

**REGISTERED NUMBER: 04211244 (England and Wales)**

**REGALEAD LIMITED**  
**STRATEGIC REPORT, REPORT OF THE DIRECTORS AND**  
**FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2023**

CONTENTS OF THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2023

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**REGALEAD LIMITED**

**COMPANY INFORMATION  
FOR THE YEAR ENDED 31 DECEMBER 2023**

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**DIRECTORS:** J Whalley  
D S Baker  
G R Hubble  
C A Regan

**SECRETARY:** C A Regan

**REGISTERED OFFICE:** Columbus House  
Altrincham Road  
Sharston  
Manchester  
M22 9AF

**REGISTERED NUMBER:** 04211244 (England and Wales)

**AUDITORS:** Clarke Nicklin LLP  
Chartered Accountants and  
Statutory Auditors  
Clarke Nicklin House  
Brooks Drive  
Cheadle Royal Business Park  
Cheadle  
Cheshire  
SK8 3TD

**STRATEGIC REPORT  
FOR THE YEAR ENDED 31 DECEMBER 2023**

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The directors present their strategic report for the year ended 31 December 2023.

**PRINCIPAL ACTIVITIES**

The principal activity of the group in the year was that of a provider of decorative products for the glass, window, and door industries.

**REVIEW OF BUSINESS**

The year to 31 December 2023 was satisfactory from a trading perspective taking into account that the difficult market conditions of 2022 continued in 2023 with significant increases in interest rates used to curb inflation, these measures have had a huge detrimental impact on market conditions.

Bottlenecks in the supply chain that hampered performance in recent years have eased and increases in stock and efficiencies have improved the operational performance of the business.

**FINANCIAL PERFORMANCE INDICATORS**

The company made a net profit of £425,317 (2022: net profit £358,962). Turnover for the year grew to £12,536K an increase of 5% compared with 2022 at £11,919K. Under the circumstances, the directors consider this growth pleasing under difficult trading conditions.

Gross margin rose to 32% as a direct result of price increases, which have been introduced over recent years in order to combat both the rise in raw material prices and significant increase in the overhead base that all businesses have incurred. The administrative expenses increased substantially in the year (2023 £3,503K versus 2022 £3,072K) but were necessary and well managed with a focus on better cost control throughout the business.

The directors are satisfied with the results for 2023 given the market dynamic and are pleased with operational improvements across the business. The directors have identified growth in new and existing markets as the next phase of development for the business, which they believe will lead to improved financial performance in the future.

**STRATEGIC REPORT  
FOR THE YEAR ENDED 31 DECEMBER 2023**

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**PRINCIPAL RISKS AND UNCERTAINTIES**

The key principle risks are:

The current economic climate and the new government presents uncertainty in the market, with interest rates at their highest levels for 15 years in an attempt to curb significant levels of inflation. This risk will have a significant impact upon the future trading conditions of the business and significantly increase the cost of manufactured product, which the business will be forced to pass onto its customer base.

The business has exposure to foreign currencies and mitigates this risk where it is feasible and cost effective to do so through currency forward contracts. There were no currency forward contracts entered into that were outstanding as at 31 December 2023.

RegaLead derives 12.7% (2022:15.2%) of its revenues from lead products. The manufacture of lead strip is subject to sector specific Health and Safety and IPPC (environmental) regulations. Whilst RegaLead is fully compliant in its manufacturing and distribution processes, there is a future risk that change in either of these sets of regulations could affect the economic viability of manufacture, or else the distribution of the lead products into certain world territories.

**ON BEHALF OF THE BOARD:**

D S Baker - Director

26 September 2024

**REPORT OF THE DIRECTORS  
FOR THE YEAR ENDED 31 DECEMBER 2023**

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The directors present their report with the financial statements of the company for the year ended 31 December 2023.

**PRINCIPAL ACTIVITY**

The principal activity of the company in the year under review was that of a provider of decorative products for the glass, windows, and door industries.

**DIVIDENDS**

The total distribution of dividends in the period ended 31 December 2023 was £198,776 (2022: £235,446).

**DIRECTORS**

The directors shown below have held office during the whole of the period from 1 January 2023 to the date of this report.

J Whalley  
D S Baker  
G R Hubble  
C A Regan

**STATEMENT OF DIRECTORS' RESPONSIBILITIES**

The directors are responsible for preparing the Strategic Report, the Report of the Directors 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 United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). 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 and then apply them consistently;
- make judgements 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 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.

**STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITORS**

So far as the directors are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the company's auditors are unaware, and each director has taken all the steps that he ought to have taken as a director in order to make himself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

**REGALEAD LIMITED (REGISTERED NUMBER: 04211244)**

**REPORT OF THE DIRECTORS  
FOR THE YEAR ENDED 31 DECEMBER 2023**

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**AUDITORS**

The auditors, Clarke Nicklin LLP, will be proposed for re-appointment at the forthcoming Annual General Meeting.

**ON BEHALF OF THE BOARD:**

D S Baker - Director

26 September 2024

## REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF REGALEAD LIMITED

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### Opinion

We have audited the financial statements of Regalead Limited (the 'company') for the year ended 31 December 2023 which comprise the Income Statement, Other Comprehensive Income, Balance Sheet, Statement of Changes in Equity, Cash Flow Statement 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 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 company's affairs as at 31 December 2023 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### Basis for opinion

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

### Conclusions relating to going concern

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

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

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

### Other information

The directors are responsible for the other information. The other information comprises the information in the Strategic Report and the Report of the Directors, but does not include the financial statements and our Report of the Auditors 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 this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

## REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF REGALEAD LIMITED

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### **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 Report of the Directors for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Report of the Directors 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 company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report or the Report of the Directors.

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

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

### **Responsibilities of directors**

As explained more fully in the Statement of Directors' Responsibilities set out on page four, 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 necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

## REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF REGALEAD LIMITED

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### **Auditors' responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Auditors 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:

Procedures to identify risks:

- enquiring of management concerning the company's procedures relating to: identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of noncompliance; detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud;
- discussing among the engagement team regarding how and where fraud might occur in the financial statements and any potential indicators of fraud. As part of this discussion, we identified potential for fraud in the following areas: timing of recognition of sales and purchases and their related stock movements, posting of unusual journals; and
- obtaining an understanding of the legal and regulatory frameworks that the company operates in, focusing on those laws and regulations that had a direct effect on the financial statements or that had a fundamental effect on the operations of the company. The key laws and regulations we considered in this context included UK Companies Act, employment law, health and safety, pensions legislation and tax legislation.

The procedures to respond to risks identified included:

- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with relevant laws and regulations discussed above;
- enquiring of management, concerning actual and potential litigation and claims;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- reviewing correspondence with HMRC;
- testing the timing and matching of income and expense transactions relating to stock movements either side of the year end; and
- in addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

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

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

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 Report of the Auditors.

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF  
REGALEAD LIMITED**

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**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 a Report of the Auditors 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.

Graham Travis FCA (Senior Statutory Auditor)  
for and on behalf of Clarke Nicklin LLP  
Chartered Accountants and  
Statutory Auditors  
Clarke Nicklin House  
Brooks Drive  
Cheadle Royal Business Park  
Cheadle  
Cheshire  
SK8 3TD

26 September 2024

**INCOME STATEMENT  
FOR THE YEAR ENDED 31 DECEMBER 2023**

	Notes	2023 £	2022 £
<b>TURNOVER</b>	3	12,536,041	11,919,259
Cost of sales		<u>8,414,885</u>	<u>8,406,739</u>
<b>GROSS PROFIT</b>		4,121,156	3,512,520
Administrative expenses		<u>3,503,041</u>	<u>3,072,487</u>
		618,115	440,033
Other operating income		<u>61,426</u>	<u>114,646</u>
<b>OPERATING PROFIT</b>	5	679,541	554,679
Interest receivable and similar income		<u>163</u>	<u>-</u>
		679,704	554,679
Interest payable and similar expenses	6	<u>116,932</u>	<u>77,533</u>
<b>PROFIT BEFORE TAXATION</b>		562,772	477,146
Tax on profit	7	<u>137,455</u>	<u>118,184</u>
<b>PROFIT FOR THE FINANCIAL YEAR</b>		<u>425,317</u>	<u>358,962</u>

The notes form part of these financial statements

**OTHER COMPREHENSIVE INCOME  
FOR THE YEAR ENDED 31 DECEMBER 2023**

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	Notes	2023 £	2022 £
<b>PROFIT FOR THE YEAR</b>		425,317	358,962
<b>OTHER COMPREHENSIVE INCOME</b>		<u>-</u>	<u>-</u>
<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>		<u>425,317</u>	<u>358,962</u>

