British Salt Limited

Annual report and financial statements

Registered number 06398227

For the year ended 31 March 2020

Contents

Strategic report

The directors, in preparing this strategic report, have complied with s414C of the Companies Act 2006.

Principal activities and business review

The Company's principal activities are the manufacture and sale of salt products and the development of salt cavities for the purpose of natural gas storage.

Turnover for the year was £38,158,000 (2019: £37,986,000). The company's share of the UK market was consistent with recent years and sales in markets outside Europe continued to grow as a result of the ongoing focus on new opportunities. Completion of the third and final phase of packing line investments increased capacity in the second half of the year.

EBITDA for the year was £8,237,000 (2019: £7,807,000), calculated as:

	2020	2019
	£000	£000
Operating profit	**4,668**	4,281
Exceptional operating items	-	785
Depreciation	**3,487**	2,659
Amortisation	**82**	82
	8,237	7,807

Sales volumes were steady throughout the year, but with a better mix towards higher margin products in the current year. The profit on ordinary activities before taxation was £3,476,000 (2019: £3,145,000).

Future outlook

As described in last year's strategic report, the increasing level of capital investment is set to continue. Construction of the new power station is nearing completion, with commissioning expected in summer 2020. This will significantly improve efficiency and carbon emissions and will complement the other investments in packing and warehousing.

The directors expect these projects will enable the Company to strengthen its performance in its key UK markets as well as providing the base for further growth in export sales to Europe and Asia.

Principal risks and uncertainties

The main short to medium term risk to the business is the potential impact of COVID-19. The company is focused on maintaining operations by reducing the risk of infection wherever possible, in line with the evolving issued government guidance. Market demand for salt is unlikely to collapse for a prolonged period because of the essential end uses which include food, animal feed, water treatment and chemical manufacture. However, the risk of losses due to the inability of customers to pay amounts owed to the company has increased and the company is focusing additional attention in this area.

Strategic report (continued)

Principal risks and uncertainties (continued)

Other than COVID-19, the main risk to the business continues to be the medium to long-term cost of natural gas in the UK. This includes not just the market price of natural gas but also future UK carbon emissions policy. This latter risk has increased following the UK decision to leave the EU as the UK alternative to EU-ETS Phase III with effect from 1 January 2021 has not yet been announced. The company will continue its close focus on these matters over the coming year by continuing to hedge against the cost of natural gas and engaging proactively with national decision-making bodies.

Financial risk management

The company's operations expose it to a variety of financial risks that include interest rate risk, foreign currency risk, commodity price risk, liquidity risk, credit risk and capital risk. The company has in place a risk management programme which seeks to limit the adverse effects on its financial performance where appropriate. Further information is given in Note 30 to the financial statements.

Key performance indicators ("KPIs")

Company performance is measured using a 'balanced scorecard' approach. At the start of each financial year the company sets targets relating to a number of strategic themes, including safety performance, reduction in carbon footprint and operational excellence. For each measure, the actual performance of the business is compared to the target on a regular basis and these reviews help to identify where further action is required. The directors believe that these measures represent the company's KPIs.

Section 172 (1) Statement

The directors act in good faith to promote the success of the company taking, inter alia, the following into account:

- the likely consequences of any decision in the long-term;
- the interests of the company's employees;
- the need to foster the company's business relationships with suppliers, customers and others;
- the impact of the company's operations on the community and the environment;
- the desirability of the company maintaining a reputation for high standards of business conduct; and
- the need to act fairly as between members of the company.

These factors influenced the strategies followed and decisions made during the year. Details of the company's key stakeholders and how we engage with them are set out below:

Shareholders

The company is a wholly-owned subsidiary of TCE Group Limited and ultimately Tata Chemicals Limited, a company incorporated in India and quoted on the BSE. Board and Audit Committee Meetings are held quarterly at the TCE Group Limited level and these meetings provide shareholders with the opportunity to review the actual and forecast financial performance, strategy, risk management, governance, sustainability and ethical standards of the business. These formal meetings are supplemented by regular discussions and updates on a wide range of topics.

Strategic report (continued)

Colleagues

The measures we have taken to establish and improve employee engagement and the directors' regard for the interests of employees are described in the Directors' Report.

Customers

We aim to provide the highest possible level of customer service by delivering high quality products on time and in full and resolving any customer complaints both promptly and fairly. We undertake an annual customer satisfaction survey and use the feedback from this process to improve the service we offer.

Suppliers

We develop strategic relationships with our key suppliers in order to build mutually beneficial and lasting partnerships. Engagement with suppliers is primarily through regular contract reviews which take into account not only the supply of products and services but also compliance with the governance requirements of the UK Bribery Act and the Modern Slavery Act.

Communities

Our approach to corporate social responsibility has four main drivers: the engagement of our colleagues, the engagement of local communities in order to maintain positive public relations, the support of STEM in local educational establishments and the support of wider Tata Group CSR initiatives. We focus our efforts in three main areas: volunteering, fundraising for our corporate charity, St Luke's Hospice, and initiatives with local schools.

External regulators and other stakeholders

The measures we have taken to ensure adherence to our environmental responsibilities, energy usage and carbon emissions are described in the Directors' Report. We engage with the government and government regulators through a range of industry consultations and meetings, together with our membership of the Chemical Industries Association and the European Salt Users' Association.

The company operates a defined benefit pension scheme which is legally separated from the company and responsibility for its governance lies with the independent board of trustees. The company maintains regular contact with the trustees to ensure that interests of the fund members are safeguarded and the requirements of the Pensions Regulator are met.

By order of the board

JLAbbotts

J L Abbotts
Director
10 June 2020
Natrium House, Winnington Lane, Northwich, Cheshire, CW8 4GW

Directors' report

The directors present their annual report on the affairs of the Company, together with the audited financial statements for the year ended 31 March 2020.

Directors

The directors who served during the year, and thereafter were:

M J Ashcroft
J L Abbotts
L Iravanian
D P W Davies
A J Vause (appointed 5 March 2020)
P P Houghton
A N Runciman
K L Lounds

Employees and employee engagement, including the company's statement under S172(1)

Applications for employment by disabled persons are always fully considered, bearing in mind the aptitudes of the applicant concerned. In the event of members of staff becoming disabled every effort is made to ensure that their employment with the Company continues and that appropriate training is arranged. It is the policy of the Company that the training, career development and promotion of disabled persons should, as far as possible, be identical with that of other employees.

The Company has a continued commitment to communication through the use of newsletters, regular financial information and consultation meetings for workplace representatives. The Company will continue to enhance all communication channels to everyone in the Company.

The directors have taken a number of measures in order to establish and improve employee engagement. We value the individual contributions made towards the success of the company by all of our colleagues. We encourage our people to express opinions on how we run our organisation and how we can improve the employee experience and we acknowledge this feedback. We run an annual employee engagement survey and this gives us valuable insight into what our employees value and where we need to put in place action plans to ensure delivery of improvements. Other ways in which we engage with our employees include the use of Workplace, company-wide e-mails, communication meetings, notice boards, newsletters and employee forums, including those that involve our recognised trade unions. We are proud of our on-line training portals and our wellbeing offering, including an employee hotline which can be used to raise concerns anonymously.

Political contributions

No donations were made to any political party during the year (2019: £nil).

Directors' report (continued)

Environment

The Company recognises the importance of its environmental responsibilities, monitors its impact on the environment and designs and implements systems to minimise adverse effects that might be caused by its activities. The Company operates in accordance with its publicly available environmental policy, which does not form part of this Report. It adheres to the conditions detailed in all relevant environmental licences and permits and any other relevant legislation or regulations covering its activities or environmental impacts. Initiatives designed and implemented to manage and reduce the Company's environmental footprint include investigating further reductions in emissions to air and water, reducing the amount of solid waste that is sent to landfill and improving energy use and efficiency.

UK Energy use and carbon emissions

The annual quantity of emissions in tonnes of carbon dioxide equivalent resulting from activities for which the company is responsible involving the combustion of gas or the consumption of fuel for the purposes of transport was 61,847 tonnes (2019: 61,524 tonnes).

The annual quantity of emissions in tonnes of carbon dioxide equivalent resulting from the purchase of electricity by the company for its own use, including for the purposes of transport was 442 tonnes (2019: 752 tonnes).

The aggregate of:

- the annual quantity of energy consumed from activities for which the company is responsible involving the combustion of gas or the consumption of fuel for the purposes of transport; and
- the annual quantity of energy consumed resulting from the purchase of electricity by the company for its own use, including for the purposes of transport

was 338,127 MWh (2019: 337,097 MWh).

The methodologies used by the company to calculate this information were obtained from BEIS/DEFRA.

Carbon emissions per tonne of Salt produced were 0.16 tonnes (2019: 0.16 tonnes).

The Company is constructing a new, state of the art power station at its Middlewich site at a cost of over £7m. This power station is expected to deliver a reduction in gas consumption of at least 10% and will help to futureproof the company's environmental emissions performance.

Going concern

The directors have concluded that the Company has adequate resources to continue in operational existence for the foreseeable future. For this reason, the directors continue to adopt the going concern basis of accounting in preparing the annual financial statements (Note 3.2).

Dividends

The directors do not recommend the payment of a dividend (2019: £nil).

Directors' report (continued)

Qualifying Third Party Indemnity Provisions

During the year, and at the date of signing this report, the Company maintained liability insurance and third party indemnification provisions for its directors, under which the Company has agreed to indemnify the directors to the extent permitted by law in respect of all liabilities to third parties arising out of, or in connection with, the execution of their powers, duties and responsibilities as directors of the Company and any of its associated companies.

Financial Instruments

The Company's risk management objectives and policies in relation to the use of financial instruments can be found in Note 30.

Matters covered in the strategic report

Future developments and business relationships are covered in the strategic report.

Post balance sheet events

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

Statement of disclosure to the auditor

Each person who is a director at the date of approval of this report confirms that:

- so far as the director is aware, there is no relevant audit information of which the Company's auditor is unaware; and
- the director has taken all the steps that they ought to have taken as a director in order to make themself aware of any relevant audit information and to establish that the Company's auditor is aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

Auditor

The auditor, KPMG LLP, will be deemed to be reappointed in accordance with Section 487 of the Companies Act 2006.

By order of the board

JLAbbotts

J L Abbotts
Director
10 June 2020
Natrium House, Winnington Lane, Northwich, Cheshire, CW8 4GW

Statement of directors' responsibilities in respect of the annual report and 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 they have elected to prepare the financial statements in accordance with International Financial Reporting Standards as adopted by the European Union ("IFRSs as adopted by the EU") and applicable law.

Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of the profit or loss of the Company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable, relevant and reliable;
- state whether they have been prepared in accordance with IFRSs as adopted by the EU;
- assess the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and
- use the going concern basis of accounting unless they either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the Company and to prevent and detect fraud and other irregularities.

kpmg KPMG LLP
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Liverpool
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United Kingdom

Independent auditor's report to the members of British Salt Limited

Opinion

We have audited the financial statements of British Salt Limited ("the Company") for the year ended 31 March 2020 which comprise the profit and loss account, the statement of other comprehensive income, the balance sheet, the statement of changes in equity, the cash flow statement and related notes, including the accounting policies in note 3.

In our opinion the financial statements:

- give a true and fair view of the state of the Company's affairs as at 31 March 2020 and of its profit for the year then ended;
- have been properly prepared in accordance with International Financial Reporting Standards as adopted by the European Union; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities are described below. We have fulfilled our ethical responsibilities under, and are independent of the Company in accordance with, UK ethical requirements including the FRC Ethical Standard. We believe that the audit evidence we have obtained is a sufficient and appropriate basis for our opinion.

Going concern

The directors have prepared the financial statements on the going concern basis as they do not intend to liquidate the Company or to cease its operations, and as they have concluded that the Company's financial position means that this is realistic. They have also concluded that there are no material uncertainties that could have cast significant doubt over its ability to continue as a going concern for at least a year from the date of approval of the financial statements ("the going concern period").

We are required to report to you if we have concluded that the use of the going concern basis of accounting is inappropriate or there is an undisclosed material uncertainty that may cast significant doubt over the use of that basis for a period of at least a year from the date of approval of the financial statements. In our evaluation of the directors' conclusions, we considered the inherent risks to the Company's business model, including the impact of Brexit, and analysed how those risks might affect the Company's financial resources or ability to continue operations over the going concern period. We have nothing to report in these respects.

However, as we cannot predict all future events or conditions and as subsequent events may result in outcomes that are inconsistent with judgements that were reasonable at the time they were made, the absence of reference to a material uncertainty in this auditor's report is not a guarantee that the Company will continue in operation.

Independent auditor's report to the members of British Salt Limited (continued)

Strategic report and directors' report

The directors are responsible for the strategic report and the directors' report. Our opinion on the financial statements does not cover those reports and we do not express an audit opinion thereon.

Our responsibility is to read the strategic report and the directors' report and, in doing so, consider whether, based on our financial statements audit work, the information therein is materially misstated or inconsistent with the financial statements or our audit knowledge. Based solely on that work:

- we have not identified material misstatements in the strategic report and the directors' report;
- in our opinion the information given in those reports for the financial year is consistent with the financial statements; and
- in our opinion those reports have been prepared in accordance with the Companies Act 2006.

Matters on which we are required to report by exception

Under the Companies Act 2006, we are required to report to you if, in our opinion:

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

We have nothing to report in these respects.

Directors' responsibilities

As explained more fully in their statement set out on page 7, the directors are responsible for: the preparation of the financial statements and for being satisfied that they give a true and fair view; such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and using the going concern basis of accounting unless they either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities

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

A fuller description of our responsibilities is provided on the FRC's website at www.frc.org.uk/auditorsresponsibilities.

Independent auditor's report to the members of British Salt Limited (continued)

The purpose of our audit work and to whom we owe our responsibilities

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.

W. Meredith

William Meredith (Senior Statutory Auditor)
for and on behalf of KPMG LLP, Statutory Auditor
Chartered Accountants
8 Princes Parade
Liverpool
L3 1QH

11 June 2020

Profit and loss account
For the year ended 31 March 2020

	Note	2020 £000	2019 £000
Revenue	5	**38,158**	37,986
Cost of sales		**(23,262)**	(22,966)
Gross profit		**14,896**	15,020
Sales and distribution costs		**(7,369)**	(7,353)
Administrative expenses		**(2,876)**	(2,721)
Other operating income	10	**17**	120
Exceptional operating items	7	**-**	(785)
Operating profit		**4,668**	4,281
Financial income	11	**111**	143
Financial costs	12	**(1,303)**	(1,279)
Net finance costs		**(1,192)**	(1,136)
Profit before tax	6	**3,476**	3,145
Taxation	14	**-**	(397)
Profit for year		**3,476**	2,748

All of the results shown above relate to continuing operations.

The Notes on pages 18 to 55 are an integral part of these financial statements.

Statement of comprehensive income

For the year ended 31 March 2020

	Note	2020 £000	2019 £000
Profit for the year		**3,476**	2,748
Items that will not be reclassified to profit or loss			
Remeasurement gains/(losses) on defined benefit pension schemes	26	**16**	(753)
Items that may be reclassified subsequently to profit or loss			
Cash flow hedge gains	13	**7**	4
Other comprehensive income		**23**	(749)
Total comprehensive income		**3,499**	1,999

The Notes on pages 18 to 55 form an integral part of the financial statements.

Balance sheet

At 31 March 2020

	Note	2020 £000	2019 £000
Assets			
Property, plant and equipment	17	**32,230**	26,048
Goodwill	15	**20,116**	20,116
Intangible assets	16	**11,369**	9,855
Investments	18	**766**	766
Retirement benefit asset	26	**4,633**	4,464
Other non-current financial assets	25	**7**	115
Deferred tax asset	14	**880**	-
Non-current assets		**70,001**	61,364
Inventories	20	**4,277**	3,825
Trade and other receivables	21	**25,197**	10,677
Prepayments		**168**	755
Cash and short term deposits	19	**1,610**	1,000
Other current financial assets	25	**15**	267
Current assets		**31,267**	16,524
Total assets		**101,268**	77,888
Liabilities			
Interest-bearing loans and borrowings	25	**(47,453)**	(50,000)
Provisions	24	**(334)**	-
Other non-current financial liabilities	25	**(6,669)**	(896)
Deferred tax liability	14	**(880)**	-
Non-current liabilities		**(55,336)**	(50,896)
Trade and other payables	22	**(10,328)**	(8,263)
Interest-bearing loans and borrowings	25	**(3,207)**	-
Other current financial liabilities	25	**(10,750)**	(2,570)
Deferred revenue	23	**(801)**	-
Provisions	24	**(1,260)**	(67)
Current liabilities		**(26,346)**	(10,900)
Total liabilities		**(81,682)**	(61,796)
Net assets		**19,586**	16,092
Equity			
Share capital	27	-	-
Share premium	28	**400**	400
Retained earnings	29	**19,175**	15,688
Cash flow hedge reserve	29	**11**	4
Total equity		**19,586**	16,092

Balance sheet (continued)

The Notes on pages 18 to 55 are an integral part of these financial statements.

These financial statements were approved by the board of directors on 10 June 2020 and were signed on its behalf by:

J L Abbotts
Director

Statement of changes in equity
For the year ended 31 March 2020

	Share Capital (Note 27) £000	Share Premium (Note 28) £000	Retained Earnings (Note 29) £000	Cash flow hedging reserve (Note 29) £000	Total equity £000
Balance at 1 April 2018	-	400	13,693	-	14,093
Profit for the year	-	-	2,748	-	2,748
Other comprehensive income	-	-	(753)	4	(749)
Total comprehensive income	-	-	1,995	4	1,999
Balance at 1 April 2019	-	400	15,688	4	16,092
Adjustment on initial application of IFRS 16 (net of tax)	-	-	**(5)**	-	**(5)**
Adjusted balance at 1 April 2019	-	**400**	**15,683**	**4**	**16,087**
Profit for the year	-	-	**3,476**	-	**3,476**
Other comprehensive income	-	-	**16**	**7**	**23**
Total comprehensive income	-	-	**3,492**	**7**	**3,499**
Balance at 31 March 2020	-	**400**	**19,175**	**11**	**19,586**

The Notes on pages 18 to 55 form an integral part of these financial statements.

Statement of cash flows

For the year ended 31 March 2020

	Note	2020 £000	2019 £000
Profit for the year		**3,476**	2,748
Finance income		**(111)**	(143)
Finance costs		**1,303**	1,279
Depreciation of property, plant and equipment		**3,487**	2,659
Amortisation of intangible assets		**82**	82
Foreign exchange gains		**(99)**	-
Profit on sale of property, plant and equipment		**(50)**	-
Other non-cash item: past service costs on pension schemes		-	200
Other non-cash item: EUETS		**352**	132
Taxation		-	397
		8,440	7,354
(Increase)/decrease in inventories		**(452)**	731
(Increase) in trade, other receivables and prepayments		**(324)**	(145)
Increase in trade and other payables		**3,002**	585
Increase/(decrease) in provisions and employee benefits		**(45)**	-
		10,621	8,525
Purchase of EUETS allowances		-	(352)
Proceeds from sale of EUETS allowances		**380**	-
Interest paid		**(1,097)**	(1,061)
Group relief paid		**(397)**	-
Net cash from operating activities		**9,507**	7,112
Net cash used in investing activities			
Purchase of property, plant and equipment		**(8,815)**	(6,592)
Proceeds from sale of property, plant and equipment		**50**	-
Net cash from investing activities		**(8,765)**	(6,592)
Cash flows from financing activities			
Payment of lease liabilities (2019: payment of finance lease liabilities)		**(215)**	-
Net cash from financing activities		**(215)**	-

Statement of cash flows (continued)

	Note	2020 £000	2019 £000
Net increase in cash and cash equivalents		**527**	520
Effect of exchange rate fluctuations on cash held		**83**	-
Cash and cash equivalents at 1 April	19	**1,000**	480
Cash and cash equivalents at 31 March	19	**1,610**	1,000

The Notes on pages 18 to 55 form an integral part of these financial statements.

Notes

(forming part of the financial statements)

1 General information

British Salt Limited (the 'Company') is a private company incorporated in England, United Kingdom, under the Companies Act. The Company's registered office is at Natrium House, Winnington Lane, Northwich, Cheshire, CW8 4GW.

The financial statements are presented in pounds sterling, which is the Company's functional currency. All amounts have been rounded to the nearest thousand, unless otherwise stated.

2 Changes in significant accounting policies

The Company has initially applied IFRS 16 from 1 April 2019. A number of other new standards are also effective from 1 April 2019 but they do not have a material effect on the Company's financial statements.

