

# **Natrium Holdings Limited**

Consolidated annual report and financial statements

Registered number 07462734

For the year ended 31 March 2025

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## 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 acts as an intermediate holding company and provider of finance to its group of trading subsidiaries.

As described in last year's Strategic Report, the Group's trading performance deteriorated significantly in 2023, primarily due to reduced demand for soda ash in the UK and Europe and persistently low selling prices. This fundamental decline in the long-term profitability of the soda ash business continued during the current year, resulting in significant and unsustainable negative cash flows and the consequent cessation of manufacturing operations at the Group's Lostock site in January 2025. The Group recognised an exceptional asset impairment charge of £92,469,000 in the previous year and a further exceptional charge of £11,611,000 in the current year in respect of employee severance, decommissioning and other closure-related costs.

Following the cessation of manufacturing at its Lostock site, the Group has continued to supply customers with imported, rather than own-make soda ash. This imported soda ash has also been used as a feedstock for the Group's remaining sodium bicarbonate business, based in Winnington. The Group's demand for steam has reduced by approximately 80% and several of its power station assets have been taken out of use. This has adversely affected the efficiency of operations as electricity is no longer routinely generated and exported to the national grid, though this capability remains. The carbon capture and use plant has been taken offline temporarily while technical modifications are made to enable it to run alongside the new power station configuration. It is expected to resume full operation in the first quarter of the next financial year.

The Group's principal activities are now the sale of sodium carbonate (soda ash) and the manufacture and sale of sodium bicarbonate together with the generation of steam and sale of carbon dioxide.

Turnover for the year decreased to £122,349,000 (2024: £158,811,000) as demand for soda ash and average selling prices fell by around 20% and sales of electricity to the national grid reduced. Lower soda ash production volumes resulted in deteriorating manufacturing efficiencies and continuing high natural gas prices contributed to low margins as the strong link between market selling prices and the cost of gas was broken. Demand for sodium bicarbonate remained strong throughout the year, but sales volumes were restricted by the loss of production at Lostock. In October 2024 the Group's Operating and Maintenance Agreement with E.ON UK terminated and the services previously supplied by E.ON UK were in-sourced, including the transfer of 28 employees. This change enabled the Group to reduce its operating costs in the second half of the year.

EBITDA before the exceptional impairment expense for the year was a loss of £17,963,000 (2024: profit of £7,667,000), calculated as:

	2025	2024
	£000	£000
Operating loss	<b>(38,185)</b>	(97,094)
Exceptional items	<b>11,611</b>	92,469
Depreciation	<b>10,310</b>	12,533
Amortisation of intangible assets	<b>27</b>	65
Amortisation of government grants	<b>(1,726)</b>	(306)
	<hr/>	<hr/>
	<b>(17,963)</b>	7,667
	<hr/>	<hr/>

## Strategic report (continued)

The loss on ordinary activities before taxation was £48,095,000 (2024: loss of £105,543,000).

### Future outlook

The Group has approval for a new, larger sodium bicarbonate plant at its Winnington site and this will eventually replace the existing plant on the same site. A dedicated project team is in place and detailed design work is underway and a key element of the project will be the continued full operation of the Group's ground-breaking carbon capture and use plant and other assets.

The directors expect this project will enable the Group to consolidate and strengthen its performance in key UK, European and Asian export markets.

### Principal risks and uncertainties

The main short term risks to the Group are any unforeseen costs relating to the closure of the Lostock site and the need for the Group to shrink the operational cost base of the remaining business to a sustainable level.

Consumption of energy has reduced significantly, but the cost of natural gas, electricity and carbon continues to present some risk to the remaining business. UK prices remain very high and volatile by historic norms, presenting challenges which do not apply to some competitors.

### Financial risk management

The Group'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 Group 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 28 to the financial statements.

### Key performance indicators ("KPIs")

The Group's main financial KPI is EBITDA, which for the year ended 31 March 2025 was a loss of £17,963,000 (2024: profit of £7,667,000). The Group also closely monitors fixed cost performance against budget and the previous year. The Group uses a number of other, non-financial KPIs using a 'balanced scorecard' approach. At the start of each financial year the Group 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.

### Section 172 (1) Statement

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

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

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

## Strategic report (continued)

### Shareholders

The Group is a wholly-owned sub-group of TCE Group Limited and ultimately Tata Chemicals Limited, a company incorporated in India and quoted on the Bombay Stock Exchange. 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.

### Colleagues

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

### Customers

The Group aims 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. The Group undertakes an annual customer satisfaction survey and uses the feedback from this process to improve the services offered.

### Suppliers

The Group develops strategic relationships with 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

The Group's 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 taken by the Group 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.

The Group operates a defined benefit pension scheme which is legally separated from the Group and responsibility for its governance lies with the independent board of trustees. The Group 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



**J L Abbotts**

Director

22 May 2025

Natrium House, Winnington Lane, Northwich, Cheshire, CW8 4GW

## Directors' report

The directors present their annual report on the affairs of the Group, together with the audited financial statements for the year ended 31 March 2025.

### Directors

The directors who held office during the year, and thereafter, were as follows:

M J Ashcroft  
J L Abbotts  
D P W Davies

### Employees and employee engagement, including the Group'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 Group continues and that appropriate training is arranged. It is the policy of the Group that the training, career development and promotion of disabled persons should, as far as possible, be identical with that of other employees.

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

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 group 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 group-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 (2024: £nil).

### Environment

The Group 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 Group 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 Group'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.

## Directors' report (continued)

### UK Energy use and carbon emissions

The annual quantity of emissions in tonnes of carbon dioxide equivalent resulting from activities for which the Group is responsible involving the combustion of gas or the consumption of fuel for the purposes of transport was 285,126 tonnes (2024: 358,475 tonnes).

The annual quantity of emissions in tonnes of carbon dioxide equivalent resulting from the purchase of electricity by the Group for its own use, including for the purposes of transport was 2,055 tonnes (2024: 42 tonnes).

The aggregate of the following was 1,528,453 MWh (2024: 1,733,109 MWh):

- the annual quantity of energy consumed from activities for which the Group 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 Group for its own use, including for the purposes of transport.

The methodology used by the Group to calculate this information is the Greenhouse Gas Protocol.

The carbon emissions per tonne of Soda Ash produced were 0.92 tonnes (2024: 0.83 tonnes).

Following the cessation of manufacturing operations at its Lostock site, the Group voluntarily surrendered its Greenhouse Gas Permit in respect of the site on 31 January 2025.

### Going concern

The directors have concluded that the Group 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 3.3).

### Dividends

The directors do not recommend the payment of a dividend (2024: £nil).

### Qualifying Third Party Indemnity Provisions

During the year, and at the date of signing this report, the Group maintained liability insurance and third party indemnification provisions for its directors, under which the Group 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 Group's risk management objectives and policies in relation to the use of financial instruments can be found in Note 28.

### 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 Group since the year end.

## Directors' report (continued)

### 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 Group'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 themselves aware of any relevant audit information and to establish that the Group'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



**J L Abbotts**

Director

22 May 2025

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 Group and parent Company financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare Group and parent Company financial statements for each financial year. Under that law they have elected to prepare both the Group and the parent Company financial statements in accordance with UK-adopted international accounting standards and applicable law.

Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and parent Company and of the Group's profit or loss for that period. In preparing each of the Group and parent Company 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 UK-adopted international accounting standards;
- assess the Group and parent 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 Group or the parent 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 parent Company's transactions and disclose with reasonable accuracy at any time the financial position of the parent Company and enable them to ensure that its 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 Group and to prevent and detect fraud and other irregularities.



**KPMG LLP**

15 Canada Square

London

E14 5GL

United Kingdom

## **Independent auditor's report to the members of Natrium Holdings Limited**

### **Opinion**

We have audited the financial statements of Natrium Holdings Limited ("the Company") for the year ended 31 March 2025 which comprise the statement of comprehensive income, the balance sheet, the statement of changes in equity, the statement of cashflows 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 Group's and of the parent Company's affairs as at 31 March 2025 and of the Group's loss for the year then ended;
- the Group financial statements have been properly prepared in accordance with UK-adopted international accounting standards;
- the parent Company financial statements have been properly prepared in accordance with UK-adopted international accounting standards and as applied in accordance with the provisions of the Companies Act 2006; and
- the financial statements have been prepared in accordance with the requirements of the Companies Act 2006.

### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities 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 Group or the Company or to cease its operations, and as they have concluded that the Group and 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").

In our evaluation of the directors' conclusions, we considered the inherent risks to the Group and Company's business model and analysed how those risks might affect the Group and Company's financial resources or ability to continue operations over the going concern period.

Our conclusions based on this work:

- We consider that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate;

## **Independent auditor's report to the members of Natrium Holdings Limited (continued)**

- We have not identified and concur with the directors' assessment that there is not, a material uncertainty related to events or conditions that, individually or collectively, may cast significant doubt on the Group or the Company's ability to continue as a going concern for the going concern period.

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 above conclusions are not a guarantee that the Group or the Company will continue in operation.

### **Fraud and breaches of laws and regulations – ability to detect**

#### *Identifying and responding to risks of material misstatement due to fraud*

To identify risks of material misstatement due to fraud ("fraud risks") we assessed events or conditions that could indicate an incentive or pressure to commit fraud or provide an opportunity to commit fraud. Our risk assessment procedures included:

- Enquiring of directors, reviewing internal audit documentation and inspection of policy documentation as to the Group and Company's high-level policies and procedures to prevent and detect fraud, including the internal audit function, and the Group and Company's channel for "whistleblowing", as well as whether they have knowledge of any actual, suspected or alleged fraud.
- Reading Board and TCE Group audit committee minutes.
- Considering remuneration incentive schemes and performance targets for management and directors.
- Using analytical procedures to identify any unusual or unexpected relationships.

We communicated identified fraud risks throughout the audit team and remained alert to any indications of fraud throughout the audit.