The notes form part of these financial statements

BALANCE SHEET  
31 DECEMBER 2023

	Notes	2023		2022	
		£	£	£	£
<b>FIXED ASSETS</b>					
Intangible assets	9		65,959		98,583
Tangible assets	10		932,205		1,036,966
Investments	11		6,279		6,279
Investment property	12		761,085		708,671
			<u>1,765,528</u>		<u>1,850,499</u>
<b>CURRENT ASSETS</b>					
Stocks	13	3,088,621		2,479,312	
Debtors	14	1,798,272		1,942,814	
Cash at bank and in hand		95,185		3,869	
		<u>4,982,078</u>		<u>4,425,995</u>	
<b>CREDITORS</b>					
Amounts falling due within one year	15	<u>2,389,893</u>		<u>1,970,724</u>	
<b>NET CURRENT ASSETS</b>			<u>2,592,185</u>		<u>2,455,271</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			4,357,713		4,305,770
<b>CREDITORS</b>					
Amounts falling due after more than one year	16		(666,248)		(814,300)
<b>PROVISIONS FOR LIABILITIES</b>	20		<u>(167,910)</u>		<u>(194,456)</u>
<b>NET ASSETS</b>			<u>3,523,555</u>		<u>3,297,014</u>
<b>CAPITAL AND RESERVES</b>					
Called up share capital	21		5,340		5,340
Share premium	22		100,000		100,000
Capital redemption reserve	22		4,660		4,660
Retained earnings	22		3,413,555		3,187,014
<b>SHAREHOLDERS' FUNDS</b>			<u>3,523,555</u>		<u>3,297,014</u>

The notes form part of these financial statements

**BALANCE SHEET - continued**  
**31 DECEMBER 2023**

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The financial statements were approved by the Board of Directors and authorised for issue on 26 September 2024 and were signed on its behalf by:

C A Regan - Director

D S Baker - Director

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

	Called up share capital £	Retained earnings £	Share premium £	Capital redemption reserve £	Total equity £
<b>Balance at 1 January 2022</b>	5,340	3,063,498	100,000	4,660	3,173,498
<b>Changes in equity</b>					
Dividends	-	(235,446)	-	-	(235,446)
Total comprehensive income	-	358,962	-	-	358,962
<b>Balance at 31 December 2022</b>	<u>5,340</u>	<u>3,187,014</u>	<u>100,000</u>	<u>4,660</u>	<u>3,297,014</u>
<b>Changes in equity</b>					
Dividends	-	(198,776)	-	-	(198,776)
Total comprehensive income	-	425,317	-	-	425,317
<b>Balance at 31 December 2023</b>	<u>5,340</u>	<u>3,413,555</u>	<u>100,000</u>	<u>4,660</u>	<u>3,523,555</u>

The notes form part of these financial statements

**CASH FLOW STATEMENT  
FOR THE YEAR ENDED 31 DECEMBER 2023**

	Notes	2023 £	2022 £
<b>Cash flows from operating activities</b>			
Cash generated from operations	24	744,002	1,134,594
Interest paid		(112,766)	(73,741)
Interest element of hire purchase payments paid		(4,166)	(3,792)
Tax paid		(91,224)	(141,690)
Net cash from operating activities		<u>535,846</u>	<u>915,371</u>
<b>Cash flows from investing activities</b>			
Purchase of intangible fixed assets		(20,235)	(30,745)
Purchase of tangible fixed assets		(64,216)	(122,486)
Purchase of investment property		(52,414)	-
Sale of tangible fixed assets		18,000	17,707
Interest received		163	-
Net cash from investing activities		<u>(118,702)</u>	<u>(135,524)</u>
<b>Cash flows from financing activities</b>			
New loans in year		91,224	144,314
Loan repayments in year		(175,928)	(722,320)
HP repayments in year		(36,722)	(36,300)
Equity dividends paid		(198,776)	(235,446)
Net cash from financing activities		<u>(320,202)</u>	<u>(849,752)</u>
<b>Increase/(decrease) in cash and cash equivalents</b>		<u>96,942</u>	<u>(69,905)</u>
<b>Cash and cash equivalents at beginning of year</b>	25	(1,757)	68,148
<b>Cash and cash equivalents at end of year</b>	25	<u>95,185</u>	<u>(1,757)</u>

The notes form part of these financial statements

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

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**1. COMPANY INFORMATION**

Regalead Limited ("the Company") is a limited company incorporated in the United Kingdom. The address of its registered office and principal place of business is Columbus House, Altrincham Road, Sharston, Manchester, M22 9AF.

**2. ACCOUNTING POLICIES**

**Basis of preparing the financial statements**

These financial statements have been prepared in accordance with FRS 102 "The Financial Reporting Standard Applicable in the UK and Republic of Ireland" ("FRS 102") and applicable legislation as set out in the Companies Act 2006 and Schedule 1 of the Large and Medium-sized Companies and Groups (Accounts and Reports) Regulations 2008. These financial statements have been prepared under the historical costs convention.

