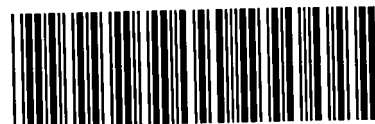


**Group Strategic Report,
Report of the Directors and
Audited Consolidated Financial Statements
for the Year Ended 31 December 2021
for
Irango Limited**

Haines Watts North East Audit LLP
17 Queens Lane
Newcastle upon Tyne
NE1 1RN

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for the Year Ended 31 December 2021**

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Irango Limited
Company Information
for the Year Ended 31 December 2021

DIRECTORS:

Miss J Rankin
Mr B Rankin
Mr J Rankin
Mr T Rankin

SECRETARY:

Dr A B Langman

REGISTERED OFFICE:

Metnor House
Mylord Crescent
Killingworth
Newcastle Upon Tyne
Tyne and Wear
NE12 5YD

REGISTERED NUMBER:

12114392 (England and Wales)

AUDITORS:

Haines Watts North East Audit LLP
17 Queens Lane
Newcastle upon Tyne
NE1 1RN

Irango Limited
Group Strategic Report
for the Year Ended 31 December 2021

The directors present their strategic report of the company and the group for the year ended 31 December 2021.

REVIEW OF BUSINESS

The 2021 results for the Group show a significant bounce-back from the COVID affected results of the previous year. Turnover achieved was £81 million, compared to £68 million in 2020 and gross profit margins have been improved from 5.0% to 9.9%. The cost-saving initiatives introduced in 2020 have been effective and workforce number have been maintained throughout the period.

The Group focus on cash management has continued and whilst some unwinding of the 2020 year-end balance of £7.8 million has occurred, the 2021 consolidated cash balance was £4.2 million.

Further growth has already been secured on instructions for both 2022 and 2023 which will generate increased turnover and profit.

Construction Division

Metnor Construction has turned over £63 million in the year, compared to £48 million in 2020. This increase has, in part, been driven by the completion of projects delayed by the pandemic but mainly relates to new starts.

The focus of the division continues to be on those markets where the Group has considerable experience, namely:

- Three leisure centres in London, Leicestershire and North Norfolk
- Data halls in Welwyn Garden City and Wembley
- A care homes in Bromley
- Two hotels in the North East of England
- A Private Rented Sector (PRS) scheme in Rugby

Further projects started in late 2021 and early 2022 include a PRS scheme in Warrington, a private medical facility in Northamptonshire and an NHS education hub in the North East of England.

With such a strong pipeline the order book focus is now on 2023 and beyond and prospects are extremely positive.

M&E Contracting Division

Norstead, the mechanical and electrical contracting business, has achieved the return to profit that was anticipated on increased turnover - up to £20 million from the £17 million posted in 2020 - as well as the lower cost base instigated during the pandemic

2020 saw an emphasis on intra-Group work and projects completed include a leisure centre and hotel for Metnor Construction. Three other such contracts continue into 2021, namely a PRS scheme, data centre and medical facility. Over 60% of Norstead's work in 2021 came from third parties and this percentage will increase considerably in 2022 on the work already secured. Healthcare continues to be a strong sector and NHS work on the Dorset and Yorkshire coasts will dominate the results of 2022 and beyond.

Other activities

The activities of Metnor (Great Yarmouth) Limited, our specialist pressure testing business, are totalling reliant on the oil price and associated confidence in the oil and gas sector. The results of 2021 have been significantly affected by the bounce back in air travel as well as surging oil and gas prices that had started to climb before the Ukraine war added further layers of uncertainty. The division is well financed and able to manage resources to enable it to continue to trade profitably.

Key performance indicators

The 3 KPIs the Group use to monitor performance are turnover, operating profit/loss and cash at bank. The performance of these 3 KPIs over the past 3 years is as follows

	2021	2020	2019
Turnover	£80,715k	£68,078k	£91,313k
Operation P/L	£1,254k	(£3,315k)	(£432k)
Cash	£4,198k	£7,789K	£2,452K

Irango Limited
Group Strategic Report
for the Year Ended 31 December 2021

PRINCIPAL RISKS AND UNCERTAINTIES

The directors consider the management of risk to be key to the future success of the Group. The main risks and uncertainties facing the Group can be broken down into the following areas:

- market risk
- operational risks
- health and safety risk
- financial risks

Market risk

Market conditions continue to be the single biggest risk factor across the Group.

