

# **Winder Power Limited**

Registered number: 05446559

## **Annual report and financial statements**

**For the year ended 31 March 2021**

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**WINDER POWER LIMITED**

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**COMPANY INFORMATION**

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<b>Directors</b>	P D Matthews A G Mill A P Pinkney
<b>Company secretary</b>	A G Mill
<b>Registered number</b>	05446559
<b>Registered office</b>	Grangefield House Richardshaw Road Leeds LS28 6QS
<b>Independent auditor</b>	Mazars LLP Chartered Accountants & Statutory Auditor 5th Floor 3 Wellington Place Leeds LS1 4AP
<b>Bankers</b>	HSBC Bank PLC 33 Park Row Leeds LS1 1LD

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**WINDER POWER LIMITED**

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**STRATEGIC REPORT  
FOR THE YEAR ENDED 31 MARCH 2021**

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**Principal activity**

The company's principal activities are:

- the design, manufacture, installation and maintenance of electricity transformers and power distribution apparatus, and
- the design and manufacture of power generation equipment and rotating electrical machines.

**Business review**

The statement of comprehensive income is set out on page 11 and shows turnover for the year of £17.6m (2020: £17.7m). The company made an operating profit of £185k (2020: £195k) for the year.

Turnover was principally the same as in 2019/20 despite the impact of the pandemic. This is a great achievement considering the Substation Services division of the business was furloughed for 4 months. 2015/16 was the beginning of a new eight year price control period (RIIO ED1) for the DNOs; while the orders can fluctuate annually the visibility of the contracted spend over the framework term is good. The company entered into a new agreement with Western Power Distribution in June 2019. This added to the other contracts already in place and have been a major success for the business, they highlight the focus on quality and value for money delivered by the Company. The company has continued to be successful in securing long term contracts, primarily with the DNOs in the UK, where the business now has agreements in place with almost all of them. This represents a strong opportunity to increase turnover and profitability over the coming years as the demand for transformers in the UK is set to grow significantly over the coming years. Electrification and decarbonisation in the UK is expected to at least double the electricity distribution capacity required in the UK by 2050. As such the DNO's have presented their requests to Ofgem to increase spending significantly on transformers and other equipment to facilitate the increase. Winder Power has more long-term framework agreements of 33/11kV transformer than any other company, putting it in a unique position to take advantage of the increased spend forecast by the DNO's.

The company has continued to place health and safety at the heart of its activities. At 31 March 2021 the business had operated for over 8 years and 5 months without a lost time or reportable accident. This positive trend has continued into the new financial year.

Our board recognises the very significant effort which the company's employees have made in achieving these health and safety milestones. These efforts have been recognised externally with Winder Power Limited being presented with a Gold Award from the Royal Society for the Prevention of Accidents every year since 2017.

The Board continues to drive the business forward with employee wellbeing at the core of the company's values while also maintaining its record on good corporate social responsibility. The business has recently increased the annual leave for all manufacturing employees in an effort to improve the work life balance for all employees. The company is proud to display the Fair Tax Mark and continued membership of the 'Living Wage' foundation. All these initiatives have helped the company to deliver a sickness/absence rate of around 1%, this level is very low by industry standard. The Board are also aware that while there are a number of the workforce who have been in the business for over 20 years we must ensure that skills are transferred to the next generation of employees, as such the business continues to invest in apprentices and looks to continue this in the future.

There have been no events since the balance sheet date which materially affect the position of the company, other than in relation to the company's banking facilities, which is discussed below in the going concern section of this report.

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**STRATEGIC REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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**Principal risks and uncertainties**

**Going Concern**

The Company's business activities, together with the factors likely to affect its future developments, performance and position are set out in the Strategic Report and Directors' Report to the financial statements.

The Company has reported an operating profit and EBITDA before exceptional and non-recurring items of £185k and £553k, respectively (2020: £195k and £607K) for the year ended 31 March 2021. The Company has an outstanding working capital facility of £3 million from its bankers, HSBC, which at 31 March 2021 was due for repayment in September 2023. Winder Power breached financial covenants due to the impact of COVID-19 on profitability during the year and as such the banking facilities became repayable on demand. As at 31 March 2021 the Company had £Nil undrawn facilities and cash of £1,230,681. Winder Power has to an extent been sheltered from the adverse economic impact of COVID-19 due to the output from the Transformer division. This was largely due to the framework agreements in place and the nature of its order book.