The financial statements are presented in Sterling (£).

**Going concern**

The directors have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. The directors have reached this conclusion giving due consideration to the projected future performance of the company, any potential risk that might impact the company's ability to meet its required solvency levels, and the position with regard to bank borrowing. For this reason, they continue to adopt the going concern basis in preparing the financial statements.

**Preparation of consolidated financial statements**

The financial statements contain information about RegaLead Limited as an individual company and do not contain consolidated financial information as the parent of a group. The company has taken the option under Section 405 of the Companies Act 2006 not to prepare consolidated financial statements, as its subsidiary undertakings taken together are not material for the purposes of giving a true and fair view.

**Related party exemption**

The company has taken advantage of exemption, under the terms of Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', not to disclose related party transactions with wholly owned subsidiaries within the group.

**Significant judgements and 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 revision only affects that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The following judgements have had the most significant effect on amounts recognised in the financial statements; Depreciation - The useful life of fixed assets can vary significantly. Estimates are based on historic experience and current expectations of useful life. The size of prior year gains and losses on disposal are also factored in to estimates.

Stock provision - The net realisable value of stock is assessed by the directors regularly. A provision is made where this falls below the cost. The provision is based on an ageing formula that has been reviewed and updated based on historic outcomes and current marketability of products.

Bad debts - The directors regularly review debts and provide for those which are doubtful.

**Turnover**

Turnover is measured at the fair value of the consideration received or receivable, excluding discounts, rebates, value added tax and other sales taxes. Turnover is recognised on dispatch of goods.

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 DECEMBER 2023**

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**2. ACCOUNTING POLICIES - continued**

**Computer software**

Computer software is being amortised over its useful life of five years.

**Tangible fixed assets**

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life or, if held under a finance lease, over the lease term, whichever is the shorter.

Long leasehold	- 2% on cost
Plant and machinery	- 10% on cost
Fixtures and fittings	- 20% on cost
Motor vehicles	- 25% on cost
Computer equipment	- 33% on cost

**Investment property**

Investment property is shown at the most recent valuation. Any aggregate surplus or deficit arising from changes in fair value is recognised in the income statement.

**Stocks**

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

**Taxation**

Taxation for the year comprises current and deferred tax. Tax is recognised in the Income Statement, except to the extent that it relates to items recognised in other comprehensive income or directly in equity.

Current or deferred taxation assets and liabilities are not discounted.

Current tax is recognised at the amount of tax payable using the tax rates and laws that have been enacted or substantively enacted by the balance sheet date.

**Deferred tax**

Deferred tax is recognised in respect of all timing differences that have originated but not reversed at the balance sheet date.

Timing differences arise from the inclusion of income and expenses in tax assessments in periods different from those in which they are recognised in financial statements. Deferred tax is measured using tax rates and laws that have been enacted or substantively enacted by the year end and that are expected to apply to the reversal of the timing difference.

Unrelieved tax losses and other deferred tax assets are recognised only to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits.

**Foreign currencies**

Assets and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at the rate of exchange ruling at the date of transaction. Exchange differences are taken into account in arriving at the operating result.

NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 DECEMBER 2023

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2. **ACCOUNTING POLICIES - continued**

**Hire purchase and leasing commitments**

Assets obtained under hire purchase contracts or finance leases are capitalised in the balance sheet. Those held under hire purchase contracts are depreciated over their estimated useful lives. Those held under finance leases are depreciated over their estimated useful lives or the lease term, whichever is the shorter.

The interest element of these obligations is charged to the income statement over the relevant period. The capital element of the future payments is treated as a liability.

**Pension costs and other post-retirement benefits**

The company operates a defined contribution pension scheme. Contributions payable to the company's pension scheme are charged to profit or loss in the period to which they relate.

**Financial assets**

Basic financial assets, including trade debtors, cash and bank balances and amounts owed by group undertakings, are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest.

Such assets are subsequently carried at amortised cost using the effective interest method.

At the end of each reporting period, financial assets measured at amortised cost are assessed for objective evidence of impairment. If an asset is impaired, the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in the income statement.

If there is a decrease in the impairment loss arising from an event occurring after the impairment was recognised, the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been had the impairment not previously been recognised. The impairment reversal is recognised in the income statement.

Financial assets are derecognised when (a) the contractual rights to the cash flows from the asset expire or are settled, or (b) substantially all the risks and rewards of the ownership of the asset are transferred to another party, or (c) control of the asset has been transferred to another party who has the practical ability to unilaterally sell the asset to an unrelated third party without imposing additional restrictions.

