STRATEGIC REPORT, REPORT OF THE DIRECTORS AND

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31ST MARCH 2017

FOR

K.R.M. CONCRETE LIMITED
T/A
KENDALL READY MIXED CONCRETE

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K.R.M. CONCRETE LIMITED T/A KENDALL READY MIXED CONCRETE

COMPANY INFORMATION FOR THE YEAR ENDED 31ST MARCH 2017

DIRECTORS: P W Kendall

R C Kendall N A Kendall

SECRETARY: R C Kendall

REGISTERED OFFICE: Kendall's Wharf

Eastern Road Portsmouth Hampshire PO3 5LY

REGISTERED NUMBER: 02951202 (England and Wales)

AUDITORS: Harrison Black Limited

Statutory Auditor

Pyle House

136/137 Pyle Street

Newport Isle of Wight PO30 1JW

BANKERS: Lloyds Bank Plc 4 West Street

Havant Hampshire PO9 1PE

STRATEGIC REPORT FOR THE YEAR ENDED 31ST MARCH 2017

The directors present their strategic report for the year ended 31st March 2017.

OVERVIEW

The company continues to make significant progress. During the last financial year Ready Mixed Concrete sales have grown both in volume and revenue. Positive marketing of this product has enabled the output to increase and enhance subsequent profitability.

OBJECTIVES

The company's overall objective, as an independent operator, is to maintain its high reputation of customer satisfaction, providing a quality product at competitive prices, delivering on time with the focus on ensuring repeat business.

The company continues to embrace established Quality Systems in conjunction with recognised Health and Safety processes which ensure the safety of its employees and confidence within the customer base with respect to the products and services available.

Matters of environmental importance are also high on the company's agenda as it has a vision of being a prominent player in enhancing local and regional policies established to improve modern living for all.

PERFORMANCE

The company's turnover increased by 10% in the last financial year, providing an overall net profit of £318,596 being 2% of turnover. This was achieved by controlling fixed overheads at previous levels whilst delivering increases in sales, in conjunction with careful control of costs of production and procurement of raw materials and services, including delivery costs.

The company's management structure is such that all business has been well controlled with the use of sophisticated operating and financial systems which provide measured data and information enabling day to day and longer term decisions to be made.

The company has suitable levels of staff in all departments to ensure smooth running together with employment satisfaction and continues to maintain its physical resources to a high standard to ensure the future is progressive and profitable.

STRATEGIC REPORT FOR THE YEAR ENDED 31ST MARCH 2017

FUTURE OUTLOOK AND RISK MANAGEMENT

The directors view the future as being very bright with activity levels being maintained for a considerable time to come, therefore the expectation for the ensuing year is continued profitability.

Further sales outlets will be considered accordingly, but always with availability of resources being uppermost on the agenda when making decisions for the future. Risk management is therefore important, giving consideration at all times to availability of supplies, staffing levels, asset structure and funding criteria.

ON BEHALF OF THE BOARD:

R C Kendall - Director

26th October 2017

REPORT OF THE DIRECTORS FOR THE YEAR ENDED 31ST MARCH 2017

The directors present their report with the financial statements of the company for the year ended 31st March 2017.

PRINCIPAL ACTIVITY

The principal activity of the company in the year under review was that of concrete and cement suppliers.

DIVIDENDS

An interim dividend of 12.50 per share was paid on 31st March 2017. The directors recommend that no final dividend be paid.

The total distribution of dividends for the year ended 31st March 2017 will be £ 250,000.

DIRECTORS

The directors shown below have held office during the whole of the period from 1st April 2016 to the date of this report.

P W Kendall

R C Kendall

N A Kendall

The company is a wholly owned subsidiary of Kendall Bros (Portsmouth) Limited and the directors have substantial interests in the ordinary share capital.

FINANCIAL RISK MANAGEMENT

The company's operations expose it to a number of financial risks that include credit risk, interest rate risk and movement in the price of raw materials. There is no exposure to foreign exchange risk as the company sells all it's products in Sterling.

Credit risk is managed regularly by reviewing credit status of customers and stopping supplies where necessary. The company has a good track record with regard to bad debts and continues to strive to minimise losses in this area. Interest rate risk is controlled by having a good mix of fixed and variable rate debt. Fluctuations in prices are difficult to manage, however, are passed on to the customer whenever possible.

