

REGISTERED NUMBER: 01236338 (England and Wales)

Group Strategic Report,
Report of the Directors and
Consolidated Financial Statements
for the Year Ended 30 November 2023
for
Lindum Group Limited



Lindum Group Limited (Registered number: 01236338)

Contents of the Consolidated Financial Statements
for the Year Ended 30 November 2023

	Page
Company Information	1
Chairman's Report	2
Group Strategic Report	3
Report of the Directors	7
Report of the Independent Auditors	13
Consolidated Income Statement	15
Consolidated Other Comprehensive Income	16
Consolidated Balance Sheet	17
Company Balance Sheet	18
Consolidated Statement of Changes in Equity	19
Company Statement of Changes in Equity	20
Consolidated Cash Flow Statement	21
Notes to the Consolidated Cash Flow Statement	22
Notes to the Consolidated Financial Statements	23

Lindum Group Limited
Company Information
for the Year Ended 30 November 2023

DIRECTORS:	D C Chambers K E Damarell R A J Kok F E Chambers E C Chambers S D Mitchell
SECRETARY:	H F F Kok
REGISTERED OFFICE:	Lindum Business Park Station Road North Hykeham Lincoln LN6 3QX
REGISTERED NUMBER:	01236338 (England and Wales)
AUDITORS:	Wright Vigar Limited Statutory Auditors Chartered Accountants & Business Advisers 15 Newland Lincoln Lincolnshire LN1 1XG
BANKERS:	Nat West Lincoln 225 High Street Lincoln Lincolnshire LN2 1AZ

Lindum Group Limited (Registered number: 01236338)

Chairman's Report
for the Year Ended 30 November 2023

Lindum Group Ltd has had a good 2023, with a net profit of £6.251M on £186.2M sales, a net return of 3.35% on sales. This has been secured in a difficult market amidst much uncertainty.

We have achieved this result due to much hard work by many people within and aligned to the business, for which we thank them. The way in which we do what we do is important and we try very hard to carry out the small, medium and larger jobs with equal diligence, courtesy and good common sense.

Our modus operandi is to share any success we do have, firstly, with our 631 employees and 508 shareholders and secondly to reinforce the trading business through replacement and/or new investment and finally to strengthen our single trading balance sheet. Our current balance sheet shows a £63.9M net asset value, with no borrowing, giving confidence to customers that we are in a position to carry out what we promise.

It is to the future that all businesses have to look and I am delighted to announce also that Freddie and Edward Chambers have now been appointed to carry the Chairman role I have held for some years now and they will be Co-Chairs of Lindum Group Ltd from April 2nd 2024, whilst I take a new role as a Non Executive Director of the Group.

Many clients have got to know them both and they do look forward to continuing to look after the current clients and welcoming new clients too. Both work well together and will make a strong lead.

Freddie and Edward will take on the role as the 4th Chair of the business, since its inception in 1956. They will lead an experienced Executive Board for the future and I believe the new [and better] Board can both keep up the good work achieved thus far and improve what we do in the future, with good teamwork, ideas and good decision making.

Finally, I would like to thank all those people, employees, suppliers and clients alike, who have provided me and Lindum with such fun, enjoyment and only occasional pain, always for the right reasons, over many years and I feel confident that Lindum will continue to serve well both new and existing clients in the future. We try to be a good, motivated, practical and common sense construction group, with a great team of people to service your needs and we hope you will use Lindum to carry out your construction work in the future.



David Chambers

Chairman, Lindum Group Limited

Group Strategic Report
for the Year Ended 30 November 2023

The directors present their strategic report of the company and the group for the year ended 30 November 2023.

REVIEW OF BUSINESS

Market Conditions

In terms of economic conditions, inflation continued to be the dominant factor for 2023.

Annual CPI began the year at 10.5% and remained very high until finally reducing to 4.0% by the year end. Whilst energy and fuel prices stabilised during the year, food prices and labour costs (with numerous strike actions being held across the country) caused inflation levels to remain high.

This in turn caused the Bank Rate to increase from 3% at the start of our financial year to 5.25% at 30 November 2023. UK mortgage rates spiked, at one point leading to 5 year fixed rate deals being priced in excess of 6%, and UK house prices fell by about 2% during the year with significantly reduced activity in this market.

The increased interest rate environment caused some initial concerns in the banking sector, and coupled with a higher cost environment there were also some high profile UK business failures in the year as well as financial stress put upon a number of local authorities across the country.

Political uncertainty also remained during the year with a pending general election and, more specifically to the construction sector, spending plans being altered in terms of large infrastructure projects, green targets, and a seemingly much reduced focus on the supply of UK housing (affordable or market) by the current government.

Against that backdrop, demand in the construction sector was reasonably resilient although higher underlying prices, and more expensive funding costs meant that more caution was naturally applied to viability, affecting commencement of larger projects in particular. Conditions also meant that work by property developers across the wider construction sector reduced significantly, as did housebuilder activity.

The Reinforced Autoclaved Aerated Concrete issues that surfaced during the year, and the changes introduced by the Building Safety Act, together with the tougher economic conditions caused clients rightly to place extra emphasis on the competence, reliability and financial resilience of their chosen building company.

Results

We are very pleased to be able to report a profit for the financial year and to have maintained a strong and healthy balance sheet.

Profit and loss account

The annual turnover for the Group was £186.2M, which was £1.1M higher than the year before. Sales from our contracting work, plant hire, vehicle servicing, joinery, roofing, security and waste recycling increased by £7.6M (broadly an inflationary increase) in total across the group whilst sales from our Homes and JV Developments divisions reduced by £6.5M reflecting the market conditions described above. In particular, sales of new Lindum Homes reduced from 44 to 31 in the year and the anticipated sale of our JV built B&M store in Mablethorpe was postponed.

Activity	2023	2022
Construction Contracting	162,690,767	155,590,048
Homes and JV Developments	14,834,269	21,329,755
Plant Hire and Vehicle Servicing	2,366,469	2,168,500
Waste Recycling	6,036,719	5,647,713
Other Construction Services	293,700	394,653
Total	186,221,924	185,130,669

Turnover is not necessarily a good measure of a construction company's performance in an industry which is known for the pursuit of work simply to maintain turnover (and cash flow), often, whether profitable or not. Consistent profitability, sensible investment, maintenance of a healthy balance sheet and cash levels are a far better measure to assess, against which we perform well.

Lindum Group Limited (Registered number: 01236338)

Group Strategic Report
for the Year Ended 30 November 2023

Our overall gross profit % was the same which is a good result given the lower sales from our (typically) higher margin work (Homes and JV Developments) and which reflected the reduced price volatility and slight tempering of inflation as the year progressed allowing for better cost control for our contracting work.

We are also pleased to report another strong contribution in terms of both client service and group profits from our Lindum Waste Recycling division which experienced another year of record demand and sales.

Sensible job selection allows us to avoid over exposure to cost increases and inflation risk, and to ensure efficient delivery on site for our clients, and this in turn helps us to maintain a healthy gross profit % which is important in an industry in which net profit % is low (we achieved 3.35% net profit for the year, compared with 3.5% in the prior year).

Our most active sectors in the year were the industrial, commercial, social housing and education sectors and we also continued to work in the food, health, leisure and retail sectors too. We have always been conscious to monitor the balance between private and public sector work across the group; this financial year saw a 42/ 58 split overall across the group in that regard as demand from the public sector outweighed that in the private sector.

Our overheads increased in the year by £1.4M which predominantly arose from wage and salary increases as well as the inflationary effect in particular on insurance and IT costs.

As interest rates rose throughout the year, our prudent cash reserves were able to earn interest (albeit at a rate significantly below the rate of inflation), resulting in higher interest income than the year before and we continue to have no borrowing.

Balance sheet

Our balance sheet remains strong and with healthy liquidity, which results from our strategy of reinvesting our profits carefully in the business for the benefit of our employee shareholders and our customers, so that we are able to deliver what we promise.

Net book value of total fixed assets increased in the period to £21.2M (£19.5M 2022) as we continued to invest to keep our plant, machinery, tools, vehicles and buildings in good working order. The investment predominantly represented replacement and improvement (latest and safest models) rather than expansion, as well as investment in a building next door to our existing business park in Lincoln.