HSBC and Mercia, its key investor, have both supported the business through this time and subsequent to the year end. The business has agreed in principle an additional capital investment and renewed banking facilities. Completion is expected to occur in the near future and will enable the business to take advantage of the significant opportunities in the UK transformer market. UK DNOs have submitted their proposals for the next regulatory period, a period where decarbonisation and electrification of the UK is required to meet the climate change targets set. All DNOs have proposed significant increases in electricity distribution asset investment, placing the company in a strong position to take advantage of this increase through the frameworks agreements it already has in place with DNOs. The Company is trading profitably post year end.

Although the Company has the continued support of HSBC and Mercia, its key investor, the additional capital investment and renewed banking facilities is not yet in place. As a result, these circumstances represent a material uncertainty that may cast significant doubt on the Company's ability to continue as a going concern and, therefore, to continue realising its assets and discharging its liabilities in the normal course of business. Due to assurances received from both HSBC and Mercia the Company has no reason to believe the proposed support will not be provided in the near future.

Based on the above indications the directors believe that it remains appropriate to prepare the financial statements on a going concern basis based on the reasonable cash flow forecasts they have prepared. The financial statements do not include any adjustments that would result from the basis of preparation being inappropriate.

**Market Risk**

The markets for transformers, power distribution equipment, power generation equipment and rotating electrical machines remain competitive. The company continues to manage actively the risk of losing customers to competitors (based both in the UK and overseas) by the provision of added value services, improving response times in the supply of products and by maintaining strong relationships with key customers by amongst other things offering strong technical support. The company has a strong advantage in being based in the UK, close to our customers. In addition to that being able to provide a full suite of services through our Substation Services division allows the business to support customers in installations, refurbishments as well as quick response to emergency situations.

**STRATEGIC REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2021**

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Ofgem has placed greater emphasis on innovation in addressing worn out assets, encouraging DNOs to refurbish existing assets. The company's expertise in manufacturing new assets and also in extending the life of existing assets reduces the risk to its income stream, and they continue to carry out refurbishment projects for customers both in the utility sector and elsewhere.

**Commodity Risk**

Copper prices rose throughout 20/21: London Metal Exchange (LME) prices increased from around USD 5,000 to USD 9,000 per tonne throughout the year and has increased further following the year end. Copper represents around one quarter of the company's material costs, and the company protects itself from the commodity price rises and movements in the US Dollar to Sterling exchange rate by agreeing with its customers to flex contract prices to reflect movements to LME prices.

**Currency Risk**

The company purchases steel, copper and other components from Europe in Euros, and is therefore exposed to movements in the Euro to Sterling exchange rate. The exchange rate was relatively stable between 1.14 and 1.18 over the twelve months. In light of the EU referendum result, the company has taken the decision to mitigate currency risk by buying currency forwards and hedge against customers' orders received, so the tenor of these purchases is matched to the current length of the order book.

**Credit Risk**

The company's credit risk is primarily attributable to its trade debtors. Credit risk is managed by means of a credit insurance policy, by obtaining suitable security where appropriate, and by monitoring payments against contractual agreements.

**Liquidity Risk**

The company monitors cash flow as part of its day to day control procedures. The Board reviews cash flow projections on a monthly basis and ensures that appropriate facilities are available to be drawn upon as necessary.

**Employee retention risk**

The company manages the risk of losing key employees by creating a very open and inclusive culture and ensuring that employees receive a competitive benefits package taking into account their skills and experience. The company also operates established apprentice and graduate schemes which are successful in managing succession planning.

**The impact of uncertainties due to the COVID-19 Coronavirus**

Although the full impact of the current COVID-19 coronavirus pandemic is not clear it is having a significant detrimental impact on the overall economy. The directors expect this detrimental impact to be temporary and to be followed by gradual recovery in 2021 and beyond. However, it is not currently possible to evaluate all of the potential implications to the Company's trade, customers, suppliers and wider economy.

Winder Power has been sheltered to an extent due to the framework agreements in place and the nature of our order book. The Transformer division has been largely unaffected and continues to have a full order book for the majority of the following year, however the lockdown did prove challenging for our onsite Substation Services division. Many customers placed site work on hold during the UK lockdown, however with restrictions easing in summer the division has been extremely busy assisting customers push forward with their programmes and most of the delayed revenue is expected to be caught up during the financial year.

The business has worked hard as an employer of key workers, delivering critical electricity infrastructure, to ensure that staff remain well and that the risk to employees while at work is kept to a minimum. The business has instituted staggered start, finish and break times, sectioned off working areas to ensure employees maintain social distancing, enhanced cleaning routines multiple times a day for high traffic areas and undertaken Covid risk training with all staff. These and many more actions have been taken to reduce the risk of any transmission however the business continues to monitor and amend these precautions based on Government and local advice.