As required by auditing standards, and taking into account possible pressures to meet profit targets and our overall knowledge of the control environment, we perform procedures to address the risk of management override of controls and the risk of fraudulent revenue recognition, in particular:

- the risk that management may be in a position to make inappropriate accounting entries, including post-year end entries to revenue; and
- the risk of bias in accounting estimates and judgements such as impairment and pension assumptions.

We did not identify any additional fraud risks.

We also performed procedures including:

- Identifying journal entries and other adjustments to test based on risk criteria and comparing the identified entries to supporting documentation.
- Assessing whether the judgements made in making accounting estimates are indicative of a potential bias, including estimates related to impairment of goodwill, and actuarial assumptions.
- Involving actuarial specialists to assess the appropriateness of the actuarial assumptions used within the valuation of the defined benefit pension obligation.

## **Independent auditor's report to the members of Natrium Holdings Limited (continued)**

*Identifying and responding to risks of material misstatement related to compliance with laws and regulations.*

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial and sector experience, through discussion with the directors and other management (as required by auditing standards), and from inspection of the Company's regulatory and legal correspondence and discussed with the directors and other management the policies and procedures regarding compliance with laws and regulations.

We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit.

The potential effect of these laws and regulations on the financial statements varies considerably.

Firstly, the Company is subject to laws and regulations that directly affect the financial statements including financial reporting legislation (including related companies' legislation), distributable profits legislation, taxation legislation and UK ETS legislation and we assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

Secondly, the Company is subject to many other laws and regulations where the consequences of non-compliance could have a material effect on amounts or disclosures in the financial statements, for instance through the imposition of fines or litigation or the loss of the Company's licence to operate. We identified the following areas as those most likely to have such an effect: health and safety, data protection laws, anti-bribery, and employment law. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the directors and other management and inspection of regulatory and legal correspondence, if any. Therefore, if a breach of operational regulations is not disclosed to us or evident from relevant correspondence, an audit will not detect that breach.

### *Context of the ability of the audit to detect fraud or breaches of law or regulation*

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it.

In addition, as with any audit, there remained a higher risk of non-detection of fraud, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. Our audit procedures are designed to detect material misstatement.

We are not responsible for preventing non-compliance or fraud and cannot be expected to detect non-compliance with all laws and regulations.

### **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.

## **Independent auditor's report to the members of Natrium Holdings Limited (continued)**

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; or

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 financial statements.

A fuller description of our responsibilities is provided on the FRC's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities).

## **Independent auditor's report to the members of Natrium Holdings 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.

A handwritten signature in black ink that reads "W. Meredith". The signature is written in a cursive style and is underlined with a single horizontal line.

William Meredith (Senior Statutory Auditor)  
for and on behalf of KPMG LLP, Statutory Auditor  
Chartered Accountants  
15 Canada Square  
London  
E14 5GL  
23 May 2025

## Consolidated profit and loss account

For the years ended 31 March

	Note	2025 £000	2024 £000
Group revenue	5	122,349	158,811
Cost of sales		<b>(126,661)</b>	(146,480)
<b>Group profit</b>		<b>(4,312)</b>	12,331
Selling and distribution expenses		<b>(12,636)</b>	(11,566)
Administrative expenses		<b>(9,959)</b>	(7,569)
Other operating income		333	2,179
Exceptional impairment expense	6	-	(92,469)
Exceptional cessation of operation costs	6	<b>(11,611)</b>	-
<b>Group operating loss</b>	7	<b>(38,185)</b>	(97,094)
Finance income	10	3,422	3,181
Finance costs	11	<b>(13,332)</b>	(11,630)
<b>Net finance costs</b>		<b>(9,910)</b>	(8,449)
<b>Group loss before tax</b>		<b>(48,095)</b>	(105,543)
Taxation	13	2,546	(2,199)
<b>Group loss for the year</b>		<b>(45,549)</b>	(107,742)

All of the results shown above relate to continuing operations.

The Notes on page 20 to 57 form an integral part of these financial statements.

## Consolidated statement of other comprehensive income

For the years ended 31 March

	Note	2025 £000	2024 £000
<b>Group loss after tax</b>		<b>(45,549)</b>	<b>(107,742)</b>
<b>Items that will not be reclassified to profit or loss</b>			
Remeasurement gains/(losses) on defined benefit pension schemes	25	<b>17,979</b>	<b>(7,756)</b>
Related tax	13	-	<b>(5,442)</b>
<b>Items that may be reclassified subsequently to profit or loss</b>			
Cash flow hedge gains	12	<b>138</b>	<b>280</b>
Related tax	13	-	<b>(89)</b>
<b>Other comprehensive loss</b>		<b>18,117</b>	<b>(13,007)</b>
<b>Total comprehensive loss</b>		<b>(27,432)</b>	<b>(120,749)</b>

The Notes on page 20 to 57 form an integral part of these financial statements.

## Consolidated balance sheet

At 31 March

	Note	2025 £000	2024 £000
<b>Assets</b>			
Intangible assets	14	5,477	12,898
Property, plant and equipment	15	34,111	34,974
		<hr/>	<hr/>
<b>Non-current assets</b>		<b>39,588</b>	<b>47,872</b>
		<hr/>	<hr/>
Inventories	18	18,302	18,642
Trade and other receivables	19	75,797	73,262
Prepayments		502	1,272
Other current financial assets	24	103	-
Cash and short term deposits	17	2,345	2,575
		<hr/>	<hr/>
<b>Current assets</b>		<b>97,049</b>	<b>95,751</b>
		<hr/>	<hr/>
<b>Total assets</b>		<b>136,637</b>	<b>143,623</b>
		<hr/>	<hr/>
<b>Liabilities</b>			
Interest-bearing loans and borrowings	24	(72,742)	(72,924)
Other payables	20	(25,872)	(27,822)
Provisions	23	(2,270)	(4,912)
Government grants	21	(3,224)	(4,852)
Retirement benefit obligations	25	(49,472)	(69,248)
		<hr/>	<hr/>
<b>Non-current liabilities</b>		<b>(153,580)</b>	<b>(179,758)</b>
		<hr/>	<hr/>
Trade and other payables	20	(49,127)	(51,206)
Interest-bearing loans and borrowings	24	(80,484)	(39,538)
Government grants	21	(208)	(306)
Deferred revenue	22	(9,255)	(7,992)
Provisions	23	(6,592)	-
		<hr/>	<hr/>
<b>Current liabilities</b>		<b>(145,666)</b>	<b>(99,042)</b>
		<hr/>	<hr/>
<b>Total liabilities</b>		<b>(299,246)</b>	<b>(278,800)</b>
		<hr/>	<hr/>
<b>Net liabilities</b>		<b>(162,609)</b>	<b>(135,177)</b>
		<hr/> <hr/>	<hr/> <hr/>

Continued on page 16

## Consolidated balance sheet (continued)

At 31 March

<u>Equity</u>	Note	2025 £000	2024 £000
Ordinary share capital	26	39,186	39,186
Preference share capital	26	10,917	10,917
Other reserve	27	(103,418)	(103,418)
Cash flow hedging reserve	27	60	(78)
Retained earnings	27	(109,354)	(81,784)
		—————	—————
<b>Deficit attributable to owners of the Group</b>		<b>(162,609)</b>	<b>(135,177)</b>
		=====	=====

The Notes on pages 20 to 57 form an integral part of these financial statements.

These financial statements were approved by the board of directors and were signed on its behalf on 22 May 2025 by:



**J L Abbotts**  
 Director

## Consolidated statement of changes in equity

At 31 March

	Ordinary share capital (Note 26) £000	Preference share capital (Note 26) £000	Other reserve (Note 27) £000	Cash flow hedging reserve (Note 27) £000	Retained earnings (Note 27) £000	Total deficit/ equity £000
Balance at 1 April 2023	39,186	10,917	(103,418)	(393)	39,280	(14,428)
Loss for the year	-	-	-	-	(107,742)	(107,742)
Other comprehensive income/(loss)	-	-	-	191	(13,198)	(13,007)
<b>Total comprehensive income/(loss)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>191</b>	<b>(120,940)</b>	<b>(120,749)</b>
Reclassification	-	-	-	124	(124)	-
<b>Balance at 31 March 2024</b>	<b>39,186</b>	<b>10,917</b>	<b>(103,418)</b>	<b>(78)</b>	<b>(81,784)</b>	<b>(135,177)</b>
Loss for the year	-	-	-	-	(45,549)	(45,549)
Other comprehensive income	-	-	-	138	17,979	18,117
<b>Total comprehensive income/(loss)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>138</b>	<b>(27,570)</b>	<b>(27,432)</b>
<b>Balance at 31 March 2025</b>	<b>39,186</b>	<b>10,917</b>	<b>(103,418)</b>	<b>60</b>	<b>(109,354)</b>	<b>(162,609)</b>

The Notes on pages 20 to 57 form an integral part of these financial statements.