KEY PERFORMANCE INDICATORS

Given the straightforward nature of the business, the company's directors are of the opinion that analysis using KPI's is not necessary for an understanding of the development, performance or position of the business.

REPORT OF THE DIRECTORS FOR THE YEAR ENDED 31ST MARCH 2017

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 ought to have taken as a director in order to make himself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

ON BEHALF OF THE BOARD:

R C Kendall - Director

26th October 2017

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF K.R.M. CONCRETE LIMITED

We have audited the financial statements of K.R.M. Concrete Limited for the year ended 31st March 2017 on pages eight to nineteen. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

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.

Respective responsibilities of directors and auditors

As explained more fully in the Statement of Directors' Responsibilities set out on page five, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Strategic Report and the Report of the Directors to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 31st March 2017 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.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of our 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 has been prepared in accordance with applicable legal requirements. In the light of the knowledge and understanding of the company and its environment, we have not identified any material misstatements in the Strategic Report or the Report of the Directors.

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF K.R.M. CONCRETE LIMITED

Matters on which we are required to report by exception

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.

A S Garner BA(Hons) FCA (Senior Statutory Auditor) for and on behalf of Harrison Black Limited Statutory Auditor
Pyle House
136/137 Pyle Street
Newport
Isle of Wight
PO30 1JW

31st October 2017

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31ST MARCH 2017

		201	7	201	6
	Notes	£	£	£	£
TURNOVER			13,932,890		12,657,446
Cost of sales GROSS PROFIT			<u>10,986,725</u> 2,946,165		9,525,908 3,131,538
Distribution costs Administrative expenses		2,023,522 592,047		1,925,832 709,107	
OPERATING PROFIT	4		2,615,569 330,596		2,634,939 496,599
Interest payable and similar expenses PROFIT BEFORE TAXATION	5		<u>12,000</u> 318,596		12,000 484,599
Tax on profit PROFIT FOR THE FINANCIAL	6		63,719		96,920
YEAR			254,877		387,679
OTHER COMPREHENSIVE INCOME TOTAL COMPREHENSIVE	Ε		=		
INCOME FOR THE YEAR			254,877		387,679

BALANCE SHEET 31ST MARCH 2017

		2017	2016
	Notes	£	£
CURRENT ASSETS			
Stocks	8	47,895	49,882
Debtors	9	2,821,440	2,244,722
Cash at bank and in hand		570,242	306,882
		3,439,577	2,601,486
CREDITORS		, ,	, ,
Amounts falling due within one year	10	3,390,886	2,557,672
NET CURRENT ASSETS		48,691	43,814
TOTAL ASSETS LESS CURRENT			
LIABILITIES		48,691	43,814
CAPITAL AND RESERVES			
Called up share capital	13	20,000	20,000
Retained earnings	14	28,691	23,814
SHAREHOLDERS' FUNDS		48,691	43,814

The financial statements were approved by the Board of Directors on 26th October 2017 and were signed on its behalf by:

R C Kendall - Director

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31ST MARCH 2017

	Called up share capital £	Retained earnings £	Total equity
Balance at 1st April 2015	20,000	36,135	56,135
Changes in equity			
Dividends	-	(400,000)	(400,000)
Total comprehensive income	-	387,679	387,679
Balance at 31st March 2016	20,000	23,814	43,814
Changes in equity			
Dividends	-	(250,000)	(250,000)
Total comprehensive income	_	254,877	254,877
Balance at 31st March 2017	20,000	28,691	48,691

CASH FLOW STATEMENT FOR THE YEAR ENDED 31ST MARCH 2017

		2017	2016
	Notes	£	£
Cash flows from operating activities			
Cash generated from operations	1	622,280	(341,575)
Finance costs paid		(12,000)	(12,000)
Tax paid		(96,920)	(131,014)
Net cash from operating activities		513,360	(484,589)
Cash flows from financing activities			
Equity dividends paid		(250,000)	(400,000)
Net cash from financing activities		(250,000)	(400,000)
Increase/(decrease) in cash and cash equ	ıivalents	263,360	(884,589)
Cash and cash equivalents at	_		
beginning of year	2	306,882	1,191,471
Cash and cash equivalents at end of			
year	2	<u>570,242</u>	306,882