**STRATEGIC REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2021**

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**Risk from the United Kingdom leaving the European Union (“Brexit”)**

At the date of this report, the terms under which the United Kingdom will withdraw from the European Union are not fully known. The directors of the company are confident that this withdrawal will not impact the company's ability to continue as a going concern. A significant proportion of the customer base is domestic and the company is experienced in international trade, import customs arrangements and has well established and robust import distribution channels. Due to the length of the manufacturing process involved in transformer manufacture any additional delays for goods being imported from Europe will not have a material impact on the business. The company has fixed its foreign currency exposure for all orders received to protect from any negative movements in Sterling. Despite the high level of uncertainty on the possible outcomes, the Board of Directors has considered the potential impact of Brexit and do not consider that there will be a significant impact on the company.

**Research and development activities**

The company continues to invest in research and development, particularly developing bespoke solutions for customers.

**Other key performance indicators**

The directors meet regularly throughout the year to discuss the performance of the company, various key performance indicators and company specific measures in order to gauge the company's financial position against annual targets.

The company's financial performance is measured using turnover and EBITDA (earnings before interest, tax, depreciation and amortisation). Turnover of £17.6m was very similar to last year for the reasons discussed above. EBITDA excluding exceptional and non recurring items for the year decreased to £553k (2020: £607k), for the same reasons, while this was a good result considering the impact of the COVID-19 pandemic the company was on track for delivering EBITDA in excess of £1m for the year, a recognition of the good work and customer service being delivered by the employees at Winder Power.

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

**P D Matthews**

Director

Date: 1 April 2022

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**WINDER POWER LIMITED**

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**DIRECTORS' REPORT  
FOR THE YEAR ENDED 31 MARCH 2021**

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The directors present their report and the financial statements for the year ended 31 March 2021.

**Directors' responsibilities statement**

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

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

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

- select suitable accounting policies for the Company's financial statements and then apply them consistently;
- make judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

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

**Results and dividends**

The profit for the year, after taxation, amounted to £253,703 (2020 - £162,253).

Dividends of £nil (2020: £nil) were paid to the shareholder, Winder Power Holdings Limited, during the year.

**Directors**

The directors who served during the year were:

P D Matthews  
A G Mill  
A P Pinkney

**DIRECTORS' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2021**

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**Future developments**

The company is continuing to focus on the improvement of transformer margins and securing further framework agreements with UK DNOs while the industrial market recovers. The business will also leverage its position as one of the UK's leading experts in transformer refurbishment, an area of the sector that has seen significant growth in the last few years.

The National Grid, through their Future Energy Scenarios, expect the electricity demand in the UK to double by 2050, this is driven through an increase in electric vehicles and a conversion of heating from gas to electric. This increase along with the pressure that a distributed energy generation model places on the electricity network means that there will need to be a significant increase in the capacity of the electricity distribution network. This means that the requirement for transformers will greatly increase.

**Engagement with employees**

During the period, the policy of providing employees with information about the Company has been continued through internal media methods in which employees have also been encouraged to present their suggestions and views on the Company's performance. Regular meetings are held between local management and employees to allow a free flow of information and ideas.

**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'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's auditor is aware of that information.

**Auditor**

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

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

**P D Matthews**  
Director

Date: 1 April 2022

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF WINDER POWER LIMITED**

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**Opinion**

We have audited the financial statements of Winder Power Limited (the 'Company') for the year ended 31 March 2021 which comprise the Statement of Comprehensive Income, the Statement of Financial Position, the Statement of Changes in Equity and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Company's affairs as at 31 March 2021 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis for opinion**

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

**Material uncertainty related to going concern**

We draw attention to note 2.3 in the financial statements, which indicates that although the Company have agreed in principle an additional capital investment and renewed banking facilities the additional capital investment and renewed banking facilities are not yet in place.

As stated in note 2.3, these events or conditions, along with the other matters as set forth in this note to the financial statements, indicate that a material uncertainty exists that may cast significant doubt on the company's ability to continue as a going concern. Our opinion is not modified in respect of this matter.

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.

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

**Other Information**

The other information comprises the information included in the annual report, other than the financial statements and our auditor's 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.

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF WINDER POWER LIMITED**

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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 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 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.