Overall work in progress (WIP) increased to £23.2M (£19.3M 2022). The overall increase was predominantly the result of our activities in Lindum JV where we continued installation of infrastructure and commenced building work (all being undertaken by our Lindum York division) for the first sale in our Pickering Park development. We also invested in land for a future housing development in Lincoln, and as previously mentioned our B&M development in Mablethorpe (built by Lindum Construction) was postponed which also caused our WIP to increase. In Lindum Homes, our Manor Fields site in Washingborough continued to sell albeit at a slower rate than prior years given tough market conditions and as we neared the end of this development this meant a reduction in WIP on this project. This was offset however by an increase in WIP at our new Lindum Homes Hawks Chase site in Welton as we continued to build out and which was ready for sales by the end of the financial year.

As always, we managed our cash position very carefully during the year, and our clients paid promptly for their works, so we were able to pay our suppliers promptly too. Our profitable year resulted in an increase in our cash position despite continuing to invest in our fixed assets as noted above.

We remain debt free and have a healthy cash position, so clients can be confident in our ability to finish jobs properly and our employees, subcontractors and suppliers know that we are chosen not just on price but on the quality and ability to deliver for the projects we undertake for our customers.

Non controlling interests of £Nil (£303,173 2022) represented the share of net assets held by the Housing Growth Partnership, with whom we are jointly developing new residential properties in Mablethorpe - please refer to our subsidiary accounts of Mableford Limited for further information.

Retained earnings for the year amounted to £4.2M (£5.0M 2022) resulting in a Net Worth of the Group of £63.9M (£59.4M 2022) with conservative valuations and no 'toxic' assets.

Group Strategic Report
for the Year Ended 30 November 2023

The year ahead

We have a satisfactory workload look ahead and some good jobs currently underway across all our divisions in York, Peterborough and Lincoln and across a good range of sectors for a diverse range of clients.

Inflation, higher interest rates, higher tax rates, geopolitical and UK political uncertainty will continue to pose challenges, and will likely result in a much more competitive environment as well as one in which insolvency risk in the construction sector will be more prominent.

Whilst we expect tough trading conditions for the year ahead, there are likely to be good investment opportunities which we can take advantage of thanks to our financial strength. We'll continue to focus efforts on doing as much work as possible ourselves with our own practical Lindum team, whilst looking after clients, suppliers and our people well.

We'll also be focusing on keeping costs down, keeping a close eye on liquidity, and exploring different, better and more efficient ways of doing things which means we will continue to be competitive.

The Lindum team are confident that we're well placed to respond to whatever the next challenge (or opportunity) may be.

SECTION 172(1) STATEMENT

The Directors have complied with their duty to act, in good faith, to promote the success of the company for the benefit of its members as a whole and in particular have had regard to the following matters:

The likely consequences of any decision in the long term;

Decisions are made for the long term success of the company and to ensure we re-invest in the business, maintain a strong balance sheet, retain a healthy liquidity position, look after our employees (508 of whom are also shareholders) and to establish long term relationships with customers and suppliers;

The interests of the company's employees;

We consider that the 'difference is our people' and we try hard to know our colleagues as well as we can so that the interests of our employees are properly considered. We encourage the sharing of information so employees are well informed and we also believe that 'the best argument wins' so we ensure that we listen to ideas, input and concerns of our employees. The health, safety and welfare of our employees is always carefully considered including regular advice and consultation provided by our in-house health and safety team; health checks are made available typically every other year for all employees; and regular occupational health reviews are undertaken for our site based teams where needed;

We are committed to invest in direct employment (for both office and site based operatives), skills training, health and safety, providing sustainable apprenticeships, encouraging "teamworks" and promoting employee ownership so that a proper sharing business exists to get things done;

Providing a comprehensive in-house service for our clients differentiates us from our competitors and allows us to look after our clients' needs better and more comprehensively which is why we invest in our own workforce of qualified craftsmen who are skilled in brick-laying, plastering, decorating, design, engineering, contract & legal support and even financial support;

The need to foster the company's business relationships with suppliers, customers and others;

We seek to form long term relationships with both clients and suppliers. In particular we provide a good service to our clients, helped by using our own people, thereby ensuring a high level of quality and leading to repeat future work. We work closely with our supply chain to make sure we treat each fairly including prompt payment as agreed;

The impact of the company's operations on the community and the environment;

We typically work for clients based in and around either York, Lincoln or Peterborough where our employees are mostly based which helps us to understand what is of particular importance to those communities in which we operate. We place a strong emphasis on adding social value to our projects (for example, providing education on construction projects to local school children and ensuring we work with local suppliers) as well as ensuring we keep our carbon footprint as low as possible through seeking accreditation with independent experts;

The promotion of economic growth in the localities in which we operate is also an important feature of our business model. Our 'business parks' are a key element of this philosophy, encouraging and supporting new and existing SME businesses (especially construction as above) which can use the space surplus to our requirements until such time as we need it (or until such time as they would like a new building themselves!);

Lindum Group Limited (Registered number: 01236338)

Group Strategic Report
for the Year Ended 30 November 2023

The desirability of the company maintaining a reputation for high standards of business conduct;

Our long term success is dependent on many things, of which behaving with integrity is of vital importance and we seek to ensure that all of our employees behave properly and fairly and in accordance with our company policies. Our high standards of business conduct reflect in the high quality of the building work we produce and helps with fostering long term client and supplier relationships;

The need to act fairly as between members of the company;

As an employee owned business, with 508 employee shareholders it is important to us that members of the company are treated fairly, kept informed and have a way to make suggestions, propose ideas, raise concerns or to offer help. We hold a well attended AGM each year and provide updates to our shareholders as regularly as we can, together with an 'open door' policy for any questions or suggestions whenever they may arise.

PRINCIPAL RISKS AND UNCERTAINTIES

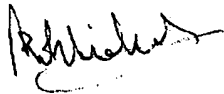
Business Risk

The Board has established a process for identifying, evaluating and managing the business risks faced by the Group during the year. Business risks are identified and evaluated through senior management's ongoing review of progress against strategic objectives. The business risks reviewed include;

- Health and Safety risk
- Operational risks arising from the nature of the work undertaken
- External business risks, including regulatory and compliance obligations
- Design, materials and workmanship risk
- Legal risks; resulting from contracts with suppliers and customers
- Information risks, such as security of data, cyber security and the integrity of IT systems.

Furthermore we assess risks regarding our market sectors, competitors, public and private sector partnerships and the impact of political decisions which may have an effect on our trading activity.

BY ORDER OF THE BOARD:



R A J Kok - Director

22 March 2024

Report of the Directors
for the Year Ended 30 November 2023

The Directors present their annual report including the audited financial statements for the year ended 30th November 2023.

PRINCIPAL ACTIVITIES

The principal activity of the group during the year was construction and associated activities.

WELFARE, HEALTH AND SAFETY

The welfare, health and safety of our employees is our number one priority.

We ensure that our employees are properly trained, understand the importance of working safely and have the best equipment available. In addition to this, we have an in-house health and safety team who are available to advise and help our teams whenever required.

The Welfare, health and safety of all staff is actively promoted by consulting employees on ways to improve the business.

DIVIDENDS

Interim dividends totalling 4.75 pence per share have been paid during the financial year. A final dividend of 5.00 pence per share has been recommended with respect to the financial year ended 30 November 2023. Shareholders (employees) will experience a 12.3% gross yield on their shares thanks to the increase in the share value and dividends paid.

Dividends paid on the Ordinary share capital during the year are as detailed below:

2022 Final Dividend 4.75p	Paid April 2023	£792k
2023 Interim Dividend 4.75p	Paid September 2023	£791k

DIRECTORS

The directors who served during the year and their beneficial family interests in the Group's issued share capital were:

	30 November 2023	30 November 2022
D C Chambers	6,757,807	6,724,582
F E Chambers	1,767,179	1,753,766
E C P Chambers	1,767,179	1,753,766
K E Damarell	700,916	895,412
S J Gregory (resigned 15 December 2023)	350,129	378,809
R A J Kok	253,531	244,131
S D Mitchell	75,625	74,189
P A P Doody (resigned 19 December 2022)	2,708	2,708
Employee Shareholding (excluding directors) amounted to	5,832,536	5,680,237

EMPLOYMENT POLICY AND EMPLOYEE ENGAGEMENT

Employee Numbers

The average number of persons employed in the Group, including directors, during the year was 631 (2022 - 610). We try hard for our employees to know each other well and we also try hard to offer secure employment.

Profit Related Pay

The Group operates a Profit Related Pay scheme, which distributes 10% of profits equally between all employees - a unique feature not rivalled by any other UK construction company. We look after our employees so that they are encouraged to look after our clients as well as possible.