The economic climate influences our client's appetite to commit to large construction projects. The Group looks to mitigate this risk by concentrating on sectors showing sustainable growth, such as healthcare and buildings of multiple occupancy.

Operational risks - construction and contracting

At any point in time, the Group is working on numerous projects across its construction and contracting businesses and there is always a risk a project will overrun resulting in loss of profits and reputation with the customer. The Group employs an experienced team of estimators, project engineers and quantity surveyors who control costs and resources from start to finish of a project.

The Group's supply chain comprises a number of key suppliers and subcontractors each of whom are important to the Group's ability to deliver projects on time. The Group operates a formal interview and assessment process for both new and existing suppliers and subcontractors to ensure they are both financially and commercially capable of meeting the Group's high standards of performance.

Health and Safety risk

Health and Safety matters represent a significant area of risk in the sectors in which the Group operates. The Group recognises the need to provide a safe working environment for its employees, others who work on our sites and members of the public and has recently launched a 'Safer Together' initiative. The Group also understands the negative impact on its business if it does not achieve this. In order to ensure a first-class health and safety record, the Group enhances its in-house Health and Safety procedures by engaging independent consultants to visit sites on a regular basis and report back independently to Board members.

Financial risks

The Group faces a number of financial risks including:

Liquidity risk - a lack of available funds to meet the Group's needs. This risk is managed by monitoring existing cash balances and cash flows against requirements based on rolling cash forecasts.

Credit risk - a risk of financial loss if customers are unable to settle their contractual obligations. This risk is mitigated by taking credit references on new clients and actively managing cash receipts throughout each project.

ON BEHALF OF THE BOARD:



.....
Mr T Rankin - Director

Date:

12 August 2022

Irango Limited

**Report of the Directors
for the Year Ended 31 December 2021**

The directors present their report with the financial statements of the company and the group for the year ended 31 December 2021.

PRINCIPAL ACTIVITIES

The principal activity of the company and group continued to be that of construction contractors.

DIVIDENDS

No dividends will be distributed for the year ended 31 December 2021.

The directors do not recommend payment of a final dividend.

DIRECTORS

The directors shown below have held office during the whole of the period from 1 January 2021 to the date of this report.

Miss J Rankin
Mr B Rankin
Mr J Rankin
Mr T Rankin

DISCLOSURE IN THE STRATEGIC REPORT

The group has chosen in accordance with S.414C(11) Companies Act 2006 to set out in the group's strategic report information required by Schedule 7 of the Large and Medium-sized Companies and Groups (Accounts and Reports) Regulations 2008 to be contained in the directors' report. It has done so in respect of financial instruments and future developments.

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 group and company, 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 UK 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 group and company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the group's and company's transactions and disclose with reasonable accuracy at any time the financial position of the group and 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 group and 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 group's auditors are unaware, and each director has taken all the steps that he or she ought to have taken as a director in order to make himself or herself aware of any relevant audit information and to establish that the group's auditors are aware of that information.

AUDITORS

Haines Watts North East Audit LLP were appointed as auditor to the group and in accordance with section 485 of the Companies Act 2006, a resolution proposing that they be re-appointed will be put at a General Meeting.

ON BEHALF OF THE BOARD:



Mr T Rankin - Director

Date: 12 August 2022

Report of the Independent Auditors to the Members of Irango Limited

Opinion

We have audited the financial statements of Irango Limited (the 'parent company') and its subsidiaries (the 'group') for the year ended 31 December 2021 which comprise the Consolidated Profit and Loss Account, 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 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 31 December 2021 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 Group Strategic Report and the Report of the Directors, but does not include the financial statements and our Report of the Auditors thereon.

