



**A leader  
in Europe's  
fire security  
industry**

**London Security plc**

Annual Report and Accounts 2022

# London Security plc

Each year we provide fire protection for over 290,000 customers through our local presence in the United Kingdom, Belgium, the Netherlands, Austria, France, Germany, Denmark and Luxembourg.

**Customer focus.**

We continually strive to offer the highest quality of service and products to our valued customers. We employ the best trained and qualified engineers with quality products that have achieved the highest performance ratings to companies, governments or private individuals.

**Our services and products are commercialised through long-established brands.**

Nu-Swift, Ansul, Total, Premier and Master: the unique styling of our products makes them immediately recognisable to both the industry and customers alike.

**We aim to achieve the highest levels of service and product quality.**

Our employees are trained to the most stringent servicing standards and we develop the highest performance-rated fire products. These activities are performed whilst considering the preservation of the environment.

More information at [londonsecurity.org](https://londonsecurity.org) >

# Highlights

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## OUR EUROPEAN GROUP BRANDS



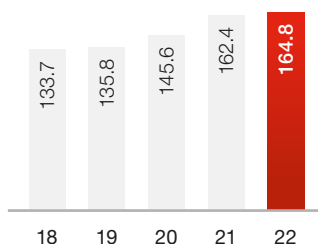
London Security plc continues to deliver industry-leading profit margins since acquiring the Ansul and Nu-Swift businesses. The challenges for the future are to continue to grow through acquisition and organically and to build upon our competitive advantage of being a complete fire protection solution provider.

## FINANCIAL HIGHLIGHTS

Earnings per share

**164.8p**

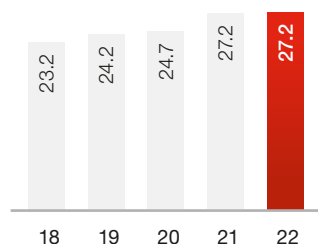
+1.5%



Operating profit

**£27.2m**

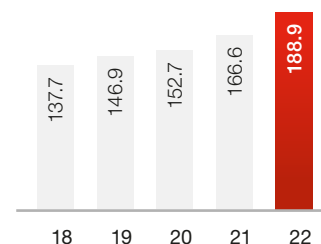
+0.0%



Revenue

**£188.9m**

+13.4%



# Chairman's statement

J.G. Murray, Chairman

## FINANCIAL HIGHLIGHTS

Financial highlights of the audited results for the year ended 31 December 2022 compared with the year ended 31 December 2021 are as follows:

- revenue of £188.9 million (2021: £166.6 million);
- operating profit of £27.2 million (2021: £27.2 million);
- profit for the year of £20.2 million (2021: £19.9 million);
- cash of £34.0 million (2021: £35.7 million);
- earnings per share for the year of £1.65 (2021: £1.62); and
- a dividend per share of £0.84 (2021: £0.80).

## Trading review

The financial highlights illustrate that the Group's revenue increased by £22.3 million (13.4%) to £188.9 million and operating profit remained at £27.2 million. These results reflect:

- the effect of input inflation which our companies initially absorbed, but as it became clear that it was a longer term trend we passed on appropriate price increases to our customers;
- the positive impact of acquisitions in 2022 and the full year's trading of acquisitions in 2021;
- improved performance from our service business in continental Europe;
- continued improvement from newer service offerings (e.g. emergency lights and passive fire protection); and
- the movement in the Euro to Sterling average exchange rate, which had an adverse effect of £1.3 million on reported revenue and £0.2 million on operating profit. A more detailed review of this year's performance is given in the Financial Review and the Strategic Report.

## Acquisitions

It remains a principal aim of the Group to grow through acquisition. Acquisitions are being sought throughout Europe and the Group will invest at prices where an adequate return is envisaged by the Board. In the year under review, the Group acquired seven security businesses and has grown its presence in Austria, the United Kingdom, Belgium, Germany and Luxembourg. The Group has also continued with the acquisition of service contracts from smaller well-established businesses for integration into the Group's existing subsidiaries.

## Management and staff

2022 was a year in which the staff performed well and, on behalf of the shareholders, I would like to express thanks and appreciation for their contribution. The Group recognises that we can only achieve our aims with talented and dedicated colleagues who provide outstanding customer service in every area of the business.

## Dividends

A final dividend in respect of 2021 of £0.42 per ordinary share was paid to shareholders on 8 July 2022. An interim dividend in respect of 2022 of £0.42 per ordinary share was paid to shareholders on 28 November 2022. The Board is recommending the payment of a final dividend in respect of 2022 of £0.42 per ordinary share to be paid on 7 July 2023 to shareholders on the register on 9 June 2023. The shares will be marked ex-dividend on 8 June 2023.

## Covid-19 impact assessment

In 2022 there was largely a return to normality in our business. The high level of business failures predicted by some commentators did not occur.

## Future prospects

The markets in which we operate are entering what is likely to be a period of low growth with continued high inflation. The London Security Group however has a healthy balance sheet, strong cash reserves and a track record for good cash generation. The Board therefore considers that the Group is well placed to weather any downturn. We will also continue to invest in our future and the Group plans to continue to grow through acquisitions.

### Annual General Meeting

The Annual General Meeting ("AGM") will be held at 2 Jubilee Way, Elland, West Yorkshire HX5 9DY, on 29 June 2023 at 11.30 am. The Company confirms that shareholders are able to attend in person should they wish to do so. However, we strongly encourage shareholders to vote on all resolutions by completing the enclosed form of proxy for use at that Meeting, which you are requested to return in accordance with the instructions on the form.

**J.G. Murray**

Chairman

19 May 2023



# Financial review

## IN SUMMARY

- Our acquisitive strategy continues to add to Group profitability.
- The fire security market is experiencing increased competition.
- We are experiencing cost increases across all our purchases which is putting downward pressure on margins.
- We will continue to concentrate on the highest levels of customer service to mitigate this.

## Consolidated Income Statement

The Group's revenue increased by £22.3 million (13.4%) to £188.9 million. Operating profit remained stable at £27.2 million. These results include the adverse movement in the Euro to Sterling average exchange rate, which has increased from 1.16 to 1.17. If the 2022 results from the European subsidiaries had been translated at 2021 rates, revenue would have been £190.2 million instead of £188.9 million, which would represent an increase of 14.2% on the prior year. On the same basis, operating profit would have been £27.4 million instead of £27.2 million, an increase of 0.7% compared to 2021.

Inflation had a major impact on the Group's operations in 2022. Inflation was initially driven by two world events. Firstly, the world wide recovery from Covid-19 resulted in a surge in shipping costs which drove increased supply prices for us and our suppliers. Secondly, the destabilising effect of the war in the Ukraine leading to increased energy and food prices. This resulted in a high inflation shock across all our markets. While we initially absorbed these costs we had to increase our prices accordingly.

Our acquisition teams were successful in finalising the purchase of seven fire and security businesses in 2022. We have increased our presence in Germany, the United Kingdom, Belgium, Austria and Luxembourg. In 2022 these new subsidiaries contributed £4.6 million to the Group's turnover. Further details are given in note 27. Turnover also includes a full year's trading from the acquisitions we made in 2021 of £7.8 million which is an increase of £5.3 million on 2021.

The Group's effective income tax rate of 25% is above the UK corporation tax rate of 19% as most of the expense is incurred in jurisdictions where the rate is higher.

## Consolidated Statement of Financial Position

The Group continues to demonstrate consistently profitable performance and strong cash conversion. This is illustrated by a well-capitalised balance sheet with net cash and a strong asset base. The Group ended the year with cash of £34.0 million (2021: £35.7 million).

The Group's total borrowings at the year end were £1.8 million.

£1.1 million of these borrowings were refinanced in May 2018 with the Group's existing bankers, Lloyds Bank plc, resulting in a multi-currency term loan denominated as £3 million in Sterling and €8 million in Euros. These loans were fully repaid in April 2023.

Included in the total figure above are loans of £0.7 million which have been recognised on the acquisition of subsidiary undertakings. These are set to be repaid equally over the next five years.

## Treasury management and policy

The Board considers foreign currency translation exposure and interest rates to be the main potential treasury risks. Treasury policies and guidelines are authorised and reviewed by the Board.

## Segmental reporting

The chief operating decision maker ("CODM") for the London Security Group has been identified as the executive Board, as ultimately this function is responsible for the allocation of resources and assessing the performance of the Group's business units. The internal reporting provided to the CODM is a combination of consolidated financial information and detailed analysis by brand.

The management information on which the CODM makes its decisions has been reviewed and is deemed to be the consolidated result for the Group. The Group's companies in different European countries operate under similar economic and political conditions with no different significant risks associated with any particular area and no exchange control risks and the Group's operations are managed on a Pan-European basis with close operational relationships between subsidiary companies. In addition, the nature of products, services, production and distribution is consistent across the region.

Accordingly, the Directors have concluded that under IFRS 8 the Group operates in a single geographical and market segment and that there is a single operating segment for which financial information is regularly reviewed by the CODM.

### Key risks and uncertainties

The Group's key risks and uncertainties are discussed in the Strategic Report.



# Strategic report

## Principal activities

London Security plc is an investment holding company and its Board co-ordinates the Group's activities. The principal activities of the Group are the manufacture, sale and rental of fire protection equipment and the provision of associated maintenance services.

## Business model

The Group is a leader in Europe's fire security industry. We provide fire protection through our local presence in the United Kingdom, Belgium, the Netherlands, Austria, France, Germany, Denmark and Luxembourg. More detail on our revenue streams can be found in the revenue recognition section of our accounting policies.

The Group's services and products are commercialised through well and long-established brands such as Nu-Swift, Ansul, Premier and Master. The unique styling of our products makes them immediately recognisable to both the industry and customers alike.

The Group aims to achieve the highest levels of service and product quality through continued training of our employees to the most stringent servicing standards and the development of the highest performance-rated fire products. The Group continues to build on its reputation for service excellence and quality to develop a "safety solutions" business with a well-diversified and loyal customer base.

## Business review and results

The Consolidated Income Statement shows a profit attributable to equity shareholders of the Parent Company for the year ended 31 December 2022 of £20.2 million (2021: £19.9 million). The Group's results are discussed in detail in the Financial Review. The Group paid dividends in the year of £10.3 million comprising a final dividend in respect of the year ended 31 December 2021 of £0.42 per ordinary share and an interim

dividend of £0.42 per ordinary share in respect of the year ended 31 December 2022. The Board is recommending the payment of a final dividend in respect of the year ended 31 December 2022 of £0.42 per ordinary share. The Group ended the year with net assets of £145.9 million (2021: £131.7 million).

## Key performance indicators

Given the straightforward nature of the business, the Company's Directors are of the opinion that the analysis of revenue, operating profit and earnings per share are the appropriate KPIs for an understanding of the development and performance of the business. The analysis of these KPIs is included in the Chairman's Statement and the Financial Review.

## S172 statement

The Board believes that the presence and requirements of a longstanding controlling shareholder help focus the Group's strategy on long-term shareholder value creation. Decisions are taken bearing in mind the effect on long-term growth in revenue, operating profit and earnings per share.

Our employees are vital in delivering the highest levels of service in order to mitigate the downward pressure on prices in our market. We involve and listen to employees to maintain strong employee engagement and retain talented people. We have a number of employee representative groups across Europe to facilitate this. Investment in our workforce through ongoing training is seen as essential to keep up to date with evolving legislation and protect the business from competition.

The Directors recognise the need to foster business relationships with suppliers and customers. We aim to have an open, constructive and effective relationship with all suppliers, including site visits by our staff to ensure supply chain sustainability, responsible sourcing and supply chain resilience.

The Directors consider the impact of the Group's operations on the environment. In recent years many of our product innovations have been focused on limiting our environmental impact. We have a long list of accreditations, including ISO 9001 and ISO 14001.

The interests of different stakeholders may not always be totally compatible. Therefore, the Group has to weigh up the needs and requirements of all stakeholders and attempt to find the right balance where decisions may affect more than one stakeholder. The Group remains ethical in its dealings with stakeholders and attempts to keep stakeholders informed of relevant business decisions. The likely consequences of all our long-term decision making is part of our ongoing management process.

The culture of the business is one of support and inclusiveness with the aim of ensuring our business is sustainable in the long run. We aim to be an equal opportunities employer and deal fairly with all stakeholders. Robust procedures are in place for conflict resolution.

To maintain a reputation for high standards of business conduct our website, [www.londonsecurity.org](http://www.londonsecurity.org), explains our approach to the ten principles set out in Section 3 of the Quoted Companies Alliance Corporate Governance Code issued in 2018.

To limit the effect of the majority shareholder, the Parent Company and EOI Fire SARL entered into a Services Agreement dated 10 December 1999 in which EOI Fire SARL provided certain assurances to the Parent Company with regard to its relationship with the Parent Company. The agreement confirms that the business and affairs of the Parent Company shall be managed by the Board in accordance with the Parent Company's Memorandum and articles of association and with applicable laws and all relevant statutory provisions for the benefit of the shareholders as a whole. Any transactions or other

relationships between any member of the EOI Fire SARL group and the Parent Company would be at arm's length and on a normal commercial basis. The Directors declare their interest and take no part in decisions where appropriate.

### Board performance

The Board is measured primarily with reference to the Group's financial performance and the suitability of the Group to deliver strong results in the future. In recent years the financial performance of the Group has been strong, which has encouraged the Board to believe that its membership is appropriate. The Board also considers that the stability of its membership over recent years has been a major contributor to the Company's success. The Vice Chairman evaluates the Board performance informally on a regular basis and formally at least twice per year.

### Principal risks and uncertainties

Supply chain disruption. Many of our components are sourced from China. The response by the Chinese government to continuing Covid-19 outbreaks there through further lockdowns had the possibility to disrupt production. The recovery of the rest of the world from Covid-19 has also caused a surge in demand for shipping capacity, which has resulted in delayed and increased lead times. The Group has mitigated the consequences of this by continuing to hold high stock levels which has ensured we always have capacity to supply the full range of products to our engineers. Components are sourced from multiple suppliers reducing the risk of lockdown restrictions affecting supply. The Group is starting to diversify supply of components away from the Far East. Importantly, we maintained our in-house manufacture of finished product utilising factories in the United Kingdom and Belgium.

Inflation. Various factors beyond our control have caused increased prices across all our inputs. While we initially chose to absorb these increases, it became clear that these were not transitory pressures. We have responded by increasing our sales prices and remaining in dialogue with our customers to explain our decision.

Recruitment. We have experienced some difficulty in recruitment since the ending of the pandemic in common with many other sectors. There is resistance to return to previous work patterns at previous wage levels. This, coupled with the inflation present in all the countries in which we operate, has resulted in higher wages.

Business confidence. There are challenging economic conditions in Europe. All European countries are expected to endure a period of minimal growth during 2023 which will reduce demand. However, the nature of our products and services should insulate the Group from the worst of this. We expect service revenue to be reduced as a result of business failures, although the experience of the 2008 financial crisis and the Covid-19 pandemic in 2020 and 2021 showed this may not be too serious. We are seeing a reduced willingness of our customers to invest in upgrading or installing new systems. The Group has a strong capital base and liquidity position to weather these conditions.

Increased competition. The fire protection market in Europe is highly competitive and there are minimal barriers to entry to those smaller businesses offering a lower price service. However, the Group has built the reputation of its operating subsidiaries on quality by providing service levels recognised as being the best in the industry. The Group is able to offer its customers the certainty of supply and compliance with all relevant safety legislation at an appropriate price. We invest in our workforce through ongoing training to keep up to date with legislation.

Growth through acquisition is an important strategy of the Group. A potential risk is not identifying unsuitable acquisitions that fail to meet the investment case and would be disruptive to integrate into the Group. This risk is mitigated by formal review by the investment committee prior to an offer being made. Following acquisition, the integration team implements the integration plan and monitors performance against that plan.

The exit of the UK from the EU has had little impact on the Group's performance. There is no significant trade between the Group's Sterling and Eurozone subsidiaries which would be subject to uncertainty surrounding access to each other's markets. No United Kingdom subsidiaries have customers in the Eurozone and no Eurozone subsidiaries have customers in the United Kingdom.

Foreign currency and interest rate risks are discussed in the Financial Review.

The Group has considered climate related risks and concluded this is not a key risk area for the Group. Although not a key risk for the Group, it is aware of climate change and has started to introduce electric vehicles into its fleet where appropriate and has fitted solar panels to the roof of the factory in the United Kingdom to reduce its carbon footprint.

Foreign currency and interest rate risks are discussed in the Financial Review.

### Future developments

High inflation and low growth looks set to continue in 2023. However, we continue to believe that the Group's well-established business model and solid financials provide a strong foundation to weather this challenge and to provide profitable growth and long-term shareholder returns.

Signed on behalf of the Board

**J.G. Murray**  
Chairman

19 May 2023

# Directors and Company advisers

## EXECUTIVE DIRECTORS

### Jacques Gaston Murray 103

Chairman

Mr. Murray's involvement in the fire industry began in 1961 with his investment in a business which became General Incendie S.A., one of France's largest fire extinguisher companies. He invested in Nu-Swift and became Chairman in 1982 and the majority shareholder in 1984 when Nu-Swift acquired Associated Fire Protection Limited, which owned General Incendie S.A. He has a business interest in, and is Chairman of, Andrews Sykes Group plc ("Andrews Sykes"), a separately AIM-quoted UK company.

### Xavier Mignolet 58

Managing Director

Xavier Mignolet joined the Group in 1995. He graduated with a master's degree in Commercial and Financial Sciences at HEC in Liège in 1987 and started his career in financial audit for PwC in Brussels. He is a Non-Executive Director of Andrews Sykes.

### Jean-Jacques Murray 56

Vice Chairman

Jean-Jacques Murray is the son of Jacques Gaston Murray. He graduated with a BA in Finance from Los Angeles Pepperdine University in 1988 and obtained his master's degree in 1990. His responsibility is the control and strategic direction of the Group. He is the Non-Executive Vice Chairman of Andrews Sykes.

### Emmanuel Sebag 54

Executive Director

Emmanuel Sebag has responsibility for the review and supervision of Group operations. He graduated with a master's degree in Industrial Administration from Carnegie-Mellon University in 1991. He is a Non-Executive Director of Andrews Sykes.

## NON-EXECUTIVE DIRECTORS

### Jean-Pierre Murray 54

Non-Executive Director

Jean-Pierre Murray is the son of Jacques Gaston Murray. He graduated from Los Angeles Pepperdine University in 1990 with a BA in Finance, and gained his master's degree in 1993. He is a Non-Executive Director of Andrews Sykes and a number of private companies.

### Marie-Claire Leon 59

Non-Executive Director

Marie-Claire Leon has been responsible for managing various projects around the world with Jacques Gaston Murray. She graduated from California State University in 1988 with a bachelor's degree in Business Administration, with a particular focus on Marketing Management, New Venture and Small Business Management. She is a Non-Executive Director of Andrews Sykes.

## INDEPENDENT NON-EXECUTIVE DIRECTOR

### Henry Shouler 85

Senior Independent Non-Executive Director

Henry Shouler has a number of directorships in private companies. The Board believes that Henry continues to act with the utmost independence despite his length of tenure.

The majority of the Board have been actively involved in the fire protection industry for more than 20 years. Financial expertise is provided to the Board by the Company Secretary and external advisers.

If he feels it appropriate, the Senior Independent Non-Executive Director is encouraged to seek external professional advice at the Group's expense.

### Corporate governance

The Parent Company's and Group's approach to applying the ten principles set out in Section 3 of the QCA Corporate Governance Code is set out in detail on the Group's website, [www.londonsecurity.org](http://www.londonsecurity.org).

The Board meets on two occasions each year. All Directors receive a pre-meeting briefing package and post-meeting minutes and appropriate attachments. As a number of the Board's Directors are based overseas, it is not appropriate for all Directors to attend all meetings. Where a Director cannot attend, he can give his contributions to an attending Director or the Company Secretary and relay any comments concerning the Board minutes before they are adopted. Should there be anything that requires reconvening the meeting, an all-parties telephone Board meeting is convened.

All Directors receive appropriate monthly management information and have the opportunity to discuss this with the Managing Director or any member of his team.

On an annual basis, following the Annual General Meeting, the Board reviews the performance of its two committees.

### Board committees

The Board maintains two standing committees comprising Executive and Non-Executive Directors. Both committees have written constitutions and terms of reference.

The remuneration committee comprises H. Shouler and J-J. Murray. The committee is chaired by H. Shouler. The remuneration committee reviews the performance of Executive Directors and sets the scale and structure of their remuneration and the basis of their service agreements with due regard to the interests of the shareholders. No Director is permitted to participate in decisions concerning his own remuneration. Details of Directors' remuneration are set out in the Directors' Remuneration Report in the Annual Report.

The audit committee currently comprises H. Shouler and J-J. Murray. H. Shouler is independent of management and EO Fire SARL. The committee is chaired by H. Shouler. The audit committee is responsible for ensuring that the financial performance of the Group is properly monitored, controlled and reported on. The audit committee considers risk and internal control as a fundamental part of its responsibilities. It meets the auditor to discuss the audit approach and the results of the audit. The audit committee considers the need to introduce an internal audit function each year. After taking into consideration the current size and complexity of the Group, the committee believes that it would not be cost effective to have an internal audit function and the committee feels that sufficient comfort is obtained through the scope and quality of management's ongoing monitoring of risks.

Due to the small size of the Board, the Directors consider that a nomination committee need not be established.

## COMPANY INFORMATION

### Company advisers

#### Company Secretary and registered office

Richard Pollard  
Premier House  
2 Jubilee Way  
Elland  
West Yorkshire HX5 9DY

### Registered number

00053417

### Chartered accountants and statutory independent auditor

#### Grant Thornton UK LLP

No.1 Whitehall Riverside  
Leeds LS1 4BN

### Registrars

#### Link Group

Unit 10 Central Square  
29 Wellington Street  
Leeds LS1 4DL

### Stockbrokers and nominated advisers

#### WH Ireland Limited

24 Martin Lane  
London EC4R 0DR

# Report of the Directors

The Directors present their report and the audited Group and Parent Company financial statements for the year ended 31 December 2022. Future developments in the business and dividends paid and proposed are discussed in the Strategic Report. The Group's financial risk management policy is discussed in the Financial Review.

## Directors

The Directors of the Parent Company, all of whom served during the whole of the year ended 31 December 2022, and up to the date of signing the Group and Parent Company financial statements, were:

### Executive Directors

J.G. Murray, J-J. Murray, X. Mignolet and E. Sebag.

### Non-Executive Directors

M-C. Leon, H. Shouler and J-P. Murray.

J-J. Murray, E. Sebag and H. Shouler retire by rotation and, being eligible, offer themselves for re-election at the Annual General Meeting.

None of the Directors have a service contract with the Parent Company.

Brief biographical details of the Directors are set out on page 8.

### Directors' liability insurance

The Parent Company has maintained a Directors' qualifying third-party indemnity policy throughout the financial year and up to the date of signing the financial statements. Neither the Company's indemnity nor insurance provide cover in the event that a Director is proved to have acted fraudulently or dishonestly. No claims have been made under either the indemnity or insurance policy.

## Substantial shareholdings

At 19 May 2023, the Parent Company had been notified of the following interests of 3% or more in its share capital:

|                    | Number of shares | Percentage of share capital |
|--------------------|------------------|-----------------------------|
| EOI Fire SARL      | 9,861,954        | 80.43%                      |
| Tristar Fire Corp. | 2,256,033        | 18.40%                      |

Insofar as it is aware, the Parent Company has no institutional shareholders.