Report of the Directors
for the Year Ended 30 November 2023

Stakeholder Culture

Our employees are genuine stake-holders in the Share Ownership of the Group; 508 employees are shareholders and 351 employees participate in our share saving scheme: All employees are viewed as partners in the business, we have an AGM to which all employees are invited and we provide regular updates to employees and shareholders whenever we can to help with employee and shareholder engagement.

Lindum Group Employee Share Schemes

All employees can purchase Lindum Group Ltd shares, which are traded through our Employee Benefit Trust. Share transactions (purchases and sales) during 2023 numbered 1,810,964 thereby creating an active market of £3,640,038 in value. We also operate an HMRC tax approved SAYE Share Incentive Plan, which is open to all employees.

Equal Opportunities, Training and Education

Full and fair consideration is given to all employment applications and continued employment and training is provided to any employee who becomes disabled. Training, career development and promotion are available to all employees - this includes support for day-release courses, seminars, ad-hoc training courses, distance-learning, degree and MBA courses, all of which complement regular in-house training events.

Apprentice Training Schemes

We pay particular attention to our in-house 'Apprentice Training Schemes' which we hope will continue to deliver talented 'Sock Club' members of the future, as we champion internal promotion whenever possible.

Taster Events for Students - Working with Schools

Lindum Group Ltd has been at the forefront of youth training pilot schemes for a number of years and we are seen as a leading employer in the local Construction Training Association, where we play a key role in providing 'construction industry taster events' for up to 1,000 young students, offering them the opportunity to gain 'a first-hand experience' from a choice of trade as well as professional activities ranging from joinery, bricklaying and plumbing to quantity surveying, project management and architecture & design.

We offer work experience to students for 48 weeks of each year and Lindum staff visit schools and colleges as 'construction ambassadors' most months.

When working on school, college or university projects, our site-teams fully engaged with students and teaching staff alike, to keep them informed about and engaged with the project.

Institute of Family Business

We are an active member, supporter and proponent of the Institute of Family Business. We value the ability to learn from and (wherever possible) to pass on our knowledge to other family businesses.

Report of the Directors
for the Year Ended 30 November 2023

CORPORATE SOCIAL RESPONSIBILITY

CSR is an important element of the Ethos of the Lindum Group; we value true partnerships and genuine engagement with the community in which we live and work and above all we believe in investing in our current and future workforce. Over the years Lindum has played a leading part in education/training pilot schemes introduced in Lincolnshire. We offer real apprenticeships underpinned by a good quality training programme - our philosophy is that an apprenticeship is a commitment for the long term.

Lindum employees are encouraged to become construction industry 'ambassadors' who promote careers in the construction industry and mentor apprentices who have decided to follow such a career path. Other Lindum employees act as school governors or joined public/private sector joint venture companies such as 'Investors In Lincoln' to assist with development projects which may be commercially 'marginal' but make a difference to the local community and many of our employees serve on Charity Boards and public sector (unpaid) Quangos (GLLEP, Employment & Skills Board etc.).

Not all our investments are commercially driven; we hold a stake in Lincoln City Football Club because local football has a significant relevance for the local community. We provide workspace and support to a community of businesses in several of our locations some of whom benefit from our in-house Venture Capital support provided through our Lindum Nursery Scheme. We pioneered managed workspace support in Lincolnshire and learned early on that business thrives in a collaborative environment; companies, like human beings, flourish when they work in a community, providing support for, learning from, and networking with each other.

Our CSR Mission Statement reads as follows:

"A worthwhile firm must have a purpose for its existence. Not only the everyday purpose to earn a 'just' profit, but beyond that, to improve in some way the quality of the community to which it is committed.

We hope that through the quality of our products and services and the manner in which we conduct our day-to-day contacts (with transparency and a straightforward approach) we do, in some way, communicate to those who may not have been aware of it, that these qualities are critically important; they make for better firms, better citizens and better communities.

We strive to serve our customers, our communities and each-other to the best of our abilities."

CHARITABLE DONATIONS

Donations amounted to £26,758 (2022: £33,505). In addition to monetary donations, Lindum employees made significant donations 'in kind' to a number of charities and we regularly carry out 'at cost' work on local charitable and educational projects.

During 2023 directors of Lindum continued to support an entrepreneurial venture capital fund for a deprived area in India (through a UK charity) - where the Lindum Fund offers financial support for community self-start projects, such as Goat Farms, White Goods and Bicycle Repair Centres as well as Local Manufacturing Initiatives. Neither Lindum Group Ltd nor the directors derive any benefit from this initiative during our current incarnations.

Report of the Directors
for the Year Ended 30 November 2023

STREAMLINED ENERGY AND CARBON REPORTING (SECR)

UK Greenhouse gas emissions and energy use data

	30 Nov 2023		30 Nov 2022	
	kWh	T CO2e	kWh	T CO2e
Scope 1				
Premises Purchased Gas	320,119	47	762,460	138
Construction Site Gas	267,821	49	573,277	105
Bulk Fuels, Plant Machinery, & Vans	7,292,612	1,743	7,622,003	1,838
Fuel Card Purchased Fuel	1,812,518	432	1,586,307	382
Owned Transport Mileage Claims	757,310	199	891,347	227
Total Scope 1	10,450,379	2,740	11,435,393	2,690
Scope 2				
Premises Purchased Electricity	1,062,036	220	1,050,805	203
Construction Site Electricity	406,774	84	359,964	70
Total Scope 2	1,468,810	304	1,410,768	273
Scope 3				
Business travel in employee owned vehicles	1,108,008	271	1,202,296	304
Total Scope 3	1,108,008	271	1,202,296	304
Total gross emissions	13,027,197	3,045	14,048,457	3,266
Intensity ratio per employee	21,182	4.95	23,414	5.44
Intensity ratio per 100k turnover	7,037	1.64	7,588	1.76

Quantification and reporting methodology

We have followed the 2019 HM Government Environmental Reporting Guidelines and we have introduced a group wide Sustainability working group to help with our efforts towards carbon reduction.

Intensity measurement

The chosen intensity measurement ratio is total gross emissions per employee. The number of employees used is per those disclosed in our notes. We have also disclosed per 100k turnover.

Measures taken to improve energy efficiency

Our group Carbon Reduction Plan, states that we intend to be Net Zero by 2030.

Our sustainable achievements to date are:

Building on our 99% recycle rate achieved by our Waste Recycling Division we have specifically reduced volumes of surplus bricks and blocks on our Lindum Homes sites through standardisation and changing our method of procurement.

We continue to invest at our Waste Recycling site in Saxilby to improve efficiency and to increase the amount of material that can be recycled rather than being sent to landfill (both from our own construction sites, but also for our wider community).

Our company car fleet is transitioning to fully electric and hybrid vehicles, currently we have achieved 40% conversion and installed 16 charging points on our premises and we're also exploring fleet management systems (for introduction in 2024) to help with encouraging more economical driving to reduce fuel use.

We have been operating a fully electric van to assess the operational suitability for our trades people.

Report of the Directors
for the Year Ended 30 November 2023

Lindum Plant have researched and identified potential alternative, carbon neutral fuels for on-site and LGV's.

Our current annual renewable generation is over 280,000 kWh which does not include our latest investment in Lincoln Business Park of an additional 246 panel 98kW system.

We are investigating the viability of wind turbines across our sites for further energy generation.

Lindum Security have worked with Lindum Plant to re-purpose an end-of-life portable diesel generator modifying the trailer mechanism to produce a solar powered mobile security camera module to monitor our construction sites.

All our Lindum offices have now been converted to low energy led lighting and our Lincoln office heating has been converted from an inefficient gas boiler system to a new efficient electrical air source system.

We incorporate Modern Methods of Construction wherever we can in order to further reduce the carbon footprint of our construction projects. For example working on a number of 'Passivhaus' and 'Fabric First' projects, integrating new technology such as air source heat pumps, solar panels, battery storage systems, rockwool insulation and triple glazed windows.

We have identified and operated an effective embodied carbon measuring system.

Our building practices are also now incorporating the use of electric plant and machinery, for example electric mini diggers, hybrid cherry pickers, HVO fuelled machinery and solar powered site cabins.

We've invested in energy efficient IT equipment through the use of thin client technology and have also enabled the use of electronic meetings to help with reducing travel time where appropriate.

We've invested in software to help identify suppliers who are more locally based, to help further reduce the carbon footprint of our building projects.