**Opinions on other matters prescribed by the Companies Act 2006**

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

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

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

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

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

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

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF WINDER POWER LIMITED

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**Responsibilities of Directors**

As explained more fully in the Directors' Responsibilities Statement set out on page 5, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors intend either to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

**Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud.

Based on our understanding of the company and its industry, we considered that non-compliance with the following laws and regulations might have a material effect on the financial statements: employment regulation, health and safety regulation, anti-money laundering regulation, non-compliance with implementation of government support schemes relating to COVID-19.

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

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

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF WINDER POWER LIMITED**

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

In addition, we evaluated the directors' and management's incentives and opportunities for fraudulent manipulation of the financial statements, including the risk of management override of controls, and determined that the principal risks related to posting manual journal entries to manipulate financial performance, management bias through judgements and assumptions in significant accounting estimates, in particular in relation to revenue recognition (which we pinpointed to the cut-off assertion), and significant one-off or unusual transactions.

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

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

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

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

**Use of the audit report**

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

Shaun Mullins (Senior Statutory Auditor)

for and on behalf of

Mazars LLP

Chartered Accountants and Statutory Auditor

5th Floor

3 Wellington Place  
Leeds  
LS1 4AP

1 April 2022

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**WINDER POWER LIMITED**

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**STATEMENT OF COMPREHENSIVE INCOME  
FOR THE YEAR ENDED 31 MARCH 2021**

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	Note	2021 £	2020 £
Turnover	4	17,613,489	17,704,296
Cost of sales		(14,208,032)	(14,292,294)
<b>Gross profit</b>		<u>3,405,457</u>	<u>3,412,002</u>
Distribution costs		(222,536)	(197,847)
Administrative expenses		(3,095,975)	(3,019,245)
Other operating income	5	98,017	-
<b>Operating profit</b>	6	<u>184,963</u>	<u>194,910</u>
Interest payable and similar expenses	10	(114,923)	(243,680)
<b>Profit/(loss) before tax</b>		<u>70,040</u>	<u>(48,770)</u>
Tax on profit/(loss)	11	183,663	211,023
<b>Profit for the financial year</b>		<u><u>253,703</u></u>	<u><u>162,253</u></u>

There were no recognised gains and losses for 2021 or 2020 other than those included in the statement of comprehensive income.

There was no other comprehensive income for 2021 (2020:£NIL).

The notes on pages 14 to 33 form part of these financial statements.

STATEMENT OF FINANCIAL POSITION  
AS AT 31 MARCH 2021

	Note	2021 £	2020 £
<b>Fixed assets</b>			
Intangible assets	12	143,949	186,818
Tangible assets	13	1,756,783	1,790,010
		<u>1,900,732</u>	<u>1,976,828</u>
<b>Current assets</b>			
Stocks	15	839,850	1,715,996
Debtors: amounts falling due within one year	16	11,260,474	10,674,527
Cash at bank and in hand	17	1,230,681	1,488,265
		<u>13,331,005</u>	<u>13,878,788</u>
Creditors: amounts falling due within one year	18	(10,251,676)	(11,150,658)
		<u>3,079,329</u>	<u>2,728,130</u>
<b>Net current assets</b>		<u>3,079,329</u>	<u>2,728,130</u>
<b>Total assets less current liabilities</b>		<u>4,980,061</u>	<u>4,704,958</u>
<b>Provisions for liabilities</b>			
Deferred tax	20	(237,333)	(215,933)
		<u>(237,333)</u>	<u>(215,933)</u>
<b>Net assets</b>		<u><u>4,742,728</u></u>	<u><u>4,489,025</u></u>
<b>Capital and reserves</b>			
Called up share capital	21	75,758	75,758
Share premium account	22	56,242	56,242
Profit and loss account	22	4,610,728	4,357,025
		<u>4,742,728</u>	<u>4,489,025</u>

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

**P D Matthews**  
Director

Date: 1 April 2022

The notes on pages 14 to 33 form part of these financial statements.

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**WINDER POWER LIMITED**

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**STATEMENT OF CHANGES IN EQUITY  
FOR THE YEAR ENDED 31 MARCH 2021**

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	Called up share capital	Share premium account	Profit and loss account	Total equity
	£	£	£	£
<b>At 1 April 2019</b>	75,758	56,242	4,194,772	4,326,772
<b>Comprehensive income for the year</b>				
Profit for the year	-	-	162,253	162,253
<b>At 1 April 2020</b>	75,758	56,242	4,357,025	4,489,025
<b>Comprehensive income for the year</b>				
Profit for the year	-	-	253,703	253,703
<b>At 31 March 2021</b>	<u>75,758</u>	<u>56,242</u>	<u>4,610,728</u>	<u>4,742,728</u>

The notes on pages 14 to 33 form part of these financial statements.

