. Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently re-measured at their fair value. Changes in the fair value of derivatives are recognised in profit or loss in finance costs or income as appropriate. The company does not currently apply hedge accounting for interest rate and foreign exchange derivatives.

**2.21 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.

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

In the application of the Group's accounting policies, which are described in note 2, management is required to make judgments, 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 that are 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 relate to depreciation, stock provisions and WEEE and warranty provisions. The rates of depreciation applied to fixed assets are based on the experience of the business in the consumption of economic value of each class of asset. A stock provision of £1,203,765 (2019 - £1,399,894) has been included for any stock lines with no movement for at least three months. The WEEE and warranty provisions are based on management's best estimates of probable future economic costs. See note 20.

---

## DEXTRA GROUP PLC AND ITS SUBSIDIARY UNDERTAKINGS

---

### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

---

#### 4. Turnover

The whole of the turnover is attributable to the principal activity of the Group.

Analysis of turnover by country of destination:

	2020 £	2019 £
United Kingdom	61,085,906	66,163,283
Rest of Europe	1,558,742	1,844,021
Rest of the world	1,200	111,136
	<u>62,645,848</u>	<u>68,118,440</u>

#### 5. Other operating income

	2020 £	2019 £
Other operating income	21	113
Net rents receivable	11,266	28,655
Government grants receivable	1,565,811	-
	<u>1,577,098</u>	<u>28,768</u>

#### 6. Operating profit

The operating profit is stated after charging:

	2020 £	2019 £
Research and development charged as an expense	3,252	19,761
Profit on sale of assets	(131,458)	(138,997)
Depreciation of tangible fixed assets	1,659,650	2,287,866
Fees payable to the Group's auditor for the audit of the Group's annual financial statements	29,750	29,000
- Taxation compliance services	15,000	15,000
- All other services	23,250	22,000
Exchange loss	458,837	65,855
Operating lease rentals	<u>368,176</u>	<u>383,000</u>

---

## DEXTRA GROUP PLC AND ITS SUBSIDIARY UNDERTAKINGS

---

### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

---

#### 7. Employees

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

	<b>Group 2020 £</b>	<b>Group 2019 £</b>
Wages and salaries	<b>15,329,856</b>	16,186,568
Social security costs	<b>1,451,399</b>	1,562,644
Cost of defined contribution scheme	<b>736,954</b>	731,019
	<b><u>17,518,209</u></b>	<b><u>18,480,231</u></b>

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

	<b>Group 2020 No.</b>	<b>Group 2019 No.</b>	<b>Company 2020 No.</b>	<b>Company 2019 No.</b>
Production staff	<b>388</b>	385	-	-
Distribution staff	<b>69</b>	66	16	16
Administrative staff	<b>39</b>	40	28	28
	<b><u>496</u></b>	<b><u>491</u></b>	<b><u>44</u></b>	<b><u>44</u></b>

#### 8. Directors' remuneration

	<b>2020 £</b>	<b>2019 £</b>
Directors' emoluments	<b>1,790,830</b>	1,560,849
Company contributions to defined contribution pension schemes	<b>34,900</b>	40,600
	<b><u>1,825,730</u></b>	<b><u>1,601,449</u></b>

During the year retirement benefits were accruing to 5 directors (2019 - 2) in respect of defined contribution pension schemes.

The highest paid director received remuneration of £829,948 (2019 - £788,436).

The value of the Group's contributions paid to a defined contribution pension scheme in respect of the highest paid director amounted to £Nil (2019 - £Nil).

The directors consider that there are no other key management personnel requiring disclosure.