NOTES TO THE CASH FLOW STATEMENT FOR THE YEAR ENDED 31ST MARCH 2017

Cash and cash equivalents

Cash and cash equivalents

Year ended 31st March 2016

1.	RECONCILIATION OF PROFIT BEFORE TAXATION TO CASH GENER OPERATIONS	RATED FROM	
		2017	2016
		£	£
	Profit before taxation	318,596	484,599
	Finance costs	12,000	12,000
		330,596	496,599
	Decrease/(increase) in stocks	1,987	(12,704)
	Increase in trade and other debtors	(576,718)	(33,877)
	Increase/(decrease) in trade and other creditors	866,415	(791,593)
	Cash generated from operations	622,280	(341,575)
2.	CASH AND CASH EQUIVALENTS		
	The amounts disclosed on the Cash Flow Statement in respect of cash and cash equespect of these Balance Sheet amounts:	uivalents are in	
	Year ended 31st March 2017		
		31.3.17	1.4.16
		£	£

570,242

31.3.16

306,882

306,882

1.4.15 £

1,191,471

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 2017

1. GENERAL INFORMATION

K.R.M. Concrete Limited is a private company limited by shares and incorporated in England and Wales. Its principal place of business and registered office is Kendall's Wharf, Eastern Road, Portsmouth, Hampshire, PO3 5LY. The functional currency of the company is Sterling shown in the financial statements to the nearest pound.

The company supplies concrete and cement to the building trade. The company has concrete plants in the South of England and sells goods only in the United Kingdom.

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.

Related party exemption

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.

Turnover

Turnover represents net invoiced sales of goods, excluding value added tax and less trade discounts.

Revenue from the sale of goods is recognised when the company has transferred the significant risks and rewards of ownership to the customer and it is probable that the company will receive payment. This is usually at the point that the customer has signed for the delivery of the goods.

Stocks

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

Cost is based on the cost of purchase on a first in, first out basis. Cost includes the purchase price, including taxes and duties, transport and handling directly attributable to bringing the stock to its present location and condition.

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 balance sheet date.

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NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31ST MARCH 2017

2. ACCOUNTING POLICIES - continued

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.

Hire purchase and leasing commitments

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.

Employee benefits

The company provides a range of benefits to employees, including annual bonus arrangements, defined contribution pension plans and paid holiday arrangements.

(i) Short term benefits

Short term benefits, including holiday pay and other similar non-monetary benefits, are recognised as an expense in the period in which the service is received.

(ii) Defined contribution pension plans

The company operates a defined contribution pension scheme for its employees. A defined contribution pension plan is a pension plan under which the company pays fixed contributions into a separate entity. Once the contributions have been paid the company has no further payment obligations. The contributions are recognised as an expense when they are due. The assets of the plan are held separately from the company in independently administered funds.

(iii) Annual bonus plan

The company operates an annual bonus plan for employees. An expense is recognised when the company has a legal or constructive obligation to make payments under the plan as a result of past events and a reliable estimate of the obligation can be made.

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NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31ST MARCH 2017

2. ACCOUNTING POLICIES - continued

Financial instruments

In preparing these financial statements, the financial instruments are recognised as follows:

(i) Financial assets

Basic financial assets, including trade and other receivables, cash and bank balances are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Such assets are subsequently carried at amortised cost using the effective interest method.

(ii) Financial liabilities

Basic financial liabilities, including trade creditors and other payables including bank loans are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future receipts discounted at a market rate of interest.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down.

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade payables are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

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NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31ST MARCH 2017

2. ACCOUNTING POLICIES - continued

Significant judgements and estimates

In preparing these financial statements, the directors have made the following judgements:

- (i) Determine whether leases entered into by the company either as a lessor or a lessee are operating leases or finance leases. These decisions depend on an assessment of whether the risks and rewards of ownership have been transferred from the lessor to the lessee on a lease by lease basis.
- (ii) Determine whether the company has a present obligation (legal or constructive) as a result of a past event, if it is probable that the company will be required to settle such obligation and if a reliable estimate can be made of the amount of such obligation.
- (iii) Determine whether a financial instrument is basic or advanced. Basic instruments are carried at historic cost. Non basic instruments are measured at the present value of the future receipts discounted at a market rate of interest.

