

Strategic Report, Report of the Directors and
Financial Statements For The Year Ended 30 November 2024
for
A C Whyte & Co Limited

Contents of the Financial Statements
For The Year Ended 30 November 2024

	Page
Company Information	1
Strategic Report	2
Report of the Directors	3
Report of the Independent Auditors	4
Statement of Comprehensive Income	8
Statement of Financial Position	9
Statement of Changes in Equity	10
Statement of Cash Flows	11
Notes to the Statement of Cash Flows	12
Notes to the Financial Statements	14

A C Whyte & Co Limited
Company Information
For The Year Ended 30 November 2024

DIRECTORS:

R J Phin
J E McDonald
S C McNellis

REGISTERED OFFICE:

6 Bowerwalls Place
Crossmill Business Park
Barrhead
Glasgow
G78 1BF

REGISTERED NUMBER:

SC054565 (Scotland)

INDEPENDENT AUDITORS:

Robb Ferguson
Chartered Accountants & Statutory Auditors
Regent Court
70 West Regent Street
Glasgow
G2 2QZ

Strategic Report
For The Year Ended 30 November 2024

The directors present their strategic report for the year ended 30 November 2024.

REVIEW OF BUSINESS

In 2024, the Company delivered a return to profitability, achieving revenue of £16.8m and a net profit of £85k. Gross margin improved to levels consistent with the pre-COVID period, reflecting the positive impact of operational improvements and a more stable cost environment. While revenue remained slightly below 2023 levels, this year marked a significant turning point as we laid the groundwork for long-term growth and repositioned the business to capitalise on emerging opportunities.

Our focus throughout the year has been on building solid foundations for the future by maintaining high levels of customer satisfaction and employee engagement - key pillars of our sustained success. Strategic investments made in 2023, including the appointment of key leadership roles, are now delivering positive results through increased financial oversight, enhanced bidding capability, and stronger commercial management.

Looking ahead, 2025 marks an exciting new chapter for the Company. We have rebranded, launched a new website, and introduced a suite of services aligned with growth sectors including energy efficiency, Net Zero, and cladding remediation. These changes reflect a strategic focus toward markets that align with long-term national priorities and sustainability goals. Based on our current pipeline and market positioning, revenue is projected to increase by 10% to £20m in 2025.

The Board remains committed to delivering sustained profitability and long-term value creation. We continue to build on our 50-year legacy by strengthening our market presence, investing in innovation, and delivering impactful solutions that support the UK's environmental and economic goals. The progress made in 2024 positions us strongly for continued growth and resilience in the years ahead.

PRINCIPAL RISKS AND UNCERTAINTIES

The key risks and uncertainties facing the business are:

Credit risk - the company aims to mitigate credit risk by continuing to trade with reliable partners, such as local authorities and housing associations.

Liquidity risk - the company aims to mitigate liquidity risk by continuing to manage cash generation from its operations with enhanced commercial and financial controls, cash collection targets and rigorous monitoring. The directors are satisfied that the company has adequate resources to enable it to meet its liabilities as they fall due for the foreseeable future.

Contract risk - the company aims to mitigate contract risk through robust tendering procedures, tailored to align with both current and anticipated market conditions. These processes are further supported by effective operational management

ON BEHALF OF THE BOARD:

J E McDonald - Director

20 August 2025

Report of the Directors
For The Year Ended 30 November 2024

The directors present their report with the financial statements of the company for the year ended 30 November 2024.

PRINCIPAL ACTIVITY

The principal activity of the company in the year under review was that of energy efficiency contractors.

DIVIDENDS

No dividends will be distributed for the year ended 30 November 2024.

EVENTS SINCE THE END OF THE YEAR

Information relating to events since the end of the year is given in the notes to the financial statements.