**Financial Liabilities**

Basic financial liabilities, including trade creditors and amounts owed to group undertakings, are initially recognised at transaction price, unless the arrangement constitutes a financing transaction where the debt instrument is measured at the present value of the future receipts discounted at a market rate of interest.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Trade creditors are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Financial liabilities are derecognised when the liability is extinguished, that is when the contractual obligation is discharged, cancelled or expires.

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31 DECEMBER 2023**

**2. ACCOUNTING POLICIES - continued**

**Derivative financial instruments**

Where facilities are available, the company uses derivative instruments to reduce exposure to foreign exchange risk. The company does not hold or issue derivative financial instruments for speculative purposes.

Derivative financial instruments are initially recognised at cost when contracts are entered in to. At the end of each reporting period they are measured at fair value, with changes in fair value transferred to the income statement.

**Invoice discounting advances**

The company uses an invoice discounting facility and has adopted separate presentation whereby gross debts are included as an asset and the amount due to the factoring company is included within creditors. The interest and charges are recognised as they accrue and are included in the income statement.

**Trade debtors**

Trade receivables are initially recognised at fair value and subsequently measured at amortised cost less allowances for situations where recovery is doubtful. Such allowances are based on an individual assessment of each receivable.

**3. TURNOVER**

The turnover and profit before taxation are attributable to the one principal activity of the company.

An analysis of turnover by geographical market is given below:

	2023	2022
	£	£
United Kingdom	11,734,962	10,928,804
Europe	382,499	451,361
Rest of world	418,580	539,094
	<u>12,536,041</u>	<u>11,919,259</u>

**4. EMPLOYEES AND DIRECTORS**

	2023	2022
	£	£
Wages and salaries	2,503,553	2,321,545
Social security costs	228,931	215,805
Other pension costs	72,070	75,940
	<u>2,804,554</u>	<u>2,613,290</u>

NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 DECEMBER 2023

## 4. EMPLOYEES AND DIRECTORS - continued

The average number of employees during the year was as follows:

	2023	2022
Production and warehouse	59	60
Administration	23	23
Sales	11	11
	<u>93</u>	<u>94</u>

	2023	2022
	£	£
Directors' remuneration	260,271	263,230
Directors' pension contributions to money purchase schemes	<u>17,796</u>	<u>12,102</u>

The number of directors to whom retirement benefits were accruing was as follows:

Money purchase schemes	<u>3</u>	<u>2</u>
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Information regarding the highest paid director is as follows:

	2023	2022
	£	£
Emoluments etc	122,589	132,985
Pension contributions to money purchase schemes	<u>4,409</u>	<u>-</u>

## 5. OPERATING PROFIT

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

	2023	2022
	£	£
Depreciation - owned assets	117,112	118,218
Depreciation - assets on hire purchase contracts	45,545	39,873
Profit on disposal of fixed assets	(11,680)	(1,041)
Computer software amortisation	52,859	49,962
Auditors' remuneration - audit services	21,000	21,425
Auditors' remuneration - other services	14,684	9,470
Operating leases - land and buildings	197,637	268,829
Operating leases - other	45,911	53,671
Foreign exchange (gains)/losses	<u>27,381</u>	<u>42,466</u>

NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 DECEMBER 2023

## 6. INTEREST PAYABLE AND SIMILAR EXPENSES

	2023	2022
	£	£
Bank loan interest	57,476	44,673
Invoice discounting interest	48,190	27,385
Other loan interest	7,100	1,683
Hire purchase	4,166	3,792
	<u>116,932</u>	<u>77,533</u>

## 7. TAXATION

**Analysis of the tax charge**

The tax charge on the profit for the year was as follows:

	2023	2022
	£	£
Current tax:		
UK corporation tax	154,502	91,224
Under/(over) provision for corporation tax in prior year	-	1,670
Total current tax	<u>154,502</u>	<u>92,894</u>
Deferred tax	<u>(17,047)</u>	<u>25,290</u>
Tax on profit	<u>137,455</u>	<u>118,184</u>

UK corporation tax has been charged at 25% (2022 - 19%).