J.G. Murray is a Director of London Security plc as well as EOI Fire SARL. J.G. Murray, J-J. Murray, J-P. Murray and M-C. Leon are Directors of London Security plc as well as Tristar Fire Corp.

## Corporate culture and ethical values

The Group has a long-established heritage and reputation based on sound ethical values and the Board considers this to be of great ongoing value. Many companies within our market sector envy our reputation and we frequently optimise this commercially and by attracting new staff.

We have a long list of accreditations, including ISO 9001 and ISO 14001.

We pride ourselves on providing our staff with a good working environment within a strong ethical culture. The local staff handbooks are regularly reviewed by the senior operations teams and are provided to all staff on commencement of employment and are available at all times via a Company intranet site. The Group has a large number of long-serving staff members, many with 30 years' plus service, which is a testament to our working culture.

## Health, safety and the environment

The maintenance and improvement of working standards to safeguard the health and wellbeing of staff and customers alike is a continuing priority. Health and Safety Officers are appointed at each Group location and they receive periodic training to keep abreast of both legislative requirements and technological advances. It is Group

policy to operate in a reasonable manner with regard to the environment.

## Employment of disabled persons

The Group is committed to employment policies that follow best practice based on equal opportunities for all employees and offer appropriate training and career development for disabled staff. If members of staff become disabled, the Group continues employment wherever possible and arranges retraining if required.

## Employee involvement

The Group recognises the need to ensure effective communications with employees to encourage involvement in the Group's performance and achieve a common awareness of factors affecting that performance. Policies and procedures have been developed to suit the needs of each subsidiary undertaking, which take into account factors such as numbers employed and location and include newsletters and communication meetings.

## Payment to suppliers

The Parent Company and Group agree payment terms with all suppliers when they enter into binding purchase contracts. The Group seeks to abide by the payment terms agreed with suppliers whenever it is satisfied that the supplier has provided the goods or services in accordance with the agreed terms and conditions. The Group does not follow any standard or external code which deals specifically with the payment of suppliers.

At 31 December 2022, Group average creditor days were 38 days (2021: 38 days). The Parent Company had no trade creditors at either year end.

## Stakeholder engagement

Also refer to the S172 statement in the Strategic Report for further details.

Engaging with our stakeholders is key to our success and delivering our strategy. We have various mechanisms that enable the Board and management to understand and consider stakeholder

views as part of their decision making. The key stakeholder groups and the ways in which we engage with them are set out below:

**Customers** – feedback from customers enables us to develop service plans and products that better meet their needs. Our engineers interact with customers on a daily basis. When customers need extra support our customer service team is available to offer assistance.

**Suppliers** – we work with suppliers worldwide which provide products that support us in delivering high-quality and safe products for our customers. We aim to have an open, constructive and effective relationship with all suppliers including site visits by our staff.

**Investors** – we maintain regular dialogue with investors to communicate our strategy and performance in order to promote investor confidence and ensure our continued access to capital. We use our website to facilitate distribution of our results and news. There is an AGM open to all investors.

**Employees** – the Group recognises the need to ensure effective communications with employees to encourage involvement in the Group's performance and achieve a common awareness of factors affecting that performance. Policies and procedures have been developed to suit the needs of each subsidiary undertaking, which take into account factors such as numbers employed and location and include newsletters and communication meetings. We involve and listen to employees to maintain strong employee engagement and retain talented people. We consult employees or their representatives on a regular basis so that their views can be taken into account in making decisions which are likely to affect their interests. We have a number of employee representative groups across Europe to facilitate this. We encourage the involvement of our employees in the performance of their Company by linking their remuneration to a series of incentive schemes.

**Environment** – the Group has a long-established heritage and reputation based on sound ethical values and the Board considers this to be of great ongoing value. In recent years, many of our product innovations have been focused on limiting our environmental impact. We have a long list of accreditations, including ISO 9001 and ISO 14001.

### **Streamlined energy and carbon reporting**

The Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 amended the Large and Medium-sized Companies and Groups (Accounts and Reports) Regulations 2008 to require large UK companies to report information on greenhouse gas emissions in their directors' reports. The Directors have concluded that no reporting is required as none of the Group's UK companies are large companies, its overseas entities are not in scope for this reporting and London Security plc itself is a low energy user.

### **Donations**

The Parent Company and the Group made no political donations during the year (2021: £Nil) and made charitable donations of £1,000 (2021: £1,000).

### **Future developments**

Future developments are discussed in the Chairman's Statement and in the Strategic Report.

### **Post balance sheet events**

Subsequent to the year end, the Group has completed the acquisition of further service contracts for a total of £2,480,000 (2021: £4,117,000).

### **Dividends**

Dividends are discussed in the Chairman's Statement.

### **Purchase of own shares and authorities to issue shares**

As at 19 May 2023 there remained outstanding general authority for the Directors to purchase a further 498,500 ordinary shares. Resolution 9 is to be proposed at the Annual General Meeting to extend this authority until the 2024 Annual General Meeting.

The special business to be proposed at the 2023 Annual General Meeting also includes, in resolution 8, a special resolution to authorise the Directors to issue shares for cash, other than pro rata to existing shareholdings, in connection with any offer by way of rights not strictly in accordance with statutory pre-emption rights or otherwise, up to a maximum nominal value of £6,131, being 5% of the Parent Company's issued ordinary share capital. This authority will expire on the earlier of the date of next year's Annual General Meeting or 15 months after the passing of the resolution. The passing of that resolution is subject to resolution 5, an ordinary resolution, being approved to authorise the Directors to have the power to issue ordinary shares.

### **Going concern statement**

The Directors have prepared these financial statements on the fundamental assumption that the Group is a going concern and will continue to trade for at least 12 months following the date of approval of the financial statements, being the period to 30 June 2024. In determining whether the Group's accounts should be prepared on a going concern basis, the Directors have considered the factors likely to affect future performance. The Board approved a budget for 2023 and forecasts to June 2024 (together "the base case budget") based on the experience gained during the course of 2022. The Group's business activities, together with factors likely to affect its future development and performance, are described in the Strategic Report. At 31 December 2022, the Group held cash and cash equivalents of £34.0 million.

# Report of the Directors continued

## Going concern statement continued

Total debt at 31 December 2022 was £1.8 million, of which £1.1 million has already been repaid in 2023. The base case budget includes significant cash headroom throughout the period and no breach of any bank loan covenants would be expected.

The Directors have also modelled sensitivities to the base case budget around revenue decline and input inflation increases and demonstrated that the Group would still expect to have significant cash headroom and would be able to comply with its bank loan covenants after applying these sensitivities. A reverse stress test was performed to evaluate the decline in revenue required to query the going concern statement but the decline was so significant as to be implausible. To the extent that there is a significant downturn in trading compared with expectations, the Directors are satisfied that mitigating actions could be taken, if necessary, including suspending dividend payments.

Accordingly, the Directors have a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future and are satisfied that it is appropriate to adopt the going concern basis in preparing the financial statements.

## Statement of Directors' responsibilities in respect of the financial statements

The Directors are responsible for preparing the Annual 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 prepared the Group financial statements in accordance with UK adopted international accounting standards and Parent Company financial statements in accordance with United

Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, comprising FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", 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 Group and Parent Company and of the profit or loss of the Group and Parent Company for that period. In preparing the financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- state whether applicable UK adopted international accounting standards have been followed for the Group financial statements and United Kingdom Generally Accepted Accounting Practice has been followed for the Parent Company financial statements, subject to any material departures disclosed and explained in the financial statements;
- make judgements and accounting estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group and Parent Company will continue in business.

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Group and Parent Company's transactions and disclose with reasonable accuracy at any time the financial position of the Group and Parent Company and enable them to ensure that the financial statements comply with the Companies Act 2006.

The Directors are also responsible for safeguarding the assets of the Group and Parent Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Directors of the ultimate Parent Company are responsible for the maintenance and integrity of the corporate and financial information included on the ultimate Parent Company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

## Directors' confirmations

In the case of each Director in office at the date the Directors' Report is approved, the Directors confirm that:

- so far as each Director is aware, there is no relevant audit information of which the Group and Parent Company's auditor is unaware; and
- they have taken all the steps that they ought to have taken as Directors in order to make themselves aware of any relevant audit information and to establish that the Group and Parent Company's auditor is aware of that information.

## Independent auditor

A resolution is to be proposed at the Annual General Meeting in accordance with Section 489 of the Companies Act 2006 for the re-appointment of Grant Thornton UK LLP as independent auditor of the Parent Company and authorising the Directors to set its remuneration.

## Annual General Meeting

The Notice of the Annual General Meeting is set out on pages 63 to 65. A form of proxy is enclosed for you to complete according to the instructions printed on it and send to the postage paid address. All proxies must be received by 11 am on 29 June 2023.

By order of the Board

**R. Pollard**  
Company Secretary  
19 May 2023

# Directors' remuneration report

## Remuneration committee

The remuneration committee comprises H. Shouler and J-J. Murray. The committee is chaired by H. Shouler, who is an Independent Non-Executive Director. The remuneration of Non-Executive Directors is set by a committee of the other Directors. No Director is involved in deciding his or her own remuneration.

## Policy on Executive Directors' remuneration

It is the Parent Company's policy to provide the packages needed to attract, retain and motivate Directors of the quality required, bearing in mind the size and resources of the Parent Company and its position relative to other companies.

## Directors' remuneration

Directors' emoluments totalled £670,935 (2021: £608,473). This includes an amount paid to the highest paid Director of £473,210 (2021: £418,673).

In compliance with the amendment to AIM Rule 19, the following disclosure in respect of Directors' remuneration is made:

|             | Emoluments and compensation including any cash or non-cash benefits received |          |
|-------------|------------------------------------------------------------------------------|----------|
|             | 2022                                                                         | 2021     |
| J.G. Murray | £Nil                                                                         | £Nil     |
| J-J. Murray | £133,725                                                                     | £125,800 |
| X. Mignolet | £473,210                                                                     | £418,673 |
| E. Sebag    | £Nil                                                                         | £Nil     |
| J-P. Murray | £20,000                                                                      | £20,000  |
| M-C. Leon   | £20,000                                                                      | £20,000  |
| H. Shouler  | £24,000                                                                      | £24,000  |

None of the Directors participate in Group pension arrangements. The Company paid no contributions to any private pension schemes.

The Group and Parent Company is 80% owned by EOI Fire SARL ("EOI"). On 10 December 1999, the Parent Company and EOI entered into a Services Agreement. The agreement confirms that the business shall be managed by the Board for the benefit of the shareholders as a whole. The costs relating to the Head Office and other expenses of the Executive Directors are limited under the Services Agreement and reviewed annually. The total costs amounted to £734,774 (2021: £705,574) for the year ended 31 December 2022 as per the Services Agreement.

On behalf of the Board

## H. Shouler

Chairman of the remuneration committee

19 May 2023

# Independent auditor's report

to the members of London Security plc

## Opinion

### Our opinion on the financial statements is unmodified

We have audited the financial statements of London Security plc (the 'parent company') and its subsidiaries (the 'group') for the year ended 31 December 2022, which comprise the Consolidated income statement, the Consolidated statement of comprehensive income, the Consolidated statement of changes in equity, the Consolidated statement of financial position, the Consolidated statement of cashflows, the Parent Company balance sheet, the Parent Company 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 the preparation of the group financial statements is applicable law and UK-adopted international accounting standards. The financial reporting framework that has been applied in the preparation of the parent company financial statements is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion:

- the financial statements give a true and fair view of the state of the group's and of the parent company's affairs as at 31 December 2022 and of the group's profit for the year then ended;
- the group financial statements have been properly prepared in accordance with UK adopted international accounting standards;
- the parent company financial statements have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- the financial statements have been prepared in accordance with the requirements of the Companies Act 2006.

## Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the 'Auditor's responsibilities for the audit of the financial statements' section of our report. We are independent of the group and the parent 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 as applied to listed entities, 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

We are responsible for concluding on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group's and the parent company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify the auditor's opinion. Our conclusions are based on the audit evidence obtained up to the date of our report. However, future events or conditions may cause the group or the parent company to cease to continue as a going concern.

Our evaluation of the directors' assessment of the group's and the parent company's ability to continue to adopt the going concern basis of accounting included:

- Obtaining management's going concern assessment, including monthly forecasts and sensitivity analysis for the period ending 30 June 2024;
- Evaluating the key assumptions applied in the forecasts for reasonableness and determining whether they had been applied appropriately;
- Assessing the reliability of management's forecasting by comparing the accuracy of actual historical financial performance to historic forecast information;
- Noting that the group generated £23.5m of cash from operating activities in the year and recorded net funds of £32.13m (£33.96m of cash less £1.83 million of bank debt) at 31 December 2022;
- Evaluating the sensitivity analysis performed on the forecasts by management, including a significant reduction in forecast revenues as the key sensitivity;
- Obtaining management's "reverse stress test" analysis to estimate the reduction in revenues, with a cost increase, required to eliminate the headroom in the cash flow forecasts and assessing whether mitigating actions were available, should they be required;
- Carrying out our own sensitivity analysis to produce an alternative "reverse stress test", being the reduction in revenue, with reasonable corresponding cost of sales reductions, that eliminates the headroom in the cashflow forecasts; and
- Assessing the adequacy of the going concern disclosures included within the Financial Statements by management including within the Report of the Directors, the basis of preparation in note 2 to the financial statements, and the significant judgement disclosure in note 4.

## Conclusions relating to going concern continued

In our evaluation of the directors' conclusions, we considered the inherent risks associated with the group's and the parent company's business model including effects arising from macro-economic uncertainties such as high inflation levels, we assessed and challenged the reasonableness of estimates made by the directors and the related disclosures and analysed how those risks might affect the group's and the parent company's financial resources or ability to continue operations over the going concern period.

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

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

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

## Our approach to the audit



Grant Thornton

### Overview of our audit approach

Overall materiality:

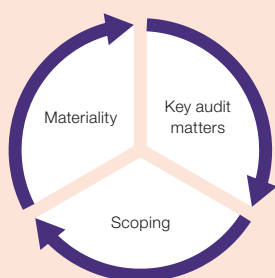
Group: £1,345,000, which represents 5% of the group's profit before tax.

Parent company: £543,000, which represents 1% of the parent company's total assets.

One key audit matter has been identified, being:

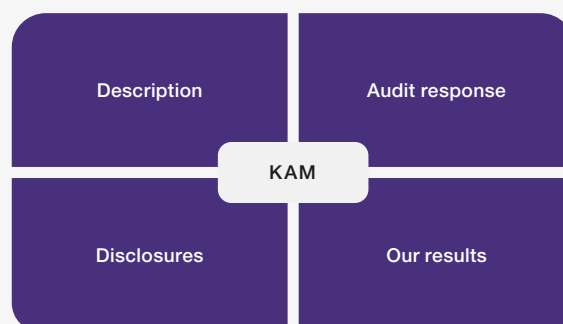
- Improper revenue recognition – same as previous year

We performed a combination of full-scope audit and specified audit procedures on the financial information of certain Belgian, UK, Dutch and Austrian components. This work was performed by the group engagement team and component auditors located in Belgium, the Netherlands and Austria. As part of these audit procedures 78% of revenue was subject to testing through either full-scope audit or specified audit procedures.



## Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the current period and include the most significant assessed risks of material misstatement (whether or not due to fraud) that we identified. These matters included those that had the greatest effect on: the overall audit strategy; the allocation of resources in the audit; and directing the efforts of the engagement team. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

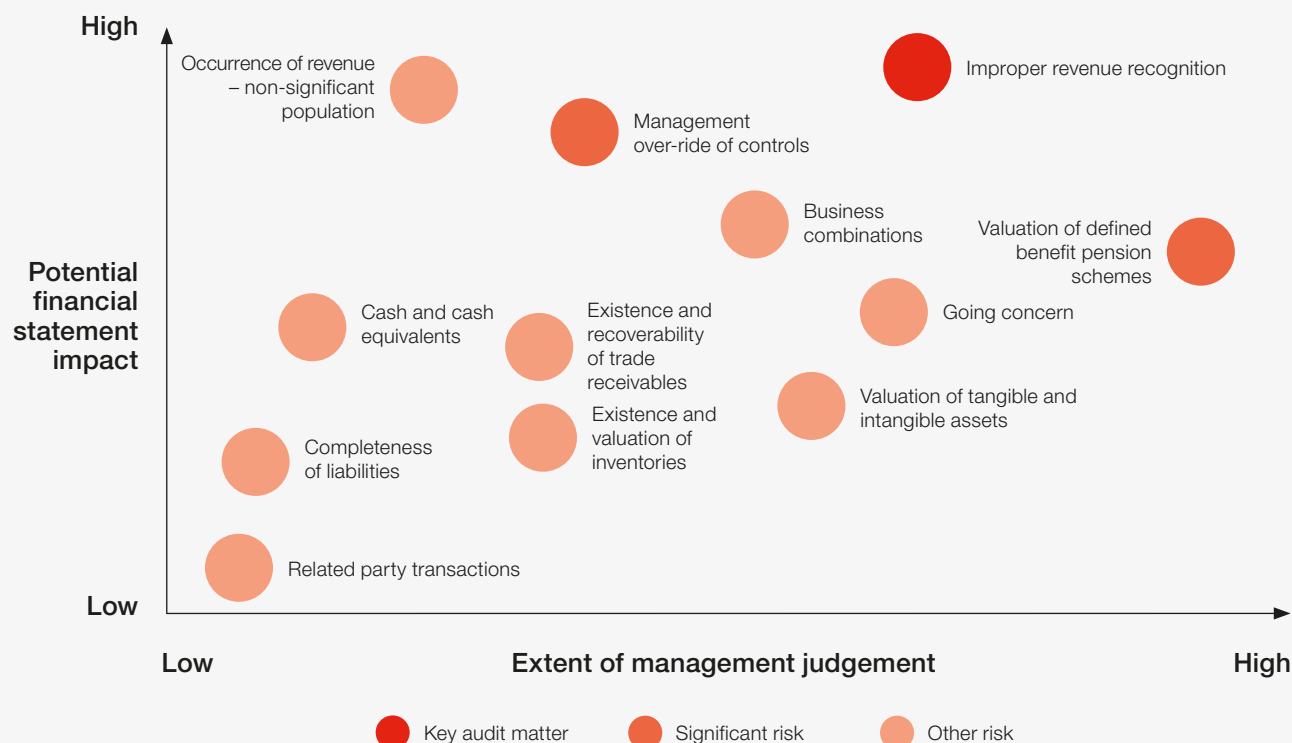


# Independent auditor's report continued

to the members of London Security plc

## Key audit matters continued

In the graph below, we have presented the key audit matters, significant risks, and other risks relevant to the audit.



### Key audit matter – Group

#### Improper revenue recognition

We identified improper revenue recognition as one of the most significant assessed risks of material misstatement due to fraud.

The group has total revenue of £188.9m across a number of different revenue streams with the related revenue being recognised either at a point in time (£162.2m of total revenue) or over the period of time that the service is performed (£26.7m of total revenue).

The revenue recorded by the group is also one of the key determinants of group profit before tax, which is the primary financial Key Performance Indicator (KPI) for the group.

Under ISA 240 (UK) there is a presumed risk that revenue may be misstated due to the improper recognition of revenue. We have assessed this risk to reside primarily within:

- revenues recorded during the final two months of the year (determined with reference to debtor days and likelihood of payment) for revenues recognised at a point in time.

There is an increased risk that these revenues did not occur if they have not been paid at the balance sheet date.

#### Relevant disclosures in the Annual Report and Accounts 2022

The group's accounting policy on revenue recognition and related disclosures, including the split of revenue between point in time and over time, is shown in Note 2 and in the Summary of significant accounting policies.

### How our scope addressed the matter – Group

In responding to the key audit matter, we performed the following audit procedures:

- Documenting our understanding of the systems and controls in place around the recording of revenue, and evaluating the design and implementation of relevant controls;
- Assessing the accounting policies for consistency and appropriateness with the financial reporting framework, including IFRS 15 'Revenue from Contracts with Customers' for all significant revenue streams, and in particular testing that revenue was recognised as the group satisfied its related performance obligation to the customer;
- Testing samples of revenue transactions through agreement to relevant supporting documentation, such as proof of delivery, proof of service and cash receipt, to confirm that revenue was only recognised once the performance obligation had been met; and
- Testing a sample of sales around the period end and post year end, including post year end credit notes raised, to determine whether cut off procedures are appropriate.

#### Our results

Based on our audit work, we did not identify any material misstatement in the point in time revenue recognised in the final two months of the year ended 31 December 2022.

## Our application of materiality

We apply the concept of materiality both in planning and performing the audit, and in evaluating the effect of identified misstatements on the audit and of uncorrected misstatements, if any, on the financial statements and in forming the opinion in the auditor's report.

Materiality was determined as follows:

| Materiality measure                                                               | Group                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Parent Company                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Materiality for financial statements as a whole</b>                            | We define materiality as the magnitude of misstatement in the financial statements that, individually or in the aggregate, could reasonably be expected to influence the economic decisions of the users of these financial statements. We use materiality in determining the nature, timing and extent of our audit work.                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Materiality threshold                                                             | £1,345,000 which is approximately 5% of profit before tax.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | £543,000, which is approximately 1% of total assets.                                                                                                                                                                                                                                                                                                                                                                                                 |
| Significant judgements made by the auditor in determining materiality             | <p>We determined that profit before income tax was the most appropriate benchmark for the group as it is a measure against which performance of the group is assessed both internally and externally and also a generally accepted auditing benchmark for listed companies. This benchmark is consistent with that used in the prior year.</p> <p>The benchmark used for the year ended 31 December 2022 is the same as the benchmark used for the year ended 31 December 2021, however the materiality is lower due to a decrease in profit before tax.</p> | <p>We determined that total assets was the most appropriate benchmark given the primary activities of the parent company as a holding company and its major activities relating to fixed assets included in the financial statements.</p> <p>The benchmark used for the year ended 31 December 2022 is the same as the benchmark used for the year ended 31 December 2021, however the materiality is higher due to an increase in total assets.</p> |
| <b>Performance materiality used to drive the extent of our testing</b>            | We set performance materiality at an amount less than materiality for the financial statements as a whole to reduce to an appropriately low level the probability that the aggregate of uncorrected and undetected misstatements exceeds materiality for the financial statements as a whole.                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Performance materiality threshold                                                 | £945,000, which is 70% of financial statement materiality.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | £380,000, which is 70% of financial statement materiality.                                                                                                                                                                                                                                                                                                                                                                                           |
| Significant judgements made by the auditor in determining performance materiality | <p>In determining performance materiality, we made the following significant judgements:</p> <ul style="list-style-type: none"> <li>Assessment of the strength of the control environment of the group and its entities across the UK and Europe.</li> <li>Consideration of control findings and misstatements from the prior year audit.</li> <li>Assessment of the strength of the information systems used for key business processes and reporting.</li> </ul>                                                                                           | Performance materiality for the parent company involved the same significant judgements as were made for the group.                                                                                                                                                                                                                                                                                                                                  |
| <b>Specific materiality</b>                                                       | We determine specific materiality for one or more particular classes of transactions, account balances or disclosures for which misstatements of lesser amounts than materiality for the financial statements as a whole could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Specific materiality                                                              | <p>We determined a lower level of specific materiality for the following areas:</p> <ul style="list-style-type: none"> <li>Directors' remuneration</li> <li>Identified related party disclosures outside of the normal course of business</li> </ul>                                                                                                                                                                                                                                                                                                         | <p>We determined a lower level of specific materiality for the following areas:</p> <ul style="list-style-type: none"> <li>Identified related party disclosures outside of the normal course of business</li> </ul>                                                                                                                                                                                                                                  |
| <b>Communication of misstatements to the audit committee</b>                      | We determine a threshold for reporting unadjusted differences to the audit committee.                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Threshold for communication                                                       | £67,000 and misstatements below that threshold that, in our view, warrant reporting on qualitative grounds.                                                                                                                                                                                                                                                                                                                                                                                                                                                  | £27,000 and misstatements below that threshold that, in our view, warrant reporting on qualitative grounds.                                                                                                                                                                                                                                                                                                                                          |

The graph below illustrates how performance materiality interacts with our overall materiality and the tolerance for potential uncorrected misstatements.