## Consolidated statement of cash flows

For the years ended 31 March	Note	2025 £000	2024 £000
<b>Loss for the year before tax</b>		<b>(48,095)</b>	<b>(107,742)</b>
Finance income	10	<b>(3,422)</b>	(3,181)
Finance costs	11	<b>13,332</b>	11,630
Depreciation of property, plant and equipment	15	<b>10,310</b>	12,533
Amortisation of intangible assets	14	<b>27</b>	65
Amortisation of government grants	21	<b>(1,726)</b>	(306)
Foreign exchange gains		<b>(127)</b>	211
Other non-cash items:			
UKETS		<b>1,409</b>	7,213
Exceptional items	6	<b>5,199</b>	92,469
Taxation	13	<b>-</b>	2,199
		<b>(23,093)</b>	15,091
Decrease/(increase) in inventories		<b>340</b>	(11,843)
Decrease in trade, other receivables and prepayments		<b>4,406</b>	24,081
Decrease in trade and other payables		<b>(2,303)</b>	(21,719)
Decrease in provisions and employee benefits		<b>(5,066)</b>	(4,550)
		<b>(25,716)</b>	1,060
Sale/(purchase) of UKETS allowances and software	14	<b>4,065</b>	(7,318)
<b>Net cash from operating activities</b>		<b>(21,651)</b>	<b>(6,258)</b>
<b>Cash flows from Investing activities</b>			
Purchase of property, plant and equipment		<b>(8,710)</b>	(10,502)
<b>Net cash used in investing activities</b>		<b>(8,710)</b>	<b>(10,502)</b>
<b>Cash flows from financing activities</b>			
Proceeds of borrowings		<b>41,000</b>	29,000
Payment of lease liabilities		<b>(1,178)</b>	(2,097)
Interest paid		<b>(9,818)</b>	(8,386)
<b>Net cash from financing activities</b>		<b>30,004</b>	<b>18,517</b>

Continued on page 20

## Consolidated statement of cash flows (continued)

For the years ended 31 March	Note	<b>2025</b> <b>£000</b>	2024 £000
<b>Net (decrease)/increase in cash and cash equivalents</b>		<b>(357)</b>	1,757
Effect of exchange rate fluctuations on cash held		<b>127</b>	6
Cash and cash equivalents at 1 April	17	<b>2,575</b>	812
<b>Cash and cash equivalents at 31 March</b>	17	<b>2,345</b>	2,575

The Notes on page 20 to 57 form an integrated part of these financial statements.

## Notes to the consolidated financial statements

(forming part of the financial statements)

### 1 General information

Natrium Holdings Limited is a private company incorporated in England, United Kingdom, under the Companies Act. The address of the company's registered office is Natrium House, Winnington Lane, Northwich, Cheshire, CW8 4GW.

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

### 2 Changes in significant accounting policies

A number of new standards are effective from 1 April 2024 and beyond

#### **New and revised IFRS standards in issue but not yet effective.**

Revisions to the following standards have been issued but are not yet effective:

- Lack of Exchangeability (IAS 21)
- Amendments to the Classification and Measurement of Financial Instruments (IFRS 9 and IFRS 7)
- Power Purchase Agreements (PPAs) (Amendments to IFRS 9 and IFRS 7)

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

In December 2021, the Organisation for Economic Co-operation and Development (OECD) issued model rules for a new global minimum tax framework (Pillar Two). This was enacted by the UK Government in July 2023, and came into effect from 1 January 2024. The Group is within the scope of the OECD Pillar Two model rules. The UK Group expects to be covered by safe harbour relief, with no material impact on the UK Group's tax charge.

The Group has adopted the amendments to IAS 7 *Statement of Cash Flows* and IFRS 7 *Financial Instruments: Disclosures* in respect of *Supplier Finance Arrangements* for the first time in the current year. All additional disclosures have been incorporated into Note 19 and Note 28.

### 3 Significant accounting policies

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

#### 3.1 Basis of accounting

The consolidated financial statements of the Group have been prepared and approved by the directors in line with UK-adopted International Accounting Standards as applied in accordance with the provisions of the Companies Act 2006. 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.

#### 3.2 Basis of consolidation

The consolidated financial statements comprise the financial statements of the Group and its subsidiaries as at 31 March 2025.

## Notes (continued)

### 3 Significant accounting policies (continued)

#### Subsidiaries

Subsidiaries are fully consolidated from the date of acquisition, being the date on which the Group obtains control, and continue to be consolidated until the date when such control ceases. The financial statements of the subsidiaries are prepared for the same reporting period as the parent Company, using consistent accounting policies. All intra-group balances, transactions, unrealised gains and losses resulting from intra-group transactions and dividends are eliminated in full.

#### 3.3 Going concern

As at 31 March 2025, the Group had consolidated net liabilities of £162,609,000 (2024: £135,177,000). The Group has also recognised an exceptional charge of £11,611,000 in the results for the year ended 31 March 2025 following the cessation of manufacturing operations at its Lostock site as a result of the fundamental decline in the long term profitability of the soda ash business. Notwithstanding these matters, the financial statements have been prepared on a going concern basis which the directors consider to be appropriate for the following reasons.

Natrium 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.

At 31 March 2025 the Group was funded by a fully drawn down £70,000,000 term loan, secured on the assets of Natrium Holdings Limited and guaranteed by Tata Chemicals Limited ("Ultimate Parent"), and a fully drawn down £80,000,000 uncommitted working capital facility. Both facilities were provided by Bank of America. The term loan is repayable in February 2028 and is subject to financial covenants which are tested at the level of the Ultimate Parent group and in the event any are breached would result in such amounts owed becoming repayable on demand. In April 2025 Bank of America provided the Group with a further £50,000,000 unsecured term loan which was guaranteed by the Ultimate Parent. The proceeds were used to prepay the working capital facility, the limit of which was then reduced to £53,500,000.

The Group also has access to a trade receivables financing facility of £13,000,000 with Standard Chartered Bank of which £2,715,000 was utilised at 31 March 2025 and a reverse forfaiting facility of up to £40,000,000 with Credit Agricole Corporate and Investment Bank of which £17,305,000 was utilised at 31 March 2025. Access to new drawdowns under these facilities may be withdrawn at a month's notice.

The Group meets its day-to-day funding requirements by utilising directly drawn amounts from the facilities described above.

The directors of the Group have prepared cash flow forecasts and performed a going concern assessment for a period of 12 months from the date of approval of these financial statements (the "Forecasts"). These Forecasts take into consideration the impact on business performance following the cessation of manufacturing operations at the Group's Lostock site and the continuing impact of very high energy costs and also assume that the uncommitted working capital facility will continue to be available throughout. The Forecasts indicate that, in both the base case and reasonably possible downsides, the Group is unlikely to have sufficient funds, by utilising the bank facilities described above, to meet its liabilities as they fall due for that period and will require additional funds through support from its Ultimate Parent, Tata Chemicals Limited, to meet its liabilities as they fall due for a

## Notes (continued)

### 3 Significant accounting policies (continued)

period of 12 months from the approval of the financial statements, the going concern assessment period.

The Ultimate Parent has indicated its intention to continue to make available such funds as are needed by the Group and Company during the going concern assessment period and has confirmed that intercompany loans between subsidiary companies will not be recalled if this would be detrimental to the Company or Group. As with any company placing reliance on other group 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.

#### 3.4 Intangible assets

##### Emissions Trading Allowances

During the year, the Group participated in the UK Emissions Trading Scheme (UKETS). For each calendar year the Group 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 Group estimates its outstanding obligation to surrender allowances. Where the obligation is already matched by allowances either held or purchased forward by the Group, the provision is calculated using the same cost as the allowances. To the extent that the Group 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.

Following the cessation of manufacturing operations at the Group's Lostock site in January 2025, the Group voluntarily surrendered its greenhouse gas emissions permit in respect of this site. As a consequence, the Tata Chemicals Europe Limited part of the Group will not participate in UKETS in calendar year 2026.

##### 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:

Software	2 to 8 years
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The estimated useful life and amortisation method are reviewed at the end of each reporting period, 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.

## Notes (continued)

### 3 Significant accounting policies (continued)

#### 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.

Fixtures and equipment are stated at cost less accumulated depreciation and impairment losses. Such 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 Group 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 properties under construction) less their residual values over their useful lives, using the straight-line method, on the following bases:

Freehold buildings	25 to 50 years
Plant and equipment	2 to 25 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.

#### 3.6 Investments

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

#### 3.7 Financial instruments

##### 3.7.1 Financial assets

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

##### Classification

The Group 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 Group'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. Trade receivables are stated net of amounts settled under a no recourse receivables financing facility with Standard Chartered Bank.

##### Measurement

At initial recognition, the Group 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.

## Notes (continued)

### 3 Significant accounting policies (continued)

#### 3.7.1 Financial assets (continued)

Subsequent measurement of the asset depends on the Group's methodology for managing the asset and the cash flow characteristics of the asset. There are three measurement categories into which the Group 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 they arise. Interest income from these financial assets is included in finance income.

#### Derecognition of financial assets

The Group 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 Group are recognised when the proceeds are received, net of direct issue costs.

## Notes (continued)

### 3 Significant accounting policies (continued)

#### 3.7.2 Debt and equity instruments (continued)

##### Financial liabilities

The Group'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, is recognised in profit or loss.

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

Borrowings are classified as current liabilities unless the Group has an unconditional right to defer settlement of the liability for at least 12 months after the 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 Group 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 Group opts to undertake hedge accounting, the Group 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 Group 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 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.

## Notes (continued)

### 3 Significant accounting policies (continued)

#### 3.7.3 Derivatives and hedging activities (continued)

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

The expected credit losses on these financial assets are estimated using a provision matrix based on the Group'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 the 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.

## Notes (continued)

### 3 Significant accounting policies (continued)

#### 3.9 Revenue

##### Sale of goods

Operating revenue is derived from the sale of sodium carbonate (soda ash), sodium bicarbonate and related products, together with revenue from the sale of steam, electricity and carbon dioxide. In accordance with IFRS 15 revenue from the sale of goods, steam, electricity and related services 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 Group 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.

##### Interest income

Interest income is recognised when it is probable that the future economic benefits will flow to the Group 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 income 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 Group 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 before investment income, finance income, finance costs and income tax.

#### 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.

## Notes (continued)

### 3 Significant accounting policies (continued)

#### 3.11 Tax (continued)

##### 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 tax 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.

#### 3.12 Pensions

The Group operates a defined benefit scheme, which is funded with the assets of the scheme held separately from those of the Group, in a separate trustee administered fund.

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.

## Notes (continued)

### 3 Significant accounting policies (continued)

#### 3.12 Pensions (continued)

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 Group, nor can they be paid directly to the Group. 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 Group 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 Group 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 Group has a present obligation (legal or constructive) as a result of a past event, it is probable that the Group will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

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 Group 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.

## Notes (continued)

### 3 Significant accounting policies (continued)

#### 3.14 Provisions (continued)

##### Emissions Trading Allowances

At each period-end the Group estimates its outstanding obligation to surrender allowances under UKETS. Where this obligation is already matched by free or purchased allowances, the provision is calculated using the same cost or deemed cost as the allowances. To the extent that the Group has an obligation to surrender allowances in excess of free and purchased allowances, the residual shortfall is based on market prices at the balance sheet date.