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

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**1. General information**

Winder Power Limited ("the Company") is a Company limited by share capital, registered number 05446559, incorporated in England and Wales. The address of the registered office is Grangefield House, Richardshaw Road, Pudsey, Leeds, LS28 6QS.

Winder Power Limited designs and manufactures electricity transformer and electrical components for industrial applications.

These financial statements have been presented in pound sterling which is the functional currency of the company, and rounded to the nearest £.

**2. Accounting policies**

**2.1 Basis of preparation of financial statements**

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

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

The following principal accounting policies have been applied:

**2.2 Financial reporting standard 102 - reduced disclosure exemptions**

The company has taken advantage of the following disclosure exemptions in preparing these financial statements, as permitted by the FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland":

- the requirements of Section 7 Statement of Cash Flows;
- the requirements of Section 3 Financial Statement Presentation paragraph 3.17(d);
- the requirements of Section 11 Financial Instruments paragraphs 11.42, 11.44 to 11.45, 11.47, 11.48(a)(iii), 11.48(a)(iv), 11.48(b) and 11.48(c);
- the requirements of Section 12 Other Financial Instruments paragraphs 12.26 to 12.27, 12.29(a), 12.29(b) and 12.29A;
- the requirements of Section 33 Related Party Disclosures paragraph 33.7.

This information is included in the consolidated financial statements of Winder Power Holdings Limited as at 31 March 2021 and these financial statements may be obtained from Companies House.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021

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2. Accounting policies (continued)

2.3 Going concern

The Company's business activities, together with the factors likely to affect its future developments, performance and position are set out in the Strategic Report and Directors Report to the financial statements.

The Company has reported an operating profit and EBITDA before exceptional and non-recurring items of £185k and £553k, respectively (2020: £195k and £607K) for the year ended 31 March 2021. The Company has an outstanding working capital facility of £3 million from its bankers, HSBC, which at 31 March 2021 was due for repayment in September 2023. Winder Power breached financial covenants due to the impact of COVID-19 on profitability during the year and as such the banking facilities became repayable on demand. As at 31 March 2021 the Company had £Nil undrawn facilities and cash of £1,230,681. Winder Power has to an extent been sheltered from the adverse economic impact of COVID-19 due to the output from the Transformer division. This was largely due to the framework agreements in place and the nature of its order book.

HSBC and Mercia, its key investor, have both supported the business through this time and subsequent to the year end.

The business has agreed in principle an additional capital investment and renewed banking facilities. Completion is expected to occur in the near future and will enable the business to take advantage of the significant opportunities in the UK transformer market. UK DNOs have submitted their proposals for the next regulatory period, a period where decarbonisation and electrification of the UK is required to meet the climate change targets set. All DNOs have proposed significant increases in electricity distribution asset investment, placing the company in a strong position to take advantage of this increase through the frameworks agreements it already has in place with DNOs. The Company is trading profitably post year end.

Although the Company has the continued support of HSBC and Mercia, its key investor, the additional capital investment and renewed banking facilities is not yet in place. As a result, these circumstances represent a material uncertainty that may cast significant doubt on the Company's ability to continue as a going concern and, therefore, to continue realising its assets and discharging its liabilities in the normal course of business. Due to assurances received from both HSBC and Mercia the Company has no reason to believe the proposed support will not be provided in the near future.

Based on the above indications the directors believe that it remains appropriate to prepare the financial statements on a going concern basis based on the reasonable cash flow forecasts they have prepared. The financial statements do not include any adjustments that would result from the basis of preparation being inappropriate.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021

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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 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'.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021

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

**Sale of goods**

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

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

**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 Company 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 Company 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 Leased assets: the Company as lessee

Assets obtained under hire purchase contracts and finance leases are capitalised as tangible fixed assets. Assets acquired by finance lease are depreciated over the shorter of the lease term and their useful lives. Assets acquired by hire purchase are depreciated over their useful lives. Finance leases are those where substantially all of the benefits and risks of ownership are assumed by the company. Obligations under such agreements are included in creditors net of the finance charge allocated to future periods. The finance element of the rental payment is charged to profit or loss so as to produce a constant periodic rate of charge on the net obligation outstanding in each period.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021

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**2. Accounting policies (continued)**

**2.8 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.

**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 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 Comprehensive Income in the same period as the related expenditure.