# Independent auditor's report continued

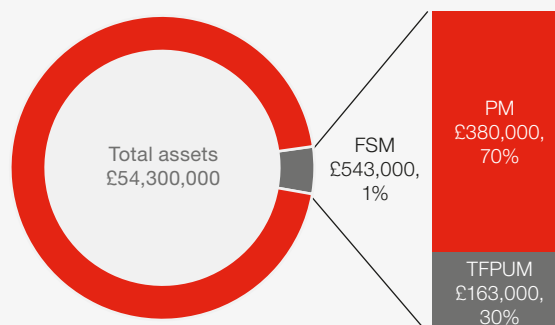
to the members of London Security plc

## Our application of materiality continued

Overall materiality – Group



Overall materiality – Parent Company



FSM: Financial statements materiality, PM: Performance materiality, TFPUM: Tolerance for potential uncorrected misstatements

## An overview of the scope of our audit

We performed a risk-based audit that requires an understanding of the group's and the parent company's business and in particular matters related to:

### Understanding the group, its components, and their environments, including group-wide controls

- Obtaining and documenting an understanding of the design and implementation of controls in place related to significant risks;
- An evaluation of the group's internal control environment including its IT systems and controls;

### Identifying significant components

- Evaluation by the group audit team of UK and overseas components to assess the significance of each component and to determine the planned audit response based on a measure of materiality, including their relative contribution to the group's revenues and profit before tax;

### Type of work to be performed on financial information of parent and other components (including how it addressed the key audit matters)

- Full-scope audit procedures were performed on the financial information of four Belgium components using component materiality. These procedures included a combination of tests of details and analytical procedures.
- Specified audit procedures were carried out on a further thirteen components located in the UK, Netherlands, Belgium and Austria. These procedures included a combination of tests of details and analytical procedures.

For those components that were not individually significant to the group, we carried out analytical procedures.

### Communications with component auditors

- The audit of the Belgium components was performed by the Belgium component auditor such that we had appropriate direction and involvement in the work of the component auditor throughout the audit. This included briefing the component audit team, directing the risk assessment and fraud discussions, regular communication with the component auditor, attendance at audit close meetings and reviewing and evaluating the work performed by the component auditor for the purpose of the group audit;
- For thirteen components located in the UK, the Netherlands, Belgium and Austria we carried out either specified audit procedures or audits of one or more account balances, classes of transactions or disclosures. The procedures for the Netherlands, Belgian and Austrian components were performed by component auditors. We had appropriate direction and involvement in the work of the component auditor throughout the audit. This included briefing the component audit team, directing the risk assessment and fraud discussions, regular communication with the component auditor, and directly reviewing and evaluating the work performed by the component auditor for the purpose of the group audit;

## An overview of the scope of our audit continued

### Performance of our audit

Components subject to full scope or specified audit procedures contributed 78% of the consolidated revenues, 71% of consolidated profit before income tax and 78% of consolidated net assets as follows:

| Audit approach             | No. of components | % coverage revenue | % coverage profit before tax | % coverage net assets |
|----------------------------|-------------------|--------------------|------------------------------|-----------------------|
| Full-scope audit           | 4                 | 32                 | 45                           | 34                    |
| Specified audit procedures | 14                | 46                 | 26                           | 44                    |
| Analytical procedures      | 44                | 22                 | 29                           | 22                    |

### Changes in approach from previous period

There have been no changes to the components that were in scope for full-scope audit procedures between the prior year and current year. The group scoping for the components subject to specified procedures only is substantially unchanged from that in the prior year.

### Other information

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

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the 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 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.

### Our opinion on other matters prescribed by the Companies Act 2006 is unmodified

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.

### Matter on which we are required to report under the Companies Act 2006

In the light of the knowledge and understanding of the group and the parent company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the report of the directors.

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

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

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

### Responsibilities of directors

As explained more fully in the directors' responsibilities statement set out on page 12, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

# Independent auditor's report continued

to the members of London Security plc

## Auditor's responsibilities for the audit of the financial statements continued

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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below:

- We obtained an understanding of the legal and regulatory frameworks applicable to the company, and the industry in which it operates. We determined that the most significant laws and regulations were: financial reporting legislation (United Kingdom Generally Accepted Accounting Practice, UK-adopted international accounting standards, the AIM Rules, and the Companies Act 2006) and tax legislation.
- We understood how the parent company and the Group is complying with those legal and regulatory frameworks by making inquiries of management and those responsible for legal and compliance procedures. We corroborated our enquiries through inspection of board minutes.
- We enquired of management whether there were any known or suspected instances of non-compliance with laws and regulations or fraud that could have a material impact on the financial statements. We corroborated the results of our enquiries to supporting documentation such as board minute reviews and papers provided to the Audit Committee.
- To assess the potential risks of material misstatement, we obtained an understanding of:
  - the group's operations, including the nature of its revenue sources, expected financial statement disclosures and business risks that may result in risks of material misstatement; and
  - the group's control environment, including the adequacy of procedures for authorisation of transactions.
- We assessed the susceptibility of the group's financial statements to material misstatement, including how fraud might occur by evaluating management's incentives and opportunities for manipulation of the financial statements. This included the evaluation of the risk of management override of controls.
- Audit procedures performed by the engagement team included:
  - evaluating the processes and controls established to address the risks related to irregularities and fraud;
  - journal entry testing, in particular journals that were indicative of unusual transactions based on our understanding of the business;
  - challenging assumptions and judgements made by management in its significant accounting estimates; and
  - identifying and testing related party transactions.
- These audit procedures were designed to provide reasonable assurance that the financial statements were free from fraud or error. The risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error and detecting irregularities that result from fraud is inherently more difficult than detecting those that result from error, as fraud may involve collusion, deliberate concealment, forgery or intentional misrepresentations. Also, the further removed non-compliance with laws and regulations is from events and transactions reflected in the financial statements, the less likely we would become aware of it;
- We assessed the appropriateness of the collective competence and capabilities of the engagement team, including consideration of the engagement team's knowledge and understanding of the industry in which the client operates in, and their practical experience through training and participation with audit engagements of a similar nature;
- Team communications in respect of potential non-compliance with laws and regulations and fraud included the potential for fraud in revenue recognition and areas of significant management judgement and estimation; and
- We asked the component auditors to perform procedures to assess whether there was any non-compliance with laws and regulations, in the overseas components, that could have a material impact on the group financial statements.

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 our report

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

**Mark Overfield BSc FCA**

Senior Statutory Auditor

for and on behalf of Grant Thornton UK LLP

Statutory Auditor, Chartered Accountants

Leeds

19 May 2023

# Consolidated income statement

for the year ended 31 December 2022

|                                           | Notes | 2022<br>£'000  | 2021<br>£'000 |
|-------------------------------------------|-------|----------------|---------------|
| <b>Revenue</b>                            |       | <b>188,898</b> | 166,634       |
| Cost of sales                             |       | (49,748)       | (43,096)      |
| <b>Gross profit</b>                       |       | <b>139,150</b> | 123,538       |
| Distribution costs                        |       | (70,565)       | (59,974)      |
| Administrative expenses                   |       | (41,420)       | (36,390)      |
| <b>Operating profit</b>                   | 24    | <b>27,165</b>  | 27,174        |
| EBITDA*                                   |       | <b>37,269</b>  | 36,273        |
| Depreciation and amortisation             |       | (10,104)       | (9,099)       |
| <b>Operating profit</b>                   | 24    | <b>27,165</b>  | 27,174        |
| Finance income                            |       | <b>31</b>      | 28            |
| Finance costs                             |       | (242)          | (204)         |
| Finance costs – net                       | 6     | (211)          | (176)         |
| <b>Profit before income tax</b>           | 7     | <b>26,954</b>  | 26,998        |
| Income tax expense                        | 8     | (6,742)        | (6,990)       |
| <b>Profit for the year</b>                |       | <b>20,212</b>  | 20,008        |
| <b>Profit is attributable to:</b>         |       |                |               |
| <b>Equity shareholders of the Company</b> |       | <b>20,203</b>  | 19,907        |
| <b>Non-controlling interest</b>           |       | <b>9</b>       | 101           |
|                                           |       | <b>20,212</b>  | 20,008        |
| <b>Earnings per share</b>                 |       |                |               |
| Basic and diluted                         | 9     | <b>164.8p</b>  | 162.4p        |

\* Earnings before interest, tax, depreciation and amortisation.

The notes on pages 26 to 56 are an integral part of these consolidated financial statements.

The above results are all as a result of continuing operations.

# Consolidated statement of comprehensive income

for the year ended 31 December 2022

|                                                                            | Notes | 2022<br>£'000 | 2021<br>£'000 |
|----------------------------------------------------------------------------|-------|---------------|---------------|
| Profit for the financial year                                              |       | 20,203        | 19,907        |
| Other comprehensive (expense)/income:                                      |       |               |               |
| Items that may be reclassified subsequently to profit or loss:             |       |               |               |
| – currency translation differences on foreign currency net investments     |       | 3,602         | (3,782)       |
| Items that will not be reclassified subsequently to profit or loss:        |       |               |               |
| – actuarial loss recognised in the Nu-Swift Pension Scheme                 | 21    | (111)         | (70)          |
| – movement on deferred tax relating to the Nu-Swift Pension Scheme surplus | 19    | 38            | 25            |
| – actuarial gain/(loss) recognised in the Ansul Pension Scheme             | 21    | 1,249         | 104           |
| – movement on deferred tax relating to the Ansul Pension Scheme deficit    | 19    | (285)         | (26)          |
| Other comprehensive expense for the year, net of tax                       |       | 4,493         | (3,749)       |
| <b>Equity shareholders of the Company</b>                                  |       | <b>24,696</b> | <b>16,158</b> |
| <b>Non-controlling interest</b>                                            |       | <b>9</b>      | <b>101</b>    |
| <b>Total comprehensive income for the year</b>                             |       | <b>24,705</b> | <b>16,259</b> |

The notes on pages 26 to 56 are an integral part of these consolidated financial statements.

# Consolidated statement of changes in equity

for the year ended 31 December 2022

|                                                              | Ordinary<br>shares<br>£'000 | Share<br>premium<br>£'000 | Capital<br>redemption<br>reserve<br>£'000 | Merger<br>reserve<br>£'000 | Other<br>reserves<br>£'000 | Retained<br>earnings<br>£'000 | Non-controlling<br>interest<br>£'000 | Total<br>equity<br>£'000 |
|--------------------------------------------------------------|-----------------------------|---------------------------|-------------------------------------------|----------------------------|----------------------------|-------------------------------|--------------------------------------|--------------------------|
| At 1 January 2021                                            | 123                         | 344                       | 1                                         | 2,033                      | 8,838                      | 114,407                       | 377                                  | 126,123                  |
| <b>Total comprehensive income for the year</b>               |                             |                           |                                           |                            |                            |                               |                                      |                          |
| Profit for the financial year                                | —                           | —                         | —                                         | —                          | —                          | 19,907                        | 101                                  | 20,083                   |
| Other comprehensive income/(expense):                        |                             |                           |                                           |                            |                            |                               |                                      |                          |
| – exchange adjustments                                       | —                           | —                         | —                                         | —                          | (3,782)                    | —                             | —                                    | (3,782)                  |
| – actuarial gain on pension schemes                          | —                           | —                         | —                                         | —                          | —                          | 34                            | —                                    | 34                       |
| – net movement on deferred tax relating to pension deficit   | —                           | —                         | —                                         | —                          | —                          | (1)                           | —                                    | (1)                      |
| Total comprehensive income/(expense) for the year            | —                           | —                         | —                                         | —                          | (3,782)                    | 19,940                        | 101                                  | 16,259                   |
| Contributions by and distributions to owners of the Company: |                             |                           |                                           |                            |                            |                               |                                      |                          |
| – dividends                                                  | —                           | —                         | —                                         | —                          | —                          | (9,807)                       | —                                    | (9,807)                  |
| Distribution to non-controlling interest                     | —                           | —                         | —                                         | —                          | —                          | —                             | (150)                                | (150)                    |
| Reduction in non-controlling interest                        | —                           | —                         | —                                         | —                          | —                          | (468)                         | (210)                                | (678)                    |
| At 31 December 2021 and 1 January 2022                       | 123                         | 344                       | 1                                         | 2,033                      | 5,056                      | 124,072                       | 118                                  | 131,747                  |
| <b>Total comprehensive income for the year</b>               |                             |                           |                                           |                            |                            |                               |                                      |                          |
| Profit for the financial year                                | —                           | —                         | —                                         | —                          | —                          | 20,203                        | 9                                    | 20,212                   |
| Other comprehensive income:                                  |                             |                           |                                           |                            |                            |                               |                                      |                          |
| – exchange adjustments                                       | —                           | —                         | —                                         | —                          | 3,602                      | —                             | —                                    | 3,602                    |
| – actuarial gain on pension schemes                          | —                           | —                         | —                                         | —                          | —                          | 1,138                         | —                                    | 1,138                    |
| – net movement on deferred tax relating to pension deficit   | —                           | —                         | —                                         | —                          | —                          | (247)                         | —                                    | (247)                    |
| Total comprehensive income for the year                      | —                           | —                         | —                                         | —                          | 3,602                      | 21,094                        | 9                                    | 24,705                   |
| Contributions by and distributions to owners of the Company: |                             |                           |                                           |                            |                            |                               |                                      |                          |
| – purchase of own shares                                     | —                           | —                         | —                                         | —                          | —                          | (13)                          | —                                    | (13)                     |
| – dividends                                                  | —                           | —                         | —                                         | —                          | —                          | (10,298)                      | —                                    | (10,298)                 |
|                                                              | —                           | —                         | —                                         | —                          | —                          | (10,311)                      | —                                    | (10,311)                 |
| Reduction in non-controlling interest                        | —                           | —                         | —                                         | —                          | —                          | (158)                         | (127)                                | (285)                    |
| <b>At 31 December 2022</b>                                   | <b>123</b>                  | <b>344</b>                | <b>1</b>                                  | <b>2,033</b>               | <b>8,658</b>               | <b>134,697</b>                | <b>—</b>                             | <b>145,856</b>           |

The merger reserve is not a distributable reserve. The other reserve relates entirely to the effects of changes in foreign currency exchange rates.

The notes on pages 26 to 56 are an integral part of these consolidated financial statements.

# Consolidated statement of financial position

as at 31 December 2022

|                                                            | Notes | 2022<br>£'000   | 2021<br>£'000   |
|------------------------------------------------------------|-------|-----------------|-----------------|
| <b>Assets</b>                                              |       |                 |                 |
| <b>Non-current assets</b>                                  |       |                 |                 |
| Property, plant and equipment                              | 11    | 14,940          | 13,990          |
| Right of use assets                                        | 12    | 5,975           | 4,297           |
| Intangible assets                                          | 13    | 77,076          | 70,074          |
| Deferred tax asset                                         | 19    | 694             | 778             |
| Retirement benefit surplus                                 | 21    | 276             | 380             |
|                                                            |       | <b>98,961</b>   | <b>89,519</b>   |
| <b>Current assets</b>                                      |       |                 |                 |
| Inventories                                                | 15    | 22,260          | 16,423          |
| Trade and other receivables                                | 16    | 40,699          | 33,021          |
| Cash and cash equivalents                                  | 17    | 33,962          | 35,681          |
|                                                            |       | <b>96,921</b>   | <b>85,125</b>   |
| <b>Total assets</b>                                        |       | <b>195,882</b>  | <b>174,644</b>  |
| <b>Liabilities</b>                                         |       |                 |                 |
| <b>Current liabilities</b>                                 |       |                 |                 |
| Trade and other payables                                   | 18    | (36,431)        | (28,061)        |
| Income tax liabilities                                     |       | (1,440)         | (1,607)         |
| Borrowings                                                 | 20    | (1,598)         | (2,430)         |
| Lease liabilities                                          | 26    | (2,040)         | (1,603)         |
| Provision                                                  | 22    | (10)            | (13)            |
|                                                            |       | <b>(41,519)</b> | <b>(33,714)</b> |
| <b>Non-current liabilities</b>                             |       |                 |                 |
| Trade and other payables                                   | 18    | (936)           | (1,058)         |
| Borrowings                                                 | 20    | (236)           | (1,340)         |
| Lease liabilities                                          | 26    | (4,033)         | (2,740)         |
| Derivative financial instruments                           | 14    | —               | (20)            |
| Deferred tax liabilities                                   | 19    | (2,211)         | (1,731)         |
| Retirement benefit obligations                             | 21    | (953)           | (2,144)         |
| Provision                                                  | 22    | (138)           | (150)           |
|                                                            |       | <b>(8,507)</b>  | <b>(9,183)</b>  |
| <b>Total liabilities</b>                                   |       | <b>(50,026)</b> | <b>(42,897)</b> |
| <b>Net assets</b>                                          |       | <b>145,856</b>  | <b>131,747</b>  |
| <b>Shareholders' equity</b>                                |       |                 |                 |
| Ordinary shares                                            | 23    | 123             | 123             |
| Share premium                                              | 23    | 344             | 344             |
| Capital redemption reserve                                 | 23    | 1               | 1               |
| Merger reserve                                             | 23    | 2,033           | 2,033           |
| Other reserves                                             | 23    | 8,658           | 5,056           |
| Retained earnings                                          |       | 134,697         | 124,072         |
| <b>Equity attributable to owners of the Parent Company</b> |       | <b>145,856</b>  | <b>131,629</b>  |
| Non-controlling interest                                   | 23    | —               | 118             |
| <b>Total equity</b>                                        |       | <b>145,856</b>  | <b>131,747</b>  |

The notes on pages 26 to 56 are an integral part of these consolidated financial statements.

The financial statements on pages 21 to 25 were approved by the Board of Directors on 19 May 2023 and were signed on its behalf by:

**J.G. Murray**  
Chairman  
19 May 2023

# Consolidated statement of cash flows

for the year ended 31 December 2022

|                                                               | Notes | 2022<br>£'000   | 2021<br>£'000   |
|---------------------------------------------------------------|-------|-----------------|-----------------|
| <b>Cash flows from operating activities</b>                   |       |                 |                 |
| Cash generated from operations                                | 24    | 30,489          | 33,909          |
| Interest paid                                                 |       | (111)           | (106)           |
| Income tax paid                                               |       | (7,055)         | (7,122)         |
| <b>Net cash generated from operating activities</b>           |       | <b>23,323</b>   | <b>26,681</b>   |
| <b>Cash flows from investing activities</b>                   |       |                 |                 |
| Acquisition of subsidiary undertakings (net of cash acquired) | 27    | (4,078)         | (4,871)         |
| Purchases of property, plant and equipment                    |       | (4,626)         | (4,880)         |
| Proceeds from the sale of property, plant and equipment       |       | 730             | 682             |
| Purchases of intangible assets                                |       | (3,193)         | (2,693)         |
| Interest received                                             |       | 4               | 7               |
| <b>Net cash used in investing activities</b>                  |       | <b>(11,163)</b> | <b>(11,755)</b> |
| <b>Cash flows from financing activities</b>                   |       |                 |                 |
| Repayments of borrowings                                      |       | (2,312)         | (2,119)         |
| Payment of lease liabilities                                  |       | (2,356)         | (2,072)         |
| Dividends paid to the Company's shareholders                  |       | (10,298)        | (9,807)         |
| Purchase of own shares                                        |       | (13)            | —               |
| Distribution to non-controlling interest                      |       | —               | (150)           |
| Reduction in non-controlling interest                         |       | (285)           | (678)           |
| <b>Net cash used in financing activities</b>                  |       | <b>(15,264)</b> | <b>(14,826)</b> |
| <b>Net increase in cash in the year</b>                       |       | <b>(3,104)</b>  | <b>100</b>      |
| Cash and cash equivalents at the beginning of the year        |       | 35,681          | 37,456          |
| <b>Effects of exchange rates on cash and cash equivalents</b> |       | <b>1,385</b>    | <b>(1,875)</b>  |
| <b>Cash and cash equivalents at the end of the year</b>       | 17    | <b>33,962</b>   | <b>35,681</b>   |

The notes on pages 26 to 56 are an integral part of these consolidated financial statements.

# Notes to the financial statements

for the year ended 31 December 2022

## 1 General information

The Group headed by London Security plc (the “Parent Company”) is a leader in the European fire security industry, providing fire protection for our customers through a local presence in the United Kingdom, Belgium, the Netherlands, Austria, France, Germany, Denmark and Luxembourg.

The Parent Company is a public limited liability company incorporated and domiciled in the United Kingdom. The registered office is Premier House, 2 Jubilee Way, Elland, West Yorkshire HX5 9DY.

The Parent Company is listed on AIM, part of the London Stock Exchange.

## 2 Summary of significant accounting policies

The principal accounting policies applied in the preparation of these Group financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

### Basis of preparation

These Group financial statements have been prepared in accordance with UK adopted international accounting standards, IFRIC interpretations and those parts of the Companies Act 2006 applicable to companies reporting under UK adopted IFRS. These Group financial statements have been prepared under the historical cost convention, as modified by accounting for derivative financial instruments at fair value through profit or loss.

The Directors have prepared these financial statements on the fundamental assumption that the Group is a going concern and will continue to trade for at least 12 months following the date of approval of the financial statements, being the period to 30 June 2024. In determining whether the Group's accounts should be prepared on a going concern basis the Directors have considered the factors likely to affect future performance. The Board approved a budget for 2023 and forecasts to June 2024 (together “the base case budget”) based on the experience gained during the course of 2022. The Group's business activities, together with factors likely to affect its future development and performance, are described in the Strategic Report. At 31 December 2022, the Group held cash and cash equivalents of £34.0 million. Total debt at 31 December 2022 was £1.8 million, of which £1.1 million has already been repaid in 2023. The base case budget includes significant cash headroom throughout the period and no breach of any bank loan covenants would be expected.

The Directors have also modelled sensitivities to the base case budget around revenue and input inflation and demonstrated that the Group would still expect to have significant cash headroom and would be able to comply with its bank loan covenants after applying these sensitivities. A reverse stress test was performed to evaluate the decline in revenue required to query the going concern statement but the decline was so significant as to be implausible. To the extent that there is a significant downturn in trading compared with expectations, the Directors are satisfied that mitigating actions could be taken, if necessary, including suspending dividend payments.

Accordingly, the Directors have a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future and are satisfied that it is appropriate to adopt the going concern basis in preparing the financial statements.

### Accounting developments

There are no new standards, amendments to standards and interpretations are effective for the year ended 31 December 2022.

There are no standards that are issued but not yet effective that would be expected to have a material impact on the entity in the current or future reporting periods or on foreseeable future transactions.

### Consolidation

Subsidiaries are entities which the Group has power over, exposure or rights to variable returns and an ability to use its power to affect those returns. All subsidiaries share the same reporting date, being 31 December, and the same accounting policies as London Security plc.