#### 3.15 Leases

##### Group as lessee

The Group assesses whether a contract is or contains a lease at inception of the contract. The Group 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 exceptions, the Group recognises lease payments as operating expenses on a straight line basis over the terms of the leases.

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.

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.

##### Group as lessor

The Group recognises lease payments receivable under operating leases as income on a straight-line basis over the lease term as part of 'other operating income'.

#### 3.16 Impairment of non-financial assets

The Group 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 Group 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.

## Notes (continued)

### 3 Significant accounting policies (continued)

#### 3.16 Impairment of non-financial assets (continued)

The Group bases its impairment calculations on detailed budgets and forecasts which are prepared separately for each of the cash generating units ("CGUs") to which the Group'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.

Impairment losses, including impairment of inventories, are recognised in the profit and loss in exceptional impairment expense.

The Group assesses at each reporting date whether there is an indication that a previously recognised impairment loss may no longer be valid. A previously recognised impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognised. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, or exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised for the asset in prior years.

#### 3.17 Government grants

Government grants are recognised where there is reasonable assurance that the grant will be received and all attached conditions will be complied with. When the grant relates to an expense item, it is recognised as income over the period necessary to match the grant on a systematic basis to the costs that it is intended to compensate. Where the grant relates to an asset, it is recognised as deferred income and released to income in equal amounts over the expected useful life of the related asset.

#### 3.18 Reverse Forfaiting

Reverse forfaiting is a financing mechanism initiated by the Group under which a supplier sells a receivable due from the Group to a third party, for immediate settlement. As part of the arrangement, the Group benefits from an extended credit period in return for a financing charge. Where this arrangement does not result in payment terms significantly in excess of normal credit terms, does not result in the Group paying significantly increased finance charges, does not require the Group to provide additional collateral or a guarantee and does not result in the cancellation of the original invoice, the base value of the invoice continues to be recognised in trade payables. Where purchase invoices which have been subject to reverse forfaiting are outstanding at the balance sheet date, an accrual is made for unpaid financing charges.

#### 3.19 Deferred Income

##### Emissions Trading Allowances

Under UKETS, for each calendar year the Group 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 Group consolidated financial statements, management has made judgements and estimates that affect the application of the Group'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 Group 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 Group. 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 of disposal (FVLCD) and its value in use (VIU). The FVLCD calculation is based on the estimated price that would be received to sell an asset in an orderly transaction between market participants less incremental costs for disposing of the asset. The VIU calculation is based on a discounted cash flow model. The cash flows are derived from the Group's forecast for the next five years and do not include restructuring activities to which the Group is not yet committed to or significant future investments that will enhance the asset's performance of the CGU being tested. Further details about the assumptions used are given in Note 15.

#### Pension benefits

The cost of the defined benefit pension plan and other post-employment medical benefits 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.

In June 2023, the High Court ruled on the validity of historical pension changes in Virgin Media Ltd v NTL Pension Trustees II Ltd and in July 2024, the Court of Appeal dismissed Virgin Media's appeal. This case may have wider implications for some UK defined benefit pension schemes, including the Brunner Mond Pension Fund, but currently there is not sufficient information available to the trustees to enable the scheme's liabilities to be measured on an updated basis.

Volatility in the UK gilt and bond markets, the value of Sterling and RPI and CPI inflation have impacted the investment asset allocation, hedging strategy and funding levels.

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 25.

## Notes (continued)

### 4 Significant accounting judgments, estimates and assumptions (continued)

#### 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.

#### Complex contracts

Revenue from complex contracts is only recognised on the transfer of control of goods or services to a customer at an amount to which the Group expects to be entitled. Significant management judgement may be required for the Group to determine when to recognise the revenue, and at what amount. In order to do this the Group follows the IFRS 15 five-step model.

- (i) Identify the contract
- (ii) Identify the performance obligations in the contract
- (iii) Determine the transaction price
- (iv) Allocate the transaction price to performance obligations in the contract.
- (v) Recognise revenue as and when a performance obligation is satisfied.

### 5 Revenue – Group

An analysis of the Group's revenue, all as a result of continuing operations, by class of business is set out below:

	2025	2024
	£000	£000
Soda ash and related products	99,842	131,100
Steam and electricity	22,507	27,711
	<u>122,349</u>	<u>158,811</u>

An analysis of the Group's revenue by geographical market is set out below:

	2025	2024
	£000	£000
United Kingdom	90,919	122,212
Europe	23,143	26,095
Rest of World	8,287	10,504
	<u>122,349</u>	<u>158,811</u>

## Notes (continued)

### 6 Exceptional Items

		2025 £000	2024 £000
Impairment of tangible fixed assets	15	-	(89,483)
Impairment of engineering stores	18	-	(2,986)
Cessation of operations	23	<b>(11,611)</b>	-
		<u><b>(11,611)</b></u>	<u><b>(92,469)</b></u>

### 7 Loss before tax – Group

Loss on ordinary activities from continuing operations before tax is stated after (charging)/crediting:

	Note	2025 £000	2024 £000
Staff costs	9	<b>(17,796)</b>	(15,132)
Amortisation of intangibles	14	<b>(27)</b>	(65)
Amortisation of government grants	21	<b>1,726</b>	306
Depreciation of property, plant and equipment	15	<b>(10,310)</b>	(12,533)
Cost of stock recognised as an expense		<b>(64,268)</b>	(88,834)
Net foreign exchange gain		<b>127</b>	211
Lease income		<b>1,340</b>	1,340
		<u><b>1,340</b></u>	<u>1,340</u>

### 8 Auditor's remuneration - Group

The analysis of auditor's remuneration is as follows:

	2025 £000	2024 £000
Other audit fees, primarily in respect of audits of accounts of subsidiaries	<b>(279)</b>	(244)
	<u><b>(279)</b></u>	<u>(244)</u>

No remuneration has been paid in relation to non-audit services (2024: £nil)

## Notes (continued)

### 9 Staff numbers and costs – Group

	2025 Number	2024 Number
Production and operations	184	175
Distribution and sales	23	24
Administration	68	64
	<u>275</u>	<u>263</u>

The aggregate remuneration comprised:

	2025 £000	2024 £000
Wages and salaries	(16,990)	(13,513)
Social security costs	(1,655)	(1,428)
Other pension costs	(1,289)	(1,104)
Less: capitalised as additions to fixed assets	1,143	913
Less: recharged to exceptional cessation costs	995	-
	<u>(17,796)</u>	<u>(15,132)</u>

Directors' remuneration comprised:

	2025 £000	2024 £000
Directors' emoluments	(1,398)	(1,677)
Amounts receivable under long-term incentive schemes	(240)	(273)
Group contributions to money purchase pension schemes	(68)	(79)
Termination benefits	-	(119)
Non-executive directors' fees	(12)	(12)
	<u>(1,718)</u>	<u>(2,160)</u>

	Number	Number
Number of directors who have retirement benefits accruing under a defined benefit scheme	<u>3</u>	<u>1</u>

## Notes (continued)

### 9 Staff numbers and costs – Group (continued)

Remuneration of the highest paid director

	2025	2024
	£000	£000
Aggregate emoluments	(476)	(478)
Amounts receivable under long-term incentive schemes	(78)	(89)
Group contributions to money purchase pension schemes	(14)	(14)
	<u>(568)</u>	<u>(581)</u>
Accrued pension at the end of the year	<u>53</u>	<u>52</u>

### 10 Finance income – Group

	2025	2024
	£000	£000
Bank interest receivable	43	50
Interest receivable from related parties	31	3,131
	<u>3,422</u>	<u>3,181</u>

### 11 Finance costs – Group

	2025	2024
	£000	£000
Interest on borrowings	(7,934)	(6,243)
Amortisation of deferred finance costs	(118)	(118)
Other interest expense	(377)	(176)
	<u>(8,429)</u>	<u>(6,537)</u>
Total interest expense	<u>(8,429)</u>	<u>(6,537)</u>
Interest income on pension scheme assets	25	6,885
Interest cost on pension scheme defined benefit obligations	25	(10,154)
Other finance costs	(1,634)	(2,115)
	<u>(13,332)</u>	<u>(11,630)</u>
Total finance costs	<u>(13,332)</u>	<u>(11,630)</u>

## Notes (continued)

### 12 Components of other comprehensive income – Group

	2025	2024
	£000	£000
<b>Cash flow hedges:</b>		
(Losses)/gains arising on currency forward contracts	(22)	212
Reclassification adjustments for losses/(gains) included in profit or loss	125	(1)
Gain/(losses) arising on commodity forward contracts	873	(5,466)
Reclassification adjustments for (gains)/losses included in profit or loss	(838)	5,535
	<hr/>	<hr/>
	138	280
	<hr/>	<hr/>

### 13 Tax – Group

<u>Amount recognised in consolidated profit or loss</u>	2025	2024
	£000	£000
Deferred tax: Origination and reversal of temporary differences	-	(2,199)
Current tax in respect of group relief	2,546	-
	<hr/>	<hr/>

#### Amount recognised in consolidated other comprehensive income

<b>Items that may be reclassified subsequently to profit or loss:</b>		
Deferred tax: Origination and reversal of temporary differences	-	5,531
	<hr/>	<hr/>

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

	2025	2024
	£000	£000
Loss before tax on continuing operations	(48,095)	(105,543)
Tax on loss on ordinary activities at the average UK corporation tax rate for the period at 25% (2024: 25%)	12,024	26,386
Tax effects of:		
Income not taxable for tax purposes	226	226
Expenses not deductible for tax purposes	(5,228)	(24,887)
Group relief given at nil charge	(141)	(4,440)
Group relief sold	2,546	-
Utilisation of tax losses	1,250	1,289
Movement on previously unrecognised deferred tax assets	(8,131)	1,426
Movement on previously recognised deferred tax assets	-	(2,199)
	<hr/>	<hr/>
Tax credit/(charge) for the year	2,546	(2,199)
	<hr/>	<hr/>

## Notes (continued)

### 13 Tax – Group (continued)

During the year the directors reassessed the utilisation of group relief. The tax credit for the year ended 31 March 2025 includes £2,546,000 net in respect of this reassessment and a corresponding inter-company receivable has been recognised at the balance sheet date.