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

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

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the 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
Irango Limited**

Responsibilities of directors

As explained more fully in the Statement of Directors' Responsibilities set out on page four, 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:

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

We obtained an understanding of the legal and regulatory framework applicable to both the company itself and the industry in which it operates. We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our sector experience and through discussion with the directors and other management. The most significant were identified as building regulations and HSE directives, as well as the Companies Act 2006, UK GAAP (FRS 102) and relevant tax legislation. We considered the extent of compliance with those laws and regulations as part of our procedures on the related financial statements. Our audit procedures included:

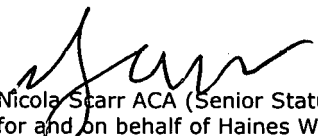
- making enquires of directors and management as to where they consider there to be a susceptibility to fraud and whether they have any knowledge or suspicion of fraud;
- obtaining an understanding of the internal controls established to mitigate risks related to fraud or noncompliance with laws and regulations;
- assessing the risk of management override including identifying and testing a sample of journal entries;
- challenging the assumptions and judgements made by management in its significant accounting estimates, including corroborating with quantity surveyors from outside the finance department.

Our audit did not identify any key audit matters relating to the detection of irregularities including fraud. However, despite the audit being planned and conducted in accordance with ISAs (UK) there remains an unavoidable risk that material misstatements in the financial statements may not be detected owing to inherent limitations of the audit, and that by their very nature, any such instances of fraud or irregularity likely involve collusion, forgery, intentional misrepresentations, or the override of internal controls.

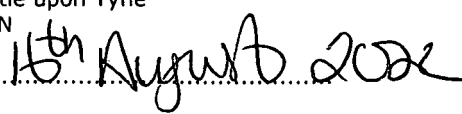
A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Auditors.

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.


Nicola Scarr ACA (Senior Statutory Auditor)
for and on behalf of Haines Watts North East Audit LLP
17 Queens Lane
Newcastle upon Tyne
NE1 1RN

Date:

 16th August 2022

Irango Limited
Consolidated
Profit and Loss Account
for the Year Ended 31 December 2021

	Notes	2021 £'000	2020 £'000
TURNOVER	5	80,715	68,078
Cost of sales		<u>72,703</u>	<u>64,650</u>
GROSS PROFIT		8,012	3,428
Administrative expenses		<u>6,891</u>	<u>7,372</u>
		1,121	(3,944)
Other operating income	6	<u>133</u>	<u>629</u>
OPERATING PROFIT/(LOSS)	8	1,254	(3,315)
Interest receivable and similar income		<u>38</u>	<u>32</u>
		1,292	(3,283)
Interest payable and similar expenses	10	<u>6</u>	<u>9</u>
PROFIT/(LOSS) BEFORE TAXATION		1,286	(3,292)
Tax on profit/(loss)	11	<u>(452)</u>	<u>(1,107)</u>
PROFIT/(LOSS) FOR THE FINANCIAL YEAR		1,738	(2,185)
OTHER COMPREHENSIVE INCOME		-	-
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		<u>1,738</u>	<u>(2,185)</u>
Profit/(loss) attributable to: Owners of the parent		<u>1,738</u>	<u>(2,185)</u>
Total comprehensive income attributable to: Owners of the parent		<u>1,738</u>	<u>(2,185)</u>

The notes form part of these financial statements

Consolidated Balance Sheet
31 December 2021

	Notes	2021 £'000	£'000	2020 £'000	£'000
FIXED ASSETS					
Tangible assets	13	1,303		1,324	
Investments	14	-		-	
		<u>1,303</u>	1,303	<u>1,324</u>	1,324
CURRENT ASSETS					
Stocks	15	2,252		2,314	
Debtors	16	24,774		18,412	
Cash at bank		4,198		7,789	
		<u>31,224</u>		<u>28,515</u>	
CREDITORS					
Amounts falling due within one year	17	33,206		32,256	
		<u>33,206</u>		<u>32,256</u>	
NET CURRENT LIABILITIES			(1,982)		(3,741)
TOTAL ASSETS LESS CURRENT LIABILITIES			<u>(679)</u>		<u>(2,417)</u>
CAPITAL AND RESERVES					
Called up share capital	19	-		-	
Profit and loss account	20	(679)		(2,417)	
		<u>(679)</u>		<u>(2,417)</u>	
SHAREHOLDERS' FUNDS			<u>(679)</u>		<u>(2,417)</u>