**Reconciliation of total tax charge included in profit and loss**

The tax assessed for the year is lower than the standard rate of corporation tax in the UK. The difference is explained below:

	2023	2022
	£	£
Profit before tax	<u>562,772</u>	<u>477,146</u>
Profit multiplied by the standard rate of corporation tax in the UK of 25% (2022 - 19%)	140,693	90,658
Effects of:		
Expenses not deductible for tax purposes	1,053	5,014
Adjustments to tax charge in respect of previous periods	-	1,670
Adjustments to tax charge in respect of rate changes	9,718	26,270
Super deduction	<u>(14,009)</u>	<u>(5,428)</u>
Total tax charge	<u>137,455</u>	<u>118,184</u>

NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 DECEMBER 2023

## 8. DIVIDENDS

	2023 £	2022 £
Ordinary A shares of £1 each Interim	90,224	99,773
Ordinary B shares of £1 each Interim	108,552	111,661
Ordinary C shares of £1 each Interim	-	24,012
	<u>198,776</u>	<u>235,446</u>

## 9. INTANGIBLE ASSETS

	Computer software £
<b>COST</b>	
At 1 January 2023	299,296
Additions	20,235
At 31 December 2023	<u>319,531</u>
<b>AMORTISATION</b>	
At 1 January 2023	200,713
Amortisation for year	52,859
At 31 December 2023	<u>253,572</u>
<b>NET BOOK VALUE</b>	
At 31 December 2023	<u>65,959</u>
At 31 December 2022	<u>98,583</u>

NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 DECEMBER 2023

## 10. TANGIBLE FIXED ASSETS

	Long leasehold £	Plant and machinery £	Fixtures and fittings £
<b>COST</b>			
At 1 January 2023	660,939	1,562,739	585,158
Additions	-	16,356	44,599
Disposals	-	-	-
At 31 December 2023	<u>660,939</u>	<u>1,579,095</u>	<u>629,757</u>
<b>DEPRECIATION</b>			
At 1 January 2023	89,665	1,317,309	555,303
Charge for year	22,223	60,400	16,879
Eliminated on disposal	-	-	-
At 31 December 2023	<u>111,888</u>	<u>1,377,709</u>	<u>572,182</u>
<b>NET BOOK VALUE</b>			
At 31 December 2023	<u>549,051</u>	<u>201,386</u>	<u>57,575</u>
At 31 December 2022	<u>571,274</u>	<u>245,430</u>	<u>29,855</u>
	Motor vehicles £	Computer equipment £	Totals £
<b>COST</b>			
At 1 January 2023	265,438	517,446	3,591,720
Additions	-	3,261	64,216
Disposals	(60,670)	-	(60,670)
At 31 December 2023	<u>204,768</u>	<u>520,707</u>	<u>3,595,266</u>
<b>DEPRECIATION</b>			
At 1 January 2023	86,751	505,726	2,554,754
Charge for year	55,822	7,333	162,657
Eliminated on disposal	(54,350)	-	(54,350)
At 31 December 2023	<u>88,223</u>	<u>513,059</u>	<u>2,663,061</u>
<b>NET BOOK VALUE</b>			
At 31 December 2023	<u>116,545</u>	<u>7,648</u>	<u>932,205</u>
At 31 December 2022	<u>178,687</u>	<u>11,720</u>	<u>1,036,966</u>

NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 DECEMBER 2023

## 10. TANGIBLE FIXED ASSETS - continued

Fixed assets, included in the above, which are held under hire purchase contracts are as follows:

	Motor vehicles £	Computer equipment £	Totals £
<b>COST</b>			
At 1 January 2023	206,983	11,735	218,718
Disposals	(60,670)	-	(60,670)
At 31 December 2023	<u>146,313</u>	<u>11,735</u>	<u>158,048</u>
<b>DEPRECIATION</b>			
At 1 January 2023	75,202	6,194	81,396
Charge for year	41,634	3,911	45,545
Eliminated on disposal	(54,350)	-	(54,350)
At 31 December 2023	<u>62,486</u>	<u>10,105</u>	<u>72,591</u>
<b>NET BOOK VALUE</b>			
At 31 December 2023	<u>83,827</u>	<u>1,630</u>	<u>85,457</u>
At 31 December 2022	<u>131,781</u>	<u>5,541</u>	<u>137,322</u>

## 11. FIXED ASSET INVESTMENTS

	Unlisted investments £
<b>COST</b>	
At 1 January 2023 and 31 December 2023	<u>20,161</u>
<b>PROVISIONS</b>	
At 1 January 2023 and 31 December 2023	<u>13,882</u>
<b>NET BOOK VALUE</b>	
At 31 December 2023	<u>6,279</u>
At 31 December 2022	<u>6,279</u>

The company's investments at the Balance Sheet date in the share capital of companies include the following:

**Stained Glass Overlay UK Limited**

Registered office: Columbus House, Altrincham Road, Sharston, Manchester, M22 9AF.