Key estimation uncertainties are:

- (i) The amount the company recognises as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation.
- (ii) The company makes an estimate of the recoverable value of trade and other debtors. When assessing impairment of trade and other debtors, management considers factors including current credit rating of the debtor, the ageing profile of debtors and historical experience.

3. EMPLOYEES AND DIRECTORS

ENII LOTLES AND DIRECTORS		
	2017	2016
	£	£
Wages and salaries	1,090,838	1,077,621
Social security costs	115,501	102,541
Other pension costs	6,384	7,460
•	1,212,723	1,187,622
The average monthly number of employees during the year was as follows:	2017	2016
Transport	27	26
Wharf	4	3
Administration	5	5
	<u> 36</u>	34

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NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31ST MARCH 2017

3.	EMPLOYEES AND DIRECTORS - continued		
		2017 £	2016 £
	Directors' remuneration		
4.	OPERATING PROFIT		
	The operating profit is stated after charging:		
		2017	2016
	Hira of plant and machinery	£ 184,524	£ 270,456
	Hire of plant and machinery Other operating leases	64,963	63,712
	Auditors' remuneration	4,000	3,200
	Auditors' remuneration for non audit work	<u> 1,700</u>	1,800
5.	INTEREST PAYABLE AND SIMILAR EXPENSES		
		2017	2016
		£	£
	Finance charges	<u>12,000</u>	<u>12,000</u>
6.	TAXATION		
	Analysis of the tax charge		
	The tax charge on the profit for the year was as follows:		-0.4
		2017	2016
	Current tax:	£	£
	UK corporation tax	63,719	96,920
	Tax on profit	63,719	96,920
	Tax on profit		
7.	DIVIDENDS		
		2017	2016
		£	£
	Ordinary shares of £1 each		
	Interim	<u>250,000</u>	400,000
8.	STOCKS		0016
		2017	2016
	Raw materials	£ _47,895	£ 40.882
	Naw maignais	47,095	<u>49,882</u>

NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31ST MARCH 2017

9.	DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR		
		2017	2016
		£	£
	Trade debtors	2,799,074	2,238,514
	Prepayments and accrued income	22,366	6,208
	-	2,821,440	2,244,722
10.	CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR		
		2017	2016
		£	£
	Trade creditors	975,848	777,718
	Amounts owed to group undertakings	2,123,278	1,483,969
	Corporation tax	63,719	96,920
	Social security and other taxes	50,999	48,121
	VAT	80,435	94,351
	Other creditors	45,057	42,209
	Accruals and deferred income	51,550	14,384
	=	3,390,886	2,557,672
11.	LEASING AGREEMENTS		
	Minimum lease payments under non-cancellable operating leases fall due as follows:		
		2017	2016
		£	£
	Within one year	63,712	63,712
	Between one and five years	229,540	244,002
	In more than five years	111,188	160,438
		<u>404,440</u>	<u>468,152</u>

Lease payments recognised as an expense in the year were £110,712 (2016: £109,462)

12. SECURED DEBTS

There is a fixed and floating charge over all the company's assets in support of invoice discounting and loans / overdrafts owed by Kendall Bros (Portsmouth) Limited.

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NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31ST MARCH 2017

13. CALLED UP SHARE CAPITAL

Allotted, issued and fully paid:

 Number:
 Class:
 Nominal value:
 2017
 2016

 20,000
 Ordinary
 £1
 20,000
 20,000

There is a single class of ordinary shares. There is no restrictions on the distribution of dividends and the repayment of capital.

14. RESERVES

	Retained earnings
At 1st April 2016	23,814
Profit for the year	254,877
Dividends	(250,000)
At 31st March 2017	28,691

15. PENSION COMMITMENTS

The company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension costs represent contributions payable by the company to the fund.

The contributions payable by the company for the year were £6,384 (2016 : £7,460) and £nil (2016 : £nil) was outstanding at the year end.

16. ULTIMATE CONTROLLING PARTY

The company is a wholly owned subsidiary undertaking of Kendall Bros (Portsmouth) Limited, which is the ultimate parent company. The largest group in which the results of the company are consolidated is that headed by Kendall Bros (Portsmouth) Limited, whose financial statements may be obtained from Kendall's Wharf, Eastern Road, Portsmouth, Hampshire, PO3 5LY.

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.