IFRS 16 Leases

IFRS 16 introduces significant changes to lessee accounting by removing the distinction between operating and finance leases, and requiring the recognition of a right-of-use asset and a lease liability at commencement for all leases, except for short term leases and leases of low value assets.

The Company has applied IFRS 16 using the modified retrospective approach which:

- Requires the Company to recognise the cumulative effect of initially applying IFRS 16 as an adjustment to the opening balance of retained earnings at the date of initial application.
- Does not permit restatement of comparatives, which continue to be presented under IAS17 and IFRIC 4.

The definition of a lease has changed from a concept of 'risks and rewards' in IAS 17 and IFRIC 4 to 'control' in IFRS 16. Adoption of IFRS 16 has not significantly changed the scope of contracts that meet the definition of a lease for the Company.

Impact on former operating leases:

The new standard changes how the Company accounts for leases previously classified as operating leases under IAS 17, which were off balance sheet. In applying IFRS 16, the Company:

- Recognises right-of-use assets and lease liabilities in the balance sheet, initially measured at the present value of the future lease payments.
- Recognises depreciation of right-of-use assets and interest on lease liabilities in the statement of profit and loss.
- Separates the total amount of cash paid into a principal portion (presented within financing activities) and interest (presented within financing activities) in the statement of cash flows.

The Company has elected to apply the following on application of the standard:

- No right-of-use assets and lease liabilities have been recognised for lease terms ending within 12 months of the date of initial application.
- No right-of-use assets and lease liabilities have been recognised for leases of low values.
- A single discount rate has been applied to a portfolio of leases with reasonably similar characteristics.

Notes (continued)

2 Changes in significant accounting policies (continued)

IFRS 16 Leases – Financial impact of initial application

On transition to IFRS 16, the Company has recognised £802,000 of right-of-use assets, £807,000 of lease liabilities and a reduction in retained earnings of £5,000.

When measuring lease liabilities, the Company discounted lease payments using its incremental borrowing rate at 1 April 2019. The weighted-average rate applied was 2.0%.

The following table summarises the difference between the operating lease commitments disclosed under IAS17 at 31 March 2019 and the lease liabilities recognised at 1 April 2019.

	£000
Operating lease commitments at 31 March 2019	888
Short term leases and leases of low value assets	(55)
Effect of discounting the above amounts	(26)
Finance lease liabilities recognised under IAS 17 at 31 March 2019	-
Lease liabilities recognised at 1 April 2019	807

New and revised IFRS standards in issue but not yet effective

The following standards have been issued but are not yet effective

- Amendments to References of the Conceptual Framework in IFRS standards (effective date 1 January 2020)
- Amendments to IAS 1 and IAS 8 – definition of material (effective date 1 January 2020)
- Amendments to IFRS9, IAS 39 and IFRS 7 – Interest Rate Benchmark Reform (effective date 1 January 2020)

None are expected to have a material impact on the Company's financial statements in the period of initial application.

3 Significant accounting policies

The accounting policies set out below have, unless otherwise stated, been applied consistently to all periods presented in these financial statements.

3.1 Basis of accounting

The financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS), as adopted by the European Union. They have been prepared on a historical cost basis, except for the revaluation of financial instruments and Emissions Trading Allowances, as explained in the accounting policies below.

Group financial statements have not been prepared as permitted by section 400 of the Companies Act 2006 as the Company itself is a wholly owned subsidiary of Cheshire Salt Holdings Limited, a body incorporated in the United Kingdom which prepares consolidated financial statements.

Notes (continued)

3 Significant accounting policies (continued)

3.2 Going concern

The Company is a subsidiary of Cheshire Salt Holdings Limited.

Cheshire Salt Holdings Limited and its subsidiaries (together, the "Group") manage their operations on a Group-wide basis. In particular, the Group's financing and cash requirements are managed on a pooled basis with funds being allocated between companies to meet individual short and medium term requirements. Consequently, the assessment of Company's ability to continue as a going concern has been based on a review of the Group as a whole.

As at 31 March 2020 the Group was funded by a fully drawn down £50,000,000 term loan and an undrawn £5,000,000 revolving credit facility, both provided by Standard Chartered Bank and secured by fixed and floating charges over the assets of the Group. The facilities are subject to financial covenants which are tested semi-annually and in the event any are breached would result in such amounts owed becoming repayable on demand. The facilities are repayable in instalments, from March 2021.

The directors have prepared cash flow forecasts for a period of 12 months from the date of approval of these financial statements (the "Forecasts"). These Forecasts take into consideration the expected adverse economic impact of the COVID-19 pandemic. The directors have also prepared a detailed assessment of a severe but plausible downside scenario arising as a result of the COVID-19 pandemic and have considered the impact this would have on the Forecasts. The Forecasts indicate that, taking account of reasonably possible downsides, the Group will have sufficient funds, by utilising the bank facilities described above, to meet its liabilities as they fall due for that period.

In the event that an unlikely and extreme downside scenario arises as a result of the COVID-19 pandemic, there is a possibility that the Group may require support from Tata Chemicals Limited (the "Ultimate Parent"). The Ultimate Parent has indicated its intention to provide such support as may be necessary to allow the Group to continue as a going concern for the foreseeable future. In particular, the Ultimate Parent does not intend to seek or cause the repayment of amounts due from the Group to other members of the Ultimate Parent group. Following discussions with the directors of the Ultimate Parent, the directors of the Group are satisfied that the Ultimate Parent will be able to provide any support which may be required and, in particular, bank covenants measured at the Ultimate Parent Group level will continue to be met. As is the case for any entity placing reliance on other related entities for financial support, the directors acknowledge that there can be no certainty that this support will continue although, at the date of approval of these financial statements, they have no reason to believe that it will not do so.

Consequently, the directors are confident that the Company and Group will have sufficient funds to continue to meet their liabilities as they fall due for at least 12 months from the date of approval of the financial statements and therefore have prepared the financial statements on a going concern basis..

3.3 Business combinations and goodwill

The Company accounts for business combinations using the acquisition method when controlled is transferred to the Company. The consideration transferred in a business combination is measured at fair value. Acquisition-related costs are recognised in profit and loss as incurred and are included in administrative expenses.

On acquisition, the identifiable assets acquired and the liabilities assumed are recognised at their fair value at the acquisition date.

Notes (continued)

3 Significant accounting policies (continued)

3.3 Business combinations and goodwill (continued)

Any contingent consideration to be transferred by the acquirer is recognised at fair value at the acquisition date. Subsequent changes in the fair value of the contingent consideration which is deemed to be an asset or liability, is recognised in accordance with IFRS 9 either in the profit and loss account or as a change to other comprehensive income.

Goodwill is initially measured at cost, being the excess of the aggregate of the consideration transferred over the net identifiable assets acquired and liabilities assumed. If this consideration is lower than the fair value of the net assets of the subsidiary acquired, the difference is recognised in the profit and loss account.

After initial recognition, goodwill is measured at cost less any accumulated impairment losses. Goodwill is not amortised but is reviewed for impairment at least annually. For the purpose of impairment testing, goodwill is allocated to each of the cash-generating units (CGUs) expected to benefit from the synergies of the combination. CGUs to which goodwill has been allocated are tested for impairment annually, or more frequently when there is an indication that the unit may be impaired. If the recoverable amount of the CGU is less than the carrying amount of the unit, the impairment loss is allocated first to reduce the carrying amount of any goodwill allocated to the unit and then to the other assets of the unit pro-rata on the basis of the carrying amount of each asset in the unit. An impairment loss recognised for goodwill is not reversed in a subsequent period.

On disposal of a CGU the attributable amount of goodwill is included in the determination of the profit or loss on disposal.

3.4 Intangible assets

Emissions Trading Allowances

At the balance sheet date the Company was a participant in the European Union Emissions Trading Scheme ("EUETS"), administered in the UK by the Environment Agency.

Under the transitional arrangements agreed between the UK and the EU, the UK will remain in the EUETS until 31 December 2020.

For each calendar year the Company receives an allocation of free allowances which are initially recorded at fair value as an intangible asset with a corresponding deferred income balance that is released over the compliance period. Additional purchased allowances are valued at cost. At each period-end the Company estimates its outstanding obligation to surrender allowances. Where this obligation is already matched by allowances either held or purchased forward by the Company, the provision is calculated using the same cost as the allowances. To the extent that the Company has an obligation to surrender allowances in excess of allowances held or purchased forward, the provision is based on market prices at the balance sheet date.

Notes (continued)

3 Significant accounting policies (continued)

3.4 Intangible assets (continued)

Other intangible assets

Intangible assets with finite useful lives that are acquired separately are carried at cost less accumulated amortisation and accumulated impairment losses. Amortisation is recognised on a straight-line basis over their estimated useful lives.

The cost of intangible assets acquired in a business combination is their fair value as at the date of acquisition. Following initial recognition, intangible assets are carried at cost less accumulated amortisation and accumulated impairment losses, if any.

The estimated useful lives for current and comparative periods are as follows:

Mineral rights	140 years

In line with IAS 38, the estimated useful life is the period over which the mineral rights are expected to be available for use by the Company. The useful life of an intangible asset cannot exceed the legal rights granted unless the rights are renewable and there is evidence to support the renewal assumption and the cost is insignificant compared to the future economic benefit. The planning permission currently expires in 2042, but the directors' believe it is highly likely that the term will be extended as the end date of 2042 was added to the original planning consent following legislation requiring an end date on all planning irrespective of the resources available. The directors believe the cost to renew would be minimal.

The estimated useful life and amortisation method are reviewed at the end of each reporting period based on actual and forecast consumption, with the effect of any changes in estimate being accounted for on a prospective basis.

Intangible assets with finite lives are assessed for impairment whenever there is an indication that the intangible asset may be impaired.

3.5 Property, plant and equipment

Land and buildings held for use in the production or supply of goods or services or for administrative purposes, are stated in the balance sheet at cost, less accumulated depreciation and impairment losses.

Plant and equipment are stated at cost less accumulated depreciation and impairment losses. Cost includes the cost of replacing component parts of the property, plant and equipment if the recognition criteria are met. When significant parts of property, plant and equipment are required to be replaced at intervals, the Company derecognises the replaced part, and recognises the new part with its own associated useful life and depreciation. Likewise, when a major inspection is performed, its cost is recognised in the carrying amount of the plant and equipment as a replacement if the recognition criteria are satisfied. All other repair and maintenance costs are recognised in the profit and loss account as incurred.