Nature of business: Dormant

Class of shares:	% holding
Ordinary	100.00

NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 DECEMBER 2023

11. **FIXED ASSET INVESTMENTS - continued**

**Instalead Limited**

Registered office: Columbus House, Altrincham Road, Sharston, Manchester, M22 9AF.  
Nature of business: Dormant

Class of shares:	%
Ordinary	holding 100.00

**Door Glass Limited**

Registered office: Columbus House, Altrincham Road, Sharston, Manchester, M22 9AF.  
Nature of business: Dormant

Class of shares:	%
Ordinary	holding 100.00

**Regalead (Canada) Limited**

Registered office: 285 Vaughan Valley Blvd, Woodbridge, Ontario, Canada, L4H-3B5  
Nature of business: Sale of decorative and creative glass

Class of shares:	%
Ordinary	holding 100.00

12. **INVESTMENT PROPERTY**

	Total £
<b>FAIR VALUE</b>	
At 1 January 2023	708,671
Additions	<u>52,414</u>
At 31 December 2023	<u>761,085</u>
<b>NET BOOK VALUE</b>	
At 31 December 2023	<u>761,085</u>
At 31 December 2022	<u>708,671</u>

Fair value at 31 December 2023 is represented by:

Valuation in 2023	£ <u>761,085</u>
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If investment property had not been revalued it would have been included at the following historical cost:

	2023	2022
	£	£
Cost	<u>648,893</u>	<u>596,479</u>

Investment property was valued on an open market basis on 31 December 2023 by the directors .

NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 DECEMBER 2023

## 13. STOCKS

	2023	2022
	£	£
Raw materials	1,211,676	967,368
Finished goods	1,876,945	1,511,944
	<u>3,088,621</u>	<u>2,479,312</u>

Stock is stated after provisions for impairment of £336,592 (2022: £411,273).

## 14. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2023	2022
	£	£
Trade debtors	1,478,371	1,625,591
Amounts owed by group undertakings	20,507	21,965
Other debtors	120,895	148,704
Prepayments	178,499	146,554
	<u>1,798,272</u>	<u>1,942,814</u>

Trade debtors are stated after provisions for impairment of £164,108 (2022: £182,293).

## 15. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2023	2022
	£	£
Other loans (see note 17)	68,419	108,235
Bank loans and overdrafts (see note 17)	128,936	134,563
Invoice discounting advances (see note 17)	176,008	102,112
Hire purchase contracts (see note 18)	27,810	36,721
Trade creditors	1,084,217	765,842
Corporation tax	154,502	91,224
Social security and other taxes	381,894	394,491
Other creditors	70,744	101,783
Amounts due to subsidiary undertaking	6,119	6,119
Accrued expenses	291,244	229,634
	<u>2,389,893</u>	<u>1,970,724</u>

Other creditors includes £15,930 (2022: 22,786) of unpaid pension contributions.

## 16. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2023	2022
	£	£
Bank loans (see note 17)	641,534	761,775
Hire purchase contracts (see note 18)	24,714	52,525
	<u>666,248</u>	<u>814,300</u>

NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 DECEMBER 2023

## 17. LOANS

An analysis of the maturity of loans is given below:

	2023 £	2022 £
Amounts falling due within one year or on demand:		
Other loans	68,419	108,235
Bank overdrafts	-	5,626
Bank loans	128,936	128,937
Invoice discounting advances	<u>176,008</u>	<u>102,112</u>
	<u>373,363</u>	<u>344,910</u>
Amounts falling due between one and two years:		
Bank loans	<u>128,937</u>	<u>128,937</u>
Amounts falling due between two and five years:		
Bank loans	<u>193,477</u>	<u>266,810</u>
Amounts falling due in more than five years:		
Repayable by instalments		
Bank loans	<u>319,120</u>	<u>366,028</u>

## 18. LEASING AGREEMENTS

Minimum lease payments fall due as follows:

	Hire purchase contracts	
	2023 £	2022 £
Net obligations repayable:		
Within one year	27,810	36,721
Between one and five years	<u>24,714</u>	<u>52,525</u>
	<u>52,524</u>	<u>89,246</u>
	Non-cancellable	operating leases
	2023 £	2022 £
Within one year	247,346	128,975
Between one and five years	765,625	197,338
In more than five years	<u>509,120</u>	-
	<u>1,522,091</u>	<u>326,313</u>

NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 DECEMBER 2023

## 19. SECURED DEBTS

The following secured debts are included within creditors:

	2023 £	2022 £
Bank loans	770,470	890,712
Hire purchase contracts	52,524	89,246
Invoice discounting advances	176,008	102,112
	<u>999,002</u>	<u>1,082,070</u>

The bank loans are secured on all assets of the company, £770,470 (2022: £890,711) is repayable in instalments. Interest is charged at 3.25% above Base Rate on loans outstanding of £443,750 (2022: £481,250), 5% straight line on loans outstanding of £206,667 (2022: £280,000) and at 2.43% above Base Rate on loans outstanding of £120,053 (2022: £129,461).