---

**DEXTRA GROUP PLC AND ITS SUBSIDIARY UNDERTAKINGS**

---

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2020**

---

**9. Interest receivable**

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Other interest receivable	<b>125,209</b>	212,019

**10. Interest payable and similar expenses**

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Other interest payable	<b>17</b>	-

**11. Taxation**

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
<b>Corporation tax</b>		
Current tax on profits for the year	<b>3,819,768</b>	4,032,641
Adjustments in respect of previous periods	<b>(37,423)</b>	(15,205)
<b>Total current tax</b>	<b>3,782,345</b>	4,017,436

---

**DEXTRA GROUP PLC AND ITS SUBSIDIARY UNDERTAKINGS**

---

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2020**

---

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

The tax assessed for the year is lower than (2019 - higher than) the standard rate of corporation tax in the UK of 19% (2019 - 19%). The differences are explained below:

	2020 £	2019 £
Profit on ordinary activities before tax	<u>21,177,591</u>	<u>2,129,459</u>
Profit on ordinary activities multiplied by standard rate of corporation tax in the UK of 19% (2019 - 19%)	4,023,742	4,014,597
<b>Effects of:</b>		
Expenses not deductible for tax purposes, other than goodwill amortisation and impairment	2,466	7,889
Capital allowances for year (in excess of)/less than depreciation	(161,877)	10,149
Adjustments to tax charge in respect of prior periods	(37,423)	(15,205)
Adjustment in research and development tax credit leading to a (decrease) in the tax charge	(39,168)	-
Changes in provisions leading to a (decrease) in the tax charge	(5,589)	-
Other differences leading to an increase in the tax charge	194	6
<b>Total tax charge for the year</b>	<u><u>3,782,345</u></u>	<u><u>4,017,436</u></u>

**12. Dividends**

	2020 £	2019 £
Dividends paid	<u><u>8,100,000</u></u>	<u><u>13,100,000</u></u>

---

**DEXTRA GROUP PLC AND ITS SUBSIDIARY UNDERTAKINGS**

---

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2020**

---

**13. Tangible fixed assets**

**Group**

	<b>Freehold property £</b>	<b>Plant and machinery £</b>	<b>Motor vehicles £</b>	<b>Fixtures and fittings £</b>	<b>Total £</b>
<b>Cost</b>					
At 1 January 2020	8,752,495	17,462,628	4,765,856	2,677,485	33,658,464
Additions	5,083,599	1,423,359	779,151	86,020	7,372,129
Disposals	-	(606,620)	(584,388)	-	(1,191,008)
At 31 December 2020	<u>13,836,094</u>	<u>18,279,367</u>	<u>4,960,619</u>	<u>2,763,505</u>	<u>39,839,585</u>
<b>Depreciation</b>					
At 1 January 2020	2,075,707	16,667,476	3,062,526	2,243,897	24,049,606
Charge for the year on owned assets	178,978	512,490	806,911	161,271	1,659,650
Disposals	-	(606,620)	(514,050)	-	(1,120,670)
At 31 December 2020	<u>2,254,685</u>	<u>16,573,346</u>	<u>3,355,387</u>	<u>2,405,168</u>	<u>24,588,586</u>
<b>Net book value</b>					
At 31 December 2020	<u>11,581,409</u>	<u>1,706,021</u>	<u>1,605,232</u>	<u>358,337</u>	<u>15,250,999</u>
At 31 December 2019	<u>6,676,788</u>	<u>795,152</u>	<u>1,703,330</u>	<u>433,588</u>	<u>9,608,858</u>

---

**DEXTRA GROUP PLC AND ITS SUBSIDIARY UNDERTAKINGS**

---

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2020**

---

**13. Tangible fixed assets (continued)**

**Company**

	<b>Freehold property £</b>	<b>Plant and machinery £</b>	<b>Motor vehicles £</b>	<b>Fixtures and fittings £</b>	<b>Total £</b>
<b>Cost</b>					
At 1 January 2020	8,752,495	17,462,628	926,863	2,677,485	29,819,471
Additions	5,083,599	1,423,359	165,717	86,020	6,758,695
Disposals	-	(606,620)	(92,040)	-	(698,660)
At 31 December 2020	<u>13,836,094</u>	<u>18,279,367</u>	<u>1,000,540</u>	<u>2,763,505</u>	<u>35,879,506</u>
<b>Depreciation</b>					
At 1 January 2020	2,075,707	16,667,476	387,376	2,243,897	21,374,456
Charge for the year on owned assets	178,978	512,490	212,972	161,271	1,065,711
Disposals	-	(606,620)	(37,506)	-	(644,126)
At 31 December 2020	<u>2,254,685</u>	<u>16,573,346</u>	<u>562,842</u>	<u>2,405,168</u>	<u>21,796,041</u>
<b>Net book value</b>					
At 31 December 2020	<u>11,581,409</u>	<u>1,706,021</u>	<u>437,698</u>	<u>358,337</u>	<u>14,083,465</u>
At 31 December 2019	<u>6,676,788</u>	<u>795,152</u>	<u>539,487</u>	<u>433,588</u>	<u>8,445,015</u>