STATEMENT OF DIRECTORS' RESPONSIBILITIES

The directors are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have 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 the group and of the profit or loss of the group 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;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- 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 and the group's transactions and disclose with reasonable accuracy at any time the financial position of the company and the group 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 the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

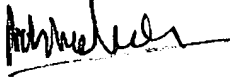
Lindum Group Limited (Registered number: 01236338)

Report of the Directors
for the Year Ended 30 November 2023

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 group's auditors are unaware, and each director has taken all the steps that he ought to have taken as a director in order to make himself aware of any relevant audit information and to establish that the group's auditors are aware of that information.

BY ORDER OF THE BOARD:

A handwritten signature in black ink, appearing to read 'R A J Kok', written over a horizontal line.

R A J Kok - Director

22 March 2024

**Report of the Independent Auditors to the Members of
Lindum Group Limited**

Opinion

We have audited the financial statements of Lindum Group Limited (the 'parent company') and its subsidiaries (the 'group') for the year ended 30 November 2023 which comprise the Consolidated Income Statement, Consolidated Other Comprehensive Income, Consolidated Balance Sheet, Company Balance Sheet, Consolidated Statement of Changes in Equity, Company Statement of Changes in Equity, Consolidated Cash Flow Statement and Notes to the Consolidated Cash Flow Statement, 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 group's and of the parent company affairs as at 30 November 2023 and of the group's 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 group 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 group's and the parent company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The directors are responsible for the other information. The other information comprises the information in the Annual Report, 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 Group 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 Group Strategic Report and the Report of the Directors have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent company and its environment obtained in the course of the audit, we have not identified material misstatements in the Group 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 by the parent company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

**Report of the Independent Auditors to the Members of
Lindum Group Limited**

Responsibilities of directors

As explained more fully in the Statement of Directors' Responsibilities set out on page eleven, 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 group's and the parent company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the group or the parent company or to cease operations, or have no realistic alternative but to do so.

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 work is performed to include an assessment of the susceptibility of the entity's financial statements to material misstatement, including the risk of fraud. Owing to the inherent limitations of an audit, there is an unavoidable risk that material misstatements in the financial statements may not be detected, even though the audit is properly planned and performed in accordance with the ISAs (UK).

In identifying and assessing risk of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We plan our work to gain an understanding of the significant laws and regulations that are of significance to the entity and the sector in which they operate. We perform our work to ensure that the entity is complying with its legal and regulatory framework.
- We obtained an understanding of how the company is complying with those legal and regulatory frameworks by making inquiries to the management and people charged with governance.

We assessed the susceptibility of the Company's financial statements to material misstatement, including how fraud might occur. Audit procedures performed by the engagement team included:

- Substantive procedures performed in accordance with the ISAs (UK).
- Challenging assumptions and judgments made by management in its significant accounting estimates.
- Identifying and testing journal entries, in particular material journal entries and an assessment of year end journals.
- Assessing the extent of compliance with the relevant laws and regulations.

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.

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.

Wright Vigar Limited

Kevin Shaw BSc FCA (Senior Statutory Auditor)
for and on behalf of Wright Vigar Limited
Statutory Auditors
Chartered Accountants & Business Advisers
15 Newland
Lincoln
Lincolnshire
LN1 1XG

22 March 2024

Lindum Group Limited (Registered number: 01236338)

**Consolidated
Income Statement
for the Year Ended 30 November 2023**

	Notes	2023 £	2022 £
TURNOVER	3	186,221,924	185,130,669
Cost of sales		155,020,854	154,052,182
GROSS PROFIT		31,201,070	31,078,487
Administrative expenses		25,142,578	23,749,555
OPERATING PROFIT	6	6,058,492	7,328,932
Income from other participating interests		100,858	101,359
Interest receivable and similar income	7	1,977,608	435,089
		2,078,466	536,448
		8,136,958	7,865,380
Interest payable and similar expenses	8	22,704	24,390
PROFIT BEFORE TAXATION		8,114,254	7,840,990
Tax on profit	9	1,863,237	1,340,120
PROFIT FOR THE FINANCIAL YEAR		6,251,017	6,500,870
Profit attributable to:			
Owners of the parent		6,102,289	6,308,153
Non-controlling interests		148,728	192,717
		6,251,017	6,500,870

The notes form part of these financial statements

Lindum Group Limited (Registered number: 01236338)

**Consolidated
Other Comprehensive Income
for the Year Ended 30 November 2023**

	Notes	2023 £	2022 £
PROFIT FOR THE YEAR		6,251,017	6,500,870
OTHER COMPREHENSIVE INCOME		-	-
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		<u>6,251,017</u>	<u>6,500,870</u>
Total comprehensive income attributable to:			
Owners of the parent		6,102,289	6,308,153
Non-controlling interests		<u>148,728</u>	<u>192,717</u>
		<u>6,251,017</u>	<u>6,500,870</u>

The notes form part of these financial statements

Lindum Group Limited (Registered number: 01236338)

Consolidated Balance Sheet
30 November 2023

	Notes	2023	2022
		£	£
FIXED ASSETS			
Tangible assets	12	16,857,190	16,109,633
Investments	13	887,630	666,498
Investment property	14	3,462,053	2,708,235
		<u>21,206,873</u>	<u>19,484,366</u>
CURRENT ASSETS			
Stocks	15	23,199,103	19,315,401
Debtors	16	27,321,009	29,505,646
Cash at bank		61,944,235	55,969,684
		<u>112,464,347</u>	<u>104,790,731</u>
CREDITORS			
Amounts falling due within one year	17	68,151,577	63,321,274
NET CURRENT ASSETS		<u>44,312,770</u>	<u>41,469,457</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>65,519,643</u>	<u>60,953,823</u>
CREDITORS			
Amounts falling due after more than one year	18	(504,380)	(504,380)
PROVISIONS FOR LIABILITIES	21	(1,068,000)	(718,000)
NET ASSETS		<u>63,947,263</u>	<u>59,731,443</u>
CAPITAL AND RESERVES			
Called up share capital	22	175,076	175,076
Share premium	23	1,263,867	1,263,867
Revaluation reserve	23	260,840	367,662
Capital redemption reserve	23	252,583	252,583
Retained earnings	23	61,994,897	57,369,081
SHAREHOLDERS' FUNDS		<u>63,947,263</u>	<u>59,428,269</u>
NON-CONTROLLING INTERESTS	24	-	303,174
TOTAL EQUITY		<u>63,947,263</u>	<u>59,731,443</u>

The financial statements were approved by the Board of Directors and authorised for issue on 22 March 2024 and were signed on its behalf by:

David Chambers

D C Chambers - Director

The notes form part of these financial statements

Lindum Group Limited (Registered number: 01236338)

Company Balance Sheet
30 November 2023

		2023	2022
	Notes	£	£
FIXED ASSETS			
Tangible assets	12	16,857,190	16,109,633
Investments	13	97,631	97,631
Investment property	14	3,462,053	2,708,235
		<u>20,416,874</u>	<u>18,915,499</u>
CURRENT ASSETS			
Stocks	15	12,638,027	12,371,402
Debtors	16	33,687,342	33,425,207
Cash at bank		61,818,388	54,252,737
		<u>108,143,757</u>	<u>100,049,346</u>
CREDITORS			
Amounts falling due within one year	17	66,162,536	61,957,949
NET CURRENT ASSETS		<u>41,981,221</u>	<u>38,091,397</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>62,398,095</u>	<u>57,006,896</u>
CREDITORS			
Amounts falling due after more than one year	18	(504,380)	(504,380)
PROVISIONS FOR LIABILITIES	21	(1,068,000)	(718,000)
NET ASSETS		<u>60,825,715</u>	<u>55,784,516</u>
CAPITAL AND RESERVES			
Called up share capital	22	175,076	175,076
Share premium	23	1,263,867	1,263,867
Revaluation reserve	23	260,840	367,662
Capital redemption reserve	23	252,583	252,583
Retained earnings	23	58,873,349	53,725,328
SHAREHOLDERS' FUNDS		<u>60,825,715</u>	<u>55,784,516</u>
Company's profit for the financial year		<u>6,624,494</u>	<u>6,025,916</u>

The financial statements were approved by the Board of Directors and authorised for issue on 22 March 2024 and were signed on its behalf by:

David Chamber.