The acquisition method of accounting under IFRS 3 is used to account for the acquisition of subsidiaries by the Group. The cost of an acquisition is measured as the fair value of the assets given, equity instruments issued and liabilities incurred or assumed at the date of exchange. The costs directly attributable to the acquisition are expensed, with the exception of those relating to the costs to issue debt or equity securities, which are recognised in accordance with IAS 32 and IFRS 9.

## 2 Summary of significant accounting policies continued

### Consolidation continued

Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date, irrespective of the extent of any minority interest. The excess of the cost of acquisition over the fair value of the Group's share of the identifiable net assets acquired is recorded as goodwill.

Inter-Company transactions, balances and unrealised gains on transactions between Group companies are eliminated. Unrealised losses are also eliminated but considered an impairment indicator of the asset transferred.

Consolidated goodwill is presented at cost less any provision for diminution in value.

### Segment reporting

An operating segment is a group of assets and operations for which discrete financial information is available that is regularly reviewed by the CODM. Where operating segments share similar economic characteristics and the segments are similar in relation to the nature of products and services, nature of the production processes and type of customers including method of providing the service then they may be deemed to be a single operating unit. The Directors have concluded that there is a single operating segment as defined by IFRS 8, being the provision and maintenance of fire protection and security equipment in Europe. Consequently, the results for the year and assets and liabilities relate to this one segment and one geographical area.

### Foreign currency translation

#### (a) Functional and presentation currency

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates (the "functional currency"). The Group financial statements are presented in Sterling, which is the Parent Company's functional and presentation currency.

#### (b) Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the Income Statement.

#### (c) Group companies

The results and financial position of all the Group entities (none of which have the currency of a hyperinflationary economy) that have a functional currency different from the presentation currency are translated into the presentation currency as follows:

- (i) assets and liabilities for each Statement of Financial Position presented are translated at the closing rate at the date of that Statement of Financial Position;
- (ii) income and expenses for each Income Statement are translated at average exchange rates; and
- (iii) all resulting exchange differences are recognised as a separate component of equity and are reported within the Statement of Comprehensive Income.

On consolidation, exchange differences arising from the translation of the net investment in foreign operations and of borrowings and other currency instruments designated as hedges of such investments are taken to other comprehensive income. When a foreign operation is sold, exchange differences that were recorded in equity are recognised in the Income Statement as part of the gain or loss on sale.

### Property, plant and equipment

Property is carried at deemed cost at the date of transition to IFRS based on the previous UK GAAP valuations. Plant and equipment held at the date of transition and subsequent additions to property, plant and equipment are stated at purchase cost including directly attributable costs, less accumulated depreciation.

# Notes to the financial statements continued

for the year ended 31 December 2022

## 2 Summary of significant accounting policies continued

### Property, plant and equipment continued

Freehold land is not depreciated. Depreciation on all other assets is calculated using the straight-line method to allocate their cost less residual value over their estimated useful lives, as follows:

|                                                |         |
|------------------------------------------------|---------|
| Freehold buildings                             | 2%–6%   |
| Plant, machinery and extinguisher rental units | 10%–33% |
| Motor vehicles and share in aircraft           | 5%–33%  |
| Fixtures, fittings and equipment               | 10%     |

The assets' residual values and useful lives are reviewed annually and adjusted if appropriate at each Statement of Financial Position date.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount. These are included in the Income Statement.

### Intangible assets

#### (a) Goodwill

Goodwill represents the excess of the cost of an acquisition over the fair value of the Group's share of the identifiable net assets acquired. Goodwill on acquisition of subsidiaries is included in "intangible assets". Separately recognised goodwill is tested annually for impairment and carried at cost less accumulated impairment losses.

An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value-in-use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows.

Impairment losses on goodwill are not reversed. Gains and losses on the disposal of an entity include the carrying amount of goodwill relating to the entity sold.

#### (b) Approval costs

Approval costs are the expenses incurred in meeting the regulatory requirements measuring the fire rating of our products. Approval costs are shown at historical cost, have a finite useful life and are carried at cost less accumulated amortisation. Amortisation is calculated using the straight line method to allocate their cost over their estimated useful lives (10 to 20 years).

#### (c) Computer software

Acquired computer software licences are capitalised on the basis of the costs incurred to acquire and bring to use the specific software. These costs are amortised over their estimated useful lives (three to five years) using the straight line method.

#### (d) Service contracts

Service contracts are acquired through business combinations and asset purchases which provide the Group with the contacts and the right to approach the customer. Acquired service contracts are capitalised on the basis of the costs incurred to acquire. Amortisation is calculated using the straight line method to allocate the cost of the contracts over their estimated useful lives (five to ten years).

Where indicators of impairment are identified a detailed impairment review is carried out for intangible assets other than goodwill and will be impaired as required.

## 2 Summary of significant accounting policies continued

### Right of use assets and lease liabilities

The Group recognises a right of use asset and a lease liability at the lease commencement date.

The right of use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date less any lease incentives received. The right of use asset is subsequently depreciated using the straight line method from the commencement date to the end of the lease term.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the Group's incremental borrowing rate.

The Group has estimated the incremental borrowing rates at which to discount the future lease liabilities as 2.80% for leases denominated in Sterling and 1.55% for leases denominated in Euros.

### Inventories

Inventories are stated at the lower of cost and net realisable value. Cost is determined using the first-in, first-out method.

The cost of finished goods and work in progress comprises raw materials, direct labour, other direct costs and related production overheads. Net realisable value is the estimated selling price in the ordinary course of business, less applicable variable selling expenses. Inventory is reviewed annually and a provision is made for obsolete, slow-moving or defective items where appropriate.

### Financial instruments recognition and derecognition

Financial assets and financial liabilities are recognised when the Group becomes a party to the contractual provisions of the financial instrument. Financial assets are derecognised when the contractual rights to the cash flows from the financial asset expire, or when the financial asset and substantially all the risks and rewards are transferred. A financial liability is derecognised when it is extinguished, discharged, cancelled or expired.

### Financial instruments classification and measurement

Financial assets, except for trade receivables, are initially measured at fair value. The Group classifies its financial assets as those to be measured at amortised cost except for derivative financial assets that are at fair value through profit or loss. After initial recognition, these financial assets are measured at amortised cost using the effective interest method. Discounting is omitted where the effect of discounting is immaterial. The Group's financial assets include cash and cash equivalents, trade receivables, amounts owed by related undertakings and other receivables. The carrying value of these financial assets is disclosed in note 16 and note 17 to the financial statements.

Financial liabilities are initially measured at fair value and, where applicable, adjusted for transaction costs unless the Group designated a financial liability at fair value through profit or loss. Subsequently, financial liabilities are measured at amortised cost using the effective interest rate method except for derivatives, which are carried subsequently at fair value with gains and losses recognised in profit or loss. The Group's financial liabilities include trade payable, other payables, accruals, borrowings and derivative financial liabilities. The carrying value of the financial liabilities is disclosed in note 14, note 18 and note 20 to the financial statements.

The carrying value of assets and liabilities classified at amortised cost approximates to their fair value.

### Trade receivables

The Group has reviewed the composition of its trade receivables and concluded that as the expected term of the receivables is less than one year the receivables do not have a significant financing component. Therefore, the Group will initially measure these assets at their transaction price under IFRS 15 and subsequently adjust for any allowance for expected credit loss under IFRS 9. The Group applies the IFRS 9 simplified approach to measuring expected credit losses which uses a lifetime expected credit loss allowance for all trade receivables. To measure the expected credit losses, trade receivables have been grouped based on shared credit risk characteristics and days past due. Expected loss rates are based on historical credit losses experienced. Historical loss rates are adjusted to reflect current and forward-looking factors affecting the ability of customers to settle the receivables. Consideration is given to the overall economic environment as well as specific indicators that the recovery of a balance may be in doubt.

# Notes to the financial statements continued

for the year ended 31 December 2022

## 2 Summary of significant accounting policies continued

### Derivative financial instruments

Derivative financial instruments are initially measured at cost at the date the contract is entered into and are remeasured at fair value at the Statement of Financial Position date with any valuation adjustment being reflected in the Income Statement. The fair value at the balance sheet date is calculated based on observable interest rates.

### Cash and cash equivalents

Cash and cash equivalents are included in the Statement of Financial Position at cost. Cash and cash equivalents include cash in hand, deposits held at call with banks and other short-term, highly liquid investments with original maturities of three months or less, less bank overdrafts where there is a legal right of offset and an intention to settle. Bank overdrafts are shown within borrowings in current liabilities on the Statement of Financial Position.

### Share capital

Ordinary shares are classified as equity.

Incremental costs directly attributable to the issue of new shares or options are shown in equity as a deduction, net of tax, from the proceeds.

Where the Parent Company purchases its own shares, the consideration paid, including any directly attributable incremental costs (net of income taxes), is deducted from equity attributable to the Parent Company's equity holders until the shares are cancelled.

### Trade payables

Trade payables are initially recognised at fair value and subsequently at amortised cost using the effective interest method.

### Borrowings

Borrowings are recognised initially at fair value, net of transaction costs incurred. Borrowings are subsequently stated at amortised cost.

Borrowings are classified as current liabilities unless the Group has an unconditional right to defer settlement of the liability for at least 12 months after the Statement of Financial Position date.

### Current and deferred income tax

The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the Statement of Financial Position date in the countries where the Company's subsidiaries operate and generate taxable income. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation and establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

Deferred income tax is provided in full, using the net assets approach, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. However, the deferred income tax is not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit or loss. Deferred income tax is determined using tax rates (and laws) that have been enacted or substantively enacted by the Statement of Financial Position date and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

Deferred income tax assets are recognised to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised.

### Employee benefits

#### Pension obligations

Group companies operate various pension schemes. The schemes are generally funded through payments to insurance companies or trustee-administered funds, determined by periodic actuarial calculations. The Group has both defined benefit and defined contribution plans. A defined contribution plan is a pension plan under which the Group pays fixed contributions into a separate entity. The Group has no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods. A defined benefit plan is a post-employment benefit plan other than a defined contribution plan. Typically, defined benefit plans define an amount of pension benefit that an employee will receive on retirement, usually dependent on one or more factors such as age, years of service and compensation.

## 2 Summary of significant accounting policies continued

### Employee benefits continued

#### Pension obligations continued

The liability and surplus recognised in the Statement of Financial Position in respect of defined benefit pension plans are the present value of the defined benefit obligation at the Statement of Financial Position date less the fair value of plan assets, together with adjustments for actuarial gains or losses and past service costs. The defined benefit obligation is calculated triennially by independent actuaries using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using interest rates of high-quality corporate bonds that are denominated in the currency in which the benefits will be paid and that have terms to maturity approximating to the terms of the related pension liability.

The net interest cost or income are shown within finance cost or finance income respectively within the Consolidated Income Statement. Actuarial gains and losses are recognised immediately in the Consolidated Statement of Comprehensive Income. Net defined benefit pension scheme deficit and surplus are presented separately on the Statement of Financial Position within non-current liabilities and non-current assets respectively before tax relief. The attributable deferred tax asset and liability is included within deferred tax and is subject to the recognition criteria as set out in the accounting policy on deferred taxation.

For defined contribution plans, the Group pays contributions to publicly or privately administered pension insurance plans on a mandatory, contractual or voluntary basis. The Group has no further payment obligations once the contributions have been paid. The contributions are recognised as an employee benefit expense when they are due.

#### Provisions

Provisions are recognised when: the Group has a present legal or constructive obligation as a result of past events; it is more likely than not that an outflow of resources will be required to settle the obligation; and the amount has been reliably estimated. Provisions are not recognised for future operating losses.

Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects risks specific to the liability.

#### Revenue recognition

Revenue is shown net of value-added tax and after eliminating sales within the Group.

When assessing revenue recognition against IFRS 15, the Group assesses the contract against the five steps of IFRS 15:

1. Identify the contract with a customer.
2. Identify the performance obligations.
3. Determine the transaction price.
4. Allocate the transaction price to the performance obligations.
5. Recognise revenue when/as performance obligations are satisfied.

This process includes the assessment of the performance obligations within the contract and the allocation of contract revenue across these performance obligations once identified. Revenue is recognised either at a point in time or over time, when, or as, the Group satisfies performance obligations by transferring the promised goods or services to its customers. Revenue is based on their relative stand-alone selling prices and recognised as follows:

##### (a) Outright sale of equipment

Revenue from the outright sale of equipment is recognised upon delivery to the customer.

##### (b) Service

Revenue from the servicing of equipment is recognised when the service has been performed.

##### (c) Maintenance

Revenue from the provision of maintenance services is recognised over the term of the maintenance contract on a pro rata basis with the unexpired portion held in deferred income.

# Notes to the financial statements continued

for the year ended 31 December 2022

## 2 Summary of significant accounting policies continued

### Revenue recognition continued

#### (d) Installation

Revenue from the installation of fire protection equipment is recognised over time as an asset controlled by the customer and is created or enhanced by the Group's performance. In such arrangements the Group provides a significant service of integrating goods and services to provide a combined output to the customer. The amount of revenue recognised as the service is performed and is based on the assessed value of work completed using the outputs method. Should billings exceed the amount of revenue recognised a contract liability is recognised. Should the amount of revenue recognised exceed billings a contract asset is recognised. There were no material contract assets or liabilities at the year end.

#### (e) Equipment rental

Revenue from the equipment leased to customers under an operating lease is recognised over the term of the lease, typically five years, on a pro rata basis, with the unexpired portion held in deferred income. All contracts are cancellable.

The Group recognises liabilities for consideration received in respect of unsatisfied performance obligations for maintenance and equipment rental revenue and reports these amounts as deferred income in the Statement of Financial Position (see note 18 for opening and closing deferred income balances). For 2022, revenue includes £3,752,000 (2021: £2,841,000) included in the deferred income balance at the beginning of the period. No revenue has been recognised (2021: £Nil) from performance obligations satisfied in previous periods due to a change in transaction price.

The Group derives revenue from the transfer of goods and services over time and at a point in time in the revenue streams previously identified.

| 2022                   | Outright sale<br>£'000 | Service<br>£'000 | Maintenance<br>£'000 | Rental<br>£'000 | Installation<br>£'000 | Total<br>£'000 |
|------------------------|------------------------|------------------|----------------------|-----------------|-----------------------|----------------|
| Timing of recognition: |                        |                  |                      |                 |                       |                |
| At a point in time     | 117,324                | 44,834           | —                    | —               | —                     | 162,158        |
| Over time              | —                      | —                | 4,228                | 4,367           | 18,145                | 26,740         |
| Total revenue          | 117,324                | 44,834           | 4,228                | 4,367           | 18,145                | 188,898        |

| 2021                   | Outright sale<br>£'000 | Service<br>£'000 | Maintenance<br>£'000 | Rental<br>£'000 | Installation<br>£'000 | Total<br>£'000 |
|------------------------|------------------------|------------------|----------------------|-----------------|-----------------------|----------------|
| Timing of recognition: |                        |                  |                      |                 |                       |                |
| At a point in time     | 101,769                | 39,317           | —                    | —               | —                     | 141,086        |
| Over time              | —                      | —                | 4,035                | 4,318           | 17,195                | 25,548         |
| Total revenue          | 101,769                | 39,317           | 4,035                | 4,318           | 17,195                | 166,634        |

Although the Directors have concluded that there is one segment in which the Group operates, the revenue can be analysed across the following countries:

|                | 2022<br>£'000 | 2021<br>£'000 |
|----------------|---------------|---------------|
| United Kingdom | 42,052        | 36,884        |
| Belgium        | 63,176        | 59,826        |
| Netherlands    | 45,150        | 40,632        |
| Austria        | 22,287        | 19,636        |
| Rest of Europe | 16,233        | 9,656         |
|                | 188,898       | 166,634       |

### Cost of sales

Cost of sales includes direct material costs net of supplier rebates. Other direct costs, largely direct labour, of £62.5 million (2021: £58.9 million) are included within distribution costs.

## 2 Summary of significant accounting policies continued

### Government grants

Government grants relate to payments received under Coronavirus Job Retention Schemes. These receipts are recognised in profit or loss in staff costs in the periods in which the expenses are recognised. Where the conditions for receiving the grant are met after the related expenses have been recognised, the grant is recognised when it becomes receivable.

### Dividend distribution

Dividend distribution to the Parent Company's shareholders is recognised as a liability in the Group's financial statements when paid in the case of interim dividends or in the period in which the dividends are approved by the Parent Company's shareholders in the case of final dividends.

## 3 Financial risk management

### Financial risk factors

The Board considers the Group has exposure to the following risks: interest rate risk and capital risk. Risk management is carried out under treasury policies and guidelines authorised and reviewed by the Board of Directors. This note presents information about the Group's exposure to each of the above risks, the Group's objectives, policies and processes for measuring and managing risk and the Group's management of capital. The Board has also considered the Group's exposure to credit risk and liquidity risk.

Credit risk – the Group's trade receivables consist of a large number of customers spread across diverse industries and geographical locations. The Group does not have any significant credit risk exposure to any single customer. As a result, the Board has concluded that the gross carrying amount of financial assets recorded in the financial statements represents the Group's maximum exposure to credit risk.

Liquidity risk – the Group manages liquidity risk by maintaining adequate cash reserves, which at 31 December 2022 amounted to £34.0 million (2021: £35.7 million), by operating within its agreed banking facilities, by continually monitoring forecast and actual cash flows, by matching the maturity profiles of monetary assets and liabilities and by monitoring and discussing its covenants with its banks. The Group's bank loans at 31 December amounted to £1.8 million (2021: £3.8 million) and their maturity is analysed in detail in note 20. In view of the significant level of net funds available to the Group of £32.1 million (2021: £31.9 million), the Board has concluded that it has minimal exposure to liquidity risk.

Foreign currency exchange risk – there are very few transactions, assets and liabilities that are denominated in a currency that is different to the functional currency of the entity in which they are recorded. As such there is deemed to be little to no foreign currency exchange risk.

#### (a) Interest rate risk

The Group's interest rate risk arises from long-term borrowings. These borrowings were issued at variable rates based on EURIBOR and SONIA and did expose the Group to cash flow interest rate risk.

The Group managed its cash flow interest rate risk by entering into interest capping agreements. The effect of these agreements was to fix the Group's exposure to EURIBOR to 0.25% and SONIA to 1.38%. The agreements took effect from May 2018 and provided interest rate cover until the loans were repaid in April 2023. The amount of these loans outstanding at 31 December 2022 was £1.1 million and has been fully repaid in April 2023.

An additional £0.8 million of long-term loans have been recognised on the acquisition of subsidiary undertakings. These are set to be repaid equally over the next five years. There is no capping agreement in place for these loans.

#### (b) Capital risk

The Group's objective in managing capital is to maintain a strong capital base to support current operations and planned growth and to provide for an appropriate level of dividend payment to shareholders.

# Notes to the financial statements continued

for the year ended 31 December 2022

## 3 Financial risk management continued

### Financial risk factors continued

#### (b) Capital risk continued

The Group is not subject to external regulatory capital requirements.

|                                 | 2022<br>£'000 | 2021<br>£'000 |
|---------------------------------|---------------|---------------|
| Total capital                   |               |               |
| Total cash and cash equivalents | 33,962        | 35,681        |
| Less: borrowings                | (1,834)       | (3,770)       |
| Net funds                       | 32,128        | 31,911        |
| Total equity                    | 145,856       | 131,747       |
| Total capital                   | 177,984       | 163,658       |

## 4 Significant accounting estimates and judgements

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

### Significant estimates

The Group makes estimates and assumptions concerning the future. The resulting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying value of assets and liabilities within the next financial year are discussed below.

#### (a) Pension scheme assumptions and mortality tables

The carrying value of the defined benefit pension scheme is valued using actuarial valuations. These valuations are based on assumptions including the selection of the most appropriate mortality table for the profile of the members in the scheme and the financial assumptions concerning discount rates and inflation. All these are estimates of future events and are therefore uncertain. The choices are based on advice received from the scheme's actuaries which is checked with benchmark surveys. The sensitivity of these assumptions is discussed in note 21, Retirement benefit obligations.

### Significant judgements

#### (a) Segmental reporting

The chief operating decision maker ("CODM") for the London Security Group has been identified as the executive Board as ultimately this function is responsible for the allocation of resources and assessing the performance of the Group's business units. The internal reporting provided to the CODM is a combination of consolidated financial information and detailed analysis by brand. The management information on which the CODM makes its decisions has been reviewed and is deemed to be the consolidated result for the Group. The Group's companies in different European countries operate under similar economic and political conditions with no different significant risks associated with any particular area and no exchange control risks and the Group's operations are managed on a Pan-European basis with close operational relationships between subsidiary companies. In addition, the nature of products, services, production and distribution is consistent across the region. Accordingly, the Directors have concluded that under IFRS 8 the Group operates in a single geographical and market segment and that there is a single operating segment for which financial information is regularly reviewed by the CODM.

## 5 Employee benefit expense

|                               | 2022<br>£'000 | 2021<br>£'000 |
|-------------------------------|---------------|---------------|
| Wages and salaries            | 64,717        | 56,829        |
| Government grants             | —             | (190)         |
| Social security costs         | 12,697        | 11,032        |
| Other pension costs (note 21) | 2,867         | 2,676         |
|                               | 80,281        | 70,347        |

## 5 Employee benefit expense continued

Directors' emoluments including employer's National Insurance totalled £689,015 (2021: £624,615). Directors' emoluments excluding National Insurance totalled £670,934 (2021: £608,473). This includes an amount paid to the highest paid Director of £473,210 (2021: £418,673). Key management personnel are deemed only to be the Directors.