DIRECTORS

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

R J Phin
J E McDonald
S C McNellis

STATEMENT OF DIRECTORS' RESPONSIBILITIES

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

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing these financial statements, the directors are required to:

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

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

STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITORS

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

ON BEHALF OF THE BOARD:

J E McDonald - Director

20 August 2025

Report of the Independent Auditors to the Members of
A C Whyte & Co Limited

Opinion

We have audited the financial statements of A C Whyte & Co Limited (the 'company') for the year ended 30 November 2024 which comprise the Statement of Comprehensive Income, Statement of Financial Position, Statement of Changes in Equity, Statement of Cash Flows and Notes to the Statement of Cash Flows, Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 30 November 2024 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The directors are responsible for the other information. The other information comprises the information in the Strategic Report and the Report of the Directors, but does not include the financial statements and our Report of the Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Report of the Independent Auditors to the Members of
A C Whyte & Co Limited

Matters on which we are required to report by exception

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

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

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

Responsibilities of directors

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

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

Report of the Independent Auditors to the Members of
A C Whyte & Co Limited

Auditors' responsibilities for the audit of the financial statements

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

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

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- We identified the laws and regulations applicable to the company through discussions with directors and other management, and from our wider knowledge and experience;
- We focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company, including the Companies Act 2006 and FRS 102.
- We assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- Identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- Making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations

Audit response to risks identified

To address the risk of fraud through management bias and override of controls, we:

- Performed analytical procedures to identify any unusual or unexpected relationships;
- Tested journal entries to identify unusual transactions;
- Assessed whether judgements and assumptions made in determining the accounting estimates set out were indicative of potential bias; and
- Investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- Agreeing financial statement disclosures to underlying supporting documentation;
- Reading the minutes of meetings of those charged with governance;
- Enquiring of management as to actual and potential litigation and claims; and
- Requesting correspondence with HMRC, Companies House and the company's legal advisors.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Auditors.

Report of the Independent Auditors to the Members of
A C Whyte & Co Limited

Use of our report

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

Graham Cantlay (Senior Statutory Auditor)
for and on behalf of Robb Ferguson
Chartered Accountants & Statutory Auditors
Regent Court
70 West Regent Street
Glasgow
G2 2QZ

20 August 2025

**Statement of Comprehensive
Income**
For The Year Ended 30 November 2024

	Notes	2024 £	2023 £
TURNOVER	3	16,846,888	18,043,293
Cost of sales		<u>14,430,951</u>	<u>16,653,160</u>
GROSS PROFIT		2,415,937	1,390,133
Administrative expenses		<u>2,311,870</u>	<u>2,109,994</u>
		104,067	(719,861)
Other operating income	4	<u>19,064</u>	<u>41,471</u>
OPERATING PROFIT/(LOSS)	6	123,131	(678,390)
Interest receivable and similar income		<u>28,472</u>	<u>50,407</u>
		151,603	(627,983)
Interest payable and similar expenses	7	<u>66,620</u>	<u>134,015</u>
PROFIT/(LOSS) BEFORE TAXATION		84,983	(761,998)
Tax on profit/(loss)	8	<u>33,014</u>	<u>(238,096)</u>
PROFIT/(LOSS) FOR THE FINANCIAL YEAR		51,969	(523,902)
OTHER COMPREHENSIVE LOSS		-	(208,000)
Income tax relating to other comprehensive loss		<u>-</u>	<u>-</u>
OTHER COMPREHENSIVE LOSS FOR THE YEAR, NET OF INCOME TAX		-	(208,000)
TOTAL COMPREHENSIVE INCOME/(LOSS) FOR THE YEAR		<u>51,969</u>	<u>(731,902)</u>

The notes form part of these financial statements

A C Whyte & Co Limited (Registered number: SC054565)

Statement of Financial Position
30 November 2024

	Notes	2024 £	£	2023 £	£
FIXED ASSETS					
Tangible assets	9		1,319,477		1,535,751
CURRENT ASSETS					
Debtors	10	5,270,934		4,127,601	
Cash at bank		<u>177,123</u>		<u>220,710</u>	
		5,448,057		4,348,311	
CREDITORS					
Amounts falling due within one year	11	<u>4,591,455</u>		<u>3,581,023</u>	
NET CURRENT ASSETS			<u>856,602</u>		<u>767,288</u>
TOTAL ASSETS LESS CURRENT LIABILITIES			2,176,079		2,303,039
CREDITORS					
Amounts falling due after more than one year	12		(509,110)		(721,053)
PROVISIONS FOR LIABILITIES	16		(33,014)		-
NET ASSETS			<u>1,633,955</u>		<u>1,581,986</u>
CAPITAL AND RESERVES					
Called up share capital	17		286		286
Capital redemption reserve			4,714		4,714
Retained earnings			<u>1,628,955</u>		<u>1,576,986</u>
SHAREHOLDERS' FUNDS			<u>1,633,955</u>		<u>1,581,986</u>