The financial statements were approved by the Board of Directors and authorised for issue on 12 August 2022 and were signed on its behalf by:


.....
Mr T Rankin - Director

Company Balance Sheet
31 December 2021

	Notes	2021 £'000	£'000	2020 £'000	£'000
FIXED ASSETS					
Tangible assets	13	-		-	
Investments	14	13,467	13,467	13,670	13,670
CURRENT ASSETS					
Debtors	16	159		159	
CREDITORS					
Amounts falling due within one year	17	13,476		13,679	
NET CURRENT LIABILITIES			(13,317)		(13,520)
TOTAL ASSETS LESS CURRENT LIABILITIES			150		150
CAPITAL AND RESERVES					
Called up share capital	19	-	-	-	-
Profit and loss account	20		150		150
SHAREHOLDERS' FUNDS			150		150
Company's profit for the financial year			-		-

The financial statements were approved by the Board of Directors and authorised for issue on 12 August 2022 and were signed on its behalf by:



Mr T Rankin - Director

Irango Limited

**Consolidated Statement of Changes in Equity
for the Year Ended 31 December 2021**

	Called up share capital £'000	Profit and loss account £'000	Total equity £'000
Balance at 1 January 2020	-	(232)	(232)
Changes in equity			
Total comprehensive income	-	(2,185)	(2,185)
Balance at 31 December 2020	-	(2,417)	(2,417)
Changes in equity			
Total comprehensive income	-	1,738	1,738
Balance at 31 December 2021	-	(679)	(679)

The notes form part of these financial statements

Irango Limited

**Company Statement of Changes in Equity
for the Year Ended 31 December 2021**

	Called up share capital £'000	Profit and loss account £'000	Total equity £'000
Balance at 1 January 2020	-	150	150
Changes in equity			
Balance at 31 December 2020	-	150	150
Changes in equity			
Balance at 31 December 2021	-	150	150

The notes form part of these financial statements

Irango Limited

**Consolidated Cash Flow Statement
for the Year Ended 31 December 2021**

	Notes	2021 £'000	2020 £'000
Cash flows from operating activities			
Cash generated from operations	22	(3,566)	14,576
Interest paid		(6)	(9)
Taxation refund		649	1,785
Net cash from operating activities		<u>(2,923)</u>	<u>16,352</u>
Cash flows from investing activities			
Purchase of tangible fixed assets		(743)	(307)
Sale of tangible fixed assets		278	105
Proceeds on disposal of subsidiary		-	500
Interest received		-	7
Net cash from investing activities		<u>(465)</u>	<u>305</u>
Cash flows from financing activities			
Loan repayments in year		(203)	(11,320)
Net cash from financing activities		<u>(203)</u>	<u>(11,320)</u>
(Decrease)/increase in cash and cash equivalents		<u>(3,591)</u>	<u>5,337</u>
Cash and cash equivalents at beginning of year	23	7,789	2,452
Cash and cash equivalents at end of year	23	<u><u>4,198</u></u>	<u><u>7,789</u></u>

The notes form part of these financial statements

**Notes to the Consolidated Financial Statements
for the Year Ended 31 December 2021**

1. STATUTORY INFORMATION

Irango 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 the General Information page.

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

Monetary amounts in these financial statements are rounded to the nearest £000.

The group consists of Irango Limited and all of its subsidiaries.

2. STATEMENT OF COMPLIANCE

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.

3. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements have been prepared under the historical cost convention.

Going concern

Further information on the group's business activities, together with the factors likely to affect its future development, performance, and position are set out in the Strategic Report.

Notwithstanding net current liabilities of £1,982,000 and net liabilities of £679,000 as at 31 December 2021, the financial statements have been prepared on a going concern basis which the directors consider to be appropriate for the reasons set out below.

The group funds its operations through its cash reserves. The group generated a profit for 2021 of £1,738,000 and had cash balances of £4,198,000 at the year end.