Depreciation is recognised so as to write off the cost or valuation of assets (other than freehold land and assets under construction) less their residual values over their useful lives, using the straight-line method, on the following bases:

Freehold buildings	25 years
Plant and equipment	2 to 35 years

The estimated useful lives, residual values and depreciation method are reviewed at the end of each reporting period, with the effect of any changes in estimate accounted for on a prospective basis.

Notes (continued)

3 **Significant accounting policies** (continued)

3.6 Investments

Investments in subsidiaries are shown at cost less provision for impairment.

3.7 Financial instruments

3.7.1 Financial assets

The Company's financial assets include cash, trade and other receivables and derivative financial assets.

Classification

The Company classifies its financial assets as either:

- those subsequently measured at fair value (either through OCI, or through profit or loss); or
- those measured at amortised cost.

The classification depends on the Company's methodology for managing the financial assets and the contractual terms of the cash flows. Financial assets are not reclassified subsequent to their initial recognition.

Measurement

At initial recognition, the Company measures a financial asset at its fair value. Transaction costs of financial assets carried at fair value through profit or loss are expensed in profit or loss. For all other financial assets, transaction costs that are directly attributable to the acquisition of the financial assets are added to the fair value measured on initial recognition.

Subsequent measurement of the asset depends on the Company's methodology for managing the asset and the cash flow characteristics of the asset. There are three measurement categories into which the Company classifies its financial assets:

a) Amortised cost

Assets that are held for collection of contractual cash flows, where those cash flows represent solely payments of principal and interest, are measured at amortised cost. Any gains or losses are recognised in profit or loss when the asset is derecognised or impaired. Interest income from these financial assets is included in finance income using the effective interest rate ('EIR') method.

b) Fair value through other comprehensive income ('FVTOCI')

Assets that are held for collection of contractual cash flows and for selling the financial assets, where the asset's cash flows represent solely payments of principal and interest, are measured at FVTOCI. Movements in the carrying amount are recorded in OCI, except for the recognition of impairment gains or losses, interest revenue and foreign exchange gains and losses which are recognised in profit or loss. When the financial asset is derecognised, the cumulative gain or loss previously recognised in OCI is reclassified from equity to profit or loss. Interest income from these financial assets is included in finance income using the EIR.

c) Fair value through profit or loss ("FVTPL")

Assets that do not meet the criteria for amortised cost or FVTOCI are measured at FVTPL. Any gains or losses are recognised net in profit or loss in the period in which it arises. Interest income from these financial assets is included in finance income.

Notes **(continued)**

3 **Significant accounting policies** (continued)

Derecognition of financial assets

The Company derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity. On derecognition, the difference between the asset's carrying amount and the sum of the consideration received and receivable is recognised in the profit and loss account.

3.7.2 Debt and equity instruments

Debt and equity instruments are classified as either equity or as financial liabilities in accordance with the substance of the contractual arrangement.

Equity instruments

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. Equity instruments issued by the Company are recognised when the proceeds are received, net of direct issue costs.

Financial liabilities

The Company's financial liabilities comprise borrowings, trade payables and other liabilities. These are initially measured at fair value, net of transaction costs, and are subsequently measured at amortised cost using the EIR method. The EIR is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period at effective interest rate. The effective interest rate is the rate that exactly discounts estimated future cash payments through the expected life of the financial liability, or, where appropriate, a shorter period.

Changes to the carrying amount of a financial liability as a result of renegotiation or modification of terms that do not result in derecognition of the financial liability, are recognised in profit or loss.

The Company derecognises financial liabilities when, and only when, its obligations are discharged, cancelled or they expire.

Borrowings are classified as current liabilities unless the Company has an unconditional right to defer settlement of the liability for at least 12 months after the reporting period.

Trade and other payables are presented as current liabilities unless payment is not due within 12 months after the reporting period.

3.7.3 Derivatives and hedging activities

In the ordinary course of business, the Company uses certain derivative financial instruments to reduce its exposure to foreign exchange on net cash transactions and commodity price fluctuations (cash flow hedges). When the Company opts to undertake hedge accounting, the Company documents, at the inception of the hedging transaction, the economic relationship between hedging instruments and hedged items including whether the hedging instrument is expected to offset changes in cash flows or fair values of hedged items. The Company documents its risk management objective, its strategy for undertaking various hedge transactions at the inception of each hedge relationship and how the entity will assess the effectiveness of the hedge. Such hedges are expected to be highly effective in achieving offsetting changes in fair value or cash flows and are assessed on an ongoing basis to determine that they

Notes (continued)

3 Significant accounting policies (continued)

3.7.3 Derivatives and hedging activities (continued)

actually have been highly effective throughout the financial reporting periods for which they were designated.

For the purpose of hedge accounting, hedges are classified as cash flow hedges when hedging exposure to variability in cash flows that is either attributable to a particular risk associated with a recognised asset or liability or a highly probable forecast transaction.

Derivatives are initially recognised at fair value on the date the derivative contract is entered into and are subsequently remeasured to their fair value at the end of each reporting period. The accounting for subsequent changes in fair value depends on whether the derivative is designated as a hedging instrument, and if so, the nature of the item being hedged and the type of hedge relationship designated.

Any gains or losses arising from changes in the fair value of derivatives are taken directly to the profit and loss account, except for the effective portion of cash flow hedges, which is recognised in other comprehensive income and accumulated in the hedging reserve.

If the forecast transaction or firm commitment is no longer expected to occur, the cumulative gain or loss previously recognised in equity is transferred to the profit and loss. If the hedging instrument expires or is sold, terminated or exercised without replacement or rollover, or if its designation as a hedge is revoked, any cumulative gain or loss previously recognised in other comprehensive income remains in other comprehensive income until the forecast transaction or firm commitment affects profit or loss.

3.7.4 Intra-group financial instruments

Where the Company enters into financial guarantee contracts to guarantee the indebtedness of other group companies, the Company considers these to be insurance arrangements and accounts for them as such. In this respect, the Company treats the guarantee contract as a contingent liability until such time as it becomes probable that the Company will be required to make a payment under the guarantee.

3.7.5 Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount reported in the balance sheet if, and only if, there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, or to realise the assets and settle the liabilities simultaneously.

3.7.6 Fair value of financial instruments

The fair value of financial instruments that are traded in active markets at each reporting date is determined by reference to quoted market prices without any deduction for transaction costs.

For financial instruments not traded in an active market, the fair value is determined using appropriate valuation techniques. Such techniques may include using recent arm's length market transactions, reference to the current fair value of another instrument that is substantially the same, a discounted cash flow analysis or other valuation models.

3.7.7 Impairment of financial assets

The Company assesses on a forward looking basis the expected credit losses associated with its financial assets. The amount of expected credit losses is updated at each reporting date to reflect changes in credit risk since initial recognition of the respective financial instrument.

Notes (continued)

3 Significant accounting policies (continued)

3.7.7 Impairment of financial assets (continued)

The expected credit losses on these financial assets are estimated using a provision matrix based on the Company's historical credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current as well as the forecast direction of conditions at the reporting date, including time value of money where appropriate.

3.8 Inventories

Inventories are stated at the lower of cost and net realisable value. Cost includes materials, direct labour and an attributable proportion of manufacturing overheads based on normal levels of activity. Cost is calculated using the weighted average method. Net realisable value is based on estimated selling price, less estimated costs of completion and the estimated costs necessary to make the sale. Provision is made for obsolete, slow-moving or defective items where appropriate.

3.9 Revenue

Sale of goods

Operating revenue is derived from one main revenue stream, which is the sale of salt products. In accordance with IFRS 15, revenue from the sale of goods is recognised only when the performance obligation is met when control of goods are transferred and when collectability is reasonably assured and at an amount to which the Company expects to be entitled. Any amounts received where the performance obligation has not been met are held as deferred income. However, when an uncertainty arises about the collectability of an amount already included in revenue, the uncollectible amount, or the amount in respect of which recovery has ceased to be probable, is recognised as an expense, rather than as an adjustment to the amount of revenue originally recognised.

Property income

Rental income from property is recognised as revenue on a straight-line basis over the term of the lease. It is recognised as other operating income.

Interest income

Interest income is recognised when it is probable that the future economic benefits will flow to the Company and the amount of income can be measured reliably. Interest income is recognised using the effective interest method, with the effective interest rate being the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset, to that asset's net carrying amount on initial recognition.

Other operating income

In accordance with IFRS 15, other operating is recognised only when the performance obligation is met when control of goods are transferred and when collectability is reasonably assured and at an amount to which the Company expects to be entitled. Any amounts received where the performance obligation has not been met are held as deferred income.

3.10 Operating profit

Operating profit is stated after the share of results of associates but before investment income, finance costs and income tax.

Notes (continued)

3 Significant accounting policies (continued)

3.11 Tax

The tax expense or credit represents the sum of the net amount arising in respect of current and deferred tax.

Current tax

Current tax assets and liabilities for the current period are measured at the amount expected to be recovered from or paid to the tax authorities. Taxable profit differs from net profit as reported in profit or loss because it excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are never taxable or deductible. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted at the reporting date.

Current tax relating to items recognised directly in equity is recognised in equity and not in the profit and loss account. Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

Deferred tax

Deferred tax arises in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for tax purposes.

Deferred tax assets are recognised for unutilised tax losses, unutilised tax credits and deductible temporary differences to the extent that it is probable that future taxable profits will be available against which they can be utilised.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are reassessed at each reporting date and are recognised to the extent that it has become probable that future taxable profits will allow the deferred tax asset to be recovered.

Deferred tax is measured at the tax rates that are expected to be applied to temporary differences when they reverse, using tax rates enacted or substantively enacted at the reporting date.

Deferred tax relating to items recognised outside profit or loss is recognised outside profit or loss. Deferred tax items are recognised in correlation to the underlying transaction either in other comprehensive income or directly in equity.

Deferred tax assets and liabilities are offset if a legally enforceable right exists to set off current tax assets against current income tax liabilities and the deferred taxes relate to the same taxable entity and the same taxation authority.

Tax benefits acquired as part of a business combination, but not satisfying the criteria for separate recognition at that date, would be recognised subsequently if new information about facts and circumstances changed. The adjustment would either be treated as a reduction to goodwill (as long as it does not exceed goodwill) if it is incurred during the measurement period or in profit or loss.

Notes (continued)

3 **Significant accounting policies** (continued)

3.12 Pensions

The Company operates a defined benefit scheme, which is funded with the assets of the scheme held separately from those of the Company, in a separate trustee administered fund. The scheme closed to further accrual of benefits on 31 January 2008.