D C Chambers - Director

The notes form part of these financial statements

Lindum Group Limited (Registered number: 01236338)

Consolidated Statement of Changes in Equity
for the Year Ended 30 November 2023

	Called up share capital £	Retained earnings £	Share premium £	Revaluation reserve £
Balance at 1 December 2021	175,076	52,387,358	1,263,867	474,484
Changes in equity				
Dividends	-	(1,433,252)	-	-
Total comprehensive income	-	6,414,975	-	(106,822)
Balance at 30 November 2022	175,076	57,369,081	1,263,867	367,662
Changes in equity				
Dividends	-	(1,583,295)	-	-
Total comprehensive income	-	6,209,111	-	(106,822)
Balance at 30 November 2023	175,076	61,994,897	1,263,867	260,840
	Capital redemption reserve £	Total £	Non-controlling interests £	Total equity £
Balance at 1 December 2021	252,583	54,553,368	110,457	54,863,825
Changes in equity				
Dividends	-	(1,433,252)	-	(1,433,252)
Total comprehensive income	-	6,308,153	192,717	6,500,870
Balance at 30 November 2022	252,583	59,428,269	303,174	59,731,443
Changes in equity				
Loss of control of subsidiary	-	-	(451,902)	(451,902)
Dividends	-	(1,583,295)	-	(1,583,295)
Total comprehensive income	-	6,102,289	148,728	6,251,017
Balance at 30 November 2023	252,583	63,947,263	-	63,947,263

The notes form part of these financial statements

Lindum Group Limited (Registered number: 01236338)

Company Statement of Changes in Equity
for the Year Ended 30 November 2023

	Called up share capital £	Retained earnings £	Share premium £
Balance at 1 December 2021	175,076	49,025,842	1,263,867
Changes in equity			
Dividends	-	(1,433,252)	-
Total comprehensive income	-	6,132,738	-
Balance at 30 November 2022	175,076	53,725,328	1,263,867
Changes in equity			
Dividends	-	(1,583,295)	-
Total comprehensive income	-	6,731,316	-
Balance at 30 November 2023	175,076	58,873,349	1,263,867
	Revaluation reserve £	Capital redemption reserve £	Total equity £
Balance at 1 December 2021	474,484	252,583	51,191,852
Changes in equity			
Dividends	-	-	(1,433,252)
Total comprehensive income	(106,822)	-	6,025,916
Balance at 30 November 2022	367,662	252,583	55,784,516
Changes in equity			
Dividends	-	-	(1,583,295)
Total comprehensive income	(106,822)	-	6,624,494
Balance at 30 November 2023	260,840	252,583	60,825,715

The notes form part of these financial statements

Lindum Group Limited (Registered number: 01236338)

Consolidated Cash Flow Statement
for the Year Ended 30 November 2023

	Notes	2023 £	2022 £
Cash flows from operating activities			
Cash generated from operations	1	12,539,886	11,899,243
Interest paid		(7)	(1,693)
Preference dividends paid		(22,697)	(22,697)
Tax paid		(1,787,787)	(1,934,238)
Net cash from operating activities		10,729,395	9,940,615
Cash flows from investing activities			
Purchase of tangible fixed assets		(4,694,457)	(4,466,033)
Purchase of investment property		(753,818)	-
Sale of tangible fixed assets		871,294	608,146
Realisation of fixed asset investments		(152,216)	222,116
Disposal of NCI		(451,903)	-
Interest received		1,977,608	435,089
Dividends received		31,943	13,324
Net cash from investing activities		(3,171,549)	(3,187,358)
Cash flows from financing activities			
Equity dividends paid		(1,583,295)	(1,433,252)
Net cash from financing activities		(1,583,295)	(1,433,252)
Increase in cash and cash equivalents		5,974,551	5,320,005
Cash and cash equivalents at beginning of year	2	55,969,684	50,649,679
Cash and cash equivalents at end of year	2	61,944,235	55,969,684

The notes form part of these financial statements

Lindum Group Limited (Registered number: 01236338)

Notes to the Consolidated Cash Flow Statement
for the Year Ended 30 November 2023

1. RECONCILIATION OF PROFIT BEFORE TAXATION TO CASH GENERATED FROM OPERATIONS

	2023	2022
	£	£
Profit before taxation	8,114,254	7,840,990
Depreciation charges	3,726,662	3,377,255
Profit on disposal of fixed assets	(651,056)	(527,512)
Finance costs	22,704	24,390
Finance income	(2,078,466)	(536,448)
	<u>9,134,098</u>	<u>10,178,675</u>
Increase in stocks	(3,883,702)	(1,392,671)
Decrease in trade and other debtors	2,307,105	1,738,903
Increase in trade and other creditors	4,982,385	1,374,336
	<u>12,539,886</u>	<u>11,899,243</u>
Cash generated from operations		

2. CASH AND CASH EQUIVALENTS

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

Year ended 30 November 2023

	30.11.23	1.12.22
	£	£
Cash and cash equivalents	<u>61,944,235</u>	<u>55,969,684</u>

Year ended 30 November 2022

	30.11.22	1.12.21
	£	£
Cash and cash equivalents	<u>55,969,684</u>	<u>50,649,679</u>

3. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.12.22	Cash flow	At 30.11.23
	£	£	£
Net cash			
Cash at bank	<u>55,969,684</u>	<u>5,974,551</u>	<u>61,944,235</u>
	<u>55,969,684</u>	<u>5,974,551</u>	<u>61,944,235</u>
Debt			
Debts falling due after 1 year	<u>(504,380)</u>	<u>-</u>	<u>(504,380)</u>
	<u>(504,380)</u>	<u>-</u>	<u>(504,380)</u>
Total	<u>55,465,304</u>	<u>5,974,551</u>	<u>61,439,855</u>

The notes form part of these financial statements

Notes to the Consolidated Financial Statements
for the Year Ended 30 November 2023

1. STATUTORY INFORMATION

Lindum Group Limited is a private company, limited by shares, registered in England and Wales. The company's registered number and registered office address can be found on page 1.

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.

Basis of consolidation

The consolidated financial statements include the company and all its subsidiary undertakings. The group profit and loss account includes the results of all subsidiary undertakings for the period from the date of their acquisition and up to the date of disposal.

The company has taken advantage of the exemption contained within section 408 of the Companies Act 2006 not to present its own profit and loss.

Turnover

Turnover comprises the value of contracting work executed during the year plus the invoiced value of other sales. The value of contracting work is based on measured valuations, incorporating profit earned to the valuation date and adjusted for any anticipated losses. Other sales are invoiced upon performance of the services provided.

The amount by which recorded turnover on uncompleted contracts is in excess of payments on account is classified as amounts recoverable on contracts and separately disclosed in debtors.

The amount by which payments on account on uncompleted contracts is in excess of recorded turnover is classified as long term contract payments on account and separately disclosed in creditors.

Depreciation

Tangible fixed assets are depreciated over their estimated useful lives on the following bases:

Freehold land	- Nil
Freehold buildings	- 4-6% on a straight line basis
Plant & machinery	- 10% - 50% on a straight line basis
Motor vehicles	- 12.5% - 25% on a straight line basis

Investment property

Investment property is shown at the lower of cost or net realisable value. Any impairment of value will be recognised in the income statement. The difference between market value and cost at the year end is not considered material.

Stocks and work in progress

Work in progress and sites awaiting development and development properties are stated at the lower of cost and net realisable value. Cost comprises costs of land and costs of development. Net realisable value incorporates expected costs to completion and disposal. Provision is made against all categories of work in progress where it is anticipated that cost will not be fully recovered against future disposals.

Raw materials and consumables are stated at the lower of cost and net realisable value.

Notes to the Consolidated Financial Statements - continued
for the Year Ended 30 November 2023

2. ACCOUNTING POLICIES - continued

Financial instruments

A financial asset or a financial liability is recognised only when the company becomes a party to the contractual provision of the instrument.

Basic financial instruments are initially recognised at the transaction price, unless the arrangement constitutes a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Other financial instruments, including derivatives, are initially recognised at fair value, unless payment for an asset is deferred beyond normal business terms or financed at a rate of interest that is not at market value, in which case the asset is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

For all equity instruments regardless of significance, and other financial assets that are individually significant, these are assessed individually for impairment. Other financial assets are either assessed individually or grouped on the basis of similar credit risk characteristics.

Any reversals of impairment are recognised in profit or loss immediately, to the extent that the reversal does not result in a carrying amount of the financial asset that exceeds what the carrying amount would have been had the impairment not previously been recognised.

Taxation

Tax is recognised in the Consolidated Income Statement, except to the extent that it relates to items recognised in other comprehensive income or directly in equity.