At 31 December 2021 the group had £13,476,000 of unsecured and interest free loan notes which are repayable on demand. These loan notes arose from the acquisition of all the shares of Metnor Group Limited group by the company Limited on 23 August 2019 and are held by the vendors, Stephen and Kim Rankin. Although these loan notes are payable on demand the holders of the loan notes have confirmed that they will not seek repayment of any part of these for a period of at least a year following approval of these financial statements and thereafter for the foreseeable future. As with any company placing reliance on loan note holders for financial support, the directors acknowledge that there can be no certainty that this support will continue although, at the date of approval of these financial statements, they have no reason to believe that it will not do so.

The directors have prepared group cashflow forecasts for the period of 12 months from the date of approval of these financial statements and the directors believe the group and company have sufficient funding in place for the foreseeable future. Consequently, the directors are confident that the group and the company will have sufficient funds to continue to meet their liabilities as they fall due for at least 12 months from the date of approval of the financial statements and therefore have prepared the financial statements on a going concern basis.

Financial Reporting Standard 102 - reduced disclosure exemptions

The group is a qualifying entity for the purposes of FRS 102, being a member of a group where the parent of that group prepares publicly available consolidated financial statements, including this group, which are intended to give a true and fair view of the assets, liabilities, financial position and profit or loss of the group. The group has therefore taken advantage of exemptions from the following disclosure requirements for parent company information presented within the consolidated financial statements:

- Section 7 'Statement of Cash Flows': Presentation of a statement of cash flow and related notes and disclosures;
- Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instrument Issues': Carrying amounts, interest income/expense and net gains/losses for each category of financial instrument; basis of determining fair values; details of collateral, loan defaults or breaches, details of hedges, hedging fair value changes recognised in profit or loss and on other comprehensive income;
- Section 33 'Related Party Disclosures': Compensation of key management personnel.

**Notes to the Consolidated Financial Statements - continued
for the Year Ended 31 December 2021**

3. ACCOUNTING POLICIES - continued

Basis of consolidation

The consolidated group financial statements consist of the financial statements of the parent company Irango Limited together with all entities controlled by the parent company (its subsidiaries) and the group's share of its interests in joint ventures and associates.

All financial statements are made up to 31 December 2021. Where necessary, adjustments are made to the financial statements of subsidiaries to bring the accounting policies used into line with those used by other members of the group.

All intra-group transactions, balances and unrealised gains on transactions between group companies are eliminated on consolidation. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred.

Subsidiaries are consolidated in the group's financial statements from the date that control commences until the date that control ceases.

Entities in which the group holds an interest and which are jointly controlled by the group and one or more other venturers under a contractual arrangement are treated as joint ventures. Entities other than subsidiary undertakings or joint ventures, in which the group has a participating interest and over whose operating and financial policies the group exercises a significant influence, are treated as associates.

Investments in joint ventures and associates are carried in the group balance sheet at cost plus post-acquisition changes in the group's share of the net assets of the entity, less any impairment in value. The carrying values of investments in joint ventures and associates include acquired goodwill.

If the group's share of losses in a joint venture or associate equals or exceeds its investment in the joint venture or associate, the group does not recognise further losses unless it has incurred obligations to do so or has made payments on behalf of the joint venture or associate.

Unrealised gains arising from transactions with joint ventures and associates are eliminated to the extent of the group's interest in the entity.

Business combinations

In the parent company financial statements, the cost of a business combination is the fair value at the acquisition date of the assets given, equity instruments issued and liabilities incurred or assumed, plus costs directly attributable to the business combination. The excess of the cost of a business combination over the fair value of the identifiable assets, liabilities and contingent liabilities acquired is recognised as goodwill. The cost of the combination includes the estimated amount of contingent consideration that is probable and can be measured reliably, and is adjusted for changes in contingent consideration after the acquisition date. Provisional fair values recognised for business combinations in previous periods are adjusted retrospectively for final fair values determined in the 12 months following the acquisition date. Investments in subsidiaries, joint ventures and associates are accounted for at cost less impairment.

Deferred tax is recognised on differences between the value of assets (other than goodwill) and liabilities recognised in a business combination accounted for using the purchase method and the amounts that can be deducted or assessed for tax, considering the manner in which the carrying amount of the asset or liability is expected to be recovered or settled. The deferred tax recognised is adjusted against goodwill or negative goodwill.