The cost of providing benefits under the defined benefit plan is determined by a qualified actuary using the projected unit credit method.

Actuarial gains and losses for the defined benefit plan are recognised in full, in the period in which they occur in other comprehensive income. Such actuarial gains and losses are also immediately recognised in retained earnings and are not reclassified to profit or loss in subsequent periods. The past service costs are recognised as an expense on a straight line basis over the average period until the benefits become vested. If the benefits have already vested, immediately following the introduction of, or changes to, a pension plan, past service costs are recognised immediately.

The defined benefit asset or liability comprises the present value of the defined benefit obligation (using a discount rate based on high quality corporate bonds), less past service costs and less the fair value of plan assets out of which the obligation is to be settled. Plan assets are not available to the creditors of the Company, nor can they be paid directly to the Company. Fair value is based on market price information. The value of any defined benefit asset recognised is restricted to the sum of any past service costs and the present value of any economic benefits available in the form of refunds from the plan or reductions in the future contributions to the plan.

The Company also operates a defined contribution scheme under which costs are charged to profit and loss on the basis of the contributions payable in the period. Differences between contributions payable in the period and contributions actually paid are shown as either accruals or prepayments in the balance sheet.

3.13 Foreign currency

Transactions in foreign currencies are translated into the functional currency of the Company at the exchange rate prevailing at the dates of the transactions. At each reporting date, monetary assets and liabilities denominated in foreign currencies are subsequently retranslated at the spot rate prevailing at that date. All differences are taken to the profit and loss account.

Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates as at the dates of the initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value is determined. The gain or loss arising on translation of non-monetary items is recognised in line with the gain or loss of the item that gave rise to the translation difference. Translation differences on items whose gain or loss is recognised in other comprehensive income or profit or loss is also recognised in other comprehensive income or profit or loss respectively.

3.14 Provisions

Provisions are recognised when the Company has a present obligation (legal or constructive) as a result of a past event, it is probable that the Company will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Notes (continued)

3 Significant accounting policies (continued)

3.14 Provisions (continued)

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the reporting date, taking into account the risks and uncertainties surrounding the obligation. Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows (when the effect of the time value of money is material). Where discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, a receivable is recognised as an asset if it is virtually certain that reimbursement will be received and the amount of the receivable can be measured reliably.

Present obligations arising under onerous contracts are recognised and measured as provisions. An onerous contract is considered to exist where the Company has a contract under which the unavoidable costs of meeting the obligations under the contract exceed the economic benefits expected to be received under it.

Emissions Trading Allowances

At each period-end the Company estimates its outstanding obligation to surrender allowances under EUETS. Where this obligation is already matched by allowances either held or purchased forward by the Company, the provision is calculated using the same cost as the allowances. To the extent that the Company has an obligation to surrender allowances in excess of allowances held or purchased forward, the provision is based on market prices at the balance sheet date.

3.15 Leases – Company as lessee

The Company has applied IFRS 16 using the modified retrospective approach and therefore comparative information has not been restated and is presented under IAS 17. The details of accounting policies under both IAS 17 and IFRS 16 are presented separately below.

Policies applicable from 1 April 2019

The Company assesses whether a contract is or contains a lease at inception of the contract. The Company recognises a right-of-use asset and a corresponding lease liability with respect to all lease arrangements in which it is the lessee, except for short term leases (lease terms of 12 months or less) and leases of low value assets. For these exception leases, the Company recognises the lease payments as an operating expense on a straight line basis over the term of the lease.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by the rate implicit in the lease or, where this is not readily determined, by the incremental borrowing rate.

The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the liability (using the effective interest method) and by reducing the carrying amount to reflect the lease payments made.

Notes (continued)

3 **Significant accounting policies** (continued)

3.15 **Leases – Company as lessee** (continued)

The right-of-use assets comprise the initial measurement of the corresponding lease liability, lease payments made at or before the commencement day, less any lease incentives received and any initial direct costs. They are subsequently measured at cost less accumulated depreciation and impairment losses.

Right-of-use assets are depreciated over the shorter of lease term or useful life of the underlying asset. IAS 36 is applied to determine whether a right-of-use asset is impaired and how to account for this.

Policies applicable prior to 1 April 2019

Leases are classified as finance leases whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee. All other leases are classified as operating leases.

Assets held under finance leases are recognised as assets of the Company at their fair value or, if lower, at the present value of the minimum lease payments, each determined at the inception of the lease. The corresponding liability to the lessor is included in the balance sheet as a finance lease obligation. Lease payments are apportioned between finance expenses and reduction of the lease liability so as to achieve a constant rate of interest on the remaining balance of the liability. Finance expenses are recognised in finance costs in the profit and loss account.

A leased asset is depreciated over the useful life of the asset. However, if there is no reasonable certainty that the Company will obtain ownership by the end of the lease term, the asset is depreciated over the shorter of the estimated useful life of the asset and the lease term.

Operating lease payments are recognised as an operating expense in the profit and loss account on a straight-line basis over the lease term.

3.16 **Impairment of non-financial assets**

The Company assesses at each reporting date whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the Company estimates the asset's recoverable amount, which is assessed on the higher of an asset's fair value less costs to sell and its value in use. Where the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

The Company bases its impairment calculations on detailed budgets and forecasts which are prepared separately for each of the cash generating units ("CGUs") to which the Company's individual assets are allocated. These budgets and forecasts generally cover a period of five years. For subsequent periods, a long term growth rate is calculated and applied to projected future cash flows.

3.17 **Deferred Income**

Emissions Trading Allowances

Under EUETS, for each calendar year the Company receives an allocation of free allowances which are initially recorded at fair value as intangible assets with a corresponding deferred income balance that is released on a straight line basis over the calendar year.

Notes (continued)

4 Significant accounting judgments, estimates and assumptions

In preparing these financial statements, management has made judgements and estimates that affect the application of the Company's accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to estimates are recognised prospectively.

Estimates and assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are described below. The Company based its assumptions and estimates on parameters available when the financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising beyond the control of the Company. Such changes are reflected in the assumptions when they occur.

Impairment of non-financial assets

Impairment arises when the carrying value of an asset or CGU exceeds its recoverable amount, which is the higher of its fair value less costs to sell and its value in use. The fair value less costs to sell calculation is based on available data from binding sales transactions in an arm's length transaction of similar assets or observable market prices less incremental costs for disposing of the asset. The value in use calculation is based on a discounted cash flow model. The cash flows are derived from the Company's forecast for the next five years and do not include restructuring activities to which the Company is not yet committed to or significant future investments that will enhance the asset's performance of the CGU being tested. The recoverable amount is most sensitive to the discount rates, revenue growth rates, operating margins and capital expenditure. Further details about the assumptions used are given in Note 15.

Pension benefits

The cost of the defined benefit pension plan and the present value of the pension obligation are determined using actuarial valuations. An actuarial valuation involves making various assumptions that may differ from actual developments in the future. These include the determination of the discount rate, future salary increases, mortality rates and future pension increases. Due to the complexities involved in the valuation and its long-term nature, a defined benefit obligation is highly sensitive to changes in these assumptions. All assumptions are reviewed at each reporting date.

The mortality rate is based on publicly available mortality tables for the specific country. Future salary increases and pension increases are based on expected future inflation rates for the respective country.

Further details about the assumptions used are given in Note 26.

Taxes

Deferred tax assets are recognised for unutilised tax losses, unutilised tax credits and deductible temporary differences to the extent that it is probable that future taxable profits will be available against which they can be utilised. Significant management judgment is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and the level of future taxable profits together with future tax planning strategies.

Notes (continued)

4 Significant accounting judgments, estimates and assumptions (continued)

Mineral rights

As per Note 3.4 the estimated useful life over which the mineral rights are amortised is the period over which they are expected to be available for use by the Company. As the Company owns the land, the Company therefore controls the asset and has the power to obtain the benefits of the mineral rights. The planning permission currently expires in 2042 and the directors' believe it is highly likely that this will be extended to allow full extraction of the reserves. The end date of 2042 was added to the planning consent following legislation requiring an end date on all planning, irrespective of the resources available. The directors also believe that the cost to renew would be minimal. Therefore, in accordance with IAS 38, the directors are amortising the mineral rights over 140 years, based on extraction rates.

5 Revenue

An analysis of revenue by geographical market is set out below:

	2020	2019
	£000	£000
United Kingdom	**31,530**	30,538
Europe	**5,822**	6,576
Rest of World	**806**	872
	38,158	37,986

The Company has just one segment under IFRS 8, and therefore no further detailed segmental information has been presented.

6 Profit before tax

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

	Note	**2020**	2019
		£000	£000
Staff costs	9	**(4,381)**	(4,336)
Depreciation of property, plant and equipment	17	**(3,487)**	(2,659)
Amortisation of intangible assets	16	**(82)**	(82)
Cost of stock recognised as an expense		**(10,744)**	(9,804)
Impairment of stock recognised as an expense		**91**	29
Net foreign exchange gain		**99**	47

Notes (continued)

7 Exceptional operating items

	Note	**2020 £000**	2019 £000
EU ETS charge		**-**	(585)
Past service costs on pension schemes	26	**-**	(200)
		-	(785)

In the year ended 31 March 2019, the Company's participation in the EU Emissions Trading Scheme was affected significantly by the ongoing Brexit process. On 4 March 2019 the Company complied with UK and EU legislation by surrendering carbon allowances in full in respect of the 2018 calendar year. The absence of free allowances for calendar year 2019 by 31 March 2019 and the advanced, Brexit-related timetable for surrendering 2018 allowances before 15 March 2019, resulted in an additional, exceptional charge for that year.

Following a High Court ruling in October 2018, defined benefit pension schemes are required to address any inequalities in guaranteed minimum pensions payable to male and female scheme members. The judgement applies to guaranteed minimum pensions earned between May 1990 and April 1997 and the charge for the year represents the Company's best estimate of the likely impact.

8 Auditor's remuneration

The analysis of auditor's remuneration is as follows:

	2020 £000	2019 £000
Fees payable to the Company's auditor for the audit of the Company's financial statements	**(63)**	(40)

No remuneration has been paid in relation to non-audit services (2019: £nil).