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

Deferred tax

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

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

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

Investments

Fixed asset investments are stated at cost less accumulated impairment losses.

Pensions

The pension costs charges in the financial statements represent the contribution payable by the group during the year.

3. TURNOVER

The turnover and profit before taxation are attributable to the principal activities of the group.

An analysis of turnover by class of business is given below:

	2023	2022
	£	£
Construction Contracting	162,690,767	155,590,048
Homes and JV Developments	14,834,269	21,329,755
Plant Hire & Vehicle Servicing	2,366,469	2,168,500
Waste Recycling	6,036,719	5,647,713
Other Construction Services	293,700	394,653
	<u>186,221,924</u>	<u>185,130,669</u>

Notes to the Consolidated Financial Statements - continued
for the Year Ended 30 November 2023

3. TURNOVER - continued

Group turnover represents sales to external customers, derived from the group's principal activities, conducted within the United Kingdom, and ancillary income from plant hire, property and other operating sources.

All turnover arose within the United Kingdom.

4. EMPLOYEES AND DIRECTORS

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

	2023	2022
Directors	7	8
Site based employees	338	325
Office based employees	286	277
	<u>631</u>	<u>610</u>

Staff costs, including directors' remuneration, were as follows:

	2023	2022
	£	£
Wages and salaries	26,169,956	25,814,862
Social security	2,822,290	2,824,007
Other pension costs	1,754,977	1,394,956
	<u>30,747,223</u>	<u>30,033,825</u>

5. DIRECTORS' EMOLUMENTS

	2023	2022
	£	£
Emoluments	<u>1,284,753</u>	<u>1,342,727</u>
Company pension scheme contributions to defined contribution schemes	<u>143,946</u>	<u>143,498</u>

During the year retirement benefits were accruing to 7 directors (2022 - 8) in respect of defined contribution pension schemes.

The highest paid director received the following amounts during the year:

Aggregate remuneration (excluding pension contributions)	251,628	248,802
Company contributions paid to a defined contribution pension scheme	-	-

6. OPERATING PROFIT

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

	2023	2022
	£	£
Depreciation - owned assets	3,726,662	3,377,255
Profit on disposal of fixed assets	(600,845)	(527,512)
Plant hire payable	1,942,968	2,143,186
Plant hire receivable	(989,924)	(670,739)
Rent receivable	<u>(2,348,831)</u>	<u>(2,306,656)</u>

Lindum Group Limited (Registered number: 01236338)

Notes to the Consolidated Financial Statements - continued
for the Year Ended 30 November 2023

6. OPERATING PROFIT - continued

Auditors Remuneration

	2023	2022
	£	£
Fees payable to the group's auditor for the audit of the group's annual accounts	42,900	39,885
Fees payable to the group's auditor and its associates in respect of: Preparation of statutory financial statements	365	365

Fees payable for the group's auditor noted above include fees in respect of the parent company of £35,000 (2022: £34,000).

7. INTEREST RECEIVABLE AND SIMILAR INCOME

	2023	2022
	£	£
Bank interest	1,903,454	403,857
Other interest	74,154	31,232
	<u>1,977,608</u>	<u>435,089</u>

8. INTEREST PAYABLE AND SIMILAR EXPENSES

	2023	2022
	£	£
Other interest	7	1,693
Dividends paid on Preference shares	22,697	22,697
	<u>22,704</u>	<u>24,930</u>

9. TAXATION

Analysis of the tax charge

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

	2023	2022
	£	£
Current tax:		
UK corporation tax	1,629,256	1,002,080
Adjustments in respect of prior periods	(116,019)	(61,960)
Total current tax	<u>1,513,237</u>	<u>940,120</u>
Deferred tax	350,000	400,000
Tax on profit	<u>1,863,237</u>	<u>1,340,120</u>

UK corporation tax has been charged at 23%.

Lindum Group Limited (Registered number: 01236338)

Notes to the Consolidated Financial Statements - continued
for the Year Ended 30 November 2023

9. TAXATION - continued

Reconciliation of total tax charge included in profit and loss

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

	2023	2022
	£	£
Profit before tax	<u>8,114,254</u>	<u>7,840,990</u>
Profit multiplied by the standard rate of corporation tax in the UK of 23% (2022 - 19%)	1,866,278	1,489,788
Effects of:		
Expenses not deductible for tax purposes	35,242	6,000
Capital allowances in excess of depreciation	(378,024)	(474,449)
Income not taxable	(7,347)	(2,532)
Other adjustments	128,788	-
Adjustment to tax charge for prior periods	(116,019)	(61,960)
Deferred tax provision	350,000	400,000
Equity accounting adjustment	(15,681)	(16,727)
Total tax charge	<u>1,863,237</u>	<u>1,340,120</u>

10. INDIVIDUAL INCOME STATEMENT

As permitted by Section 408 of the Companies Act 2006, the Statement of Comprehensive Income of the parent company is not presented as part of these financial statements.

11. DIVIDENDS

	2023	2022
	£	£
Ordinary shares of £0.01 each		
Interim dividend declared for 30 Nov 23, paid in the year to 30 Nov 23	792,580	-
Final dividend declared for 30 Nov 22, paid in the year to 30 Nov 23	790,713	-
Interim dividend declared for 30 Nov 22, paid in the year to 30 Nov 22	-	711,949
Final dividend declared for 30 Nov 21, paid in the year to 30 Nov 22	-	721,303
	<u>1,583,293</u>	<u>1,433,252</u>

Lindum Group Limited (Registered number: 01236338)

Notes to the Consolidated Financial Statements - continued
for the Year Ended 30 November 2023

12. TANGIBLE FIXED ASSETS

Group

	Land and Buildings £	Plant and machinery £	Motor vehicles £	Totals £
COST				
At 1 December 2022	11,080,545	12,871,904	8,926,926	32,879,375
Additions	90,000	1,594,422	3,010,035	4,694,457
Disposals	-	(1,181,582)	(1,334,649)	(2,516,231)
At 30 November 2023	11,170,545	13,284,744	10,602,312	35,057,601
DEPRECIATION				
At 1 December 2022	4,385,223	7,532,866	4,851,653	16,769,742
Charge for year	620,517	1,459,036	1,647,109	3,726,662
Eliminated on disposal	-	(1,093,253)	(1,202,740)	(2,295,993)
At 30 November 2023	5,005,740	7,898,649	5,296,022	18,200,411
NET BOOK VALUE				
At 30 November 2023	6,164,805	5,386,095	5,306,290	16,857,190
At 30 November 2022	6,695,322	5,339,038	4,075,273	16,109,633

Land held at 30 November 2023 that has not been depreciated is included at £830,770 (2022: £830,770).

Freehold land and buildings include properties situated on the company's operating sites. Surplus space on our sites is let out to tenants with a carrying value of £892,430 (2022: £975,932).

The cost of plant and vehicles available for hire mainly internally amounted to £7,852,971 (2022: £7,336,048). The accumulated depreciation thereon was £5,133,585 (2022: £4,466,568).

Company

	Land and Buildings £	Plant and machinery £	Motor vehicles £	Totals £
COST				
At 1 December 2022	11,080,545	12,871,904	8,926,926	32,879,375
Additions	90,000	1,594,422	3,010,035	4,694,457
Disposals	-	(1,181,582)	(1,334,649)	(2,516,231)
At 30 November 2023	11,170,545	13,284,744	10,602,312	35,057,601
DEPRECIATION				
At 1 December 2022	4,385,223	7,532,866	4,851,653	16,769,742
Charge for year	620,517	1,459,036	1,647,109	3,726,662
Eliminated on disposal	-	(1,093,253)	(1,202,740)	(2,295,993)
At 30 November 2023	5,005,740	7,898,649	5,296,022	18,200,411
NET BOOK VALUE				
At 30 November 2023	6,164,805	5,386,095	5,306,290	16,857,190
At 30 November 2022	6,695,322	5,339,038	4,075,273	16,109,633

Land held at 30 November 2023 that has not been depreciated is included at £830,770 (2022: £830,770).

Freehold land and buildings include properties situated on the company's operating sites. Surplus space on our sites is let out to tenants with a carrying value of £892,430 (2022: £975,932).

The cost of plant and vehicles available for hire mainly internally amounted to £7,852,971 (2022: £7,336,048). The accumulated depreciation thereon was £5,133,585 (2022: £4,466,568).