Hire purchase liabilities are secured on the underlying assets.

Invoice discounting advances are secured on the trade debtors ledger.

## 20. PROVISIONS FOR LIABILITIES

	2023 £	2022 £
Deferred tax	92,410	109,456
Other provisions	75,500	85,000
	<u>167,910</u>	<u>194,456</u>

	Deferred tax £	Other provisions £
Balance at 1 January 2023	109,456	85,000
Credit to Income Statement during year	<u>(17,046)</u>	<u>(9,500)</u>
Balance at 31 December 2023	<u>92,410</u>	<u>75,500</u>

The provision for deferred taxation is made up as follows

	2023 £	2022 £
Accelerated capital allowances	68,344	87,105
Revaluation of investment property	28,048	28,048
Other timing differences	<u>(3,982)</u>	<u>(5,679)</u>
	<u>92,410</u>	<u>109,456</u>

Other provisions relate to a provision for dilapidations on the expiry of the lease on the primary building from which the company operates.

NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 DECEMBER 2023

## 21. CALLED UP SHARE CAPITAL

Allotted, issued and fully paid:		Nominal value:	2023	2022
Number:	Class:		£	£
1,780	Ordinary A	£1	1,780	1,780
1,780	Ordinary B	£1	1,780	1,780
1,780	Ordinary C	£1	1,780	1,780
			<u>5,340</u>	<u>5,340</u>

## 22. RESERVES

	Retained earnings £	Share premium £	Capital redemption reserve £	Totals £
At 1 January 2023	3,187,014	100,000	4,660	3,291,674
Profit for the year	425,317			425,317
Dividends	(198,776)			(198,776)
At 31 December 2023	<u>3,413,555</u>	<u>100,000</u>	<u>4,660</u>	<u>3,518,215</u>

## 23. ULTIMATE CONTROLLING PARTY

There is no overall ultimate controlling party.

## 24. RECONCILIATION OF PROFIT BEFORE TAXATION TO CASH GENERATED FROM OPERATIONS

	2023	2022
	£	£
Profit before taxation	562,772	477,146
Depreciation charges	215,517	208,054
Profit on disposal of fixed assets	(11,680)	(1,041)
Gain on revaluation of fixed assets	-	(61,315)
Increase/ (decrease) in provisions	(9,500)	(53,680)
Finance costs	116,932	77,533
Finance income	(163)	-
	<u>873,878</u>	<u>646,697</u>
(Increase)/decrease in stocks	(609,309)	609,025
Decrease/(increase) in trade and other debtors	143,084	(149,505)
Increase in trade and other creditors	336,349	28,377
<b>Cash generated from operations</b>	<u>744,002</u>	<u>1,134,594</u>

NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 DECEMBER 2023

## 25. CASH AND CASH EQUIVALENTS

The amounts disclosed on the Cash Flow Statement in respect of cash and cash equivalents are in respect of these Balance Sheet amounts:

**Year ended 31 December 2023**

	31.12.23	1.1.23
	£	£
Cash and cash equivalents	95,185	3,869
Bank overdrafts	-	(5,626)
	<u>95,185</u>	<u>(1,757)</u>

**Year ended 31 December 2022**

	31.12.22	1.1.22
	£	£
Cash and cash equivalents	3,869	68,148
Bank overdrafts	(5,626)	-
	<u>(1,757)</u>	<u>68,148</u>

## 26. ANALYSIS OF CHANGES IN NET DEBT

	At 1.1.23	Cash flow	At 31.12.23
	£	£	£
<b>Net cash</b>			
Cash at bank and in hand	3,869	91,316	95,185
Bank overdrafts	(5,626)	5,626	-
	<u>(1,757)</u>	<u>96,942</u>	<u>95,185</u>
<b>Debt</b>			
Finance leases	(89,246)	36,722	(52,524)
Debts falling due within 1 year	(339,284)	(34,079)	(373,363)
Debts falling due after 1 year	(761,775)	120,241	(641,534)
	<u>(1,190,305)</u>	<u>122,884</u>	<u>(1,067,421)</u>
<b>Total</b>	<u>(1,192,062)</u>	<u>219,826</u>	<u>(972,236)</u>

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