The financial statements were approved by the Board of Directors and authorised for issue on 20 August 2025 and were signed on its behalf by:

J E McDonald - Director

The notes form part of these financial statements

Statement of Changes in Equity
For The Year Ended 30 November 2024

	Called up share capital £	Retained earnings £	Capital redemption reserve £	Total equity £
Balance at 1 December 2022	299	2,308,888	4,701	2,313,888
Changes in equity				
Reduction in share capital	(13)	-	13	-
Total comprehensive loss	-	(731,902)	-	(731,902)
Balance at 30 November 2023	<u>286</u>	<u>1,576,986</u>	<u>4,714</u>	<u>1,581,986</u>
Changes in equity				
Total comprehensive income	-	51,969	-	51,969
Balance at 30 November 2024	<u>286</u>	<u>1,628,955</u>	<u>4,714</u>	<u>1,633,955</u>

The notes form part of these financial statements

Statement of Cash Flows
For The Year Ended 30 November 2024

	Notes	2024 £	2023 £
Cash flows from operating activities			
Cash generated from operations	1	(352,553)	(1,307,272)
Interest paid		(41,094)	(101,655)
Interest element of hire purchase payments paid		(25,526)	(32,360)
Finance income		26,099	40,884
Tax repaid		169,961	336,246
Net cash from operating activities		<u>(223,113)</u>	<u>(1,064,157)</u>
Cash flows from investing activities			
Purchase of tangible fixed assets		(95,303)	(91,645)
Sale of tangible fixed assets		282,695	557,209
Interest received		2,373	9,523
Net cash from investing activities		<u>189,765</u>	<u>475,087</u>
Cash flows from financing activities			
New loans in year		550,000	-
Loan repayments in year		(801,793)	(753,207)
Capital repayments in year		(152,313)	(224,120)
Share buyback		-	(208,000)
Net cash from financing activities		<u>(404,106)</u>	<u>(1,185,327)</u>
Decrease in cash and cash equivalents		<u>(437,454)</u>	<u>(1,774,397)</u>
Cash and cash equivalents at beginning of year	2	(399,354)	1,375,043
Cash and cash equivalents at end of year	2	<u>(836,808)</u>	<u>(399,354)</u>

The notes form part of these financial statements

Notes to the Statement of Cash Flows
For The Year Ended 30 November 2024

1. RECONCILIATION OF PROFIT/(LOSS) BEFORE TAXATION TO CASH GENERATED FROM OPERATIONS

	2024	2023
	£	£
Profit/(loss) before taxation	84,983	(761,998)
Depreciation charges	164,635	209,002
Profit on disposal of fixed assets	(135,753)	(241,794)
Finance costs	66,620	134,015
Finance income	(28,472)	(50,407)
	<u>152,013</u>	<u>(711,182)</u>
(Increase)/decrease in trade and other debtors	(1,313,294)	158,777
Increase/(decrease) in trade and other creditors	808,728	(754,867)
Cash generated from operations	<u><u>(352,553)</u></u>	<u><u>(1,307,272)</u></u>

2. CASH AND CASH EQUIVALENTS

The amounts disclosed on the Statement of Cash Flows in respect of cash and cash equivalents are in respect of these Statement of Financial Position amounts:

Year ended 30 November 2024

	30.11.24	1.12.23
	£	£
Cash and cash equivalents	177,123	220,710
Bank overdrafts	<u>(1,013,931)</u>	<u>(620,064)</u>
	<u><u>(836,808)</u></u>	<u><u>(399,354)</u></u>

Year ended 30 November 2023

	30.11.23	1.12.22
	£	£
Cash and cash equivalents	220,710	1,375,043
Bank overdrafts	<u>(620,064)</u>	<u>-</u>
	<u><u>(399,354)</u></u>	<u><u>1,375,043</u></u>