Notes to the Consolidated Financial Statements - continued
for the Year Ended 30 November 2023

13. FIXED ASSET INVESTMENTS

Group

	Interest in other participating interests £	Unlisted investments £	Totals £
COST			
At 1 December 2022	666,498	55,500	721,998
Share of profit/(loss)	221,132	-	221,132
At 30 November 2023	887,630	55,500	943,130
PROVISIONS			
At 1 December 2022 and 30 November 2023	-	55,500	55,500
NET BOOK VALUE			
At 30 November 2023	887,630	-	887,630
At 30 November 2022	666,498	-	666,498

Company

	Shares in group undertakings £	Interest in other participating interests £	Unlisted investments £	Totals £
COST				
At 1 December 2022 and 30 November 2023	660,500	97,314	55,500	813,314
PROVISIONS				
At 1 December 2022 and 30 November 2023	660,183	-	55,500	715,683
NET BOOK VALUE				
At 30 November 2023	317	97,314	-	97,631
At 30 November 2022	317	97,314	-	97,631

Participating interests

The company holds 20% or more of the share capital of the following joint venture (JV) companies:

Name of company	Activity	Class of shares	Proportion held
Temple Garth Limited	JV Property development	Ordinary shares	50%
LC Community Projects Limited	JV Property development	Ordinary shares	50%
Brook & Mayo Limited	Electrical services	Ordinary shares	20.27%
Kingswater-Lindum (Lincoln) Limited	JV Property development	Ordinary shares	50%
E B (Lincoln) Limited	JV Property development	Ordinary shares	20%
Brayford Development Company Limited	Dormant	Ordinary shares	39.98%
Bookminder Limited	JV Property development	Ordinary shares	33.33%
Mableford Limited	JV Property development	Ordinary shares	55%

All the above companies are registered in England.

Lindum Group Limited hold 55% of the shares in Mableford Limited with the remaining held by its JV partner. During the year there was a loss of control of this entity and therefore is no longer consolidated within these financial statements.

Lindum Group Limited (Registered number: 01236338)

Notes to the Consolidated Financial Statements - continued
for the Year Ended 30 November 2023

13. FIXED ASSET INVESTMENTS - continued

The aggregate amount of capital and reserves and the results of these undertakings for the latest relevant financial year were as follows:

	Financial Year End	Capital and reserves £	Profit/(loss) for the year £
Temple Garth Limited	30/11/2022	21,355	4,057
LC Community Projects Limited	31/08/2023	71,000	7,000
Brook & Mayo Limited	31/03/2023	2,030,757	162,226
Kingswater-Lindum (Lincoln) Limited	30/11/2022	12,120	2,380
E B (Lincoln) Limited	31/12/2022	1,993,971	197,135
Brayford Development Company Limited	30/11/2022	4,175	-
Bookminder Limited	31/03/2023	371	-
Mableford Limited	30/11/2023	305,907	332,088

Trading subsidiary undertakings

Lindum Developments Limited is a 100% owned UK subsidiary of Lindum Group Limited, the results of which are included in these consolidated financial statements. Its principal activity is that of joint venture property development. Its loss for the year after tax was £983,040 (2022: profit for the year after tax was £220,087) and its total capital and reserves at the year end were £789,773 (2022: £1,772,813).

L B Mablethorpe Limited is a 100% owned UK subsidiary of Lindum Group Limited, the results of which are included in these consolidated financial statements. Its principal activity is that of joint venture property development. Its profit for the year after tax was £274 (2022: £nil) and its total capital and reserves at the year end were £701,604 (2022: £701,330).

Lindum Western Growth Community Limited is a 100% owned UK subsidiary of Lindum Group Limited, the results of which are included in these consolidated financial statements. Its principal activity is that of joint venture property development including housing. Its profit for the year after tax was £610,074 (2022: loss for the year after tax was £261,427) following support provided by Lindum Group Limited in writing off an intercompany loan balance, please see the individual company accounts for further details about this company. Its total capital and reserves at the year end were £839,446 (2022: £229,372).

Dormant subsidiary undertakings and Residents Management Companies

The following companies are wholly owned dormant UK subsidiaries of Lindum Group Limited:
Lindum Builders Limited, Lindum Construction Company Limited, Lindum Homes Limited, Lindum Group Joinery Limited, Lindum Group Peterborough Limited, DLD Training Limited, Lindum Group KGM Roofing Limited, Lindum Group Plant Hire and Waste Recovery Limited, Lindum Group Green Technology Limited, Lindum Group Trustees Limited, Lindum York Limited, Garrett Rise Residents Management Company Limited, The Oaks Residents Management Company (Lincoln) Limited, The Paddocks (Navenby) Management Company Limited, Church Fields (Lincoln) Management Company Limited, Canwick Villa Management Company Limited, Doddington Estates Limited.

The capital and reserves of these companies are negligible.

14. INVESTMENT PROPERTY

Group

	Total £
FAIR VALUE	
At 1 December 2022	2,708,235
Additions	753,818
At 30 November 2023	3,462,053
NET BOOK VALUE	
At 30 November 2023	3,462,053
At 30 November 2022	2,708,235

Notes to the Consolidated Financial Statements - continued
for the Year Ended 30 November 2023

14. INVESTMENT PROPERTY - continued

Group

An internal valuation has been conducted on the investment property on an open market basis by a person with relevant professional qualifications and expertise in the type and geographical location of the property.

Company

	Total £
FAIR VALUE	
At 1 December 2022	2,708,235
Additions	753,818
	<hr/>
At 30 November 2023	3,462,053
	<hr/>
NET BOOK VALUE	
At 30 November 2023	3,462,053
	<hr/>
At 30 November 2022	2,708,235
	<hr/>

An internal valuation has been conducted on the investment property on an open market basis by a person with relevant professional qualifications and expertise in the type and geographical location of the property.

15. STOCKS

	Group		Company	
	2023	2022	2023	2022
	£	£	£	£
Raw materials	150,921	85,230	150,921	85,230
Work-in-progress	15,949,250	14,485,236	10,629,853	10,429,009
Development Properties	7,098,932	4,744,935	1,857,253	1,857,163
	<hr/>	<hr/>	<hr/>	<hr/>
	23,199,103	19,315,401	12,638,027	12,371,402
	<hr/>	<hr/>	<hr/>	<hr/>

16. DEBTORS

	Group		Company	
	2023	2022	2023	2022
	£	£	£	£
Amounts falling due within one year:				
Trade debtors	13,760,496	13,612,971	13,712,128	13,547,178
Amounts owed by group undertakings	-	-	6,715,499	4,011,266
Amounts recoverable on contracts	6,190,508	9,452,437	6,190,508	9,452,437
Other debtors	3,077,990	2,572,925	2,777,192	2,547,013
Corporation tax debtor	1,142,817	1,020,349	1,142,817	1,020,349
Prepayments and accrued income	1,758,025	1,239,563	1,758,025	1,239,563
	<hr/>	<hr/>	<hr/>	<hr/>
	25,929,836	27,898,245	32,296,169	31,817,806
	<hr/>	<hr/>	<hr/>	<hr/>
Amounts falling due after more than one year:				
Trade debtors	1,391,173	1,607,401	1,391,173	1,607,401
	<hr/>	<hr/>	<hr/>	<hr/>
Aggregate amounts	27,321,009	29,505,646	33,687,342	33,425,207
	<hr/>	<hr/>	<hr/>	<hr/>

Lindum Group Limited (Registered number: 01236338)

Notes to the Consolidated Financial Statements - continued
for the Year Ended 30 November 2023

17. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Company	
	2023	2022	2023	2022
	£	£	£	£
Payments on account	4,965,617	2,980,436	4,965,617	2,980,436
Trade creditors	52,239,547	49,362,431	50,875,423	48,894,380
Amounts owed to associates	-	392,853	-	-
Corporation tax	-	152,081	-	-
Social security and other taxes	4,373,403	4,205,976	4,372,834	4,205,976
Other creditors	1,114,115	956,143	1,098,503	838,587
Accruals and deferred income	5,458,895	5,271,354	4,850,159	5,038,570
	<u>68,151,577</u>	<u>63,321,274</u>	<u>66,162,536</u>	<u>61,957,949</u>

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

	Group		Company	
	2023	2022	2023	2022
	£	£	£	£
Preference shares (see note 19)	<u>504,380</u>	<u>504,380</u>	<u>504,380</u>	<u>504,380</u>

19. LOANS

An analysis of the maturity of loans is given below:

	Group		Company	
	2023	2022	2023	2022
	£	£	£	£
Amounts falling due in more than five years:				
Repayable otherwise than by instalments				
£1 Preference shares	<u>504,380</u>	<u>504,380</u>	<u>504,380</u>	<u>504,380</u>

Preference shareholders are entitled to a fixed dividend of 4.5% of the nominal value of their shares which is paid out of profits prior to other dividends. In the event of a return on assets or liquidation or otherwise, the preference shares carry the right to repayment of their nominal value and any arrears of dividends prior to any distribution to ordinary shareholders. Voting rights are limited to voting on a resolution to wind up the company and to vote at a general meeting if dividends are in arrears for more than twelve months.