The standard rate of corporation tax applied to reported profit is 25% (2024: 25%) following the substantive enactment of the Finance Act 2017. The UK government latest legislation sets the headline rate of UK corporation tax at 25%. The net deferred tax asset has been calculated on the basis of a rate of 25%.

A potential deferred tax asset of £60,511,000 (2024: £57,751,000) for tax losses, decelerated capital allowances, and lease income not taxable has not been recognised because it is not considered probable that the asset will crystallise in the foreseeable future.

### 14 Intangible assets - Group

	<b>UKETS</b>		
	<b>Allowances</b>	<b>Software</b>	<b>Total</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Deemed cost</b>			
At 1 April 2024	12,790	2,211	15,001
Granted during the year	13,183	-	13,183
Purchased during the year	297	-	297
Sold during the year	(4,362)	-	(4,362)
Surrendered during the year	(16,512)	-	(16,512)
	<hr/>	<hr/>	<hr/>
<b>At 31 March 2025</b>	<b>5,396</b>	<b>2,211</b>	<b>7,607</b>
	<hr/>	<hr/>	<hr/>
<b>Amortisation</b>			
At 1 April 2024	-	(2,103)	(2,103)
Charge for the year	-	(27)	(27)
	<hr/>	<hr/>	<hr/>
<b>At 31 March 2025</b>	<b>-</b>	<b>(2,130)</b>	<b>(2,130)</b>
	<hr/>	<hr/>	<hr/>
<b>Net book value</b>			
<b>At 31 March 2025</b>	<b>5,396</b>	<b>81</b>	<b>5,477</b>
	<hr/>	<hr/>	<hr/>
At 31 March 2024	12,790	108	12,898
	<hr/>	<hr/>	<hr/>

## Notes (continued)

### 15 Property, plant and equipment – Group

	Land and buildings £000	Plant and equipment £000	Assets under construction £000	Total £000
<b>Cost</b>				
At 1 April 2024	32,267	184,591	14,089	230,947
Additions	496	176	8,708	9,380
Disposals	(2,966)	(5,715)	-	(8,681)
Reclassification	693	14,858	(15,551)	-
<b>At 31 March 2025</b>	<b>30,490</b>	<b>193,910</b>	<b>7,246</b>	<b>231,646</b>
<b>Depreciation (including impairment losses)</b>				
At 1 April 2024	(19,129)	(165,115)	(11,729)	(195,973)
Charge for the year	(467)	(9,843)	-	(10,310)
Eliminated on disposal	2,966	5,782	-	8,748
Reclassification	(694)	(7,622)	8,316	-
<b>At 31 March 2025</b>	<b>(17,324)</b>	<b>(176,798)</b>	<b>(3,413)</b>	<b>(197,535)</b>
<b>Net book value</b>				
<b>At 31 March 2025</b>	<b>13,166</b>	<b>17,112</b>	<b>3,833</b>	<b>34,111</b>
At 31 March 2024	13,138	19,476	2,360	34,974

Property, plant and equipment includes right-of-use assets with carrying amounts as follows:

	Land and buildings £000	Plant and equipment £000	Total £000
At 1 April 2024	2,680	148	2,828
Additions to right-of-use assets	492	176	668
Depreciation charge for the year	(467)	(289)	(756)
Reassessment in the year	69	-	69
<b>At 31 March 2025</b>	<b>2,774</b>	<b>35</b>	<b>2,809</b>

Freehold land amounting to £7,999,000 (2024: £7,999,000) has not been depreciated.

The Group tests property, plant and equipment annually for impairment, or more frequently if there are indications that assets might be impaired. For impairment testing purposes, the CGU comprises the whole of the Natrium Holdings Limited group due to the close inter-dependencies between the group's operations. The recoverable amount of the CGU was initially determined from VIU calculations. The key assumptions for the VIU calculations were those regarding the discount rates, EBITDA and capital expenditure.

## Notes (continued)

### 15 Property, plant and equipment – Group (continued)

The discount rate used was based on the weighted average cost of capital for forecast purposes and is a post-tax discount rate. The rate used to discount the forecast cash flows was 6.0% (2024: 7.0%). This equates to a pre-tax discount rate of 7.0%. EBITDA was projected taking into account actual recent performance and estimated performance for the next five years. Residual growth was set at 2.0%. Annual capital expenditure is based on experience of management and planned sustenance capital expenditure.

The trading performance of the CGU deteriorated in the second half of the previous year, primarily due to reduced demand for soda ash in the UK and Europe and persistently low selling prices. This fundamental decline in the long term profitability of the soda ash business continued during the current year, resulting in significant negative cashflows and the cessation of manufacturing operations at the Group's Lostock site in January 2025. The VIU calculation for the remaining business indicated that the CGU assets should be fully impaired.

The Group has approval for a new, larger sodium bicarbonate plant at its Winnington site and this will replace the existing plant on the same site. Construction of the new plant is expected to commence in the next financial year and a key element of the project will be the continued operation of the Company's existing carbon capture and use plant to provide a key raw material, namely carbon dioxide.

As an alternative to the VIU impairment test, the recoverable amount of the CGU on a FVLCOB basis was calculated. The Group considers that an external buyer would attribute value to the carbon capture and use plant and other assets which will continue in use when the new sodium bicarbonate plant is built, but not to the other assets in the CGU. The Group has assessed the FVLCOB to be £23,138,000.

At 31 March 2025 the Group had commitments of £3,316,000 (2024: £2,097,000) relating to the purchase of property, plant and equipment.

### 16 Loss attributable to the Company

The loss after tax for the financial year dealt within the financial statements of the parent Company, Natrium Holdings Limited, was £4,657,000 (2024: £13,893,000). As permitted by Section 408 of the Companies Act 2006, no separate profit and loss account or statement of comprehensive income is presented in respect of the parent Company.

### 17 Cash and short-term deposits - Group

	2025	2024
	£000	£000
Cash at bank and in hand	2,345	2,575
	2,345	2,575

## Notes (continued)

### 18 Inventories - Group

	2025	2024
	£000	£000
Raw materials and consumables	1,307	2,913
Work in progress	34	50
Finished goods and goods for resale	16,961	15,679
	<u>18,302</u>	<u>18,642</u>

With the exception of engineering stores there is no material difference between the balance sheet value of inventories and their replacement cost. The carrying value of engineering stores items which are included in raw materials and consumables, and which represent spare parts for the property, plant and equipment which has been impaired (Note 15) has also been impaired.

### 19 Trade and other receivables – Group

	2025	2024
	£000	£000
Amount receivable for the sale of goods	11,125	17,479
Allowance for doubtful debts	-	(22)
Amounts owed by group undertakings and related parties	61,208	52,771
Amounts owed by joint venture	7	-
Tax and social security	1,105	209
Other receivables and accrued income	2,352	2,825
	<u>75,797</u>	<u>73,262</u>

Trade receivables are stated net of £2,715,000 (2024: £4,153,000) which had been received by the Group under a no recourse receivables financing facility with Standard Chartered Bank.

Trade receivables are non-interest bearing and are generally on 30-90 day terms. All customers are credit checked before acceptance. At 31 March 2025, no trade receivables were impaired and fully provided for (2024: £22,000).

The Group 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	Current	<31 days	31-60 days	61-90 days	91-180 days	>180 days
	£000	£000	£000	£000	£000	£000	£000
31 March 2025	11,125	9,584	1,251	183	84	(10)	33
31 March 2024	17,479	16,530	1,403	(362)	18	45	(155)

## Notes (continued)

### 19 Trade and other receivables – Group (continued)

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
<b>31 March 2025</b>	-	-	-	-	-	-	-
31 March 2024	(22)	-	-	-	-	-	(22)
<b>Movement in allowance for doubtful debts</b>							<b>£000</b>
Balance at 1 April 2024							(22)
Amounts written off							22
<b>Balance at 31 March 2025</b>							<b>-</b>

### 20 Trade and other payables

	Note	2025 £000	2024 £000
Trade payables		(7,963)	(12,373)
Trade payables – reverse forfaiting arrangement		(17,023)	(15,065)
Other creditors		(28,870)	(29,292)
Amounts owed to group undertakings and related parties	31	(10,404)	(7,057)
Accruals and deferred income		(10,147)	(14,997)
Tax and social security		(592)	(244)
		<u>(74,999)</u>	<u>(79,028)</u>
Current		(49,127)	(51,206)
Non-current		(25,872)	(27,822)

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 31. The directors consider that the carrying value of trade and other payables is approximately equal to the fair value.

As part of its working capital management, the Group enters into reverse forfaiting arrangements with financial institutions. Under these arrangements, some of the Group's suppliers receive early payment from the financial institution, while the Group settles the payable at a later date. These arrangements do not change the original payment terms with suppliers and do not significantly extend payment terms with the financial institution beyond normal terms agreed with other suppliers.

As at the balance sheet date, the financial institution had already paid the supplier in full (2024: same), and unpaid financing charges of £160,000 (2024: £156,000) had been accrued.

For additional information about how these arrangements affect the Group's exposure to liquidity risk see note 28.

## Notes (continued)

### 21 Government grants

	2025	2024
	£000	£000
At 1 April	(5,158)	(5,464)
Credited to profit and loss	1,726	306
	<hr/>	<hr/>
<b>At 31 March</b>	<b>(3,432)</b>	<b>(5,158)</b>
	<hr/> <hr/>	<hr/> <hr/>
Current	(208)	(306)
Non-current	(3,224)	(4,852)
	<hr/> <hr/>	<hr/> <hr/>

In 2019, the Group was awarded a grant by the Department of Business, Energy & Industrial Strategy (BEIS) to build an industrial-scale Carbon Capture & Utilisation, Demonstration Plant at its Winnington site. At the balance sheet date there were no unfilled conditions attached to the grant.