The average monthly number of persons employed by the Group (including Directors) during the year was as follows:

|                               | 2022<br>Number | 2021<br>Number |
|-------------------------------|----------------|----------------|
| Production                    | 46             | 46             |
| Administration and management | 1,550          | 1,390          |
| <b>Total</b>                  | <b>1,596</b>   | <b>1,436</b>   |

## 6 Finance income and costs

|                                                                                | 2022<br>£'000 | 2021<br>£'000 |
|--------------------------------------------------------------------------------|---------------|---------------|
| <b>Finance income</b>                                                          |               |               |
| Bank interest receivable                                                       | 3             | 7             |
| Expected return on pension scheme assets (note 21)                             | 7             | 5             |
| Fair value of derivative financial instruments                                 | 21            | 16            |
| <b>Total finance income</b>                                                    | <b>31</b>     | <b>28</b>     |
| <b>Finance costs</b>                                                           |               |               |
| Interest on bank loans, overdrafts and other loans repayable within five years | (93)          | (88)          |
| Amortisation of loan arrangement fees                                          | (18)          | (18)          |
| Interest on lease liabilities                                                  | (116)         | (83)          |
| Interest on pension scheme liabilities (note 21)                               | (15)          | (15)          |
| <b>Total finance costs</b>                                                     | <b>(242)</b>  | <b>(204)</b>  |
| <b>Net finance costs</b>                                                       | <b>(211)</b>  | <b>(176)</b>  |

## 7 Profit before income tax

Profit before income tax is stated after charging/(crediting):

|                                               | 2022<br>£'000 | 2021<br>£'000 |
|-----------------------------------------------|---------------|---------------|
| Depreciation of property, plant and equipment | 3,959         | 3,678         |
| Depreciation of right of use assets           | 2,289         | 1,989         |
| Amortisation of intangible fixed assets       | 3,856         | 3,430         |
| Loss on disposal of plant and equipment       | (118)         | (372)         |
| Profit on disposal of intangible assets       | —             | 2             |

## Services provided by the Group's external auditor and network firms

During the year, the Group (including its overseas subsidiaries) obtained the following services from the Group's auditor as detailed below:

|                                                                                           | 2022<br>£'000 | 2021<br>£'000 |
|-------------------------------------------------------------------------------------------|---------------|---------------|
| <b>Audit services</b>                                                                     |               |               |
| Fees payable to the Parent Company's auditor for the audit of the Group's annual accounts | 187           | 162           |
| Fees payable to the Parent Company's auditor and its network firms for other services:    |               |               |
| – the audit of the Parent Company's subsidiaries pursuant to legislation                  | 144           | 227           |
|                                                                                           | <b>331</b>    | <b>389</b>    |

# Notes to the financial statements continued

for the year ended 31 December 2022

## 8 Income tax expense

|                                                                 | 2022<br>£'000 | 2021<br>£'000 |
|-----------------------------------------------------------------|---------------|---------------|
| <b>United Kingdom</b>                                           |               |               |
| Corporation tax                                                 | 556           | 668           |
| <b>Foreign tax</b>                                              |               |               |
| Corporation taxes                                               | 6,771         | 6,439         |
| Total current tax                                               | 7,327         | 7,107         |
| <b>Deferred tax</b>                                             |               |               |
| Origination and reversal of temporary differences representing: |               |               |
| – United Kingdom tax                                            | (71)          | (215)         |
| – foreign tax                                                   | (514)         | 98            |
| Total deferred tax (note 19)                                    | (585)         | (117)         |
| Total tax charge                                                | 6,742         | 6,990         |

The tax for the year is higher (2021: higher) than the standard rate of corporation tax in the United Kingdom of 19% (2021: 19%). The differences are explained below:

|                                                                                                                           | 2022<br>£'000 | 2021<br>£'000 |
|---------------------------------------------------------------------------------------------------------------------------|---------------|---------------|
| Profit on ordinary activities before taxation                                                                             | 26,954        | 26,998        |
| Profit on ordinary activities multiplied by the standard rate of corporation tax in the United Kingdom of 19% (2021: 19%) | 5,121         | 5,130         |
| Effects of:                                                                                                               |               |               |
| – expenses not deductible for tax purposes                                                                                | 535           | 377           |
| – overseas tax rate in excess of UK standard                                                                              | 1,086         | 1,483         |
| Total tax charge                                                                                                          | 6,742         | 6,990         |

The Group's effective income tax rate of 25.0% of profit before tax has increased following the announcement in the UK Chancellor's budget to increase the United Kingdom's main rate of corporation tax to 25.0%. The increase took effect from 1 April 2023.

## 9 Earnings per share

The calculation of basic earnings per ordinary share ("EPS") is based on the profit on ordinary activities after taxation of £20,212,000 (2021: £19,907,000) and on 12,261,477 (2021: 12,261,477) ordinary shares, being the weighted average number of ordinary shares in issue during the year.

For diluted EPS, the weighted average number of shares in issue is adjusted to assume conversion of all dilutive potential ordinary shares. There was no difference in the weighted average number of shares used for the calculation of basic and diluted earnings per share as there are no potentially dilutive shares outstanding.

|                                              | 2022   |       | 2021   |       |
|----------------------------------------------|--------|-------|--------|-------|
|                                              | £'000  | Pence | £'000  | Pence |
| Profit on ordinary activities after taxation | 20,212 | 164.8 | 19,907 | 162.4 |

## 10 Dividends per share

|                                            | 2022<br>£'000 | 2021<br>£'000 |
|--------------------------------------------|---------------|---------------|
| <b>Equity – ordinary shares</b>            |               |               |
| Final paid £0.40 (2021: £0.20) per share   | 5,149         | 4,903         |
| Interim paid £0.40 (2021: £0.40) per share | 5,149         | 4,904         |
|                                            | <b>10,298</b> | <b>9,807</b>  |

The Board is recommending the payment of a final dividend in respect of the year ended 31 December 2022 of £0.42 per ordinary share (2021: £0.42).

## 11 Property, plant and equipment

|                                            | Freehold<br>land and<br>buildings<br>£'000 | Plant and<br>machinery<br>£'000 | Extinguisher<br>rental units<br>£'000 | Motor<br>vehicles<br>and share<br>in aircraft<br>£'000 | Fixtures,<br>fittings and<br>equipment<br>£'000 | Total<br>£'000 |
|--------------------------------------------|--------------------------------------------|---------------------------------|---------------------------------------|--------------------------------------------------------|-------------------------------------------------|----------------|
| <b>Cost</b>                                |                                            |                                 |                                       |                                                        |                                                 |                |
| At 1 January 2021                          | 10,339                                     | 4,454                           | 12,662                                | 15,578                                                 | 5,628                                           | 48,661         |
| Additions                                  | 120                                        | 318                             | 339                                   | 3,558                                                  | 545                                             | 4,880          |
| On acquisitions of subsidiary undertakings | 238                                        | 59                              | —                                     | 280                                                    | 66                                              | 643            |
| Disposals                                  | —                                          | (62)                            | (41)                                  | (3,436)                                                | (376)                                           | (3,915)        |
| Exchange adjustment                        | (395)                                      | (219)                           | (735)                                 | (863)                                                  | (298)                                           | (2,510)        |
| At 1 January 2022                          | 10,302                                     | 4,550                           | 12,225                                | 15,117                                                 | 5,565                                           | 47,759         |
| Additions                                  | 95                                         | 375                             | 371                                   | 2,946                                                  | 840                                             | 4,627          |
| On acquisitions of subsidiary undertakings | —                                          | 77                              | —                                     | 275                                                    | 2                                               | 354            |
| Disposals                                  | (372)                                      | (13)                            | (32)                                  | (1,272)                                                | (633)                                           | (2,322)        |
| Exchange adjustment                        | 337                                        | 209                             | 646                                   | 816                                                    | 262                                             | 2,270          |
| <b>At 31 December 2022</b>                 | <b>10,362</b>                              | <b>5,198</b>                    | <b>13,210</b>                         | <b>17,882</b>                                          | <b>6,036</b>                                    | <b>52,688</b>  |
| <b>Accumulated depreciation</b>            |                                            |                                 |                                       |                                                        |                                                 |                |
| At 1 January 2021                          | 6,639                                      | 3,578                           | 11,701                                | 9,265                                                  | 4,432                                           | 35,615         |
| Disposals                                  | —                                          | (50)                            | (40)                                  | (3,152)                                                | (362)                                           | (3,604)        |
| Charge for the year                        | 160                                        | 213                             | 303                                   | 2,490                                                  | 512                                             | 3,678          |
| Exchange adjustment                        | (318)                                      | (185)                           | (691)                                 | (486)                                                  | (240)                                           | (1,920)        |
| At 1 January 2022                          | 6,481                                      | 3,556                           | 11,273                                | 8,117                                                  | 4,342                                           | 33,769         |
| Disposals                                  | (136)                                      | (11)                            | (31)                                  | (1,000)                                                | (532)                                           | (1,710)        |
| Charge for the year                        | 151                                        | 243                             | 315                                   | 2,577                                                  | 673                                             | 3,959          |
| Exchange adjustment                        | 270                                        | 166                             | 605                                   | 481                                                    | 208                                             | 1,730          |
| <b>At 31 December 2022</b>                 | <b>6,766</b>                               | <b>3,954</b>                    | <b>12,162</b>                         | <b>10,175</b>                                          | <b>4,691</b>                                    | <b>37,748</b>  |
| <b>Net book amount</b>                     |                                            |                                 |                                       |                                                        |                                                 |                |
| <b>At 31 December 2022</b>                 | <b>3,596</b>                               | <b>1,244</b>                    | <b>1,048</b>                          | <b>7,707</b>                                           | <b>1,345</b>                                    | <b>14,940</b>  |
| At 31 December 2021                        | 3,821                                      | 994                             | 952                                   | 7,000                                                  | 1,223                                           | 13,990         |
| At 31 December 2020                        | 3,700                                      | 876                             | 961                                   | 6,313                                                  | 1,196                                           | 13,046         |

Depreciation and profit/loss on disposal have been charged to the Income Statement through administrative expenses. Freehold land is not depreciated.

# Notes to the financial statements continued

for the year ended 31 December 2022

## 11 Property, plant and equipment continued

Although the Directors have concluded that there is one segment in which the Group operates, the net book amount can be analysed across the following countries:

|                | 2022<br>£'000 | 2021<br>£'000 |
|----------------|---------------|---------------|
| United Kingdom | 3,787         | 4,040         |
| Belgium        | 6,354         | 5,769         |
| Netherlands    | 2,239         | 2,048         |
| Austria        | 1,442         | 1,329         |
| Rest of Europe | 1,118         | 804           |
|                | <b>14,940</b> | <b>13,990</b> |

## 12 Right of use assets

|                                 | Leasehold<br>land and<br>buildings<br>£'000 | Motor<br>vehicles<br>£'000 | Total<br>£'000 |
|---------------------------------|---------------------------------------------|----------------------------|----------------|
| At 1 January 2021               | 3,214                                       | 2,050                      | 5,264          |
| Additions                       | 2,237                                       | 1,061                      | 3,298          |
| Disposals                       | (1,344)                                     | (350)                      | (1,694)        |
| Exchange differences            | (162)                                       | (9)                        | (171)          |
| At 1 January 2022               | 3,945                                       | 2,752                      | 6,697          |
| Additions                       | 2,740                                       | 1,184                      | 3,924          |
| Disposals                       | (681)                                       | (400)                      | (1,081)        |
| Exchange differences            | 223                                         | 23                         | 246            |
| <b>At 31 December 2022</b>      | <b>6,227</b>                                | <b>3,559</b>               | <b>9,786</b>   |
| <b>Accumulated depreciation</b> |                                             |                            |                |
| At 1 January 2021               | 1,153                                       | 857                        | 2,010          |
| Disposals                       | (1,195)                                     | (350)                      | (1,545)        |
| Charge for the year             | 1,276                                       | 715                        | 1,991          |
| Exchange differences            | (56)                                        | —                          | (56)           |
| At 1 January 2022               | 1,178                                       | 1,222                      | 2,400          |
| Disposals                       | (557)                                       | (400)                      | (957)          |
| Charge for the year             | 1,337                                       | 952                        | 2,289          |
| Exchange differences            | 70                                          | 9                          | 79             |
| <b>At 31 December 2022</b>      | <b>2,028</b>                                | <b>1,783</b>               | <b>3,811</b>   |
| <b>Net book amount</b>          |                                             |                            |                |
| <b>At 31 December 2022</b>      | <b>4,199</b>                                | <b>1,776</b>               | <b>5,975</b>   |
| At 31 December 2021             | 2,767                                       | 1,530                      | 4,297          |

Depreciation has been charged to the Income Statement through administrative expenses.

Interest charged on lease liabilities of £116,000 (2021: £83,000) is included within finance costs.

Of the net book amount, £2,202,000 (2021: £2,065,000) is in respect of assets in the United Kingdom £2,141,000 (2021: £987,000) is in respect of assets in Belgium. The remaining £1,632,000 (2021: £1,245,000) is spread throughout other European countries in which the Group has operations.

### 13 Intangible assets

|                                            | Goodwill<br>£'000 | Service<br>contracts<br>£'000 | Software<br>£'000 | Approval<br>costs<br>£'000 | Total<br>£'000 |
|--------------------------------------------|-------------------|-------------------------------|-------------------|----------------------------|----------------|
| <b>Cost</b>                                |                   |                               |                   |                            |                |
| At 1 January 2021                          | 71,772            | 38,937                        | 1,520             | 2,301                      | 114,530        |
| Additions                                  | 46                | 2,428                         | 225               | 47                         | 2,746          |
| On acquisitions of subsidiary undertakings | 2,263             | 2,851                         | —                 | —                          | 5,114          |
| Disposals                                  | —                 | —                             | (53)              | —                          | (53)           |
| Exchange differences                       | (1,405)           | (1,335)                       | (86)              | (136)                      | (2,962)        |
| At 1 January 2022                          | 72,676            | 42,881                        | 1,606             | 2,212                      | 119,375        |
| Additions                                  | 119               | 2,549                         | 438               | 86                         | 3,192          |
| On acquisitions of subsidiary undertakings | 3,217             | 3,606                         | —                 | —                          | 6,823          |
| Disposals                                  | —                 | —                             | (2)               | —                          | (2)            |
| Exchange differences                       | 1,295             | 1,417                         | 92                | 119                        | 2,923          |
| <b>At 31 December 2022</b>                 | <b>77,307</b>     | <b>50,453</b>                 | <b>2,134</b>      | <b>2,417</b>               | <b>132,311</b> |
| <b>Accumulated amortisation</b>            |                   |                               |                   |                            |                |
| At 1 January 2021                          | 17,201            | 27,542                        | 1,288             | 2,188                      | 48,219         |
| Disposals                                  | —                 | —                             | (51)              | —                          | (51)           |
| Charge for the year                        | —                 | 3,289                         | 106               | 35                         | 3,430          |
| Exchange differences                       | (1,242)           | (850)                         | (72)              | (133)                      | (2,297)        |
| At 1 January 2022                          | 15,959            | 29,981                        | 1,271             | 2,090                      | 49,301         |
| Disposals                                  | —                 | —                             | (2)               | —                          | (2)            |
| Charge for the year                        | —                 | 3,602                         | 222               | 32                         | 3,856          |
| Exchange differences                       | 1,065             | 834                           | 69                | 112                        | 2,080          |
| <b>At 31 December 2022</b>                 | <b>17,024</b>     | <b>34,417</b>                 | <b>1,560</b>      | <b>2,234</b>               | <b>55,235</b>  |
| <b>Net book amount</b>                     |                   |                               |                   |                            |                |
| <b>At 31 December 2022</b>                 | <b>60,283</b>     | <b>16,036</b>                 | <b>574</b>        | <b>183</b>                 | <b>77,076</b>  |
| At 31 December 2021                        | 56,717            | 12,900                        | 335               | 122                        | 70,074         |
| At 31 December 2020                        | 54,571            | 11,395                        | 232               | 113                        | 66,311         |

Amortisation has been charged to the Income Statement through administrative expenses.

The Group monitors contract retention rates for any indication of impairment.

Additions as a result of the acquisition of subsidiary undertakings are discussed in further detail in note 27.

The goodwill that arose on acquisition can be attributed to a multitude of assets, including the skills and experience of staff within the acquired business and anticipated synergies arising from the acquisition, that cannot readily be separately identified for the purposes of fair value accounting.

#### Impairment tests for goodwill

The Group tests annually whether the carrying value of goodwill has suffered any impairment, in accordance with its accounting policy. The recoverable amount of goodwill is determined based on value-in-use calculations for each CGU group. The value of goodwill is split into two CGU groups to assess indicators of impairment. Of the total goodwill £46,003,000 (2021: £41,606,000) relates to Ansul Group companies (based mainly in Belgium, Austria and the Netherlands) and £14,280,000 (2021: £14,128,000) relates to the integrated UK companies. Of the total service contracts £12,842,000 (2021: £9,467,000) relates to Ansul Group companies and £3,194,000 (2021: £3,433,000) relates to the integrated UK companies.

# Notes to the financial statements continued

for the year ended 31 December 2022

## 13 Intangible assets continued

### Impairment tests for goodwill continued

The value-in-use calculations have used pre-tax cash flow projections forecast based on the budget approved by the Board for the year ending 31 December 2023. The key assumptions used in the cash flow projections were:

**Short-term forecasts:** Assumptions have been made about the short-term forecasts, used in the impairment assessment. The budget for 2023 was based on 2022 forecast results with adjustments made for input and wage inflation and sales price increases.

**Growth rate:** An estimated growth rate of 1% (2021: 1%) reflecting the mature nature of the market in which the cash-generating units operate.

**Discount rate:** The cash flows have then been discounted using a pre-tax rate of 12.5% (2021: 12.5%). The CGUs in different European countries operate under similar economic and political conditions with no different significant risks associated with any particular area and no exchange control risks. In addition, the nature of products, services, production and distribution is consistent across the region. Accordingly, the Directors have concluded that a single discount rate is appropriate to discount future cash flows.

**Identification of CGUs:** CGUs are identified based on operating cash inflows and grouped to the lowest level within the entity at which goodwill is monitored for internal management purposes. The degree of integration in IT, product supply and staff expertise between the component companies is also considered. Following a review of CGUs in the year it was felt appropriate to combine two CGUs and the Ansul CGU group into a single Ansul CGU group, to better reflect the actual operation of our business. The UK CGU group is unchanged.

**Sensitivity analysis:** The value-in-use calculations did not indicate impairment in any goodwill. We have considered the sensitivity of the value-in-use calculations to changes in all the assumptions and concluded that there is no reasonably possible assumption change that could result in an impairment.

## 14 Derivative financial instruments

|                          | 2022            |                      | 2021            |                      |
|--------------------------|-----------------|----------------------|-----------------|----------------------|
|                          | Assets<br>£'000 | Liabilities<br>£'000 | Assets<br>£'000 | Liabilities<br>£'000 |
| Interest rate agreements | —               | —                    | —               | 20                   |

The Group entered into interest rate agreements capping SONIA at 1.38% and EURIBOR at 0.25%. The agreements took effect from May 2018 and remained in effect until the loans were repaid in April 2023. The fair value at the year end is calculated based on observable interest rates.

## 15 Inventories

|                               | 2022<br>£'000 | 2021<br>£'000 |
|-------------------------------|---------------|---------------|
| Raw materials and consumables | 9,068         | 7,382         |
| Work in progress              | 1,242         | 571           |
| Finished goods                | 11,950        | 8,470         |
|                               | <b>22,260</b> | 16,423        |

The cost of inventories recognised as an expense and included in cost of sales amounted to £38,239,000 (2021: £33,126,000). No (2021: £Nil) previous inventory write downs have been reversed.

## 16 Trade and other receivables

|                                            | 2022<br>£'000 | 2021<br>£'000 |
|--------------------------------------------|---------------|---------------|
| <b>Amounts falling due within one year</b> |               |               |
| Trade receivables                          | 38,081        | 31,160        |
| Less: expected credit loss allowance       | (2,309)       | (2,064)       |
| Trade receivables – net                    | 35,772        | 29,096        |
| Amounts owed by related undertakings       | 31            | 31            |
| Other receivables                          | 2,186         | 1,826         |
| Prepayments                                | 1,825         | 1,679         |
| Income tax recoverable                     | 885           | 389           |
|                                            | <b>40,699</b> | <b>33,021</b> |

Amounts owed by related undertakings do not attract interest, no security is held in respect of these balances and they are repayable on demand.

In line with our trade receivables accounting policy, the Group applies the IFRS 9 simplified model of recognising lifetime expected credit losses for all trade receivables as these items do not have a significant financing component. In measuring expected credit losses, the trade receivables have been assessed on a collective basis as they possess shared credit risk characteristics. They have been grouped in months past due. On this basis the expected credit loss for trade receivables was determined as follows:

### 31 December 2022 trade receivables

|                               | Current | Up to<br>3 months | 3 to<br>6 months | Over<br>6 months | Total  |
|-------------------------------|---------|-------------------|------------------|------------------|--------|
| Expected credit loss rate     | 0.1%    | 1.8%              | 12.0%            | 100.0%           |        |
| Gross carrying amount         | 24,429  | 8,684             | 3,235            | 1,733            | 38,081 |
| Lifetime expected credit loss | 34      | 154               | 388              | 1,733            | 2,309  |

### 31 December 2021 trade receivables

|                               | Current | Up to<br>3 months | 3 to<br>6 months | Over<br>6 months | Total  |
|-------------------------------|---------|-------------------|------------------|------------------|--------|
| Expected credit loss rate     | 0.1%    | 0.7%              | 23.1%            | 100.0%           |        |
| Gross carrying amount         | 18,815  | 8,178             | 2,826            | 1,341            | 31,160 |
| Lifetime expected credit loss | 13      | 59                | 651              | 1,341            | 2,064  |

The carrying amounts of the Group's trade and other receivables are denominated in the following currencies:

|          | 2022<br>£'000 | 2021<br>£'000 |
|----------|---------------|---------------|
| Sterling | 9,875         | 8,534         |
| Euro     | 30,824        | 24,487        |
| Total    | <b>40,699</b> | <b>33,021</b> |

These are detailed as Sterling equivalent.

# Notes to the financial statements continued

for the year ended 31 December 2022

## 16 Trade and other receivables continued

Movements in the Group provision for expected credit loss allowance are as follows:

|                                                      | 2022<br>£'000 | 2021<br>£'000 |
|------------------------------------------------------|---------------|---------------|
| At 1 January                                         | 2,064         | 2,652         |
| Increase in loss allowance recognised in the year    | 795           | 20            |
| Receivables written off in the year as uncollectable | (317)         | (238)         |
| Unused amounts reversed                              | (233)         | (370)         |
| At 31 December                                       | 2,309         | 2,064         |

Amounts charged to the allowance account are generally written off when there is no expectation of recovering additional cash. The other classes within trade and other receivables do not contain impaired assets. The maximum exposure to credit risk at the reporting date is the carrying value of each class of receivable mentioned above.

In 2021 a net impairment gain of £350,000 was disclosed on the face of the Income Statement. This has now been included within administrative expenses as the net charge is not material.

The carrying value of trade and other receivables approximates to fair value.

The Group does not hold any collateral as security.

## 17 Cash and cash equivalents

|                          | 2022<br>£'000 | 2021<br>£'000 |
|--------------------------|---------------|---------------|
| Cash at bank and in hand | 33,962        | 35,681        |

The carrying value of cash at bank and in hand represents its fair value due to its short maturity.

## 18 Trade and other payables

|                                    | 2022<br>£'000 | 2021<br>£'000 |
|------------------------------------|---------------|---------------|
| <b>Current</b>                     |               |               |
| Trade payables                     | 6,700         | 4,380         |
| Other payables                     | 3,543         | 3,466         |
| Other taxation and social security | 15,636        | 13,393        |
| Accruals                           | 5,101         | 3,070         |
| Deferred income                    | 5,451         | 3,752         |
|                                    | 36,431        | 28,061        |

Contingent consideration of £445,000 (2021: £387,000) in respect of acquisitions is included within accruals.