Notes to the Statement of Cash Flows
For The Year Ended 30 November 2024

3. **ANALYSIS OF CHANGES IN NET DEBT**

	At 1.12.23 £	Cash flow £	At 30.11.24 £
Net cash			
Cash at bank	220,710	(43,587)	177,123
Bank overdrafts	<u>(620,064)</u>	<u>(393,867)</u>	<u>(1,013,931)</u>
	<u>(399,354)</u>	<u>(437,454)</u>	<u>(836,808)</u>
Debt			
Finance leases	(319,307)	152,313	(166,994)
Debts falling due within 1 year	(220,000)	159,470	(60,530)
Debts falling due after 1 year	<u>(581,793)</u>	<u>92,323</u>	<u>(489,470)</u>
	<u>(1,121,100)</u>	<u>404,106</u>	<u>(716,994)</u>
Total	<u>(1,520,454)</u>	<u>(33,348)</u>	<u>(1,553,802)</u>

Notes to the Financial Statements
For The Year Ended 30 November 2024

1. **STATUTORY INFORMATION**

A C Whyte & Co Limited is a private company, limited by shares, registered in Scotland. The company's registered number and registered office address can be found on the Company Information page.

The presentation currency of the financial statements is the Pound Sterling (£).

2. **ACCOUNTING POLICIES**

Basis of preparing the financial statements

These financial statements have been prepared in accordance with Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

Going concern basis of preparation

The financial statements have been prepared on a going concern basis. In assessing the appropriateness of this basis, the directors have considered the company's financial position, liquidity, and forecast cash flows stemming from its revenue pipeline for a period of at least 12 months from the date of approval of these financial statements.

Based on this review, the directors are satisfied that the company has adequate resources to continue in operational existence for the foreseeable future and that there are no material uncertainties that cast significant doubt on the company's ability to continue as a going concern. Accordingly, the financial statements continue to be prepared on a going concern basis.

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

Turnover

Turnover is stated net of VAT and trade discounts. Turnover from the sale of goods is recognised when the goods are physically delivered to the customer. Turnover from the supply of services represents the value of services provided under contracts to the extent that there is a right to consideration and is recorded at the value of the consideration due. Where a contract has only been partially completed at the balance sheet date turnover represents the value of the service provided to the date based on a proportion of the total contract value. Where payments are received from customers in advance of services provided, the amounts are recorded as deferred income and included as part of creditors due within one year.

Profit is recognised on long-term contracts, if the final outcome can be assessed with reasonable certainty, by including in the Statement of Comprehensive Income turnover and related costs as contract activity progresses. Turnover is calculated by reference to the value of work performed to date as a proportion of the total contract value.

Tangible fixed assets

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

Heritable and leasehold property	- 2% straight line
Fixed plant and equipment	- 15% on reducing balance
Motor vehicles	- 25% on reducing balance
Computer equipment	- 25% on reducing balance

Financial instruments

Basic financial instruments are recognised at amortised cost, except for investments in non-convertible preference and non-puttable ordinary shares which are measured at fair value, with changes recognised in profit or loss. Derivative financial instruments are initially recorded at cost and thereafter at fair value with changes recognised in profit or loss.

Notes to the Financial Statements - continued
For The Year Ended 30 November 2024

2. **ACCOUNTING POLICIES - continued**

Taxation

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

Current or deferred taxation assets and liabilities are not discounted.

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

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

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

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

Hire purchase and leasing commitments

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

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

Rentals paid under operating leases are charged to profit or loss on a straight line basis over the period of the lease.

Pension costs and other post-retirement benefits

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

Government grants

Government grants relating to tangible fixed assets are treated as deferred income and released to Statement of Comprehensive Income over the expected useful lives of the assets concerned. Other grants are credited to the Statement of Comprehensive Income as the related expenditure is incurred.

Amounts recoverable on contracts

Amounts recoverable on contracts, which are included in debtors, are stated at the net sales value of the work done after provision for contingencies and anticipated future losses on contracts, less amounts received as progress payments on account.

3. **TURNOVER**

The turnover and profit (2023 - loss) before taxation are attributable to the one principal activity of the company.