Government grants received are recognised as Government grant income within Other Operating Income of the Statement of Comprehensive Income.

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

The contributions are recognised as an expense in 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 Company in independently administered funds.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021

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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 operates and generates income.

Deferred tax balances are recognised in respect of all timing differences that have originated but not reversed by the Statement of Financial Position 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; and
- Any deferred tax balances are reversed if and when all conditions for retaining associated tax allowances have been met.

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

2.14 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 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 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.

2.15 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.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021

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2. Accounting policies (continued)

2.15 Tangible fixed assets (continued)

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

Depreciation is provided on the following basis:

Long term leasehold property	- Straight line basis over the remaining life term of the lease
Plant & machinery	- Straight line basis over the remaining term of the lease (longer life assets) and straight line basis over 10 years (shorter life assets)
Motor vehicles	- Straight line basis over 4 years
Fixtures & fittings	- Straight line basis over 4 years
Office equipment	- Straight line over 3 - 5 years
Assets held under construction	- Not depreciated on the basis that they have not yet been commissioned.

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.

2.16 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.

2.17 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.

2.18 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.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021

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**2. Accounting policies (continued)**

**2.19 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.

**2.20 Provisions for liabilities**

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

Provisions are charged as an expense to profit or loss in the year that the Company becomes aware of the obligation, and are measured at the best estimate at the Statement of Financial Position 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 2021

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2. Accounting policies (continued)

2.21 Financial instruments

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

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

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

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

Financial assets and liabilities are offset and the net amount reported in the Statement of Financial Position 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.

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

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

The critical judgements that the directors have made in the process of applying the Group's accounting policies that have the most significant effect on the amounts recognised in the statutory financial statements are discussed below.

**Assessing indicators of impairment**

In assessing whether there have been any indicators of impairment to assets, the directors have considered both external and internal sources of information such as market conditions, counter party credit ratings and experience of recoverability and where applicable, the ability of the assets to be operated as planned.

**Key sources of estimation uncertainty**

The key assumptions concerning the future and other key sources of estimation uncertainty, that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next financial year are discussed below.

**(i) Long term contracts**

Contract accounting is used to determine the amount of revenue to be recognised on long term transformer manufacturing contracts. The process of identifying the percentage completion of each ongoing contract requires judgement from management to ensure that revenue is appropriately recognised across the contract period.

**(ii) Stock provision**

The valuation of stock is deemed to be an area of judgement due to the management deciding upon the value of any provision against stock at the year end.

**4. Turnover**

	2021 £	2020 £
Transformer supply and service	<u>17,613,489</u>	<u>17,704,296</u>
Analysis of turnover by country of destination:		
	2021 £	2020 £
United Kingdom	17,286,464	17,387,029
Rest of Europe	327,025	268,575
Rest of the world	-	48,692
	<u>17,613,489</u>	<u>17,704,296</u>

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

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**5. Other operating income**

	2021 £	2020 £
Government grant income	<u>98,017</u>	<u>-</u>

**6. Operating profit**

The operating profit is stated after charging:

	2021 £	2020 £
Depreciation of tangible fixed assets	240,019	238,672
Amortisation of intangible assets	42,869	21,440
Exchange differences	-	(2,971)
Research and development expense	597,976	555,684
Hire of plant and machinery - operating leases	75,392	58,283
Hire of other assets - operating leases	385,000	385,000
Non recurring costs	<u>86,076</u>	<u>151,681</u>

**7. Auditor's remuneration**

	2021 £	2020 £
Fees payable to the Company's auditor for the audit of the Company's annual financial statements	<u>21,450</u>	<u>21,450</u>

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

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

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**8. Employees**

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

	2021 £	2020 £
Wages and salaries	2,688,025	2,663,390
Social security costs	225,161	197,031
Cost of defined contribution scheme	163,625	84,809
	<u>3,076,811</u>	<u>2,945,230</u>

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

	2021 No.	2020 No.
Manufacturing	45	51
Administration and management	31	23
	<u>76</u>	<u>74</u>

**9. Directors' remuneration**

	2021 £	2020 £
Directors' emoluments	322,285	333,898
Company contributions to defined contribution pension schemes	50,284	27,262
	<u>372,569</u>	<u>361,160</u>

During the year retirement benefits were accruing to 3 directors (2020 - 3) in respect of defined contribution pension schemes.

The highest paid director received remuneration of £123,887 (2020 - £119,220).

The value of the company's contributions paid to a defined contribution pension scheme in respect of the highest paid director amounted to £18,372 (2020 - £10,117).