In 2014, the Group received a government eRGF grant in respect of the project to install a new steam turbine at the Group's combined heat and power facility in Winnington. During the year, the underlying asset was fully depreciated to a £nil net book value, and consequently, the remaining portion of the grant was credited to the profit and loss.

### 22 Deferred revenue

	2025
	£000
At 1 April	(7,992)
Allowances received during the year	(12,340)
Credited to profit and loss	11,077
	<hr/>
<b>At 31 March</b>	<b>(9,255)</b>
	<hr/> <hr/>

### 23 Provision for liabilities – Group

	Legal costs	Cessation of operations	Carbon emissions	Total
	£000	£000	£000	£000
At 1 April 2024:				
Current	-	-	-	-
Non-current	-	-	(4,912)	(4,912)
	<hr/>	<hr/>	<hr/>	<hr/>
	-	-	(4,912)	(4,912)
Charged to profit and loss	(550)	(11,611)	(13,870)	(26,031)
Allowances received not yet returned	-	-	(843)	(843)
Utilised during the year	-	6,412	16,512	22,924
	<hr/>	<hr/>	<hr/>	<hr/>
<b>At 31 March 2025</b>	<b>(550)</b>	<b>(5,199)</b>	<b>(3,113)</b>	<b>(8,862)</b>
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
Current	(550)	(5,199)	(843)	(6,592)
Non-current	-	-	(2,270)	(2,270)
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

## Notes (continued)

### 23 Provision for liabilities – Group (continued)

The Group is subject to legal proceedings and claims which arise in the course of business and may be material in value. Provisions have been recognised in the balance sheet at the gross amounts of the estimated liabilities, before the deduction of any amounts covered by insurance.

In January 2025, the Group ceased manufacturing operations at its Lostock site as a result of the fundamental decline in the long-term profitability of the soda ash business. The provision covers the expected employee-related, decommissioning and other closure-related costs.

At 31 March 2025 the carbon emissions provision recognises the obligation to surrender allowances to the Environment Agency under UKETS in respect of the first three months of the 2025 calendar year. The surrender in respect of the 2023 calendar year took place in April 2024 and the surrender in respect of the 2024 calendar year took place in March 2025. The deadline for surrendering allowances in respect of the 2025 calendar year is 30 April 2026.

### 24 Other current and non-current financial assets and liabilities - Group

#### a) Derivative assets and liabilities

	2025	2024
	£000	£000
<b>Financial instruments at FVTOCI</b>		
Cash flow hedges:		
Foreign exchange forward contract derivative assets - External	103	-
	103	-
<b>Total other current financial assets</b>	<b>103</b>	<b>-</b>
	<b>2025</b>	<b>2024</b>
	<b>£000</b>	<b>£000</b>
Gas contracts for difference on behalf of Group – by wider Group (Note 31)	(43)	(77)
	(43)	(77)
<b>Total other current financial liabilities</b>	<b>(43)</b>	<b>(77)</b>

## Notes (continued)

### 24 Other current and non-current financial assets and liabilities (continued)

#### b) Other financial liabilities (continued)

##### Interest-bearing loans and borrowings (including lease liabilities)

	Interest rate	Maturity	2025	2024
Falling due within one year	%		£000	£000
Lease liabilities	Various	0-13 years	(484)	(590)
Unsecured working capital facility	SONIA+CAS+1.15	Uncommitted	(80,000)	(39,000)
Less: unamortised debt issue costs			-	52
<b>Total current interest-bearing loans and borrowings</b>			<b>(80,484)</b>	<b>(39,538)</b>
<b>Falling due after one year</b>				
Term loan	SONIA + 1.35	March 2028	(70,000)	(70,000)
Lease liabilities	Various	0-13 years	(3,086)	(3,335)
Less: unamortised debt issue costs			344	411
<b>Total non-current interest-bearing loans and borrowings</b>			<b>(72,742)</b>	<b>(72,924)</b>

Interest payable is normally settled monthly throughout the financial year. The Group intends to hold these liabilities to maturity.

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

#### Collateral

Bank of America, as Security Trustee, holds a debenture with the Company only in the form of fixed and floating charges over all present and future business, undertaking and assets which are not effectively mortgaged.

#### c) Hedging activities and derivatives

##### Currency risk

At 31 March 2025, the Group held foreign currency forward contracts, designated as hedges of expected USD net cash receipts for which the Group had highly probable forecast transactions. The terms of the foreign currency forward contracts matched the terms of the hedged items. The hedged USD net cash inflows were expected to occur within one year. There were no highly probable transactions for which hedge accounting had 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 2025 was an asset of £103,000 (2024: £nil) and a liability of £nil (2024: £nil).

## Notes (continued)

### 24 Other current and non-current financial assets and liabilities (continued)

#### c) Hedging activities and derivatives (continued)

##### Commodity price risk

In accordance with the Group's risk management policy, natural gas contracts for difference may be used to reduce the volatility of cash flows associated with highly probable forecast gas purchases due to the fluctuations in gas prices. As such these contracts for difference have been designated as cash flow hedges. The contracts are intended to hedge the volatility of the purchase price of gas for a period up to three years based on existing contracts of the Group. The terms of the contracts match the terms of the hedged items. 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 counterparties for these contracts for difference are either the Group or British Salt Limited, a fellow wider group undertaking. Where British Salt Limited enters into contracts for difference with external third parties to facilitate the hedging activities of the Group. Any gains or losses incurred by British Salt Limited are immediately recharged to the Group and all financial assets and liabilities in respect of the third party contracts are matched by equivalent amounts payable to or receivable from the Group (Note 24a). The Group has presented these intercompany amounts receivable or payable on the face of the balance sheet as other financial assets and other financial liabilities, to better reflect the nature of the transactions. The carrying value of these contracts for difference as at 31 March 2025 was an asset of £nil (2024: £nil) and a liability of £43,000 (2024: £77,000).

#### d) Fair value measurement

The fair value of cash flow hedge derivatives 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 Group does not expect a 10% increase or decrease in exchange rates to have a material impact on the financial statements.

##### Gas contracts for difference

The following table details the Group's sensitivity to a 10% increase and decrease in the natural gas price per therm. The table shows the potential impact to the fair value of the gas contracts for difference held on the balance sheet:

Asset/(liability)	2025 £000	2024 £000
Based on actual price per therm	(43)	(77)
10% increase in price per therm	64	139
10% decrease in price per therm	(150)	(294)
	<hr/> <hr/>	<hr/> <hr/>

## Notes (continued)

### 25 Retirement benefit schemes

#### a) Defined contribution scheme

The Group 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 Group 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 Group are reduced by the amount of forfeited contributions.

The contributions for the year amounted to:

	2025	2024
	£000	£000
Employer contributions	1,250	1,085
	1,250	1,085

As at 31 March 2025, contributions of £109,000 (2024: £93,000) were due in respect of the current reporting period but not paid over to the schemes.

#### b) Defined benefit scheme

The Group operates a defined benefit scheme for qualifying employees, the Brunner Mond Pension Fund (BMPF). The scheme closed to new members on 30 June 2003 and closed to future accrual of benefits from 31 May 2016.

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 Group.

The defined benefit scheme is administered by a fund that is legally separated from the Group. Responsibility for governance of the scheme lies with the board of trustees. The board of trustees must be composed of representatives of the Group and scheme participants in accordance with the scheme rules and 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 Group.

The UK pensions market is regulated by the Pensions Regulator whose statutory objectives and regulatory powers are described on its website, [www.thepensionregulator.gov.uk](http://www.thepensionregulator.gov.uk).

## Notes (continued)

### 25 Retirement benefit schemes (continued)

#### b) Defined benefit scheme (continued)

##### Risks

Through its defined benefit pension scheme the Group 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.
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.

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

The amounts recognised in profit or loss are as follows:

	2025	2024
	£000	£000
Net interest costs:		
Interest cost on defined benefit obligation	(10,154)	(10,222)
Interest income on plan assets	6,885	7,244
Administrative expenses	(426)	(401)
	<u>(3,695)</u>	<u>(3,379)</u>

## Notes (continued)

### 25 Retirement benefit schemes (continued)

#### b) Defined benefit scheme (continued)

The amounts recognised in other comprehensive income are as follows:

	2025 £000	2024 £000
Actuarial (gain)/loss from:		
Changes in demographic assumptions	3,009	-
Changes in financial assumptions	18,463	784
Experience adjustments	8,802	(1,309)
Return on plan assets (excluding net interest income)	(12,295)	(7,231)
	<u>(17,979)</u>	<u>(7,756)</u>

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

	2025 £000	2024 £000
At 1 April	144,113	151,559
Interest income	6,885	7,244
Employer contributions	5,492	4,950
Benefits paid	(12,274)	(12,008)
Administrative expenses paid from plan assets	(426)	(401)
Remeasurements gain:		
Return on plan assets (excluding interest income)	(12,295)	(7,231)
At 31 March	<u>131,495</u>	<u>144,113</u>

Movements in the defined benefit obligation are as follows:

	2025 £000	2024 £000
At 1 April	(213,361)	(214,622)
Interest cost	(10,154)	(10,222)
Benefits paid	12,274	12,008
Remeasurements gains/(losses) arising from:		
Changes in demographic assumptions	3,009	-
Changes in financial assumptions	18,463	784
Experience adjustments	8,802	(1,309)
At 31 March	<u>(180,967)</u>	<u>(213,361)</u>

## Notes (continued)

### 25 Retirement benefit schemes (continued)

#### b) Defined benefit scheme (continued)

The details of plan assets and liabilities are as follows:

	2025	2024
	£000	£000
Cash and cash equivalents	1,778	1,594
Equity instruments	9,790	12,999
Debt instruments (excluding LDI)	94,313	93,596
LDI instruments*	25,614	35,924
	<hr/>	<hr/>
Total fair value of assets	131,495	144,113
Defined benefit obligation	(180,967)	(213,361)
	<hr/>	<hr/>
Net pension liability recognised in the balance sheet	(49,472)	(69,248)
	<hr/>	<hr/>

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

Scheme assets either have a quoted market price in an active market or are stale priced funds.