Deferred consideration of £1,360,000 (2021: £Nil) in respect of acquisitions is included within accruals.

|                    | 2022<br>£'000 | 2021<br>£'000 |
|--------------------|---------------|---------------|
| <b>Non-current</b> |               |               |
| Other payables     | 936           | 1,058         |

## 19 Deferred income tax

|                                   | Amount recognised/(provided) |               | Amount unrecognised |               |
|-----------------------------------|------------------------------|---------------|---------------------|---------------|
|                                   | 2022<br>£'000                | 2021<br>£'000 | 2022<br>£'000       | 2021<br>£'000 |
| <b>Deferred tax asset</b>         |                              |               |                     |               |
| Pension deficit                   | 238                          | 536           | —                   | —             |
| Decelerated capital allowances    | 456                          | 242           | —                   | —             |
| Unrecoverable losses              | —                            | —             | 1,428               | 1,428         |
|                                   | 694                          | 778           | 1,428               | 1,428         |
| <b>Deferred tax liabilities</b>   |                              |               |                     |               |
| Pension surplus                   | (98)                         | (133)         | —                   | —             |
| Intangible assets                 | (1,620)                      | (1,078)       | —                   | —             |
| Accelerated capital allowances    | (493)                        | (520)         | —                   | —             |
|                                   | (2,211)                      | (1,731)       | —                   | —             |
| <b>Net deferred tax liability</b> | <b>(1,517)</b>               | <b>(953)</b>  | <b>1,428</b>        | <b>1,428</b>  |

|                                   | 1 January<br>2022<br>£'000 | Recognised<br>in other<br>comprehensive<br>income<br>£'000 | Recognised<br>in business<br>combination<br>– see note 27<br>£'000 | Recognised<br>in Income<br>Statement<br>£'000 | 31 December<br>2022<br>£'000 |
|-----------------------------------|----------------------------|------------------------------------------------------------|--------------------------------------------------------------------|-----------------------------------------------|------------------------------|
| <b>Non-current assets</b>         |                            |                                                            |                                                                    |                                               |                              |
| Pension deficit                   | 536                        | (285)                                                      | —                                                                  | (13)                                          | 238                          |
| Property, plant and equipment     | 242                        | —                                                          | —                                                                  | 214                                           | 456                          |
|                                   | 778                        | (285)                                                      | —                                                                  | 201                                           | 694                          |
| <b>Non-current liabilities</b>    |                            |                                                            |                                                                    |                                               |                              |
| Pension surplus                   | (133)                      | 38                                                         | —                                                                  | (3)                                           | (98)                         |
| Intangible assets                 | (1,078)                    | —                                                          | (902)                                                              | 360                                           | (1,620)                      |
| Property, plant and equipment     | (520)                      | —                                                          | —                                                                  | 27                                            | (493)                        |
|                                   | (1,731)                    | 38                                                         | (902)                                                              | 384                                           | (2,211)                      |
| <b>Net deferred tax liability</b> | <b>(953)</b>               | <b>(247)</b>                                               | <b>(902)</b>                                                       | <b>585</b>                                    | <b>(1,517)</b>               |

Deferred tax is measured on a non-discounted basis at the tax rates that are expected to apply in the periods in which temporary differences will reverse, based on tax rates and laws substantively enacted at the Statement of Financial Position date applicable to the jurisdiction in which the asset/liability is recognised. It is not anticipated that any of the deferred tax asset or liability in respect of the pension deficit or surplus will reverse in the 12 months following the Statement of Financial Position date. Whilst it is anticipated that an element of the remaining deferred tax assets and liabilities will reverse during the 12 months following the Statement of Financial Position date, any such reversal is not expected to be material. The deferred tax asset unrecognised relates wholly to unrecoverable tax losses carried forward within London Security plc Parent Company of £5,712,000 (2021: £5,712,000).

# Notes to the financial statements continued

for the year ended 31 December 2022

## 20 Borrowings

|                                                                  | 2022<br>£'000 | 2021<br>£'000 |
|------------------------------------------------------------------|---------------|---------------|
| <b>Non-current (more than one year but less than five years)</b> |               |               |
| Bank borrowings:                                                 |               |               |
| – in one to two years                                            | 158           | 1,084         |
| – between two and five years                                     | 78            | 141           |
| – more than five years                                           | —             | 115           |
|                                                                  | 236           | 1,340         |
| <b>Current (one year or less or on demand)</b>                   |               |               |
| Bank borrowings                                                  | 1,598         | 2,430         |
| Total borrowings                                                 | 1,834         | 3,770         |

The carrying value of borrowings approximates to its fair value.

Interest rates (including the bank's margin) on the bank loans in existence during the year averaged 2.24% (2021: 1.5%) per annum. Bank loans are stated net of unamortised finance arrangement costs of £6,000 (2021: £24,000), of which £Nil (2021: £6,000) is to be amortised after more than one year.

The table below analyses the Group's financial liabilities including interest which will be settled on a net basis into relevant maturity groupings based on the remaining period at the balance sheet date to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows which have been calculated using spot rates at the relevant balance sheet date.

| Financial maturity analysis  | 2022<br>£'000 | 2021<br>£'000 |
|------------------------------|---------------|---------------|
| Bank borrowings:             |               |               |
| – within one year            | 1,619         | 2,487         |
| – in one to two years        | 162           | 1,099         |
| – between two and five years | 79            | 149           |
| – more than five years       | —             | 119           |
|                              | 1,860         | 3,854         |

The estimated fair value of the interest rate cap has been included in the Statement of Financial Position as disclosed in note 14.

The borrowings are secured by fixed and floating charges on certain assets of the Group.

The carrying amounts of the Group's borrowings, all of which are floating rate financial liabilities, are denominated in the following currencies:

| Currency | Total<br>2022<br>£'000 | Weighted<br>average<br>interest<br>rate<br>2022 | Total<br>2021<br>£'000 | Weighted<br>average<br>interest<br>rate<br>2021 |
|----------|------------------------|-------------------------------------------------|------------------------|-------------------------------------------------|
| Sterling | 311                    | 3.91%                                           | 930                    | 2.0%                                            |
| Euro     | 1,523                  | 1.63%                                           | 2,840                  | 1.3%                                            |
|          | 1,834                  | 2.24%                                           | 3,770                  | 1.5%                                            |

## 21 Retirement benefit obligations

The Group operates a number of pension schemes. Details of the major schemes are set out below.

### Nu-Swift International Pension Scheme

Nu-Swift International Limited operates a funded defined benefit pension scheme, which was closed to new entrants with effect from 1 December 2002 and to further accrual on 30 June 2007, providing benefits based on final pensionable earnings. The assets of the scheme are held separately from those of the Group. In May 2020 the trustees entered into a bulk purchase annuity contract with Aviva in respect of all benefits in the scheme. The cash flows arising from the annuity policy therefore match the defined benefit obligation. Any changes in the defined benefit obligation due to changes in financial conditions or demographic factors are therefore offset by movements in the value of the bulk annuity policy. The scheme's assets are stated at their market value at 31 December 2022.

At 31 December 2022 the scheme had a net defined benefit surplus calculated in accordance with IAS 19 using the assumptions set out of £276,000 (2021: £380,000). The surplus is recognised as it is confirmed that the Group does have an unconditional right to a refund of surplus contributions once all pensions have been applied and the scheme winds up. On this basis, no liability for minimum funding requirements has been recognised.

The Group paid no contributions to the scheme (2021: £Nil) over the year.

The financial assumptions used to calculate the liabilities of the scheme under IAS 19 are:

|                                   | 2022       | 2021       | 2020       |
|-----------------------------------|------------|------------|------------|
| Discount rate                     | 4.80%      | 1.80%      | 1.10%      |
| Inflation rate                    | 2.90–3.40% | 3.20–3.70% | 2.60–3.20% |
| Salary increase rate              | n/a        | n/a        | n/a        |
| Increases for pensions in payment | 2.60–3.30% | 2.70–3.60% | 2.60%      |
| Revaluation of deferred pensions  | 2.90%      | 3.20%      | 2.60%      |

Assumptions regarding future mortality experience are set based on advice, published statistics and experience in each territory. The average life expectancy in years of a pensioner retiring at age 65 at the Statement of Financial Position date is as follows:

|        | 2022 | 2021 |
|--------|------|------|
| Male   | 21.8 | 21.5 |
| Female | 24.1 | 23.5 |

The average life expectancy in years of a pensioner retiring at age 65, 20 years after the Statement of Financial Position date, is as follows:

|        | 2022 | 2021 |
|--------|------|------|
| Male   | 22.7 | 22.5 |
| Female | 25.3 | 24.7 |

The assets in the scheme were:

|                                                                                  | Value at<br>31 December<br>2022<br>£'000 | Percentage<br>of scheme<br>assets<br>2022 | Value at<br>31 December<br>2021<br>£'000 | Percentage<br>of scheme<br>assets<br>2021 |
|----------------------------------------------------------------------------------|------------------------------------------|-------------------------------------------|------------------------------------------|-------------------------------------------|
| Buy-in annuity policy                                                            | 10,449                                   | 96.6%                                     | 13,096                                   | 96.5%                                     |
| Bonds                                                                            | 68                                       | 0.6%                                      | 113                                      | 0.9%                                      |
| Cash                                                                             | 298                                      | 2.8%                                      | 358                                      | 2.6%                                      |
|                                                                                  | 10,815                                   |                                           | 13,567                                   |                                           |
| Present value of the scheme's liabilities                                        | 10,539                                   |                                           | (13,187)                                 |                                           |
| Surplus in the Nu-Swift Scheme recognised in the Statement of Financial Position | 276                                      |                                           | 380                                      |                                           |
| Related deferred tax liability                                                   | (98)                                     |                                           | (133)                                    |                                           |

# Notes to the financial statements continued

for the year ended 31 December 2022

## 21 Retirement benefit obligations continued

### Nu-Swift International Pension Scheme continued

The present value of the scheme's liabilities includes the GMP equalisation liability which is not covered by the annuity policy.

#### Analysis of the amount recognised in the Income Statement

|                        | 2022<br>£'000 | 2021<br>£'000 |
|------------------------|---------------|---------------|
| Interest credit        | (7)           | (5)           |
| Total operating credit | (7)           | (5)           |

#### Movement in the defined benefit obligation over the year

|                                                                       | 2022<br>£'000 | 2021<br>£'000 |
|-----------------------------------------------------------------------|---------------|---------------|
| Start of the year                                                     | (13,187)      | (14,720)      |
| Interest cost                                                         | (231)         | (158)         |
| Actuarial gain arising from changes in financial assumptions          | 2,288         | 1,005         |
| Actuarial (loss)/gain arising from changes in demographic assumptions | (81)          | 23            |
| Benefits paid                                                         | 672           | 663           |
| End of the year                                                       | (10,539)      | (13,187)      |

#### Movement in the fair value of the plan assets over the year

|                                                                             | 2022<br>£'000 | 2021<br>£'000 |
|-----------------------------------------------------------------------------|---------------|---------------|
| Start of the year                                                           | 13,567        | 15,165        |
| Interest income                                                             | 238           | 163           |
| Actual return on assets (excluding amount included in net interest expense) | (2,318)       | (1,098)       |
| Benefits paid                                                               | (672)         | (663)         |
| End of the year                                                             | 10,815        | 13,567        |

#### Analysis of the amount recognised in the Consolidated Statement of Comprehensive Income

|                                                                       | 2022<br>£'000 | 2021<br>£'000 |
|-----------------------------------------------------------------------|---------------|---------------|
| Actuarial gain on defined benefit obligation                          | 2,207         | 1,028         |
| Actual return on assets less interest                                 | (2,318)       | (1,098)       |
| Loss recognised in the Consolidated Statement of Comprehensive Income | (111)         | (70)          |

#### Sensitivity of the liability value to changes in the principal assumptions

Prior to the effect of deferred tax, the impact of a 0.1% decrease in the inflation rate would be to increase the pension surplus by £19,000 (2021: £45,000); an increase of 0.1% in the inflation rate would decrease the surplus by £21,000 (2021: £51,000). The impact of a 0.1% increase in the discount rate would be to increase the pension surplus by £96,000 (2021: £169,000); a decrease of 0.1% in the discount rate would decrease the surplus by £97,000 (2021: £173,000).

#### Ansul Pension Scheme

Ansul S.A. operates a number of funded pension schemes, the majority of which are prescribed by the Belgian state. Included within these is a funded pension scheme for which the majority of the Belgian employees are eligible, providing benefits based on final pensionable earnings. The assets of the scheme are held separately from those of the Ansul Group, being invested with Delta Lloyd Life and are valued each year. The total pension cost of the Ansul Group scheme is determined by an independent qualified actuary. The scheme's assets are stated at their market value at 31 December 2022.

The Group paid contributions to the scheme amounting to £383,000 (2021: £298,000) over the year. There are no minimum contribution requirements for this scheme. The Group expects to make contributions of £286,000 in the next reporting period.

## 21 Retirement benefit obligations continued

### Ansul Pension Scheme continued

The financial assumptions used to calculate liabilities of the schemes under IAS 19 are:

|                      | 2022  | 2021  | 2020  |
|----------------------|-------|-------|-------|
| Discount rate        | 3.50% | 1.10% | 0.95% |
| Inflation rate       | 2.25% | 2.00% | 2.00% |
| Salary increase rate | 1.00% | 1.00% | 1.00% |

Assumptions regarding future mortality experience are set based on advice, published statistics and experience in each territory. The average life expectancy in years of a pensioner retiring at age 65 at the Statement of Financial Position date is as follows:

|        | 2022 | 2021 |
|--------|------|------|
| Male   | 21.9 | 21.9 |
| Female | 25.3 | 25.3 |

The average life expectancy in years of a pensioner retiring at age 65, 20 years after the Statement of Financial Position date, is as follows:

|        | 2022 | 2021 |
|--------|------|------|
| Male   | 22.0 | 22.0 |
| Female | 25.4 | 25.4 |

The assets in the scheme were:

|                                                                               | Value at<br>31 December<br>2022<br>£'000 | Percentage<br>of scheme<br>assets<br>2022 | Value at<br>31 December<br>2021<br>£'000 | Percentage<br>of scheme<br>assets<br>2021 |
|-------------------------------------------------------------------------------|------------------------------------------|-------------------------------------------|------------------------------------------|-------------------------------------------|
| Assets with guaranteed interest with insurer                                  | 2,849                                    | 100%                                      | 2,658                                    | 100%                                      |
| Present value of the scheme's liabilities                                     | (3,802)                                  |                                           | (4,802)                                  |                                           |
| Deficit in the Ansul scheme recognised in the Statement of Financial Position | (953)                                    |                                           | (2,144)                                  |                                           |
| Related deferred tax asset                                                    | 238                                      |                                           | 536                                      |                                           |

### Analysis of the amount recognised in the Income Statement

|                        | 2022<br>£'000 | 2021<br>£'000 |
|------------------------|---------------|---------------|
| Current service charge | 69            | 23            |
| Interest charge        | 15            | 15            |
| Total operating charge | 84            | 38            |

### Movement in the defined benefit obligation over the year

|                                                              | 2022<br>£'000 | 2021<br>£'000 |
|--------------------------------------------------------------|---------------|---------------|
| Start of the year                                            | (4,802)       | (5,023)       |
| Current service cost                                         | (315)         | (321)         |
| Interest cost                                                | (49)          | (42)          |
| Actuarial gain arising from changes in financial assumptions | 1,257         | 49            |
| Benefits paid                                                | 362           | 237           |
| Exchange movement                                            | (255)         | 298           |
| End of the year                                              | (3,802)       | (4,802)       |

# Notes to the financial statements continued

for the year ended 31 December 2022

## 21 Retirement benefit obligations continued

### Movement in the fair value of the plan assets over the year

|                        | 2022<br>£'000 | 2021<br>£'000 |
|------------------------|---------------|---------------|
| Start of the year      | 2,658         | 2,674         |
| Return on assets       | 34            | 27            |
| Actuarial (loss)/gain  | (8)           | 30            |
| Employer contributions | 383           | 298           |
| Benefits paid          | (362)         | (211)         |
| Exchange movements     | 144           | (160)         |
| End of the year        | 2,849         | 2,658         |

### Analysis of the amount recognised in the Consolidated Statement of Comprehensive Income

|                                                                                 | 2022<br>£'000 | 2021<br>£'000 |
|---------------------------------------------------------------------------------|---------------|---------------|
| Actual return less expected return on pension scheme assets                     | 1,249         | 104           |
| Actuarial gain recognised in the Consolidated Statement of Comprehensive Income | 1,249         | 104           |

### Sensitivity of the liability value to changes in the principal assumptions

Prior to the effect of deferred tax, the impact of a 0.1% increase in the inflation rate would be to increase the pension deficit by £16,000 (2021: £26,000); a decrease of 0.1% in the inflation rate would decrease the deficit by £15,000 (2021: £24,000). The impact of a 0.1% increase in the discount rate would be to decrease the pension deficit by £39,000 (2021: £73,000); a decrease of 0.1% in the discount rate would increase the deficit by £44,000 (2021: £82,000).

### UK stakeholder scheme

The contributions paid by the Group to the defined contribution stakeholder pension schemes in operation within the United Kingdom amounted to £820,416 in the year ended 31 December 2022 (2021: £673,603).

Total pension costs charged to the Income Statement for all schemes in which the Group participates amounted to £2,867,000 for the year ended 31 December 2022 (2021: £2,676,000) and were wholly recognised in administrative expenses.

## 22 Provisions

|                                      | Current<br>Rectification<br>provision<br>£'000 | Non-current<br>Environmental<br>provision<br>£'000 | Total<br>£'000 |
|--------------------------------------|------------------------------------------------|----------------------------------------------------|----------------|
| Provision at 1 January 2022          | 13                                             | 150                                                | 163            |
| Movement in the year                 | (3)                                            | (12)                                               | (15)           |
| <b>Provision at 31 December 2022</b> | <b>10</b>                                      | <b>138</b>                                         | <b>148</b>     |

The rectification provision relates to after sales costs. The environmental provision relates to costs associated with soil contamination. The cost of the decontamination is expected to be spread over a number of years and the provision is based on quotes received from contractors. The impact of discounting is considered immaterial to the amounts provided.

## 23 Called up share capital

|                                           | 2022<br>Number | 2022<br>£'000 | 2021<br>Number | 2021<br>£'000 |
|-------------------------------------------|----------------|---------------|----------------|---------------|
| <b>Allotted, called up and fully paid</b> |                |               |                |               |
| Ordinary shares of 1p each                | 12,260,977     | 123           | 12,261,477     | 123           |

There are no outstanding options at 31 December 2022.

The mid-market price of the Company's shares at 31 December 2022 was £28.50 and the range during the year was £38.50 to £22.50.

### Share premium account

|                                        | £'000 |
|----------------------------------------|-------|
| At 1 January 2022 and 31 December 2022 | 344   |

### Capital redemption reserve

|                                        | £'000 |
|----------------------------------------|-------|
| At 1 January 2022 and 31 December 2022 | 1     |

The capital redemption reserve has arisen following the purchase of own shares.

### Merger reserve

|                                        | £'000 |
|----------------------------------------|-------|
| At 1 January 2022 and 31 December 2022 | 2,033 |

The merger reserve is not a distributable reserve.

### Other reserve

|                            | £'000        |
|----------------------------|--------------|
| At 1 January 2022          | 5,056        |
| Exchange adjustments       | 3,602        |
| <b>At 31 December 2022</b> | <b>8,658</b> |

The other reserve relates entirely to the effects of changes in foreign currency exchange rates.

### Non-controlling interest

|                                                             | £'000    |
|-------------------------------------------------------------|----------|
| At 1 January 2022                                           | 118      |
| Profit in the year attributable to non-controlling interest | 9        |
| Reduction in non-controlling interest                       | (127)    |
| <b>At 31 December 2022</b>                                  | <b>—</b> |

The non-controlling interest arose following the acquisition of 75% of the share capital of Fire Industry Specialists Limited.

In August 2021 the Group increased its ownership to 80% at a cost of £226,000 and in October 2021 the Group increased its ownership to 90% at a cost of £452,000.

In August 2022 the Group increased its ownership to 100% at a cost of £285,000.

# Notes to the financial statements continued

for the year ended 31 December 2022

## 24 Reconciliation of operating profit to cash generated from operations

|                                                          | 2022<br>£'000 | 2021<br>£'000 |
|----------------------------------------------------------|---------------|---------------|
| Operating profit                                         | 27,165        | 27,174        |
| Depreciation of property, plant and equipment            | 3,959         | 3,678         |
| Depreciation of right of use assets                      | 2,289         | 1,991         |
| Amortisation of intangible assets                        | 3,856         | 3,430         |
| Loss on disposal of property, plant and equipment        | (118)         | (372)         |
| Profit on disposal of intangible assets                  | —             | 2             |
| Difference between pension charge and cash contributions | (55)          | 49            |
| (Increase)/decrease in trade and other receivables       | (5,201)       | 1,182         |
| Increase/(decrease) in trade and other payables          | 4,187         | (1,207)       |
| Decrease in provisions                                   | (921)         | (748)         |
| Increase in inventories                                  | (4,672)       | (1,270)       |
| Cash generated from operations                           | 30,489        | 33,909        |

## Disposal of property, plant and equipment

|                                                     | 2022<br>£'000 | 2021<br>£'000 |
|-----------------------------------------------------|---------------|---------------|
| Net book value                                      | 612           | 310           |
| Profit on disposal of property, plant and equipment | 118           | 372           |
| Proceeds                                            | 730           | 682           |

## Disposal of intangible assets

|                                       | 2022<br>£'000 | 2021<br>£'000 |
|---------------------------------------|---------------|---------------|
| Net book value                        | —             | 2             |
| Loss on disposal of intangible assets | —             | (2)           |
| Proceeds                              | —             | —             |

## 25 Reconciliation of liabilities arising from financing activities

|                       | Long-term<br>borrowings<br>£'000 | Short-term<br>borrowings<br>£'000 | Lease<br>liabilities<br>£'000 | Total<br>£'000 |
|-----------------------|----------------------------------|-----------------------------------|-------------------------------|----------------|
| 1 January 2021        | 3,170                            | 2,518                             | 3,302                         | 8,990          |
| Cash flow:            |                                  |                                   |                               |                |
| – new loans           | 322                              | 71                                | —                             | 393            |
| – repayment of loans  | —                                | (2,090)                           | (2,072)                       | (4,162)        |
| Non-cash items        | (2,152)                          | 1,931                             | (116)                         | (337)          |
| New lease liabilities | —                                | —                                 | 3,229                         | 3,229          |
| 31 December 2021      | 1,340                            | 2,430                             | 4,343                         | 8,113          |

**25 Reconciliation of liabilities arising from financing activities** continued

|                         | Long-term<br>borrowings<br>£'000 | Short-term<br>borrowings<br>£'000 | Lease<br>liabilities<br>£'000 | Total<br>£'000 |
|-------------------------|----------------------------------|-----------------------------------|-------------------------------|----------------|
| 1 January 2022          | 1,340                            | 2,430                             | 4,343                         | 8,113          |
| Cash flow:              |                                  |                                   |                               |                |
| – new loans             | 419                              | 15                                | —                             | 434            |
| – repayment of loans    | —                                | (2,312)                           | (2,480)                       | (4,792)        |
| Non-cash items          | (1,406)                          | 1,348                             | 171                           | 113            |
| New lease liabilities   | —                                | —                                 | 4,039                         | 4,039          |
| <b>31 December 2022</b> | <b>353</b>                       | <b>1,481</b>                      | <b>6,073</b>                  | <b>7,907</b>   |

Non-cash items relate to foreign exchange movements, amortisation of finance arrangement costs and the movement between current and non-current debt in the year.

The new lease liabilities are also non-cash items as described in accounting policies in note 2 and analysed in note 26.

**26 Lease liabilities**

The Group leases various properties and vehicles under non-cancellable lease agreements. The majority of lease agreements are between one and five years and the majority of lease agreements are renewable at the end of the lease period at market rates.

Following adoption of IFRS 16 the lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the Group's incremental borrowing rate.

**Maturity analysis – contractual undiscounted cash flows**

|                                                     | 2022<br>£'000 | 2021<br>£'000 |
|-----------------------------------------------------|---------------|---------------|
| Within one year                                     | 2,137         | 1,607         |
| Between two and five years inclusive                | 3,876         | 2,529         |
| More than five years                                | 282           | 307           |
| Total undiscounted lease liabilities at 31 December | 6,295         | 4,443         |

**Lease liabilities included in Statement of Financial Position at 31 December**

|             | 2022<br>£'000 | 2021<br>£'000 |
|-------------|---------------|---------------|
| Current     | 2,040         | 1,603         |
| Non-current | 4,033         | 2,740         |
|             | 6,073         | 4,343         |

# Notes to the financial statements continued

for the year ended 31 December 2022

## 27 Acquisitions

In January 2022 the Group purchased the entire share capital of Niemeyer Feuerschutz G.m.b.H., a company incorporated in, and which operates in, Germany.