20. LEASING AGREEMENTS

Minimum lease payments fall due as follows:

Group

	Non-cancellable operating leases	
	2023	2022
	£	£
Within one year	<u>1,500</u>	<u>5,100</u>

Company

	Non-cancellable operating leases	
	2023	2022
	£	£
Within one year	<u>1,500</u>	<u>5,100</u>

**Notes to the Consolidated Financial Statements - continued
for the Year Ended 30 November 2023**

21. PROVISIONS FOR LIABILITIES

	Group		Company	
	2023	2022	2023	2022
	£	£	£	£
Deferred tax	<u>1,068,000</u>	<u>718,000</u>	<u>1,068,000</u>	<u>718,000</u>
Group				
				Deferred tax
				£
Balance at 1 December 2022				718,000
Charge to Income Statement during year				350,000
Balance at 30 November 2023				<u>1,068,000</u>
Company				
				Deferred tax
				£
Balance at 1 December 2022				718,000
Charge to Statement of Comprehensive Income during year				350,000
Balance at 30 November 2023				<u>1,068,000</u>

22. CALLED UP SHARE CAPITAL

Allotted, issued and fully paid:				
Number:	Class:	Nominal value:	2023	2022
			£	£
17,507,600	Ordinary	0.01	<u>175,076</u>	<u>175,076</u>

There is an active market in the shares of Lindum Group Limited with Lindum Group Trustees Limited acting as market maker. During the year 1,810,964 shares were traded, of which 568,960 were transacted as part of the HMRC approved share incentive plan. 351 employees participated in the SAYE scheme during 2023. The scheme provides a major (share) benefit to all Lindum employees.

Overall 508 employees are shareholders at the year end. The entity is owned and controlled by its shareholders. By virtue of shareholdings retained within the Chambers family, the Chairman, Mr D C Chambers, can be identified as the ultimate controlling party of the company.

23. RESERVES

Group	Retained earnings	Share premium	Revaluation reserve	Capital redemption reserve	Totals
	£	£	£	£	£
At 1 December 2022	57,369,081	1,263,867	367,662	252,583	59,253,193
Profit for the year	6,102,289				6,102,289
Dividends	(1,583,295)				(1,583,295)
Realisation of depreciation on the revalued assets	106,822	-	(106,822)	-	-
At 30 November 2023	<u>61,994,897</u>	<u>1,263,867</u>	<u>260,840</u>	<u>252,583</u>	<u>63,772,187</u>

Lindum Group Limited (Registered number: 01236338)

Notes to the Consolidated Financial Statements - continued
for the Year Ended 30 November 2023

23. RESERVES - continued

Company

	Retained earnings £	Share premium £	Revaluation reserve £	Capital redemption reserve £	Totals £
At 1 December 2022	53,725,328	1,263,867	367,662	252,583	55,609,440
Profit for the year	6,624,494				6,624,494
Dividends	(1,583,295)				(1,583,295)
Realisation of depreciation on the revalued assets	106,822	-	(106,822)	-	-
At 30 November 2023	<u>58,873,349</u>	<u>1,263,867</u>	<u>260,840</u>	<u>252,583</u>	<u>60,650,639</u>

24. NON-CONTROLLING INTERESTS

Lindum Group Limited hold 55% of the shares in Mableford Limited with the remaining held by its JV partner. During the year there was a loss of control of this entity and therefore is no longer consolidated within these financial statements.

25. PENSION COMMITMENTS

The company operates a defined contribution pension scheme in respect of the employees. The scheme and its assets are held by independent managers. The pension charge represents contributions due from the company and amounted to £1,754,977 (2022: £1,394,956) during the year.

26. CAPITAL COMMITMENTS

At the year end, Lindum Group Limited were contracted to the purchase of land and buildings for £750,000 which completed shortly after year end.

Additionally, Lindum Group Limited entered into a capital commitment to purchase plant and machinery of £180,000 which was paid after year end.

27. DIRECTORS' ADVANCES, CREDITS AND GUARANTEES

The following advances and credits to directors subsisted during the years ended 30 November 2023 and 30 November 2022:

	2023 £	2022 £
K E Damarell	14,987	14,987
S J Gregory	14,970	14,970
R A J Kok	89,993	89,993
S D Mitchell	89,996	89,996

The above outstanding loans are for the purchase of company shares and have no fixed repayment dates.

Loans to other employees amount to £767,876 (2022: £976,501).

Notes to the Consolidated Financial Statements - continued
for the Year Ended 30 November 2023

28. RELATED PARTY DISCLOSURES

Transactions with Directors and close family members

During the year directors and close family members purchased goods and services from the company of £58,235 (2022: £76,653). The balance owed to Lindum Group Ltd at the year end was £9,107 (2022: £14,319) which was repaid shortly after the year end.

Directors' interests in share capital in the parent company are disclosed in the directors report.

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

Transactions and balances with companies in which Lindum Group Limited has a participating interest are as follows:

Kingswater Lindum (Lincoln) Limited

During the year the group made net sales of £nil (2022: £180) to Kingswater Lindum (Lincoln) Limited. There was £nil (2022: £nil) outstanding at the year end due from Kingswater Lindum (Lincoln) Limited.

The Group also made purchases of £16,124 (2022: £nil) from Kingswater Lindum (Lincoln) Limited. There was £nil (2022: £nil) outstanding at the year end due to Kingswater Lindum (Lincoln) Limited.

E B (Lincoln) Limited

During the year the group made net sales of £68,472 (2022: £54,092) to E B (Lincoln) Limited. There was £nil (2022: £94) outstanding at the year end due from E B (Lincoln) Limited.

During the year, the group received dividend income of £20,000 (2022: £nil) from E B (Lincoln) Limited.

A loan to E B (Lincoln) Limited at the year end of £6,150 (2022: £6,150) is included within other investments.

There is also a loan included within other debtors. The balance remaining is £35,000 (2022: £175,000) due from E B (Lincoln) Limited.

Temple Garth Limited

The group's contracting turnover with Temple Garth Limited was £1,380 (2022: £23,586). There was £nil (2022: £nil) outstanding at the year end due from Temple Garth Limited.

There is also a loan included within other debtors. The balance remaining is £115,000 (2022: £30,000) due from Temple Garth Limited.

Brook & Mayo Limited

During the year the group made net sales of £10,016 (2022: £9,415) to Brook & Mayo Limited. There was a trading balance of £1,456 (2022: £812) due from Brook & Mayo Limited at the year end.

The Group also paid net sub-contract costs of £2,188,642 (2022: £1,173,448) to Brook & Mayo Limited. There was also a trading balance of £332,328 (2022: £94,355) due to Brook & Mayo Limited at the year end.

During the year, the group received dividend income of £11,942 (2022: £13,324) from Brook & Mayo Limited.

Bookminder Limited

During the year, the group made net sales of £nil (2022: £nil) to Bookminder Limited, a company in which D C Chambers and H F F Kok hold indirect interests. There was no balance outstanding at either year end.

LC Community Projects Limited

During the year the group made net sales of £nil (2022: £nil) to LC Community Projects Limited, a company in which D C Chambers and S Mitchell were directors and in which the group hold 50% of the share capital.

LC Community Projects Limited made repayments of £nil (2022: £nil). There was a debtor of £nil (2022: £nil) due from LC Community Projects Limited at the year end.

Lindum Group Limited (Registered number: 01236338)

Notes to the Consolidated Financial Statements - continued
for the Year Ended 30 November 2023

Mableford Limited

During the year, the group received dividend income of £350,000 (2022: £nil) from Mableford Limited.

Other related party transactions:

Kingswater Lindum Limited

During the year, the group made net sales of £nil (2022: £180) to Kingswater Lindum Limited, a company in which D C Chambers has an indirect minority interest. There was no balance outstanding at either year end.