	2025	2024
	£000	£000
Actual return on plan assets	(5,410)	13
	<hr/>	<hr/>

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 Group 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 triennial actuarial valuation of the Group's defined benefit pension scheme, as at 31 December 2023, was completed in March 2025 and was updated for the purposes of these financial statements to 31 March 2025 by a qualified independent actuary. As part of the deficit recovery plan, the Group has granted the pension fund trustees security over approximately 147 acres of land at the Group's Winnington site, which has been largely disused since the cessation of soda ash and calcium chloride production in January 2014. The intention is to redevelop this land and use the proceeds to reduce the deficit in the pension fund over an expected 10 year period.

Funding requirements and deficit contributions are formally set out in the Statement of Funding Principles, Schedule of Contributions and Recovery Plan agreed between the trustees and the Group. The Group does not expect to pay any deficit contributions in the year to 31 March 2025, which is in line with the agreed Schedule of Contributions.

## Notes (continued)

### 25 Retirement benefit schemes (continued)

#### b) Defined benefit scheme (continued)

The weighted average duration of the defined benefit obligation of the scheme at 31 March 2025 and expected benefit payments in future years are as follows:

Weighted average duration (in years)	<b>10</b>
	<b>2025</b>
Expected total benefit payments:	<b>£000</b>
Year 1	<b>12,572</b>
Year 2	<b>12,876</b>
Year 3	<b>13,188</b>
Year 4	<b>13,508</b>
Year 5	<b>13,836</b>
Next 5 years	<b>74,376</b>

The actuarial report used for these financial statements was prepared as at 31 March 2025 by a qualified independent actuary. The significant weighted-average assumptions to determine defined benefit obligation were as follows:

	2025	2024
Discount rate	<b>5.80%</b>	4.90%
Rate of price inflation (RPI)	<b>3.05%</b>	3.20%
Rate of price inflation (CPI)	<b>2.75%</b>	2.80%
Rate of pension increases (RPI 5%)	<b>2.95%</b>	3.00%

Assumed life expectancy on retirement at age 65:

	2025	2024
	Years	Years
Member retiring today (age 65)		
Male	<b>21.3</b>	21.6
Female	<b>23.5</b>	24.0
Member retiring in 25 years (age 40)		
Male	<b>22.7</b>	23.4
Female	<b>25.5</b>	25.9

#### Sensitivity analysis

The sensitivity analysis below assumes changes in individual assumptions whilst 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.

## Notes (continued)

### 25 Retirement benefit schemes (continued)

#### b) Defined benefit scheme (continued)

Present value of defined benefit obligations

	<b>2025</b>	2024
	<b>£000</b>	£000
Discount rate -50 basis points	<b>(190,587)</b>	(226,291)
Discount rate +50 basis points	<b>(172,156)</b>	(201,621)
Price inflation rate -50 basis points	<b>(175,427)</b>	(206,718)
Price inflation rate +50 basis points	<b>(186,290)</b>	(221,391)
Post-retirement life expectancy -1 year	<b>(186,649)</b>	(220,005)
	<u>                    </u>	<u>                    </u>

### 26 Called-up share capital

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

	<b>2025</b>	2024
	<b>£000</b>	£000
Authorised, issued and fully paid		
39,186,210 ordinary shares of £1 each	<b>39,186</b>	39,186
17,500,000 preference shares of \$1 each	<b>10,917</b>	10,917
	<u>                    </u>	<u>                    </u>
	<b>50,103</b>	50,103
	<u>                    </u>	<u>                    </u>

To the extent that they are payable, dividends on the preference shares accrue at the rate of 8% per annum in respect of the nominal value of the shares. The shares are not subject to a fixed redemption date and therefore classified as share capital in the financial statements. The preference shares rank ahead of the ordinary shares in the event of a liquidation.

### 27 Reserves – Group

The other reserve is the result of the merger accounting in respect of the merger with Brunner Mond Group Limited in the period ended 31 March 2012. The reserve represents the difference arising on consolidation between the value of the investment in Brunner Mond Group Limited held in the financial statements of Natrium Holdings Limited which was initially acquired, and the nominal value of the share capital of Brunner Mond Group Limited. The reserve is non-distributable.

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

The 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.

## Notes (continued)

### 28 Financial risk management and policies

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

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

The Group's senior management oversees the management of these risks, supported by an audit committee of 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 Group. The audit committee provides assurance to the Group's senior management that the Group's financial risk-taking activities are governed by appropriate policies and procedures and that financial risks are identified, measured and managed in accordance with Group policies and the Group's risk appetite. The Group's overall strategy remains unchanged from 2024.

#### Interest rate risk

Interest rate risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Group'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 Group do not have a significant fair value or cash flow interest rate risk due to their short tenure.

During the year, the Group 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 Group does not expect changes in the sterling SONIA rate to have a material impact on the financial statements.

#### 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 Group's exposure to the risk of changes in foreign exchange rates relates primarily to the Group's operating activities (when revenue or expense is denominated in a different currency from the Group's functional currency).

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

	Euro		United States Dollar	
	2025 £000	2024 £000	2025 £000	2024 £000
Assets	3,248	5,299	862	1,532
Liabilities	(89)	(2,265)	(8,901)	(6,211)

Where appropriate, the Group manages its foreign currency risk by hedging forecast cash flows using forward contracts as described in Note 24(c).

## Notes (continued)

### 28 Financial risk management and policies (continued)

#### Commodity risk

Commodity risk is the risk that the purchase price of commodities will fluctuate. During the year, the Group's exposure related largely to the purchase of natural gas and coke, but following the cessation of manufacturing operations at its Lostock site, this risk is no longer relevant in respect of coke and significantly reduced for natural gas. Where appropriate, the Group manages its commodity risk by hedging forecast purchases of natural gas using contract for difference arrangements.

#### Liquidity risk

The Group's objective is to maintain a balance between continuity of funding and flexibility through the use of bank loans, a working capital facility, reverse forfaiting and receivables financing. Bank loan agreements were renewed in February 2023 and have a term of 5 years.

The Group monitors its exposure to reverse forfaiting and includes the expected cash outflows in its liquidity forecasting.

#### 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 Group 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 Group reviews the creditworthiness of its customers based on their financial position, past experience and other factors. The credit period provided by the Group 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 Group, there is no substantial concentration of credit risk.

#### Capital risk

The capital structure of the Group 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 Group is not subject to any externally imposed capital requirements.

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

### 29 Contingencies – Group

The Group is subject to legal proceedings, claims and commercial disputes which arise in the normal course of business. Where, in the opinion of management, after taking appropriate legal advice, a liability is unlikely to materialise or any liability is either not determinable at the balance sheet date or unlikely to be material, these are considered to be contingent liabilities and have not been recognised in the financial statements.

## Notes (continued)

### 30 Leases – Group

#### Group as lessee

Right-of-use assets are presented as part of property, plant and equipment (Note 15).

#### Amounts recognised in the profit or loss

	2025	2024
Leases under IFRS 16:	£000	£000
- Interest expense on lease liabilities	(86)	(102)

#### Amounts recognised in the statement of cashflow

	2025	2024
Leases under IFRS 16:	£000	£000
- Total cash outflows for leases	(1,178)	(2,097)

#### Operating leases

During the year £1,340,000 (2024: £1,340,000) was recognised as rental income by the Group.

The following table sets out a maturity analysis of lease consideration to be recognised, showing the undiscounted lease consideration to be recognised after the reporting date:

	2025	2024
	£000	£000
Less than one year	1,340	1,340
Between one and two years	1,340	1,340
Between two and three years	1,340	1,340
Between three and four years	1,340	1,340
Between four and five years	1,340	1,340
More than five years	37,846	39,186
	44,546	45,886

### 31 Related party transactions - Group

Balances and transactions between the Group companies, which are related parties, have been eliminated on consolidation and are not disclosed in this note. Transactions between the Group and its related parties are disclosed below, in addition to being disclosed in trade and other receivables, trade and other payables, and other financial assets and liabilities.

## Notes (continued)

### 31 Related party transactions - Group

		Sales to related parties £000	Purchases from related parties £000	Amounts owed by related parties £000	Amounts owed to related parties £000
<b>Trading transactions</b>					
Companies which were part of the wider Tata Chemicals Limited group:					
Tata Chemicals North America Inc	2025	-	(11,913)	-	(8,233)
	2024	-	(6,199)	-	(6,199)
British Salt Limited	2025	1,562	-	-	-
	2024	1,586	-	-	-
			Interest charged to related party £000	Accrued interest owed by related party £000	Amounts owed by related party £000
<b>Loans to related parties</b>					
Companies which were part of the wider Tata Chemicals Limited group:					
TCE Group Limited	2025		3,379	-	58,549
	2024		3,131	-	52,624
			Recharges to related parties £000	Recharges from related parties £000	Amounts owed by related parties £000
<b>Expenses and recharges</b>					
Companies which were part of the wider Tata Chemicals Limited group:					
British Salt Limited	2025	12,044	(9,154)	2,562	(1,897)
– operating costs and Group VAT pooling	2024	11,112	(3,130)	147	(265)
British Salt Limited	2025	4,250	-	-	-
– UK ETS allowances	2024	-	(3,311)	-	-
British Salt Limited	2025	917	(253)	97	(58)
– intercompany derivatives	2024	5,478	-	-	(445)
Tata Chemicals Limited	2025	-	(488)	-	(216)
	2024	-	(510)	-	(148)
Homefield Pvt UK Limited	2025	-	(18)	-	-
	2024	-	(18)	-	-
TCE Group Limited	2025	2,546	-	-	-
– Group relief	2024	-	-	-	-
Joint venture in which a wider group company was a venturer:					
The Block Salt Company	2025	10	-	7	-
	2024	-	-	-	-

The Brunner Mond Pension Fund is also considered to be a related party. Further information in respect of transactions during the year are shown in Note 25.