The disclosure of Niemeyer Feuerschutz G.m.b.H.'s book and provisional fair values of net assets acquired is as follows:

|                                    | Book value<br>2022<br>£'000 | Fair value<br>2022<br>£'000 | Total<br>2022<br>£'000 |
|------------------------------------|-----------------------------|-----------------------------|------------------------|
| Property, plant and equipment      | 49                          | —                           | 49                     |
| Service contracts                  | —                           | 1,014                       | 1,014                  |
| Inventories                        | 152                         | —                           | 152                    |
| Receivables                        | 215                         | —                           | 215                    |
| Cash and cash equivalents          | 2                           | —                           | 2                      |
| Payables                           | (330)                       | —                           | (330)                  |
| Borrowings                         | (286)                       | —                           | (286)                  |
| Deferred tax liabilities           | —                           | (383)                       | (383)                  |
| Fair value of net assets acquired  | (198)                       | 631                         | 433                    |
| Goodwill                           |                             |                             | 1,955                  |
| Total consideration                |                             |                             | 2,388                  |
| Cash and cash equivalents acquired |                             |                             | (2)                    |
| Net consideration                  |                             |                             | 2,386                  |

Satisfied by:

|                          | Provisional<br>consideration<br>2022<br>£'000 |
|--------------------------|-----------------------------------------------|
| Cash                     | 2,300                                         |
| Contingent consideration | 86                                            |
| Net consideration        | 2,386                                         |

In April 2022 the Group purchased the entire share capital of Fire Protection System Srl, a company incorporated in, and which operates in, Belgium.

In June 2022 the Group purchased the entire share capital of GX Sécurité Srl, a company incorporated in, and which operates in Belgium.

In July 2022 the Group purchased the entire share capital of Firetec, Sarl, a company incorporated in, and which operates in, Luxembourg.

In July 2022 the Group purchased the entire share capital of TAB Brandschutz G.m.b.H. a company incorporated in, and which operates in, Germany.

In October 2022 the Group purchased the entire share capital of Facilities Fire Protection Limited. a company incorporated in, and which operates in, England.

In October 2022 the Group purchased the entire share capital of Fire-Ex G.m.b.H. a company incorporated in, and which operates in, Austria.

## 27 Acquisitions continued

The disclosure of the book and provisional fair values of net assets acquired in aggregate of these other acquisitions is as follows:

|                                    | Book value<br>2022<br>£'000 | Fair value<br>2022<br>£'000 | Total<br>2022<br>£'000 |
|------------------------------------|-----------------------------|-----------------------------|------------------------|
| Property, plant and equipment      | 305                         | —                           | 305                    |
| Service contracts                  | —                           | 2,592                       | 2,592                  |
| Inventories                        | 237                         | —                           | 237                    |
| Receivables                        | 903                         | —                           | 903                    |
| Cash and cash equivalents          | 1,663                       | —                           | 1,663                  |
| Payables                           | (1,098)                     | —                           | (1,098)                |
| Borrowings                         | (95)                        | —                           | (95)                   |
| Deferred tax liabilities           | (4)                         | (519)                       | (523)                  |
| Fair value of net assets acquired  | 1,911                       | 2,073                       | 3,984                  |
| Goodwill                           |                             |                             | 1,262                  |
| Total consideration                |                             |                             | 5,246                  |
| Cash and cash equivalents acquired |                             |                             | (1,663)                |
| Net consideration                  |                             |                             | 3,583                  |

Satisfied by:

|                          | Provisional<br>consideration<br>2022<br>£'000 |
|--------------------------|-----------------------------------------------|
| Cash                     | 1,778                                         |
| Deferred consideration   | 1,360                                         |
| Contingent consideration | 445                                           |
| Net consideration        | 3,583                                         |

The deferred consideration represents the value payable for the net assets of Facilities Fire Protection Limited. This has been paid in full in 2023.

The Group has made numerous acquisitions in the year and carries contingent consideration payable in respect of them, which is considered to be a 'Level 3 financial liability' as defined by IFRS 13. These are carried at fair value, which is based on the estimated amounts payable based on the provisions of the Share Purchase Agreements which specify the specific arrangements and calculations relating to each acquisition. This involves completion of acquired service contracts and assumptions about future profit forecasts which result from assumptions about revenues and costs.

The gross contractual amounts receivable for acquired receivables is consistent with fair value. Acquired receivables are expected to be collected in full following acquisition.

The revenue and net profit of Niemeyer Feuerschutz G.m.b.H since the acquisition date included in the Consolidated Statement of Comprehensive Income for the year ended 31 December 2022 were £2,730,000 and £76,000 respectively.

The revenue and net loss of Fire Protection System Srl since the acquisition date included in the Consolidated Statement of Comprehensive Income for the year ended 31 December 2022 were £174,000 and £2,000 respectively. On a pro rata basis the revenue and loss would have been expected to be £519,000 and £5,000 had the acquisition taken place on 1 January 2022.

The revenue and net profit of GX Sécurité Srl since the acquisition date included in the Consolidated Statement of Comprehensive Income for the year ended 31 December 2022 were £139,000 and £Nil respectively. On a pro rata basis the revenue and profit would have been expected to be £279,000 and £Nil had the acquisition taken place on 1 January 2022.

The revenue and net loss of Firetec, Sarl since the acquisition date included in the Consolidated Statement of Comprehensive Income for the year ended 31 December 2022 were £185,000 and £38,000 respectively. On a pro rata basis the revenue and loss would have been expected to be £370,000 and £76,000 had the acquisition taken place on 1 January 2022.

# Notes to the financial statements continued

for the year ended 31 December 2022

## 27 Acquisitions continued

The revenue and net profit of TAB Brandschutz G.m.b.H. since the acquisition date included in the Consolidated Statement of Comprehensive Income for the year ended 31 December 2022 were £427,000 and £48,000 respectively. On a pro rata basis the revenue and loss would have been expected to be £854,000 and £96,000 had the acquisition taken place on 1 January 2022.

The revenue and net profit of Facilities Fire Protection Limited since the acquisition date included in the Consolidated Statement of Comprehensive Income for the year ended 31 December 2022 were £597,000 and £22,000 respectively. On a pro rata basis the revenue and loss would have been expected to be £2,388,000 and £88,000 had the acquisition taken place on 1 January 2022.

The revenue and net profit of Fire-Ex G.m.b.H. since the acquisition date included in the Consolidated Statement of Comprehensive Income for the year ended 31 December 2022 were £304,000 and £47,000 respectively. On a pro rata basis the revenue and loss would have been expected to be £1,215,000 and £188,000 had the acquisition taken place on 1 January 2022.

## 28 Group undertakings

The Group wholly owns the entire issued and voting ordinary share capital of all the subsidiaries listed.

|                                                   | Activity        | Country of registration or incorporation and operation |
|---------------------------------------------------|-----------------|--------------------------------------------------------|
| Advanced Fire Protection Limited                  | Fire protection | Wales                                                  |
| AFS Fire and Security Limited                     | Fire protection | England                                                |
| Alarm Masters S.A.                                | Fire protection | Belgium                                                |
| Alfa Prevent Srl                                  | Fire protection | Belgium                                                |
| All-Protec N.V.                                   | Fire protection | Belgium                                                |
| A.L.P.I. sarl                                     | Fire protection | Luxembourg                                             |
| Amberfire Limited                                 | Fire protection | England                                                |
| Ansul B.V.                                        | Fire protection | The Netherlands                                        |
| Ansul Solutions B.V.                              | Fire protection | The Netherlands                                        |
| Ansul S.A.                                        | Fire protection | Belgium                                                |
| Ansul Belgium S.A.                                | Fire protection | Belgium                                                |
| ASCO Extinguishers Company Limited                | Fire protection | Scotland                                               |
| Braco B.V.B.A.                                    | Fire protection | Belgium                                                |
| Blesberger G.m.b.H.                               | Fire protection | Austria                                                |
| Blusdesign B.V.                                   | Fire protection | The Netherlands                                        |
| Boensma B.V.                                      | Fire protection | The Netherlands                                        |
| Braho Brandpreventie B.V.                         | Fire protection | The Netherlands                                        |
| Brandpreventie Groep B.V.                         | Fire protection | The Netherlands                                        |
| City Fire Protection and Maintenance Services LLP | Fire protection | England                                                |
| Dania Brandteknik Aps                             | Fire protection | Denmark                                                |
| DC Security B.V.B.A.                              | Intruder alarms | Belgium                                                |
| Dimex Technics S.A.                               | Fire protection | Belgium                                                |
| Facilities Fire Protection Limited                | Fire protection | England                                                |
| Feuerschutz Hollmann G.m.b.H.                     | Fire protection | Germany                                                |
| Fire-Ex G.m.b.H.                                  | Fire protection | Austria                                                |
| Fire Industry Specialists Limited                 | Fire protection | England                                                |
| Firepoint Services Limited                        | Fire protection | England                                                |
| Fire Protection Holdings Limited                  | Sub-holding     | England                                                |
| Fire Protection System Srl                        | Fire protection | Belgium                                                |
| Firetec Sarl                                      | Fire protection | Luxembourg                                             |
| Florian Feuerschutz G.m.b.H.                      | Fire protection | Austria                                                |
| GC Fire Protection Limited                        | Fire protection | England                                                |
| GFA Premier Limited                               | Fire protection | England                                                |
| GX Securite Srl                                   | Fire protection | Belgium                                                |
| Hoyles Limited                                    | Sub-holding     | England                                                |
| Hoyles Fire & Safety Limited                      | Fire protection | England                                                |
| Importex S.A.                                     | Fire protection | Belgium                                                |
| Kuhn Feuerschutz G.m.b.H.                         | Fire protection | Germany                                                |

## 28 Group undertakings continued

|                                             | Activity        | Country of registration or incorporation and operation |
|---------------------------------------------|-----------------|--------------------------------------------------------|
| Le Chimiste Sprl                            | Fire protection | Belgium                                                |
| Linde Brandmateriel Aps                     | Fire protection | Denmark                                                |
| LS UK Fire Group Limited                    | Sub-holding     | England                                                |
| Ludwig Brandschutztechnik G.m.b.H.          | Fire protection | Germany                                                |
| L. W. Safety Limited                        | Fire protection | England                                                |
| Neubrandenburger Feuerschutz Lange G.m.b.H. | Fire protection | Germany                                                |
| Niemeyer Feuerschutz G.m.b.H.               | Fire protection | Germany                                                |
| Noris Feuerschutzgerate G.m.b.H.            | Fire protection | Austria                                                |
| Nu-Swift (Engineering) Limited              | Fire protection | England                                                |
| Nu-Swift Brandbeveiliging B.V.              | Fire protection | The Netherlands                                        |
| Nu-Swift International Limited              | Fire protection | England                                                |
| One Protect Sarl                            | Fire protection | France                                                 |
| PMP Manus G.m.b.H.                          | Fire protection | Austria                                                |
| Prevent Brandbeveiliging B.V.               | Fire protection | The Netherlands                                        |
| Pyrotec Fire Protection Limited             | Fire protection | England                                                |
| Record Brandbeveiliging B.V.                | Fire protection | The Netherlands                                        |
| S2 Fire Solutions Limited                   | Fire protection | England                                                |
| Security Alarm Service Company Sprl         | Fire protection | Belgium                                                |
| Security Service Srl                        | Intruder alarms | Belgium                                                |
| Somati FIE N.V.                             | Fire protection | Belgium                                                |
| TAB Brandschutz G.m.b.H.                    | Fire protection | Germany                                                |
| Total Fire-Stop G.m.b.H.                    | Fire protection | Austria                                                |
| The General Fire Appliance Co. Limited      | Sub-holding     | England                                                |
| Triangle Incendie SAF                       | Fire protection | France                                                 |
| Trium N.V.                                  | Intruder alarms | Belgium                                                |
| Tunbridge Wells Fire Protection Limited     | Fire protection | England                                                |
| TVF (UK) Limited                            | Fire protection | England                                                |

With the exception of the Parent Company's 100% interest in Fire Protection Holdings Limited, the shares in the remaining Group undertakings are held by subsidiary undertakings. Addresses and contact details for these subsidiaries are given inside the back cover. LS UK Fire Group Limited's and Fire Protection Holdings Limited's registered address is: Premier House, 2 Jubilee Way, Elland HX5 9DY.

The following subsidiaries have taken advantage of exemption from audit under Section 479a of the Companies Act 2006:

Advanced Fire Protection Limited, AFS Fire and Safety Limited, ASCO Extinguishers Company Limited, Facilities Fire Protection Limited, Firepoint Services Limited, Fire Protection Holdings Limited, GC Fire Protection Limited, GFA Premier Limited, Hoyles Limited, Hoyles Fire & Safety Limited, LS UK Fire Group Limited, L.W. Safety Limited, Nu-Swift International Limited, Nu-Swift (Engineering) Limited, Premier Fire Limited, Pyrotec Fire Protection Limited, S2 Fire Solutions Limited, The General Fire Appliance Co. Limited, Tunbridge Wells Fire Protection Limited, TVF (UK) Limited, Beta Fire Protection Limited, KW Fire Protection Limited, Hydro Fire Limited and ABC Fire Protection (Halifax) Limited.

Hydro Fire Limited and ABC Fire Protection (Halifax) Limited share the registered address: Premier House, 2 Jubilee Way, Elland HX5 9DY.

In order to comply with the Companies, Partnerships and Groups (Accounts and Reports) Regulations 2015 the Group is no longer able to take advantage of Section 410 of the Companies Act 2006 to disclose only its principal subsidiaries in the financial statements. Additional wholly owned subsidiaries, all of which are dormant, are:

BWH Manufacturing Limited, Cowley Fire Limited, Fire Reliant Limited, Green Cross Limited, KDN Fire Protection Limited, L & P Fire Safety Equipment Limited, LS Fire Group Limited, Modern Fire Extinguisher Services Limited, Premier Fire Limited, North Staffs Fire Limited, Nu-Swift Limited, United Fire Alarms Limited and Wilts Fire Limited all share the registered address: Premier House, 2 Jubilee Way, Elland HX5 9DY.

# Notes to the financial statements continued

for the year ended 31 December 2022

## 28 Group undertakings continued

1st Quote Fire Limited, Assured Fire Protection & Safety Limited, Firebreak Fire Securities Limited, Fire Safety Services Scotland Limited and Swift-N-Sure (Fire Appliances) Limited all share the registered address: Unit 1.1, Festival Court, Brand Place, Glasgow G51 1DR.

Alexander Systems Limited, Cleeve Fire Protection Limited, Fire Services and Supplies Limited, Firex UK Limited, MK Fire Limited, Thames Valley Fire Protection Limited, Trafalgar Compliance Services Limited, TVF Alarms Limited, TVF Systems Services Limited and Ulysses Fire Services Limited all share the registered address: 56/69 Queens Road, High Wycombe HP13 6AH.

Pyrotec Fire Detection Limited has the registered address: Caburn Enterprise Park, Ringmer BN8 5NP.

City Fire Protection Services Limited and Tower Fire Alarm Services Limited share the registered address: Trenton House, 59a Imperial Way, Croydon, CR0 4RR.

Amberfire Limited and Firestop Services Limited share the registered address: Unit 15, Cedar Parc, Lincoln Road, Doddington, Lincolnshire LN6 4RR.

All of these entities have been included within the consolidation.

## 29 Ultimate parent undertaking and controlling party

The Parent Company regards EOI Fire SARL, a company registered in Luxembourg, as its ultimate parent undertaking through its 80% interest in London Security plc. The Directors regard the Eden and Ariane Trusts as the ultimate controlling parties through their controlling interest in EOI Fire SARL and Tristar Fire Corp.

## 30 Related party transactions

All related party transactions are conducted on an arm's length basis.

During the year the Group incurred costs amounting to £734,774 (2021: £705,574) in respect of the Executive Directors including the Head Office and other expenses under the Services Agreement referred to in the Directors' Remuneration Report.

The Group recharged and was reimbursed £62,000 (2021: £63,000) in relation to the Services Agreement by Andrews Sykes. Andrews Sykes is related through common control.

The balance disclosed in note 16 as being due from related undertakings is with EFS Property Holdings Ltd., a company controlled by J.G. Murray. The amount outstanding at the year end relates entirely to transactions in the year.

The Group made sales to Andrews Sykes in relation to fire protection in the year of £12,626 (2021: £8,773).

The Group made sales to fire companies in Switzerland controlled by J.G. Murray in the year of £448,656 (2021: £434,177).

The Group made purchases from Fire Industry Specialists Limited in the year of £493,016 (2021: £538,790).

Fire Industry Specialists Limited declared a dividend in the year of £Nil (2021: £601,923) to LS UK Fire Group Limited.

The Group has chosen to disclose the full year's transaction with Fire Industry Specialists although it became a 100% subsidiary in August 2022.

The Group incurred £105,000 (2021: £156,000) of expenditure on behalf of J-J. Murray during the year. This amount was reimbursed in the year.

The Group incurred £4,000 (2021: £6,000) of expenditure on behalf of J-P. Murray during the year. This amount was reimbursed in the year.

## 31 Post balance sheet events

Subsequent to the year end the Group has completed the acquisition of further service contracts for a total of £2,480,000 (2021: £4,117,000).

# Parent Company balance sheet

as at 31 December 2022

|                                                                | Notes | 2022<br>£'000 | 2021<br>£'000 |
|----------------------------------------------------------------|-------|---------------|---------------|
| <b>Fixed assets</b>                                            |       |               |               |
| Tangible assets                                                | 2     | 672           | 727           |
| Investments                                                    | 3     | 49,804        | 49,804        |
|                                                                |       | <b>50,476</b> | 50,531        |
| <b>Current assets</b>                                          |       |               |               |
| Debtors                                                        | 4     | 1,132         | 920           |
| Cash at bank and in hand                                       |       | 2,656         | 2,439         |
|                                                                |       | <b>3,788</b>  | 3,359         |
| <b>Creditors: amounts falling due within one year</b>          |       |               |               |
| Borrowings                                                     | 5     | (311)         | (619)         |
| Creditors                                                      | 6     | (344)         | (301)         |
|                                                                |       | <b>(655)</b>  | (920)         |
| <b>Net current assets</b>                                      |       | <b>3,133</b>  | 2,439         |
| <b>Total assets less current liabilities</b>                   |       | <b>53,609</b> | 52,970        |
| <b>Creditors: amounts falling due after more than one year</b> |       |               |               |
| Borrowings                                                     | 5     | —             | (311)         |
| Derivative financial instruments                               | 8     | —             | (5)           |
|                                                                |       | <b>—</b>      | (316)         |
| <b>Net assets</b>                                              |       | <b>53,609</b> | 52,654        |
| <b>Capital and reserves</b>                                    |       |               |               |
| Called up share capital                                        | 9     | 123           | 123           |
| Share premium account                                          |       | 344           | 344           |
| Capital redemption reserve fund                                |       | 1             | 1             |
| Profit and loss account                                        |       | 53,141        | 52,186        |
| <b>Total shareholders' funds</b>                               |       | <b>53,609</b> | 52,654        |

The Parent Company's profit for the year was £11,266,000 (2021: £12,442,000).

The registered number of the Company is 00053417.

The notes on pages 59 to 62 are an integral part of these financial statements.

The financial statements on pages 57 and 58 were approved by the Board of Directors on 19 May 2023 and were signed on its behalf by:

**J.G. Murray**

Chairman

19 May 2023

# Parent Company statement of changes in equity

for the year ended 31 December 2022

|                                                              | Called up<br>share<br>capital<br>£'000 | Share<br>premium<br>reserve<br>£'000 | Capital<br>redemption<br>reserve<br>£'000 | Profit<br>and loss<br>account<br>£'000 | Shareholders'<br>funds<br>£'000 |
|--------------------------------------------------------------|----------------------------------------|--------------------------------------|-------------------------------------------|----------------------------------------|---------------------------------|
| At 1 January 2021                                            | 123                                    | 344                                  | 1                                         | 49,551                                 | 50,019                          |
| <b>Total comprehensive income for the year</b>               |                                        |                                      |                                           |                                        |                                 |
| Profit for the financial year                                | —                                      | —                                    | —                                         | 12,442                                 | 12,442                          |
| Contributions by and distributions to owners of the Company: |                                        |                                      |                                           |                                        |                                 |
| – dividends                                                  | —                                      | —                                    | —                                         | (9,807)                                | (9,807)                         |
| At 1 January 2022                                            | 123                                    | 344                                  | 1                                         | 52,186                                 | 52,654                          |
| <b>Total comprehensive income for the year</b>               |                                        |                                      |                                           |                                        |                                 |
| Profit for the financial year                                | —                                      | —                                    | —                                         | 11,266                                 | 11,266                          |
| Contributions by and distributions to owners of the Company: |                                        |                                      |                                           |                                        |                                 |
| – dividends                                                  | —                                      | —                                    | —                                         | (10,298)                               | (10,298)                        |
| – purchase of own shares                                     | —                                      | —                                    | —                                         | (13)                                   | (13)                            |
| <b>At 31 December 2022</b>                                   | <b>123</b>                             | <b>344</b>                           | <b>1</b>                                  | <b>53,141</b>                          | <b>53,609</b>                   |

The notes on pages 59 to 62 are an integral part of these financial statements.

# Notes to the Parent Company financial statements

for the year ended 31 December 2022

## 1 Principal accounting policies

### Basis of accounting

London Security plc is a public company limited by shares and incorporated and domiciled in the United Kingdom.

These financial statements were prepared in accordance with Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and the Republic of Ireland" ("FRS 102"). The functional and presentation currency of these financial statements is Sterling.

In these financial statements, the Company is considered to be a qualifying entity (for the purposes of this FRS) and has applied the exemptions available under FRS 102 in respect of the following disclosures:

- reconciliation of the number of shares outstanding from the beginning to the end of the year;
- Statement of Cash Flows and related notes; and
- key management personnel compensation.

As the consolidated financial statements of London Security plc include the equivalent disclosures, the Company has also taken the exemptions under FRS 102 available in respect of the following disclosures:

- presenting a Parent Company profit and loss account under Section 408 of the Companies Act 2006; and
- the disclosures required by FRS 102.11 "Basic financial instruments" and FRS 102.12 "Other financial instrument issues" in respect of financial instruments not falling within the fair value accounting rules of Paragraph 36(4) of Schedule 1.

These Parent Company financial statements have been prepared on the going concern basis, under the historical cost convention as modified by revaluation of financial liabilities held at fair value through profit and loss in accordance with the Companies Act 2006 and applicable accounting standards in the United Kingdom. The Directors have prepared these financial statements on the fundamental assumption that the Company is a going concern and will continue to trade for at least 12 months following the date of approval of the financial statements. In determining whether the Company's financial statements should be prepared on a going concern basis, the Directors have considered the factors likely to affect future performance. The Directors have reviewed trading and cash flow forecasts as part of the going concern assessment and based on this have the expectation that the Company has adequate resources to continue in operational existence for the foreseeable future.

A summary of the more important accounting policies, which have been consistently applied, is set out below.

### Tangible fixed assets

The cost of tangible fixed assets is their purchase cost or internal production costs, together with any incidental costs of acquisition.

Depreciation is provided for on all tangible fixed assets on the straight line method at rates calculated to write off the cost or valuation less estimated residual values over the estimated lives of the assets. The annual rates are as follows:

Share in aircraft    5%

Fixed assets are reviewed for impairment if events or changes in circumstances indicate that the carrying value may not be recoverable. Any impairment in value is charged to the profit and loss account.