9 Staff numbers and costs

The average number of employees was:

	2020 Number	2019 Number
Production and operations	**89**	92
Distribution and sales	**1**	1
Administration	**8**	7
	98	100

The aggregate remuneration comprised:

Notes (continued)

9 **Staff numbers and costs** (continued)

	2020	2019
	£000	£000
Wages and salaries	**(4,148)**	(4,018)
Social security costs	**(417)**	(399)
Other pension costs	**(280)**	(265)
Less: capitalised as additions to fixed assets	**464**	346
	(4,381)	(4,336)

Director's remuneration

None of the directors received any remuneration from the company. They were remunerated by Tata Chemicals Europe Limited, which is a fellow group undertaking (2019: same). However, it is not possible to value the amount paid for qualifying services provided to this company.

10 **Other operating income**

	2020	2019
	£000	£000
Property income	**17**	120

11 **Finance income**

		2020	2019
	Note	**£000**	£000
Bank interest receivable		**3**	5
Interest income on pension scheme assets	26	**706**	807
Interest cost on pension scheme defined benefit obligation	26	**(598)**	(669)
		111	143

Notes (continued)

12 Finance costs

	Note	2020 £000	2019 £000
Interest on borrowings		**(1,065)**	(1,066)
Interest payable to fellow group undertakings	34	**(37)**	(35)
Total interest expense		**(1,102)**	(1,101)
Other finance costs		**(201)**	(178)
Total finance costs		**(1,303)**	(1,279)

13 Components of other comprehensive income

	2020 £000	2019 £000
Cash flow hedges:		
Gains/(losses) arising on currency forward contracts	7	4

14 Tax

<u>**Amounts recognised in profit or loss**</u>	2020 £000	2019 £000
Current tax expense	-	(397)
Deferred tax: Origination and reversal of temporary differences	-	-
Tax expense reported in profit or loss	-	(397)

Notes (continued)

14 Tax (continued)

The charge for the year can be reconciled to the profit before tax as follows:

	2020 £000	2019 £000
Profit before tax	**3,476**	3,145
Tax on profit on ordinary activities at the average UK corporation tax rate for the year 19% (2018: 19%)	**(660)**	(598)
Tax effects of:		
(Expenses not deductible)/income not taxable for tax purposes	**71**	(2)
Group relief given at nil charge	**1,240**	1,123
Group relief received and charged – prior year	-	(397)
Movement on unrecognised deferred tax	**(651)**	(523)
Total tax (charge)/credit	-	(397)

The standard rate of corporation tax applied to reported profit is 19% (2019: 19%) following the substantive enactment of the Finance Act 2017. The UK government latest legislation sets the headline rate of UK corporation tax at 19% for the foreseeable future. The net deferred tax liability has been calculated on the basis of a rate of 19%.

The following are the major deferred tax liabilities and assets recognised by the Company and movements thereon during the current and prior reporting period.

	Decelerated capital allowances £000	**Retirement benefit £000**
At 1 April 2018 and 1 April 2019	-	-
(Charge)/credit to profit or loss	880	(880)
Deferred tax asset / (liability) at 31 March 2020	880	(880)

A potential deferred tax asset of £166,000 (2019: £549,000) for decelerated capital allowances, and non-cash elements of provisions has not been recognised because there is no certainty that these will crystallise in the foreseeable future.

Notes **(continued)**

15 Goodwill

	£000
Deemed cost	
At 1 April 2019 and 31 March 2020	20,116

The goodwill arose on the acquisition of businesses. The Company tests goodwill annually for impairment, or more frequently, if there are indications that goodwill might be impaired. The recoverable amount of the CGU is determined from the value in use calculations. The key assumptions for the value in use calculations are those regarding the discount rates, revenue growth rates, operating margins and capital expenditure. The discount rate used is in line with that used by Tata Chemicals Limited, the ultimate parent company, based on the weighted average cost of capital for forecast purposes. The rate used to discount the forecast cash flows is 7.75% (2019: same). Revenue growth was projected taking into account the average growth levels experienced over the past five years and the estimated sales volume and price growth for the next five years. Operating margins are based on past performance and management's expectations for the future. Annual capital expenditure is based on experience of management and planned sustenance capital expenditure. Sensitivity analysis on the key assumptions has been performed and the Company does not expect a reasonably possible change in the key assumptions to have a material impact on the impairment review.

16 Intangible assets

	EU ETS Allowances £000	Minerals rights £000	Total £000
Deemed cost			
At 1 April 2019	-	11,450	11,450
Granted during the year	2,083	-	2,083
Purchased / (sold) during the year	(487)		(487)
At 31 March 2020	**1,596**	**11,450**	**13,046**
Amortisation			
At 1 April 2019	-	(1,595)	(1,595)
Charge for the year	-	(82)	(82)
At 31 March 2020	-	**(1,677)**	**(1,677)**
Net book value			
At 31 March 2020	**1,596**	**9,773**	**11,369**
At 31 March 2019	-	9,855	9,855

Notes (continued)

17 Property, plant and equipment

	Land and buildings £000	Plant and equipment £000	Assets under construction £000	Total £000
Cost				
At 1 April 2019	18,005	33,573	5,322	56,900
Adoption of IFRS 16 on 1 Apr 2019 (Right-of-Use)	468	449	-	917
Additions	-	2,153	6,714	8,867
Disposals	-	(482)	-	(482)
Transfers	-	3,193	(3,193)	-
At 31 March 2020	**18,473**	**38,886**	**8,843**	**66,202**
Accumulated depreciation				
At 1 April 2019	(11,167)	(19,685)	-	(30,852)
Adoption of IFRS 16 on 1 Apr 2019 (Right-of-Use)	(55)	(60)	-	(115)
Charge for the year	(424)	(3,063)	-	(3,487)
Eliminated on disposal	-	482	-	482
At 31 March 2020	**(11,646)**	**(22,326)**	**-**	**(33,972)**
Net book value				
At 31 March 2020	**6,827**	**16,560**	**8,843**	**32,230**
At 31 March 2019	6,838	13,888	5,322	26,048

Further details relating to right-of-use assets are shown in Note 32.

Freehold land amounting to £4,849,000 (2019: £4,849,000) has not been depreciated.

All property, plant and equipment is subject to a fixed charge to secure borrowings of the Company as described in Note 25.

At 31 March 2020 the Company had commitments of £2,100,000 (2019: £4,340,000) relating to the purchase of property, plant and equipment.

Notes (continued)

18 Investments

	Shares in subsidiaries £000
Cost	
At 31 March 2019 and 31 March 2020	838
Provision for impairment	
At 31 March 2019 and 31 March 2020	(72)
Net book value	
At 31 March 2019 and 31 March 2020	766

The Company's subsidiary undertakings at 31 March 2020, which are wholly-owned, are set out below:

	Country of incorporation	Principal activity	% of ordinary share capital held
New Cheshire Salt Works Limited	England	Holding company	100
Cheshire Cavity Storage 2 Limited	England	Dormant	100
Cheshire Compressor Limited	England	Dormant	100
Irish Feeds Limited*	England	Dormant	100

Subsidiary accounts can be obtained from the registered office, Natrium House, Winnington Lane, Northwich, Cheshire CW8 4GW. *The registered office of Irish Feeds Limited is Sinclair Wharf, Stormont Road, Belfast, BT3 9AA.

19 Cash and short-term deposits

	2020 £000	2019 £000
Cash at bank and in hand	**1,610**	1,000

20 Inventories

	2020 £000	2019 £000
Raw materials and consumables	**1,667**	1,554
Work-in-progress	**7**	6
Finished goods and goods for resale	**2,603**	2,265
	4,277	3,825

There is no material difference between the balance sheet value of inventories and their replacement cost. All inventory is subject to a floating charge to secure borrowings of the Company as described in Note 25.

Notes (continued)

21 Trade and other receivables

	Note	2020 £000	2019 £000
Trade receivables		**5,515**	5,402
Allowance for doubtful debts		**(10)**	(6)
Amounts due from group undertakings and related parties	33	**18,571**	3,767
Amounts due from joint venture	33	**279**	140
Tax and social security		**180**	536
Other receivables		**662**	838
		25,197	10,677

Trade receivables are non-interest bearing and are generally on 30-90 day terms. All customers are credit checked before acceptance. As at 31 March 2020, trade receivables with an invoice value of £10,000 (2019: £6,000) were impaired and fully provided for.

The Company writes off a trade receivable when there is information indicating that there is no realistic prospect of recovery from the debtor.

The ageing analysis of trade receivables was as follows:

	Total £000	Current £000	< 31 days £000	31-60 days £000	61-90 days £000	91-180 days £000	> 180 days £000
31 March 2020	**5,515**	**5,049**	**456**	**(14)**	**46**	**-**	**(22)**
31 March 2019	5,402	4,903	431	21	9	8	30

The ageing analysis of impaired trade receivables was as follows:

	Total £000	Current £000	< 31 days £000	31-60 days £000	61-90 days £000	91-180 days £000	> 180 days £000
31 March 2020	**(10)**	**-**	**-**	**-**	**-**	**-**	**(10)**
31 March 2019	(6)	-	-	-	-	-	(6)

Movement in allowance for doubtful debts

	£000
Balance at 1 April 2019	(6)
Debts written off against allowance	-
Increase in allowance for doubtful debts	(4)
Balance at 31 March 2020	**(10)**

Notes (continued)

22 Trade and other payables

	Note	2020 £000	2019 £000
Trade payables		**(3,736)**	(3,191)
Other creditors		**(210)**	(133)
Amounts owed to group undertakings and related parties	33	**(3,344)**	(2,801)
Accruals and deferred income		**(3,038)**	(2,138)
		(10,328)	(8,263)

Trade payables and accruals principally comprise amounts outstanding for trade purchases and ongoing costs. Trade payables are non-interest bearing and are typically settled 63 days following the end of the month of supply. The terms and conditions relating to related parties are described in Note 33. The directors consider that the carrying value of trade and other payables is approximately equal to the fair value.

23 Deferred revenue

EUETS allowances	2020 £000	2019 £000
At 1 April	-	(167)
Received during the year	**(2,083)**	-
Credited to profit and loss	**1,282**	167
At 31 March	**(801)**	-

24 Provisions

Carbon emissions	2020 £000	2019 £000
At 1 April	**(67)**	(342)
Charged to profit and loss	**(1,527)**	275
At 31 March	**(1,594)**	(67)
Non-current	**(334)**	-
Current	**(1,260)**	(67)

Notes (continued)

24 **Provisions** (continued)

At 31 March 2020 the carbon emissions provision recognises the obligation to surrender allowances to the Environment Agency under the European Union Emissions Trading Scheme in respect of the 2019 calendar year and the first three months of the 2020 calendar year. The surrender in respect of the 2018 calendar year took place in March 2019. The deadlines for surrendering allowances in respect of the 2019 and 2020 calendar years are 30 April 2020 and 30 April 2021 respectively.