## Notes (continued)

### 31 Related party transactions - Group

#### Terms and conditions of transactions with related parties

Outstanding trading balances at the year end are unsecured and will be settled in cash. Within the Group, interest is generally charged at a rate that matches the rate paid on external loans and borrowings. There have been no guarantees provided or received for any related party receivables or payables. For the year ended 31 March 2025, the Group has not recorded any impairment of receivables relating to amounts owed by related parties (2024: £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

The only transaction with key management personnel in the year was directors' remuneration, which is disclosed in Note 9.

### 32 Ultimate controlling party – Group

The Group's immediate parent undertaking is TCE Group Limited, a company incorporated in England.

The ultimate parent company in the year to 31 March 2025 was Tata Chemicals Limited, a company incorporated in India. The smallest and largest group in which the results of the Group 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.

## Company balance sheet

At 31 March

	Note	2025 £000	2024 £000
<b><u>Assets</u></b>			
<b>Non-current assets - Investments</b>	35	-	-
<b>Current assets - Trade and other receivables</b>	36	<b>89,098</b>	85,892
		<hr/>	<hr/>
<b>Total assets</b>		<b>89,098</b>	85,892
		<hr/>	<hr/>
<b><u>Liabilities</u></b>			
<b>Non-current liabilities - Interest-bearing loans and borrowings</b>	38	<b>(69,656)</b>	(69,537)
<b>Current liabilities - Trade and other payables</b>	37	<b>(94,461)</b>	(86,717)
		<hr/>	<hr/>
<b>Total liabilities</b>		<b>(164,117)</b>	(156,254)
		<hr/>	<hr/>
<b>Net liabilities</b>		<b>(75,019)</b>	(70,362)
		<hr/>	<hr/>
<b><u>Equity</u></b>			
Ordinary share capital	39	<b>39,186</b>	39,186
Preference share capital	39	<b>10,917</b>	10,917
Retained losses	40	<b>(125,122)</b>	(120,465)
		<hr/>	<hr/>
<b>Equity attributable to owners of the Company</b>		<b>(75,019)</b>	(70,362)
		<hr/>	<hr/>

The Notes on page 61 to 64 form an integral part of these financial statements.

The financial statements of Natrium Holdings Limited were approved by the board of directors and were on 22 May 2025 its behalf by:



**J L Abbotts**  
Director

## Company statement of changes in equity

For the years ended 31 March

	Ordinary Share capital (Note 39) £000	Preference share capital (Note 39) £000	Retained losses (Note 40) £000	Total deficit £000
Balance at 1 April 2023	39,000	10,917	(120,465)	(70,362)
Loss for the year	-	-	(13,893)	(13,893)
Balance at 31 March 2024	<u>39,186</u>	<u>10,917</u>	<u>(120,465)</u>	<u>(70,362)</u>
Loss for the year	-	-	(4,657)	(4,656)
<b>Balance at 31 March 2025</b>	<b><u>39,186</u></b>	<b><u>10,917</u></b>	<b><u>(125,122)</u></b>	<b><u>(75,019)</u></b>

The Notes on page 61 to 64 form an integral part of these financial statements.

## Company statement of cash flows

For the years ended 31 March

	Note	2025 £000	2024 £000
<b>Loss for the year before tax</b>		<b>(5,077)</b>	<b>(13,893)</b>
Finance income		<b>(5,389)</b>	<b>(5,270)</b>
Finance costs		<b>10,466</b>	<b>9,977</b>
Other non-cash item: impairment of investments	35	-	<b>9,186</b>
		<hr/>	<hr/>
		-	-
Increase in trade, other receivables and prepayments		<b>4,729</b>	<b>(485)</b>
Increase in trade and other payables		<b>53</b>	<b>5,186</b>
		<hr/>	<hr/>
		<b>4,782</b>	<b>4,701</b>
Interest paid		<b>(4,782)</b>	<b>(4,701)</b>
		<hr/>	<hr/>
<b>Net cash from operating activities</b>		-	-
		<hr/>	<hr/>
<b>Net increase in cash and cash equivalents</b>		-	-
Cash and cash equivalents at 1 April		-	-
		<hr/>	<hr/>
<b>Cash and cash equivalents at 31 March</b>		-	-
		<hr/> <hr/>	<hr/> <hr/>

The Notes on page 61 to 64 form an integral part of these financial statements.

## Notes to the Company financial statements

### 33 Significant accounting policies – Company

The Company has adopted the same accounting policies as the Group, as detailed in Note 3. These have been consistently applied to all periods presented in the company financial statements.

### 34 Significant accounting judgements, estimates and assumptions – Company

The preparation of the Company's financial statements requires management to make judgements, estimates and assumptions that effect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities, at the end of the reporting period. However, uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of the asset or liability affected in future periods.

#### 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 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 exists when the carrying value of an asset or CGU exceeds its recoverable amount, which is the higher of its FVLCOB and its VIU. The FVLCOB 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 VIU calculation is based on a discounted cash flow model. The cash flows are derived from the budget for the next five years and do not include restructuring activities to which the Company is not yet committed or significant future investments that will enhance the asset's performance or the CGU being tested. The recoverable amount is most sensitive to the discount rates, revenue growth rates, operating margins and capital expenditure. Sensitivity analysis on the key assumptions has been performed and the Company does not expect a reasonable possible change in the key assumptions to have a material impact on the impairment review.

### 35 Investments – Company

<b>Cost</b>	<b>Shares in subsidiaries £000</b>
At 1 April 2024 and at 31 March 2025	29,186
<b>Impairment</b>	
At 1 April 2024 and at 31 March 2025	(29,186)
<b>Net book value</b>	
<b>At 31 March 2025</b>	-
At 31 March 2024	-

## Notes (continued)

### 35 Investments – Company (continued)

The Company conducts periodic impairment reviews which take place at least annually for each investment held.

The Company's subsidiary undertakings at 31 March 2025 are set out below:

	Country of incorporation	Principal activity	% of share capital held
Brunner Mond Group Limited	England	Holding company	100
Tata Chemicals Europe Limited	England	Sale of soda ash, and manufacture and sale of sodium bicarbonate	100*
Winnington CHP Limited	England	Generation and sale of steam and carbon dioxide and supply of externally purchased electricity	100*
Northwich Resource Management Limited	England	Dormant	100*

\* Indirect shareholding

All subsidiary accounts can be obtained from the registered office, Natrium House, Winnington Lane, Northwich, Cheshire, CW8 4GW.

### 36 Trade and other receivables - Company

	2025 £000	2024 £000
Amounts owed by group undertakings (Note 41)	89,098	85,892

### 37 Trade and other payables - Company

	2025 £000	2024 £000
Amount owed to group undertakings (Note 41)	(94,369)	(86,679)
Accruals and deferred income	(92)	(38)
	<u>(94,461)</u>	<u>(86,717)</u>

## Notes (continued)

### 38 Other current and non-current financial assets and liabilities – Company

	Interest rate %	Maturity	2025 £000	2024 £000
Term loan	SONIA + 1.35	March 2028	(70,000)	(70,000)
Less: unamortised debt issue costs			344	463
<b>Total interest-bearing loan and borrowings</b>			<b>(69,656)</b>	<b>(69,537)</b>
Current			-	-
Non-current			<b>(69,656)</b>	<b>(69,537)</b>

Interest payable is normally settled monthly throughout the financial year.

#### Term loan

Bank of America, as Security Trustee, holds a debenture with the Company in the form of fixed and floating charges over all present and future business, undertaking and assets which are not effectively mortgaged.

### 39 Called-up share capital – Company

	2025 £000	2024 £000
<b>Authorised, issued and fully paid</b>	<b>£000</b>	<b>£000</b>
39,186,210 (2024: £39,186,210) ordinary shares of £1 each	39,186	39,186
17,500,000 preference shares of \$1 each	10,917	10,917
	<b>50,103</b>	<b>50,103</b>

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

On 17 January 2013 the Company issued 17,500,000 non-cumulative redeemable preference shares of \$1, at par. To the extent that they are payable, dividends on the Preference shares accrue at the rate of 8% per annum in respect of the nominal value of the shares. The shares are not subject to a fixed redemption date and therefore classified as share capital in the financial statements. The preference shares rank ahead of the ordinary shares in the event of a liquidation.

### 40 Reserves – Company

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

## Notes (continued)

### 41 Related party transactions – Company

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:

Loans		Interest received from related parties £000	Interest charged by related parties £000	Amounts owed by related parties £000	Amounts owed to related parties £000
Companies which were subsidiaries:					
Tata Chemicals Europe Limited	<b>2025</b>	<b>2,010</b>	-	<b>30,549</b>	-
	2024	2,139	-	33,268	-
Brunner Mond Group Limited	<b>2025</b>	-	<b>(5,565)</b>	-	<b>(94,369)</b>
	2024	-	(5,157)	-	(86,679)
Companies which were part of the wider Tata Chemicals Limited group:					
TCE Group Limited	<b>2025</b>	<b>3,379</b>	-	<b>58,549</b>	-
	2024	3,131	-	52,624	-
		Recharges to related parties £000	Recharges from related parties £000	Amounts owed by related parties £000	Amounts owed to related parties £000
Brunner Mond Group Limited	<b>2025</b>	-	<b>(2,125)</b>	-	-
- Group relief	2024	-	-	-	-
TCE Group Limited	<b>2025</b>	<b>2,546</b>	-	-	-
- Group relief	2024	-	-	-	-

### Terms and conditions of transactions with related parties

Outstanding trading balances at the year-end are unsecured and will be settled in cash. Within the Natrium Holdings Limited subgroup interest is charged at a rate that matches the rate paid on external receivables or payables. For the year ended 31 March 2025 the Company has not recorded any impairment of receivables relating to amounts owed by the related parties (2024: £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. Directors' remuneration is disclosed in Note 9.