4. **OTHER OPERATING INCOME**

	2024	2023
	£	£
Rents received	<u>19,064</u>	<u>41,471</u>

Notes to the Financial Statements - continued
For The Year Ended 30 November 2024

5. EMPLOYEES AND DIRECTORS

	2024	2023
	£	£
Wages and salaries	3,783,927	4,115,624
Social security costs	407,707	423,440
Other pension costs	142,043	125,455
	4,333,677	4,664,519

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

	2024	2023
Direct labour	74	89
Administration	18	22
	92	111

	2024	2023
	£	£
Directors' remuneration	293,181	289,778
Directors' pension contributions to money purchase schemes	9,751	9,003
	9,751	9,003

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

Money purchase schemes	2	2
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Information regarding the highest paid director is as follows:

	2024	2023
	£	£
Emoluments etc	105,219	103,646
Pension contributions to money purchase schemes	5,151	5,001
	5,151	5,001

6. OPERATING PROFIT/(LOSS)

The operating profit (2023 - operating loss) is stated after charging/(crediting):

	2024	2023
	£	£
Hire of plant and machinery	551,471	934,645
Depreciation - owned assets	89,421	58,911
Depreciation - assets on hire purchase contracts	75,214	150,091
Profit on disposal of fixed assets	(135,753)	(241,794)
Auditors' remuneration	12,700	13,545
	12,700	13,545

7. INTEREST PAYABLE AND SIMILAR EXPENSES

	2024	2023
	£	£
Bank loan interest	41,094	101,655
Hire purchase	25,526	32,360
	66,620	134,015

Notes to the Financial Statements - continued
For The Year Ended 30 November 2024

8. TAXATION

Analysis of the tax charge/(credit)

The tax charge/(credit) on the profit for the year was as follows:

	2024	2023
	£	£
Current tax:		
UK corporation tax	-	(74,137)
Deferred tax	33,014	(163,959)
Tax on profit/(loss)	<u>33,014</u>	<u>(238,096)</u>

UK corporation tax has been charged at 25% (2023 - 23%).

Reconciliation of total tax charge/(credit) included in profit and loss

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

	2024	2023
	£	£
Profit/(loss) before tax	<u>84,983</u>	<u>(761,998)</u>
Profit/(loss) multiplied by the standard rate of corporation tax in the UK of 25% (2023 - 23%)	21,246	(175,260)
Effects of:		
Expenses not deductible for tax purposes	13,674	9,939
Utilisation of tax losses	(33,827)	-
Effect of timing differences	(17,783)	(29,429)
Deferred tax	33,013	(163,959)
R&D claim	-	(74,137)
Losses carried forward	-	180,807
Effect of non-trading activities	16,691	13,943
Total tax charge/(credit)	<u>33,014</u>	<u>(238,096)</u>

Tax effects relating to effects of other comprehensive income

		2023	
	Gross	Tax	Net
	£	£	£
Purchase of own shares	<u>(208,000)</u>	<u>-</u>	<u>(208,000)</u>

Notes to the Financial Statements - continued
For The Year Ended 30 November 2024

9. TANGIBLE FIXED ASSETS

	Heritable and leasehold property £	Fixed plant and equipment £	Motor vehicles £	Computer equipment £	Totals £
COST					
At 1 December 2023	1,240,661	125,008	1,063,236	127,598	2,556,503
Additions	-	26,444	46,037	22,822	95,303
Disposals	(189,700)	-	-	-	(189,700)
At 30 November 2024	<u>1,050,961</u>	<u>151,452</u>	<u>1,109,273</u>	<u>150,420</u>	<u>2,462,106</u>
DEPRECIATION					
At 1 December 2023	275,615	78,709	581,932	84,496	1,020,752
Charge for year	20,580	7,766	123,203	13,086	164,635
Eliminated on disposal	(42,758)	-	-	-	(42,758)
At 30 November 2024	<u>253,437</u>	<u>86,475</u>	<u>705,135</u>	<u>97,582</u>	<u>1,142,629</u>
NET BOOK VALUE					
At 30 November 2024	<u>797,524</u>	<u>64,977</u>	<u>404,138</u>	<u>52,838</u>	<u>1,319,477</u>
At 30 November 2023	<u>965,046</u>	<u>46,299</u>	<u>481,304</u>	<u>43,102</u>	<u>1,535,751</u>

Included in heritable and leasehold property is land at a cost of £52,989 (2023 - £52,989) which is not depreciated.

Included in heritable and leasehold properties are long leasehold property with a net book value of £564,293 (2023 - £579,430).