### Investments

Investments in subsidiary undertakings are included at cost unless, in the opinion of the Directors, an impairment has occurred, in which case the deficiency is charged to the Parent Company's profit and loss account.

### Deferred tax

Deferred tax is provided on timing differences which arise from the inclusion of income and expenses in tax assessments in periods different from those in which they are recognised in the financial statements. Deferred tax is not recognised on permanent differences arising because certain types of income or expense are non-taxable or are disallowable for tax, or because certain tax charges or allowances are greater or smaller than the corresponding income or expense.

Deferred tax is provided in respect of the additional tax that will be paid or avoided on differences between the amount at which an asset (other than goodwill) or liability is recognised in a business combination and the corresponding amount that can be deducted or assessed for tax. Goodwill is adjusted by the amount of such deferred tax.

# Notes to the Parent Company financial statements continued

for the year ended 31 December 2022

## 1 Principal accounting policies continued

### Deferred tax continued

Deferred tax is measured at the tax rate that is expected to apply to the reversal of the related difference, using tax rates enacted or substantively enacted at the balance sheet date.

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.

### Finance arrangement costs and interest rate caps

Costs of arranging bank loans and interest rate caps are treated as a deduction from the loan liability and are amortised over the lives of the relevant loans.

### Derivative financial instruments

Derivative financial instruments are recognised at fair value. The gain or loss on remeasurement to fair value is recognised immediately in profit or loss.

### Dividend distribution

Dividend distribution to the Parent Company's shareholders is recognised in the financial statements when paid, in the case of interim dividends, or in the period in which the dividends are approved by the Parent Company's shareholders, in the case of final dividends.

## 2 Tangible assets

|                                        | Share in aircraft<br>£'000 |
|----------------------------------------|----------------------------|
| <b>Cost</b>                            |                            |
| At 1 January 2022 and 31 December 2022 | 781                        |
| <b>Accumulated depreciation</b>        |                            |
| At 1 January 2022                      | 54                         |
| Charge for the year                    | 55                         |
| At 31 December 2022                    | 109                        |
| <b>Net book amount</b>                 |                            |
| At 31 December 2022                    | 672                        |
| At 31 December 2021                    | 727                        |

## 3 Investments

|                                        | Shares in subsidiary undertakings<br>£'000 |
|----------------------------------------|--------------------------------------------|
| <b>Cost</b>                            |                                            |
| At 1 January 2022 and 31 December 2022 | 49,804                                     |

The Directors believe that the carrying value of the investments is supported by their underlying net assets.

A full list of subsidiary undertakings is provided in note 28 of the Group accounts.

## 4 Debtors

|                                            | 2022<br>£'000 | 2021<br>£'000 |
|--------------------------------------------|---------------|---------------|
| <b>Amounts falling due within one year</b> |               |               |
| Amounts owed by Group undertakings         | 286           | 76            |
| Income tax recoverable                     | 846           | 844           |
|                                            | 1,132         | 920           |

Amounts owed by Group undertakings are unsecured, interest free, have no fixed date of repayment and are repayable on demand.

## 5 Borrowings

|                                                                   | 2022<br>£'000 | 2021<br>£'000 |
|-------------------------------------------------------------------|---------------|---------------|
| <b>Non-current (amounts falling due in more than one year)</b>    |               |               |
| Bank borrowings:                                                  |               |               |
| – in one to two years                                             | —             | 311           |
| – between two and five years                                      | —             | —             |
|                                                                   | —             | 311           |
| <b>Current (amounts falling due within one year or on demand)</b> |               |               |
| Bank borrowings                                                   | 311           | 619           |
| <b>Total borrowings</b>                                           | <b>311</b>    | <b>930</b>    |

Interest rates (including the bank's margin) on the bank loans in existence during the year averaged 3.91% (2021: 1.99%) per annum. Bank loans are stated net of unamortised finance arrangement costs of £4,000 (2021: £15,000), of which £Nil (2021: £4,000) is to be amortised after more than one year.

The Directors consider that the fair values of the bank loans are not materially different from their book values.

The carrying amounts of the Company's borrowings, all of which are floating rate financial liabilities, are denominated in the following currencies:

|                 | Total<br>2022<br>£'000 | Weighted<br>average<br>interest<br>rate<br>2022 | Total<br>2021<br>£'000 | Weighted<br>average<br>interest<br>rate<br>2021 |
|-----------------|------------------------|-------------------------------------------------|------------------------|-------------------------------------------------|
| <b>Currency</b> |                        |                                                 |                        |                                                 |
| Sterling        | 311                    | 3.91%                                           | 930                    | 1.99%                                           |
|                 | 311                    | 3.91%                                           | 930                    | 1.99%                                           |

## 6 Creditors

|                                    | 2022<br>£'000 | 2021<br>£'000 |
|------------------------------------|---------------|---------------|
| Amounts owed to Group undertakings | 55            | —             |
| Accruals and deferred income       | 289           | 301           |
|                                    | 344           | 301           |

Amounts due to Group undertakings are unsecured, interest free and repayable on demand.

## 7 Deferred tax

The deferred tax asset comprises:

|                    | Amount recognised |               | Amount unrecognised |               |
|--------------------|-------------------|---------------|---------------------|---------------|
|                    | 2022<br>£'000     | 2021<br>£'000 | 2022<br>£'000       | 2021<br>£'000 |
| Losses             | —                 | —             | 1,428               | 1,428         |
| Deferred tax asset | —                 | —             | 1,428               | 1,428         |

The unrecoverable tax loss carried forward is £5,712,000 (2021: £5,712,000).

Deferred tax is measured on a non-discounted basis at the tax rate that is expected to apply in the periods in which timing differences will reverse, based on tax rates and laws substantively enacted at the balance sheet date, being a rate of 25%.

# Notes to the Parent Company financial statements continued

for the year ended 31 December 2022

## 8 Derivative financial instruments

|                          | 2022            |                      | 2021            |                      |
|--------------------------|-----------------|----------------------|-----------------|----------------------|
|                          | Assets<br>£'000 | Liabilities<br>£'000 | Assets<br>£'000 | Liabilities<br>£'000 |
| Interest rate agreements | —               | —                    | —               | 5                    |

The Company entered into an interest rate agreement which caps SONIA at 1.3807%. The agreement took effect from May 2018 and remained in effect until the loan was repaid in April 2023. The fair value at the year end is calculated based on observable interest rates.

## 9 Called up share capital

|                                           | 2022<br>Number | 2022<br>£'000 | 2021<br>Number | 2021<br>£'000 |
|-------------------------------------------|----------------|---------------|----------------|---------------|
| <b>Allotted, called up and fully paid</b> |                |               |                |               |
| Ordinary shares of 1p each                | 12,260,977     | 123           | 12,261,477     | 123           |

There were no outstanding options at 31 December 2022.

The mid-market price of the Company's shares at 31 December 2022 was £28.50 and the range during the year was £38.50 to £22.50.

The Parent Company had no employees during the year (2021: Nil).

The remuneration paid to the Parent Company auditor in respect of the audit of the Group and Parent Company financial statements for the year ended 31 December 2022 is set out in note 7 to the Group financial statements.

The Board is recommending the payment of a final dividend in respect of the year ended 31 December 2022 of £0.42 per ordinary share (2021: £0.42).

## 10 Commitments and contingent liabilities

The Parent Company had no financial or other commitments at 31 December 2022 (2021: £Nil).

The Parent Company was party to a cross guarantee under which it guaranteed the borrowings of certain of its subsidiary undertakings. At 31 December 2022 this guarantee amounted to £743,000 (2021: £2,118,000). No loss is expected to arise from this guarantee.

## 11 Ultimate parent undertaking and controlling party

The Parent Company regards EOI Fire SARL, a company registered in Luxembourg, as its ultimate parent undertaking through its 80% interest in London Security plc. The Directors regard the Eden and Ariane Trusts as the ultimate controlling parties through their controlling interest in EOI Fire SARL and Tristar Fire Corp.

## 12 Related party transactions

All related party transactions are conducted on an arm's length basis.

During the year the Company incurred costs amounting to £509,395 (2021: £502,236) in respect of the Executive Directors, including the Head Office and other expenses under the Services Agreement referred to in the Directors' Remuneration Report.

The Company recharged and was reimbursed £62,000 (2021: £63,000) in relation to the Services Agreement by Andrews Sykes. Andrews Sykes is related through common control.

The Company incurred £105,000 (2021: £156,000) of expenditure on behalf of J-J. Murray during the year. This amount was reimbursed in the year.

The Company incurred £4,000 (2021: £6,000) of expenditure on behalf of J-P. Murray during the year. This amount was reimbursed in the year.

The Company has taken advantage of the exemption available under FRS 102 "Related Party Disclosures" from disclosing transactions between related parties within the London Security plc Group of companies.

# Notice of Annual General Meeting

NOTICE IS GIVEN THAT the Annual General Meeting of London Security plc (the “Company”) will be held at 2 Jubilee Way, Elland, West Yorkshire HX5 9DY, on 29 June 2023 at 11.30 am for the following purposes:

You will be asked to consider the following resolutions as ordinary resolutions:

1. To receive the financial statements for the year ended 31 December 2022 and the Reports of the Directors and Auditor and the Directors’ Remuneration Report for that year.
2. To re-elect J-J. Murray as a Director, who retires by rotation under article 23.2 of the Company’s articles of association.
3. To re-elect E. Sebag as a Director, who retires by rotation under article 23.2 of the Company’s articles of association.
4. To re-elect H. Shouler as a Director, who retires by rotation under article 23.2 of the Company’s articles of association.
5. To declare a final dividend in respect of 2022 of £0.42 per ordinary share.
6. That Grant Thornton UK LLP be re-appointed as auditor of the Company to hold office from the conclusion of this Meeting until the conclusion of the next Annual General Meeting at which accounts are laid before the Company and that its remuneration be fixed by the Directors.
7. That the Directors be generally and unconditionally authorised in accordance with Section 549 of the Companies Act 2006 (the “Act”) to exercise all the powers of the Company to allot relevant securities (as defined in Section 550 of the Act) up to an aggregate nominal value equal to the whole of the authorised but unissued share capital of the Company immediately following the passing of this resolution, provided that such authority shall (unless and to the extent previously revoked, varied or renewed by the Company in general meeting) expire at the conclusion of five years from the date this resolution is passed, provided that such authority shall allow the Company to make an offer or enter into an agreement which would or might require relevant securities to be allotted after the expiry of such authority and the Directors may allot relevant securities in pursuance of any such offer or agreement as if the authority conferred by this resolution had not expired.

You will be asked to consider the following resolutions as special resolutions:

8. That, subject to the passing of resolution 7 above, the Directors be and are empowered pursuant to Section 570 of the Act to allot equity securities (within the meaning of Section 564 of the Act) of the Company for cash pursuant to the authority conferred by resolution 7 above as if Section 561 of the Act did not apply to such allotment, provided that this power shall be limited to:
  - (i) the allotment of equity securities in connection with or pursuant to an offer by way of rights to the holders of ordinary shares and other persons entitled to participate in such offer in proportion (as nearly as may be) to their respective holdings of ordinary shares, subject only to such exclusions or other arrangements as the Directors may consider necessary or expedient to deal with fractional entitlements or legal or practical problems under the laws of any territory or the regulations or requirements of any regulatory body or any stock exchange in any territory; and
  - (ii) the allotment (other than pursuant to (i) above) of equity securities up to an aggregate nominal amount of £6,131 and such power shall expire on the date of the next Annual General Meeting of the Company or 15 months after the date of the passing of this resolution (whichever is the earlier) but so that the Company may before such expiry make an offer or agreement which would or might require equity securities to be allotted after such expiry and the Directors may allot equity securities pursuant to such an offer or agreement as if the power conferred by this resolution had not expired.

# Notice of Annual General Meeting continued

9. That the Company be and is generally and unconditionally authorised for the purposes of Section 701 of the Act to make one or more market purchases (as defined in Section 701(2) of the Act) on the London Stock Exchange of ordinary shares of 1 pence each in the capital of the Company ("ordinary shares") provided that:
- (i) the maximum aggregate number of ordinary shares authorised to be purchased is 500,000 shares;
  - (ii) the minimum price which may be paid for such shares is 1 pence per share;
  - (iii) the maximum price (exclusive of expenses) which may be paid for such shares is not more than 5% above the average of the middle market quotations for the Company's ordinary shares derived from the London Stock Exchange Daily Official List for the five business days immediately preceding the day on which the purchase of the ordinary shares is contracted to take place;
  - (iv) the authority conferred shall expire at the conclusion of the next Annual General Meeting of the Company or 15 months after the passing of this resolution (whichever is the earlier); and
  - (v) the Company may make a contract to purchase its own shares under the authority conferred prior to the expiry of such authority which will or may be executed wholly or partly after the expiry of such authority and may make a purchase of its own shares in pursuance of any such contract.

By order of the Board

**R. Pollard**  
**Company Secretary**  
 19 May 2023

**Registered office**  
**Premier House**  
 2 Jubilee Way  
 Elland  
 West Yorkshire  
 HX5 9DY

## Notes

1. The Company confirms that shareholders are able to attend in person should they wish to do so. However, we strongly encourage shareholders to vote on all resolutions by completing the enclosed form of proxy for use at that Meeting, which you are requested to return in accordance with the instructions on the form.
2. The outcome of the resolutions will as usual be determined by shareholder vote based on the proxy votes we receive. You are strongly encouraged to vote by proxy on the resolutions contained in the AGM Notice. You are encouraged to appoint the "Chairman of the Meeting" as your proxy rather than another person who will not be permitted to attend the Meeting.
3. A vote withheld is not a vote in law, which means that the vote will not be counted in the calculation of votes for or against the resolution. If no voting indication is given, your proxy will vote or abstain from voting at his or her discretion. Your proxy will vote (or abstain from voting) as he or she thinks fit in relation to any other matter which is put before the Meeting.

## Appointment of proxy using hard copy form of proxy

4. The notes to the form of proxy explain how to direct your proxy on how to vote on each resolution or withhold their vote. To appoint a proxy using the form of proxy, the form must be:
  - (a) completed and signed;
  - (b) sent or delivered to Nu-Swift International Limited, Premier House, 2 Jubilee Way, Elland HX5 9DY; and
  - (c) received no later than 48 hours before the time of the Meeting.

In the case of a member which is a company, the form of proxy must be executed under its common seal or signed on its behalf by an officer of the company or an attorney for the company. Any power of attorney or any other authority under which the form of proxy is signed (or a duly certified copy of such power or authority) must be included with the form of proxy.

**Notes continued****Appointment of proxy electronically via [www.signalshares.com](http://www.signalshares.com)**

5. If you wish, you will be able to vote electronically using the link [www.signalshares.com](http://www.signalshares.com). You will need to log into your Signal Shares account or register if you have not previously done so. To register you will need your Investor Code; this is detailed on your share certificate or available from our registrars, Link Group. You can vote via [www.signalshares.com](http://www.signalshares.com) by logging on and selecting the 'Proxy Voting' link. If you have not previously registered for electronic communications, you will first be asked to register as a new user, for which you will require your investor code (IVC) (which can be found on your share certificate), family name and postcode (if resident in the UK).

**Appointment of proxy by joint members**

6. In the case of appointment of a proxy by joint shareholders, the signature of any one of them will suffice, but if a holder other than the first-named holder signs, it will help the registrars if the name of the first-named holder is given.

**Changing proxy instructions**

7. To change your proxy instructions, simply submit a new proxy appointment using the methods set out above. Note that the cut-off time for receipt of proxy appointments (see above) also applies in relation to amended instructions; any amended proxy appointment received after the relevant cut-off time will be disregarded.

If you submit more than one valid proxy appointment, the appointment received last before the latest time for the receipt of proxies will take precedence.

**Termination of proxy appointments**

8. In order to revoke a proxy instruction you will need to inform the Company by sending a signed hard copy notice clearly stating your intention to revoke your proxy appointment to Nu-Swift International Limited, Premier House, 2 Jubilee Way, Elland HX5 9DY. In the case of a member which is a company, the revocation notice must be executed under its common seal or signed on its behalf by an officer of the company or an attorney for the company. Any power of attorney or any other authority under which the revocation notice is signed (or a duly certified copy of such power or authority) must be included with the revocation notice.

The revocation notice must be received no later than 48 hours before the Meeting.

If you attempt to revoke your proxy appointment but the revocation is received after the time specified then, subject to the paragraph directly below, your proxy appointment will remain valid.

Appointment of a proxy does not preclude you from attending the Meeting and voting in person. If you have appointed a proxy and attend the Meeting in person, your proxy appointment will automatically be terminated.

**Issued shares and total voting rights**

9. As at 9 am on 19 May 2023, the Company's issued share capital comprised 12,259,977 shares of 1 pence each. Each ordinary share carries the right to one vote at a general meeting of the Company and, therefore, the total number of voting rights in the Company as at 9 am on 19 May 2023 was 12,259,977.

**Documents on display**

10. The register of Directors' interests will be available for inspection at the registered office of the Company from 19 May 2023 until the time of the Meeting and for at least 15 minutes prior to the Meeting and during the Meeting.

**Communication**

11. Except as provided above, members who have general queries about the Meeting should use the following method of communication (no other methods of communication will be accepted):

- calling 01422 372852.

You may not use any electronic address provided either:

- (a) in this Notice of Annual General Meeting; or
  - (b) in any related documents (including the form of proxy),
- to communicate with the Company.

# Group companies

## The United Kingdom

**Advanced Fire Protection Limited**  
Unit Tp3 Main Avenue  
Treforest Industrial Estate  
Pontypridd CF37 5UR

Tel: 01443 843 927  
Email: info@afpwales.com  
Website: afpwales.com

**AFS Fire and Security Limited**  
Buzzard Court  
Mullacott Industrial Estate  
Ilfracombe EX34 8PX

Tel: 01271 864 754  
Website: afsfireandsecurity.co.uk

### ASCO Extinguishers Company Limited

Unit 1.1  
Festival Court  
Brand Place  
Glasgow G51 1DR

Tel: 0141 427 1144  
Email: customer.service@asco.uk.com  
Website: www.asco.uk.com

### Beta Fire Protection Limited

Unit 18  
Western Road Industrial Estate  
Stratford-upon-Avon  
Warwickshire CV37 0AH

Tel: 01789 292 050  
Email: info@betafire.co.uk  
Website: www.betafireprotection.com

### City Fire Protection and Maintenance Services LLP

Trenton House  
59A Imperial Way  
Croydon CR0 4RR

Tel: 0208 649 7766  
Email: admin@cityfire.co.uk  
Website: www.cityfire.co.uk

### Firestop Services Limited

Unit 15  
Cedar Parc  
Lincoln Road  
Doddington  
Lincolnshire LN6 4RR

Tel: 01507 723 322  
Email: enquiries@fire-stop.co.uk  
Website: www.firestopservices.co.uk

### Fire Industry Specialists Limited

Unit 15  
Cedar Parc  
Lincoln Road  
Doddington  
Lincolnshire LN6 4RR

Tel: 01507 522 466  
Email: enquiries@fisltd.co.uk  
Website: www.fisltd.co.uk

### Amberfire Limited

Unit 15  
Cedar Parc  
Lincoln Road  
Doddington  
Lincolnshire LN6 4RR

Tel: 01673 885 229  
Email: info@amber-fire.co.uk  
Website: www.amber-fire.co.uk

### Facilities Fire Protection Limited

Badgemore House  
Badgemore  
Henley-On-Thames  
RG9 4NR

Tel: 01296 615 700  
Email: admin@facilitiesfire.com  
Website: www.facilitiesfire.com

### Firepoint Services Limited

Unit 2  
Longridge Court  
Barrington Industrial Estate  
Bedlington NE22 7DF

Tel: 0191 251 2233  
Email: info@firepointservices.co.uk  
Website: www.firepointservices.co.uk

### GC Fire Protection Limited

Premier House  
2 Jubilee Way  
Elland  
West Yorkshire HX5 9DY

Tel: 0208 391 7310  
Email: customer.service@gcfireprotection.co.uk  
Website: www.gcfireprotection.co.uk

### GFA Premier Limited

Premier House  
2 Jubilee Way  
Elland  
West Yorkshire HX5 9DY

Tel: 01422 377 521  
Email: customer.service@gfapremier.co.uk

### Hoyles Fire & Safety Limited

Premier House  
2 Jubilee Way  
Elland  
West Yorkshire HX5 9DY

Tel: 01422 314 351  
Email: customer.service@hoyles.co.uk  
Website: www.hoyles.co.uk

### KW Fire Protection Limited

Premier House  
2 Jubilee Way  
Elland  
West Yorkshire HX5 9DY

Tel: 0161 628 9379  
Email: enquiries@kwfire.co.uk  
Website: kwfire.co.uk

### L. W. Safety Limited

Premier House  
2 Jubilee Way  
Elland  
West Yorkshire HX5 9DY

Tel: 01422 314 350  
Email: customer.service@lwsafety.co.uk  
Website: www.lwsafety.co.uk

### MK Fire Limited

59/69 Queens Road  
High Wycombe  
Buckinghamshire HP13 6AH

Tel: 01494 769 744  
Email: customer.service@mkfire.co.uk  
Website: www.mkfire.co.uk

### Nu-Swift International Limited Nu-Swift (Engineering) Limited

Premier House  
2 Jubilee Way  
Elland  
West Yorkshire HX5 9DY

Tel: 01422 372 852  
Email: customer.service@nu-swift.co.uk  
Website: www.nu-swift.co.uk

### Pyrotec Fire Protection Limited

Caburn Enterprise Park  
Ringmer  
East Sussex BN8 5NP

Tel: 0800 634 9953  
Email: sales@pyrotec.co.uk  
Website: www.pyrotec.co.uk

### S2 Fire Solutions Limited

Unit 14 Littleton Drive  
Cannock WS12 4TS

Tel: 0845 519 8186  
Email: sales@s2fire.co.uk  
Website: S2fire.co.uk

### Tunbridge Wells Fire Protection Limited

Caburn Enterprise Park  
Ringmer  
East Sussex BN8 5NP

Tel: 01825 767 600  
Email: customer.service@twfpltd.co.uk  
Website: www.twfpltd.co.uk

### TVF (UK) Limited

59/69 Queens Road  
High Wycombe  
Buckinghamshire HP13 6AH

Tel: 01494 450 641  
Email: customer.service@tvfpltd.co.uk  
Website: www.tvfpltd.co.uk

## Belgium

**Alarm Masters S.A.**  
Hekkestraat 45  
9308 Aalst  
Tel: 00 32 5237 3409  
Email: info@alarmmasters.be  
Website: www.alarmmasters.be

**Alfa Prevent Srl**  
Rue de Maestricht 49  
4651 Battice  
Tel: 00 32 8765 8651  
Email: info@alfaprevent.be  
Website: www.alfaprevent.be

**All-Protex N.V.**  
42 Rue de l'Eglise  
4710 Lontzen Herbesthal  
Tel: 00 32 9375 2044  
Email: info@all-protex.be

**Ansul S.A.**  
Ansul Belgium S.A.  
Industrialaan 35  
B-1702 Groot-Bijgaarden  
Tel: 00 32 2467 7211  
Email: mail@ansul.be  
Website: www.ansul.be

**Dimex Technics S.A.**  
42 Rue de l'Eglise  
4710 Lontzen Herbesthal  
Tel: 00 32 8789 0401  
Email: info@dimex-technics.be

**Fire Protection System Srl**  
Chaussée de Louvain  
406, B-1300 Wavre  
Tel: 00 32 2366 9997  
Email: info@fire-protect.be  
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