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021

10. Interest payable and similar expenses

	2021 £	2020 £
Bank interest payable	114,923	242,361
Finance leases and hire purchase contracts	-	1,319
	<u>114,923</u>	<u>243,680</u>

11. Taxation

	2021 £	2020 £
<b>Corporation tax</b>		
Current tax on profits for the year	(91,000)	-
Adjustments in respect of previous periods	(114,063)	(253,808)
	<u>(205,063)</u>	<u>(253,808)</u>
<b>Total current tax</b>	<u>(205,063)</u>	<u>(253,808)</u>
<b>Deferred tax</b>		
Origination and reversal of timing differences	3,920	42,785
Adjustments in respect of previous periods	17,480	-
	<u>21,400</u>	<u>42,785</u>
<b>Total deferred tax</b>	<u>21,400</u>	<u>42,785</u>
<b>Taxation on loss on ordinary activities</b>	<u>(183,663)</u>	<u>(211,023)</u>

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021

11. Taxation (continued)

**Factors affecting tax charge for the year**

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

	2021 £	2020 £
Profit/(loss) on ordinary activities before tax	<u>70,040</u>	<u>(48,770)</u>
Profit/(loss) on ordinary activities multiplied by standard rate of corporation tax in the UK of 19% (2020 - 19%)	13,308	(9,266)
<b>Effects of:</b>		
Expenses not deductible for tax purposes	138	61
Adjustments to tax charge in respect of prior periods	(96,583)	(253,808)
Deferred tax rate difference	-	23,228
Deferred tax not recognised	-	24,294
Other differences leading to an increase in the tax charge	12,719	4,468
Adjustment in research and development tax credit leading to a decrease in the tax charge	(91,000)	-
Group relief claimed	(22,245)	-
<b>Total tax charge for the year</b>	<u>(183,663)</u>	<u>(211,023)</u>

**Factors that may affect future tax charges**

The UK Government announced in the 2021 budget that from 1 April 2023, the rate of corporation tax in the United Kingdom will increase from 19% to 25%. Companies with profits of £50,000 or less will continue to be taxed at 19%, which is a new small profits rate. Where taxable profits are between £50,000 and £250,000, the higher 25% rate will apply but with a marginal relief applying as profits increase.

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

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**12. Intangible assets**

	Computer software £	Goodwill £	Total £
<b>Cost</b>			
At 1 April 2020	107,147	393,887	501,034
At 31 March 2021	<u>107,147</u>	<u>393,887</u>	<u>501,034</u>
<b>Amortisation</b>			
At 1 April 2020	-	314,216	314,216
Charge for the year	21,429	21,440	42,869
At 31 March 2021	<u>21,429</u>	<u>335,656</u>	<u>357,085</u>
<b>Net book value</b>			
At 31 March 2021	<u>85,718</u>	<u>58,231</u>	<u>143,949</u>
<b>At 31 March 2020</b>	<u>107,147</u>	<u>79,671</u>	<u>186,818</u>

The individual intangible asset which is material to the financial statements is goodwill of £393,887. This goodwill was generated when the company acquired the trade and assets of R F Winder Electrical Limited and Newton Derby Limited for £752,813 on 24 June 2005. The remaining amortisation period as at 31 March 2021 is 2 years and 9 months.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021

13. Tangible fixed assets

	Long term Leasehold Property £	Plant & machinery £	Fixtures & fittings £	Office equipment £	Total £
<b>Cost or valuation</b>					
At 1 April 2020	348,756	3,000,383	201,178	431,927	3,982,244
Additions	-	120,568	23,492	62,732	206,792
At 31 March 2021	348,756	3,120,951	224,670	494,659	4,189,036
<b>Depreciation</b>					
At 1 April 2020	201,058	1,438,281	185,933	366,962	2,192,234
Charge for the year	14,741	161,636	7,645	55,997	240,019
At 31 March 2021	215,799	1,599,917	193,578	422,959	2,432,253
<b>Net book value</b>					
At 31 March 2021	132,957	1,521,034	31,092	71,700	1,756,783
<b>At 31 March 2020</b>	<b>147,698</b>	<b>1,562,102</b>	<b>15,245</b>	<b>64,965</b>	<b>1,790,010</b>

14. Fixed asset investments

The principle undertakings in which the company's interest at the year end is 20% or more are as follows:

R F Winder Electrical Limited

Newton Derby Limited

Countryman Defence Limited

Control Instruments Limited

The registered offices of the companies listed above are the same as that listed for the Company.