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

	Motor vehicles £
COST	
At 1 December 2023	903,781
Additions	44,715
Reclassification/transfer	(264,484)
At 30 November 2024	<u>684,012</u>
DEPRECIATION	
At 1 December 2023	453,705
Charge for year	75,214
Reclassification/transfer	(104,640)
At 30 November 2024	<u>424,279</u>
NET BOOK VALUE	
At 30 November 2024	<u>259,733</u>
At 30 November 2023	<u>450,076</u>

Notes to the Financial Statements - continued
For The Year Ended 30 November 2024

10. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2024	2023
	£	£
Trade debtors	2,501,746	2,396,163
Amounts recoverable on contract	2,528,650	1,427,028
Other debtors	106,424	11,924
Tax	86,555	256,516
Prepayments and accrued income	47,559	35,970
	<u>5,270,934</u>	<u>4,127,601</u>

Bibby Factors Limited holds a fixed and floating charges over the debts due to the company.

11. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2024	2023
	£	£
Bank loans and overdrafts (see note 13)	1,013,931	840,064
Other loans (see note 13)	60,530	-
Hire purchase contracts (see note 14)	147,354	180,047
Trade creditors	760,661	670,502
Social security and other taxes	173,364	123,027
VAT	390,295	303,964
Other creditors	80	352
Accruals and deferred income	2,045,240	1,463,067
	<u>4,591,455</u>	<u>3,581,023</u>

12. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2024	2023
	£	£
Bank loans (see note 13)	-	581,793
Other loans (see note 13)	489,470	-
Hire purchase contracts (see note 14)	19,640	139,260
	<u>509,110</u>	<u>721,053</u>

13. LOANS

An analysis of the maturity of loans is given below:

	2024	2023
	£	£
Amounts falling due within one year or on demand:		
Bank overdrafts	1,013,931	620,064
Bank loans	-	220,000
Other loans	60,530	-
	<u>1,074,461</u>	<u>840,064</u>

Notes to the Financial Statements - continued
For The Year Ended 30 November 2024

13. **LOANS - continued**

	2024	2023
	£	£
Amounts falling due between one and two years:		
Bank loans - 1-2 years	-	220,000
Other loans - 1-2 years	<u>97,454</u>	<u>-</u>
	<u>97,454</u>	<u>220,000</u>
Amounts falling due between two and five years:		
Bank loans - 2-5 years	-	361,793
Other loans - 2-5 years	<u>347,299</u>	<u>-</u>
	<u>347,299</u>	<u>361,793</u>
Amounts falling due in more than five years:		
Repayable by instalments		
Other loans more 5yrs instal	<u>44,717</u>	<u>-</u>

14. **LEASING AGREEMENTS**

Minimum lease payments under hire purchase fall due as follows:

	2024	2023
	£	£
Net obligations repayable:		
Within one year	147,354	180,047
Between one and five years	<u>19,640</u>	<u>139,260</u>
	<u>166,994</u>	<u>319,307</u>

15. **SECURED DEBTS**

The following secured debts are included within creditors:

	2024	2023
	£	£
Bank loans	-	801,793
Hire purchase contracts	<u>166,994</u>	<u>319,307</u>
	<u>166,994</u>	<u>1,121,100</u>

UK Steel Enterprise Limited holds fixed and floating charges over the property of the company.

16. **PROVISIONS FOR LIABILITIES**

	2024	2023
	£	£
Deferred tax	<u>33,014</u>	<u>-</u>

Notes to the Financial Statements - continued
For The Year Ended 30 November 2024

16. **PROVISIONS FOR LIABILITIES - continued**

	Deferred tax
	£
Provided during year	<u>33,014</u>
Balance at 30 November 2024	<u>33,014</u>

17. **CALLED UP SHARE CAPITAL**

Allotted, issued and fully paid:

Number:	Class:	Nominal value:	2024	2023
			£	£
250	Ordinary	£1	250	250
36	Ordinary B Shares	£1	<u>36</u>	<u>36</u>
			<u>286</u>	<u>286</u>

18. **POST BALANCE SHEET EVENTS**

During the year ending 30 November 2020, the company entered into a contract to undertake a share buy back with one of the company's shareholders. The agreement contains provisions that require the company to purchase further tranches of shares at specified future completion dates over the next few years. At the year end the total liability in respect of future obligations under this agreement amounts to £576,000 (2023: £576,000).

19. **ULTIMATE CONTROLLING PARTY**

The company is under the control of R J Phin.

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