25 Other current and non-current financial assets and liabilities

a) Other financial assets

Financial instruments at fair value through profit or loss	**2020**	2019
	£000	£000
Cash flow hedges:		
Gas contracts for difference	-	378
Foreign exchange forward contracts	**22**	4
Total other financial assets	**22**	382
Current	**15**	267
Non-current	**7**	115

b) Other financial liabilities

Financial instruments at fair value through profit or loss	**2020**	2019
	£000	£000
Cash flow hedges:		
Gas contracts for difference	**(17,408)**	(3,466)
Foreign exchange forward contracts	**(11)**	-
Total other financial liabilities	**(17,419)**	(3,466)
Current	**(10,750)**	(2,570)
Non-current	**(6,669)**	(896)

Notes (continued)

25 **Other current and non-current financial assets and liabilities** (continued)

Interest-bearing loans and borrowings (including lease liabilities)

	Interest rate %	**Maturity**	**2020 £000**	2019 £000
Lease liabilities	Various	0 – 5 years	**(660)**	-
Term loan	LIBOR + 1.35	March 2021	**(3,000)**	(3,000)
Term loan	LIBOR + 1.35	March 2022	**(6,000)**	(6,000)
Term loan	LIBOR + 1.35	March 2023	**(41,000)**	(41,000)
Total interest-bearing loans and borrowings			**(50,660)**	(50,000)
Current			**(3,207)**	-
Non-current			**(47,453)**	(50,000)

The company has applied IFRS16 from 1 April 2019. Contracts entered into by the company on certain property, motor vehicles and items of machinery contain leases and the Company has recognised these as lease liabilities, with a corresponding right of use asset. There are no restrictions placed upon the Company by entering into these leases.

Interest payable is normally settled monthly throughout the financial year. The Company intends to hold these liabilities to maturity. The Company also has a revolving credit facility with maximum draw down of £5,000,000.

Collateral

The term loan and revolving credit facility have been finance by a group of lenders headed by Standard Chartered Bank (SCB). SCB, as Security Trustee, holds a debenture with the group of companies headed by Cheshire Salt Holdings Limited and including the Company. The particulars of this charge are:

i) Legal mortgage over all freehold land; and

ii) Fixed and floating charge over all present and future business, undertakings and assets which are not effectively mortgaged.

c) **Hedging activities and derivatives**

Hedging activities where the Company is not the ultimate beneficiary

The Company is counterparty to natural gas contracts for difference which were entered into to enable a fellow group undertaking, Winnington CHP Limited, to conduct its hedging activities. These are not designated as hedging instruments. Any gains and losses are immediately recharged to Winnington CHP Limited. The financial assets and liabilities in respect of these contracts are matched by equivalent amounts payable to or receivable from Winnington CHP Limited. The external carrying value as at 31 March 2020 was an asset of £nil (2019: £374,000) and a liability of £17,408,000 (2019: £3,466,000).

Notes (continued)

25 Other current and non-current financial assets and liabilities (continued)

Cash flow hedges

At 31 March 2020, the Company held foreign currency forward contracts, designated as hedges of expected Euro net cash receipts for which the Company has highly probable forecast transactions. The terms of the foreign currency forward contracts match the terms of the hedged items. The hedged net Euro cash inflows are expected to occur within 18 months. There were no highly probable transactions for which hedge accounting has been claimed that have not occurred and no significant element of hedge ineffectiveness requiring recognition in the profit and loss account. The carrying value as at 31 March 2020 was an asset of £21,000 (2019: £4,000) and a liability of £11,000 (2019: £nil).

The following table details the forward currency contracts outstanding at the year end:

	Average rate		**Notional value**	
	2020	2019	**2020**	2019
			£000	£000
Sell Euros	**1.1211**	1.1386	**3,479**	1,054

d) Fair value measurement

The fair value of derivative cash flow hedges is calculated using the discounted cash flow model. The cash flow hedges are level 2 financial instruments, based on the valuation technique used to determine fair value. Inputs include observable quoted prices sourced from exchanges or traded reference indices in active markets for identical assets or liabilities. Prices are adjusted by a discount rate which captures the time value of money and counterparty credit considerations, as required.

e) Sensitivity analysis

Foreign exchange forward contracts

No sensitivity analysis is prepared as the Company does not expect a 10% increase or decrease in exchange rates to have a material impact on the financial statements.

Natural gas contracts for difference

No sensitivity analysis is prepared as the Company is only a counterparty to natural gas contracts for difference to enable a fellow group undertaking, Winnington CHP Limited to conduct its hedging activities. As the Company immediately recharges any gains and losses to fellow group undertaking Winnington CHP, any increase or decrease in the spot rate has no material impact on the financial statements. Sensitivity analysis is provided in the financial statements of Winnington CHP Limited.

Notes (continued)

26 Retirement benefit schemes

a) Defined contribution scheme

The Company operates a defined contribution scheme for all qualifying employees, under which costs are charged to the profit and loss account on the basis of contributions payable. The assets of the scheme are held separately from those of the Company in funds under the control of trustees. Where there are employees who leave the scheme prior to vesting fully in the contributions, the contributions payable by the Company are reduced by the amount of forfeited contributions.

The contributions amounted to:

	2020 £000	2019 £000
Employer contributions	**259**	301

At 31 March 2020, contributions of £22,000 (2019:£26,000) due in respect of the current reporting period but not paid over to the scheme.

b) Defined benefit scheme

British Salt Limited operates a defined benefit scheme for qualifying employees, the British Salt Retirement Income and Life Assurance Plan (BSRILA). The scheme closed to further accrual of benefits on 31 January 2008.

The defined benefit scheme provides benefits to members in the form of a guaranteed level of pension payable for life. The level of benefits provided is defined by the Trust Deed and Rules and depends on members' length of service and their salary. Pensions in payment are generally updated in line with the retail and consumer price indices, subject to caps defined by the rules. Assets are held in trusts and governed by local regulations, as is the composition of the trustee board and nature of its relationship with the Company.

The defined benefit scheme is administered by a fund that is legally separated from the Company. Responsibility for governance of the scheme lies with the board of trustees. The board of trustees must be composed of representatives of the Company and scheme participants in accordance with the scheme rules. Every three years the board of trustees reviews the level of funding for the scheme as required by legislation. Such a review includes the asset-liability matching strategy and investment risk management policy, and is used to determine the schedule of contributions payable by and agreed with the Company.

Risks

Through its defined benefit pension scheme the Company is exposed to a number of risks. The most significant risks are as follows:

Investment risk	The present value of the defined benefit plan liability is calculated using a discount rate determined by reference to high quality corporate bond yields; if the return on plan asset is below this rate, it will create a plan deficit.

Notes (continued)

26 **Retirement benefit schemes** (continued)

b) **Defined benefit scheme** (continued)

Interest rate risk	A decrease in the bond interest rate will increase the plan liability but this will be partially offset by an increase in the return on the plan's debt investments.
Longevity risk	The present value of the defined benefit plan liability is calculated by reference to the best estimate of the mortality of plan participants both during and after their employment. An increase in the life expectancy of the plan participants will increase the plan's liability.
Salary risk	The present value of the defined benefit plan liability is calculated by reference to the future salaries of plan participants. As such, an increase in the salary of the plan participants will increase the plan's liability.

These risks are mitigated by:

- Taking advice from independent qualified actuaries and other professional advisers
- Monitoring of changes in the funding position, with reparatory action where appropriate
- Investment policies which include a high degree of hedging against changes in liabilities
- Caps on salary increases to protect the scheme against extreme inflation

The amounts recognised in profit or loss are as follows:

	2020	2019
	£000	£000
Net interest costs:		
- Interest cost on defined benefit obligation	**(598)**	(669)
- Interest income on plan assets	**706**	807
Administrative expenses	**(135)**	(70)
Past service cost (Note 7)	-	(200)
	(27)	(132)

The amounts recognised in other comprehensive income are as follows:

	2020	2019
	£000	£000
Actuarial gain/(loss) arising from:		
- Changes in demographic assumptions	-	-
- Changes in financial assumptions	**963**	(1,321)
Return on plan assets (excluding net interest income)	**(947)**	568
	16	(753)

Notes (continued)

26 Retirement benefit schemes (continued)

b) Defined benefit scheme (continued)

Movements in the fair value of plan assets are as follows:

	2020	2019
	£000	£000
At 1 April	**31,325**	30,985
Interest income	**706**	807
Employer contributions	**180**	185
Benefits paid	**(3,847)**	(1,150)
Administrative expenses paid from plan assets	**(135)**	(70)
Remeasurements (losses)/gains:		
- Return on plan assets (excluding net interest income)	**(947)**	568
At 31 March	**27,282**	31,325

Movements in the present value of defined benefit obligation are as follows:

	2020	2019
	£000	£000
At 1 April	**(26,861)**	(25,821)
Past service costs	-	(200)
Interest cost	**(598)**	(669)
Benefits paid	**3,847**	1,150
Remeasurements gains/(losses) arising from:		
- Changes in demographic assumptions	-	-
- Changes in financial assumptions	**963**	(1,321)
At 31 March	**(22,649)**	(26,861)

The details of plan assets and liabilities are as follows:

	2020	2019
	£000	£000
Cash and cash equivalents	**152**	47
Debt instruments (excl. LDI)	**22,035**	24,320
LDI instruments*	**5,095**	6,958
Total fair value of assets	**27,282**	31,325
Defined benefit obligation	**(22,649)**	(26,861)
Net pension asset recognised in the balance sheet	**4,633**	4,464

*Liability Driven Investment – assets chosen to match changes in the value of the scheme's liabilities.

Notes (continued)

26 Retirement benefit schemes (continued)

b) Defined benefit scheme (continued)

All of the scheme assets have a quoted market price in an active market.

	2020	2019
	£000	£000
Actual return on plan assets	**(241)**	1,375

The trustees ensure that the investment position is managed within a framework that considers the scheme's liability profile, funding position, expected return of the various asset classes and the need for diversification. Within this framework, the trustees' objective is to ensure that sufficiently liquid assets are available to meet benefit payments and the scheme's assets achieve a return that is consistent with the assumptions made by the trustees in determining the funding of the scheme. The trustees and Company regularly monitor the performance of the scheme's investment strategies.

On a triennial basis the funding position of the scheme is reviewed and a schedule of contributions is agreed.