The Company holds 100% of the ordinary share capital of the subsidiaries listed, all of which are dormant.

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**WINDER POWER LIMITED**

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

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**15. Stocks**

	2021 £	2020 £
Work in progress	<u>839,850</u>	<u>1,715,996</u>

**16. Debtors**

	2021 £	2020 £
Trade debtors	3,499,412	3,711,829
Amounts owed by group undertakings	3,103,639	3,077,925
Other debtors	119,838	158,488
Prepayments and accrued income	257,751	209,523
Amounts recoverable on long term contracts	4,075,636	3,262,754
Tax recoverable	204,198	254,008
	<u>11,260,474</u>	<u>10,674,527</u>

**17. Cash and cash equivalents**

	2021 £	2020 £
Cash at bank and in hand	<u>1,230,681</u>	<u>1,488,265</u>

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

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

	2021 £	2020 £
Bank loans	3,891,667	4,000,000
Trade creditors	3,031,971	3,557,832
Other taxation and social security	1,007,513	760,854
Obligations under finance lease and hire purchase contracts	-	2,359
Other creditors	29,797	27,189
Accruals and deferred income	2,290,728	2,802,424
	<u>10,251,676</u>	<u>11,150,658</u>

Included within Accruals and deferred income are amounts due to customers (deferred income) for on-going contract work totalling £1,865,725 (2020: £2,768,656).

See note 19 'Loans' for details of security, repayment dates and interest charges on the bank loans above.

Hire purchase liabilities are secured against the assets to which they relate.

**19. Loans**

Analysis of the maturity of loans is given below:

	2021 £	2020 £
<b>Amounts falling due within one year</b>		
Bank loans	<u>3,891,667</u>	<u>4,000,000</u>

The bank loan is secured by way of fixed and floating charge over all assets of the company. The loan attracts interest at 3.75% above base rate, with £3 million being repayable in full in October 2023 and £1 million being repayable in installments across the period ended the same date.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021

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20. Deferred taxation

	2021 £
At beginning of year	(215,933)
Charged to profit or loss	(21,400)
<b>At end of year</b>	<u><u>(237,333)</u></u>

The provision for deferred taxation is made up as follows:

	2021 £	2020 £
Accelerated capital allowances	(242,100)	(234,791)
Losses and other deductions	-	16,963
Other timing differences	4,767	1,895
	<u><u>(237,333)</u></u>	<u><u>(215,933)</u></u>

21. Share capital

	2021 £	2020 £
<b>Allotted, called up and fully paid</b>		
5,075,800 (2020 - 5,075,800) Ordinary shares of £0.01 each	50,758	50,758
2,500,000 (2020 - 2,500,000) 'A' Ordinary shares of £0.01 each	25,000	25,000
	<u><u>75,758</u></u>	<u><u>75,758</u></u>

22. Reserves

**Share premium account**

The share premium account includes the premium on issue of equity shares, net of issue costs.

**Profit & loss account**

The profit and loss reserves consist of accumulated profits and losses, less dividend payments.

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

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**23. Pension commitments**

The company operates a defined contribution personal pension scheme. The assets of the scheme are held separately from those of the company in a independently administered fund. The pension charge amounted to £163,625 (2020: £84,809). Contributions totalling £20,161 (2020: £25,953) were payable at the end of the financial year and are included in creditors due within 1 year.

**24. Commitments under operating leases**

At 31 March 2021 the Company had future minimum lease payments due under non-cancellable operating leases for each of the following periods:

	2021 £	2020 £
Due within one year	413,947	407,003
Due between two to five years	1,793,521	1,834,206
Later than 5 years	175,000	525,000
	<u>2,382,468</u>	<u>2,766,209</u>

**25. Related party disclosures**

The company is a wholly owned subsidiary of Winder Power Holdings Limited and has taken advantage of the exemption conferred by Financial Reporting Standard 102 not to disclose transactions with Winder Power Holdings Limited or other wholly owned subsidiaries within the group.

**26. Ultimate controlling party**

The company is a subsidiary of Winder Power Holdings Limited which is the ultimate parent company incorporated in England and Wales.

The largest and smallest group in which the results of the company are consolidated is that headed by Winder Power Holdings Limited, incorporated in England and Wales. The consolidated financial statements of this company are available to the public and may be obtained from Companies House, Cardiff. No other group financial statements include the results of the company.

This document was delivered using electronic communications and authenticated in accordance with the registrar's rules relating to electronic form, authentication and manner of delivery under section 1072 of the Companies Act 2006.