---

## DEXTRA GROUP PLC AND ITS SUBSIDIARY UNDERTAKINGS

---

### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

---

#### 14. Fixed asset investments

##### Company

	Investments in subsidiary companies £
<b>Cost</b>	
At 1 January 2020	900
At 31 December 2020	<u>900</u>

##### Subsidiary undertakings

The following were subsidiary undertakings of the Company. All of the active 100% owned subsidiaries have taken advantage of the exemption in S479A of the Companies Act 2006 not to be individually audited on the basis that the group financial statements are audited.

Name	Principal activity	Class of shares	Holding
Dextra Services Limited	Manufacturing	Ordinary	100%
Dextra Lighting Limited	Sales	Ordinary	100%
Dexeco Limited	Sales	Ordinary	100%
Dexreco Limited	Recycling	Ordinary	100%
LEDextra Limited	Sales	Ordinary	100%
Dexsor Limited	Sales	Ordinary	100%
Dexretail Limited	Sales	Ordinary	100%
LEDex Limited	Manufacturing	Ordinary	100%
Innovate to Illuminate Limited	Dormant	Ordinary	100%

The subsidiary undertakings are all registered at the same address as the Company.

#### 15. Stocks

	Group 2020 £	Group 2019 £	Company 2020 £	Company 2019 £
Raw materials and consumables	4,416,463	3,613,588	4,416,463	3,613,588
Finished goods and goods for resale	1,946,635	2,088,873	1,946,635	2,088,873
	<u>6,363,098</u>	<u>5,702,461</u>	<u>6,363,098</u>	<u>5,702,461</u>

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

## DEXTRA GROUP PLC AND ITS SUBSIDIARY UNDERTAKINGS

### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

#### 16. Debtors

	Group 2020 £	Group 2019 £	Company 2020 £	Company 2019 £
Trade debtors	11,847,429	9,587,022	-	-
Amounts owed by group undertakings	-	-	63,478,854	25,712,925
Other debtors	18,588	1,970	18,588	1,970
Prepayments and accrued income	787,956	886,192	787,956	886,192
Tax recoverable	804,570	-	4,569,231	2,425,214
	<b>13,458,543</b>	<b>10,475,184</b>	<b>68,854,629</b>	<b>29,026,301</b>

Trade debtors are stated after provisions for impairment of £166,759 (2019 - £169,915).

#### 17. Cash and cash equivalents

	Group 2020 £	Group 2019 £	Company 2020 £	Company 2019 £
Cash at bank and in hand	26,133,163	26,240,726	24,455,578	24,900,679

#### 18. Creditors: Amounts falling due within one year

	Group 2020 £	Group 2019 £	Company 2020 £	Company 2019 £
Trade creditors	2,878,163	2,635,136	2,878,163	2,635,136
Amounts owed to group undertakings	-	-	100,437,861	61,947,333
Corporation tax	-	1,313,085	-	-
Other taxation and social security	321,875	1,007,468	321,875	1,007,468
Other creditors	2,471,326	758,071	2,471,326	758,071
Accruals and deferred income	3,223,287	3,867,707	1,089,276	1,113,140
Financial instruments	422,114	-	422,114	-
	<b>9,316,765</b>	<b>9,581,467</b>	<b>107,620,615</b>	<b>67,461,148</b>