The last valuation of the BSRILA was carried out at 31 December 2016, and the Company expects to pay contributions of £180,000 over the year to 31 March 2020.

The weighted average duration of the defined benefit obligation of the scheme at 31 March 2020 and expected benefit payments in future years are as follows:

Weighted average duration (in years)	17.5
Expected total benefit payments:	**£000**
Year 1	861
Year 2	877
Year 3	893
Year 4	909
Year 5	926
Next 5 years	4,897

The actuarial report, used for these financial statements, was prepared as at 31 March 2020 by a qualified independent actuary. The significant weighted-average assumptions to determine defined benefit obligation were as follows:

	2020	2019
Discount rate	**2.35%**	2.40 %
Rate of price inflation (RPI)	**2.50%**	3.15 %
Rate of price inflation (CPI)	**1.95%**	2.15 %
Rate of pension increases (LPI 5%)	**2.50%**	3.00 %
Deferred pension increases (CPI)	**1.95%**	2.15 %

Notes (continued)

26 Retirement benefit schemes (continued)

b) Defined benefit scheme (continued)

Assumed life expectancy on retirement at age 65:

	2020	2019
	Years	Years
Member retiring today (age 65)		
Male	**22.8**	22.7
Female	**25.2**	25.1
Member retiring in 25 years (age 40)		
Male	**24.7**	24.6
Female	**27.3**	27.2

Sensitivity analysis

The sensitivity analysis below are based on a change in assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated. When calculating the sensitivity of the defined benefit obligation to significant actuarial assumptions the same method (present value of the defined benefit obligation calculated with the projected unit credit method at the end of the reporting period) has been applied as when calculating the pension liability recognised within the balance sheet.

Present valued of defined benefit obligations

	2020	2019
	£000	£000
Discount rate – 25 basis points	**(23,671)**	(27,977)
Discount rate + 25 basis points	**(21,685)**	(25,810)
Price inflation rate – 25 basis points	**(22,016)**	(26,209)
Price inflation rate + 25 basis points	**(23,310)**	(27,541)
Post-retirement life expectancy + 1 year	**(23,559)**	(27,818)
Post retirement life expectancy - 1 year	**(21,745)**	(25,912)

Notes (continued)

27 Called up share capital

The Company has one class of ordinary share with no right to a fixed income.

	2020	2019
	£	£
Authorised, issued and fully paid		
2 ordinary shares of £1	**2**	2

28 Share premium account

	£000
Premium arising on issue of equity shares	
Balance at 1 April 2019 and 31 March 2020	**400**

29 Reserves

The cash flow hedging reserve comprises the effective portion of the cumulative net change in the fair value of hedging instruments used in cash flow hedges pending subsequent recognition in profit or loss only when the hedged transaction impacts the profit or loss.

Retained earnings represents cumulative profits or losses net of dividends paid and other adjustments.

30 Financial risk management and policies

The Company's principal financial liabilities comprise loans and borrowings, trade and other payables. The Company has trade and other receivables and cash that derive directly from its operations.

The Company is exposed to interest rate risk, foreign currency risk, commodity price risk, liquidity risk, credit risk and capital risk.

The Company's senior management oversees the management of these risks, supported by an audit committee framework which extends up to the level of the ultimate parent company and advises on financial risks and the appropriate financial risk governance framework for the Company. The audit committee provides assurance to the Company's senior management that the Company's financial risk-taking activities are governed by appropriate policies and procedures and that financial risks are identified, measured and managed in accordance with Company policies and Company risk appetite. The Company's overall strategy remains unchanged from 2018.

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Company's exposure to the risk of changes in market rates relates primarily to the group's long-term debt obligations with floating interest rates. The short-term borrowings of the Company do not have a significant fair value or cash flow interest rate risk due to their short tenure.

During the year, the Company did not enter into any interest rate hedges, however this type of risk mitigation could be considered in the future if required. No sensitivity analysis is prepared as the Company does not expect changes in the sterling LIBOR rate to have a material impact on the financial statements.

Notes (continued)

30 Financial risk management and policies (continued)

Foreign currency risk

Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Company's exposure to the risk of changes in foreign exchange rates relates primarily to the Company's operating activities (when revenue or expense is denominated in a different currency from the Company's functional currency).

The carrying amounts of the Company's foreign currency denominated monetary assets and monetary liabilities at the reporting date are as follows:

	Euro		United States Dollar	
	2020	2019	**2020**	2019
	£000	£000	**£000**	£000
Assets	**969**	1,157	**28**	241
Liabilities	**(36)**	(492)	-	-

Where appropriate, the Company manages its foreign currency risk by hedging forecast cash flows using forward contracts as described in Note 25(c).

Commodity price risk

Commodity risk is the risk that the purchase price of commodities will fluctuate. The Company's exposure relates largely to the purchase of natural gas. Where appropriate, the Company manages its commodity risk by entering into unconditional purchase obligation arrangements.

Liquidity risk

The Company's objective is to maintain a balance between continuity of funding and flexibility through the use of bank loans, a revolving credit facility and debt factoring where appropriate. Bank loan agreements were renewed in March 2018 and have a term of 5 years.

Credit risk

Credit risk is the risk that a counterparty will not meet its obligations under a financial instrument or customer contract, leading to a financial loss. The trade receivables of the Company are typically unsecured and derived from sales made to a large number of independent customers. Credit reference agencies are used to gain ratings and provide credit recommendations. If there is no credit rating of the customers available, the Company reviews the creditworthiness of its customers based on their financial position, past experience and other factors. The credit period provided by the Company to its customers generally ranges from 0-90 days.

The credit risk related to trade receivables is mitigated by taking out credit insurance and requiring counterparty bank guarantees or letters of credit when considered necessary; by setting appropriate payment terms; and by setting and monitoring internal limits on exposure to individual customers. Since no single customer accounts for more than 10% of the revenue of the company, there is no substantial concentration of credit risk.

Notes (continued)

30 Financial risk management and policies (continued)

Capital risk

The capital structure of the Company consists of net debt (borrowings less bank balances) and equity (issued share capital, reserves and retained earnings). Borrowings comprise mainly secured bank debt and facilities. The Company is not subject to any externally imposed capital requirements.

The Company manages its borrowings in order to ensure that it is able to continue operating as a going concern, whilst minimising the overall cost and risk to the wider bank group.

31 Contingent liabilities

The Company, together with certain of its fellow group undertakings, has guaranteed the amounts borrowed under the banking facilities as described in Note 25(b). At 31 March 2020 the amount guaranteed was £50,000,000 (2019: £50,000,000).

32 Leases – Company as lessee

Right-of-use assets are presented as part of property, plant and equipment (Note 17).

	Land and buildings	Plant and equipment	Total
Right-of-use	**£000**	**£000**	**£000**
At 1 April 2019	413	389	802
Additions to right-of-use assets	-	52	52
Depreciation charge for the year	(94)	(111)	(205)
At 31 March 2020	**319**	**330**	**649**

Amounts recognised in the profit or loss	
2020 – Leases under IFRS 16:	**£000**
- Interest expense on lease liabilities	(15)
- Expenses relating to short term or low value leases	(55)
	(70)
2019 – Operating leases under IAS 17	**£000**
- Lease expense	(162)

Amounts recognised in the statement of cashflow	
2020 – Leases under IFRS 16:	**£000**
- Total cash outflows for leases	(215)

Notes (continued)

33 Related party transactions

The following table provides the total amount of transactions that have been entered into with related parties for the relevant financial year and outstanding balances at the reporting date:

Trading transactions		Sales to related parties £000	Purchases from related parties £000	Amounts owed by related parties £000	Amounts owed to related parties £000
Joint venture in which the Company was a venturer:					
The Block Salt Company Limited	**2020**	**486**	**-**	**235**	**-**
	2019	719	-	73	-
Companies which were part of the wider Tata Chemicals Limited group:					
Tata Chemicals Europe Limited	**2020**	**-**	**(1,531)**	**-**	**(304)**
	2019	-	(1,179)	-	(102)
Tata Chemicals Limited	**2020**	**11**	**-**	**5**	**-**
	2019	45	-	34	-

Loans from related parties		Interest charged by related parties £000	Amounts owed to related parties £000
Companies which were part of the Cheshire Salt Holdings Limited group:			
New Cheshire Salt Works Limited	**2020**	**(37)**	**(1,791)**
	2019	(35)	(1,754)

Notes (continued)

33 Related party transactions (continued)

Expenses and recharges		Recharges to related parties £000	Recharges from related parties £000	Amounts owed by related parties £000	Amounts owed to related parties £000
Joint venture in which the group was a venturer:					
The Block Salt Company Limited	**2020**	**496**	-	**44**	-
	2019	301	-	67	-
Companies which were part of the wider Tata Chemicals:					
Tata Chemicals Europe Limited	**2020**	**3,765**	**(9,694)**	-	**(1,248)**
	2019	4,513	(8,793)	-	(562)
Winnington CHP Limited – operating costs	**2020**	**380**	-	-	-
	2019	5,291	(5)	-	(5)
Winnington CHP Limited – contracts for difference	**2020**	**26,052**	-	**18,561**	-
	2019	3,738	(7,612)	3,733	(378)

Joint venture in which the group was a venturer

The group has a 50% interest in The Block Salt Company Limited (2019: 50%).

Terms and conditions of transactions with related parties

The sales to and purchases from related parties are made at terms equivalent to those that prevail in arm's length transactions. Outstanding trading balances at the year end are unsecured and will be settled in cash. Interest on loans is generally charged at a rate that matches the rate paid on external loans by the loan provider. There have been no guarantees provided or received for any related party receivables or payables. For the year ended 31 March 2020, the Company has not recorded any impairment of receivables relating to amounts owed by related parties (2019: £nil). This assessment is undertaken each financial year by examining the financial position of the related party and the market in which the related party operates.

Transactions with key management personnel

There were no transactions with key management personnel in the year.

Notes (continued)

34 Ultimate controlling party

The Company's immediate parent undertaking is Cheshire Salt Limited, a company incorporated in England.

The smallest group in which the results of the Company are consolidated is that of Cheshire Salt Holdings Limited, a company incorporated in England. Copies of the accounts are available from the registrar of Companies, Crown Way, Cardiff.

The ultimate parent company in the year to 31 March 2020 was Tata Chemicals Limited, a company incorporated in India. The largest group in which the results of the Company are consolidated is that of Tata Chemicals Limited. Copies of the accounts are available from the Company Secretary, Tata Chemicals Limited, Bombay House, Mumbai, India.