## DEXTRA GROUP PLC AND ITS SUBSIDIARY UNDERTAKINGS

### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

#### 19. Financial instruments

	Group 2020 £	Group 2019 £	Company 2020 £	Company 2019 £
<b>Financial liabilities</b>				
Derivative financial instruments measured at fair value through profit or loss	<b>422,114</b>	-	<b>422,114</b>	-

Derivative financial instruments measured at fair value through profit or loss comprise forward currency contracts. Forward currency contracts in existence at the year end totalled £15,387,196 (2019 - £Nil) and mature during 2021. The contracts are in place to reduce the Group's exposure to exchange rate movements in respect of overseas suppliers who invoice in foreign currencies that are also due to be paid in 2021.

#### 20. Provisions

##### Group

	WEEE provision £	Warranty provision £	Total £
At 1 January 2020	2,925,086	5,000,000	7,925,086
Charged to profit or loss	237,654	1,957,293	2,194,947
Utilised in year	(89,624)	(1,957,293)	(2,046,917)
<b>At 31 December 2020</b>	<b>3,073,116</b>	<b>5,000,000</b>	<b>8,073,116</b>

From 1 July 2007 the Waste Electrical and Electronic Equipment ("WEEE") legislation became effective in the UK. Since that date the Group has made provision for anticipated future costs arising from this legislation based on the number of units sold to which the legislation is applicable.

The Group provides a warranty on printed circuit boards manufactured in-house. A provision has been made for potential claims under the warranty.

#### 21. Share capital

	2020 £	2019 £
<b>Allotted, called up and fully paid</b>		
50,000 (2019 - 50,000) Ordinary shares of £1.00 each	<b>50,000</b>	50,000

---

**DEXTRA GROUP PLC AND ITS SUBSIDIARY UNDERTAKINGS**

---

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2020**

---

**22. Reserves****Profit and loss account**

Includes all current and prior period retained profits and losses. All amounts are distributable.

**23. Capital commitments**

At 31 December 2020 the Group and Company had capital commitments as follows:

	<b>Group 2020 £</b>	<b>Group 2019 £</b>	<b>Company 2020 £</b>	<b>Company 2019 £</b>
Contracted for but not provided in these financial statements	<b>1,976,719</b>	159,000	<b>1,908,318</b>	159,000

**24. 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 £736,954 (2019 - £731,019). There were contributions of £Nil (2019 - £29,417) payable to the fund at the Balance Sheet date, included in other creditors.

**25. Commitments under operating leases**

At 31 December 2020 the Group and the Company had future minimum lease payments due under non-cancellable operating leases for each of the following periods:

	<b>Group 2020 £</b>	<b>Group 2019 £</b>	<b>Company 2020 £</b>	<b>Company 2019 £</b>
Not later than 1 year	-	386,500	-	386,500
Later than 1 year and not later than 5 years	-	1,546,000	-	1,546,000
Later than 5 years	-	869,625	-	869,625
	<b>-</b>	<b>2,802,125</b>	<b>-</b>	<b>2,802,125</b>

---

## DEXTRA GROUP PLC AND ITS SUBSIDIARY UNDERTAKINGS

---

### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

---

#### **26. Related party transactions**

The directors consider the Group's ultimate controlling party to be R H J Martin by virtue of his majority shareholding in the Company.

Certain directors are trustees and beneficiaries of a pension scheme. Rent paid to this scheme during the year in respect of leased property totalled £371,625 (2019 - £386,500). The Group also paid £4,800,000 (2019 - £Nil) to this scheme to purchase the previously leased property at market value on 18 December 2020.

Dividends on beneficial shareholdings of £8,100,000 (2019 - £13,100,000) were paid to directors during the year.

As at 31 December 2020 £2,471,326 (2019 - £758,071) was owed to a director. No interest was due on this balance and amounts are repayable on demand. This balance is included in other creditors.

The Group has taken advantage of the provisions of FRS102 and does not report transactions with wholly owned group members.

#### **27. Contingent liabilities**

The Company has guaranteed the liabilities of its subsidiaries as at 31 December 2020.