**Notes to the Consolidated Financial Statements - continued
for the Year Ended 31 December 2021**

3. ACCOUNTING POLICIES - continued

Turnover

Turnover is recognised at the fair value of the consideration received or receivable for goods and services provided in the normal course of business, and is shown net of VAT and other sales related taxes. The fair value of consideration takes into account trade discounts, settlement discounts and volume rebates.

When cash inflows are deferred and represent a financing arrangement, the fair value of the consideration is the present value of the future receipts. The difference between the fair value of the consideration and the nominal amount received is recognised as interest income.

Revenue from contracts for the provision of professional services is recognised by reference to the stage of completion when the stage of completion, costs incurred and costs to complete can be estimated reliably. The stage of completion is calculated by comparing costs incurred, mainly in relation to contractual hourly staff rates and materials, as a proportion of total costs. Where the outcome cannot be estimated reliably, revenue is recognised only to the extent of the expenses recognised that it is probable will be recovered.

Construction contracts

The "percentage of completion method" is used to determine the appropriate amount to recognise in each period. The stage of completion is measured by reference to the most reliable estimate of progress. For Metnor Construction this is based on the proportion of contract sales certified to date compared to the estimated total contract sales. For Norstead it is based on the proportion of contract costs incurred for work performed to date compared to the estimated total contract costs. Costs incurred in the year in connection with future activity on a contract are excluded from contract costs in determining the stage of completion. These costs are presented as contract balances within debtors, provided it is probable they will be recovered. Billings more than recognised revenue are carried forward as contract liabilities within creditors.

Fixed asset investments

Equity investments are measured at fair value through profit or loss, except for those equity investments that are not publicly traded and whose fair value cannot otherwise be measured reliably, which are recognised at cost less impairment until a reliable measure of fair value becomes available.

In the parent company financial statements, investments in subsidiaries, associates and jointly controlled entities are initially measured at cost and subsequently measured at cost less any accumulated impairment losses.

A subsidiary is an entity controlled by the group. Control is the power to govern the financial and operating policies of the entity so as to obtain benefits from its activities.

**Notes to the Consolidated Financial Statements - continued
for the Year Ended 31 December 2021**

3. ACCOUNTING POLICIES - continued

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off the cost less estimated residual value of each asset over its estimated useful life.

Freehold property	- 4% on cost
Plant and machinery	- 33% on cost, 20% on cost and 10% - 33% Straight line
Motor vehicles	- 25% on cost, 25% Straight line, 20% on cost and 20 -25% straight line

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the profit and loss account.

Impairment of fixed assets

At each reporting period end date, the group reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the company estimates the recoverable amount of the cash-generating unit to which the asset belongs.

The carrying amount of the investments accounted for using the equity method is tested for impairment as a single asset. Any goodwill included in the carrying amount of the investment is not tested separately for impairment.

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

Recognised impairment losses are reversed if, and only if, the reasons for the impairment loss have ceased to apply. Where an impairment loss subsequently reverses, the carrying amount of the asset (or cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or cash-generating unit) in prior years. A reversal of an impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

Government grants

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grants will be received.

A grant that specifies performance conditions is recognised in income when the performance conditions are met. Where a grant does not specify performance conditions it is recognised in income when the proceeds are received or receivable. A grant received before the recognition criteria are satisfied is recognised as a liability.

Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. Cost comprises direct materials and, where applicable, direct labour costs and those overheads that have been incurred in bringing the stocks to their present location and condition.

Stocks held for distribution at no or nominal consideration are measured at the lower of the lower of cost and replacement cost, adjusted where applicable for any loss of service potential.

At each reporting date, an assessment is made for impairment. Any excess of the carrying amount of stocks over its estimated selling price less costs to complete and sell is recognised as an impairment loss in profit or loss. Reversals of impairment losses are also recognised in profit or loss.

**Notes to the Consolidated Financial Statements - continued
for the Year Ended 31 December 2021**

3. ACCOUNTING POLICIES - continued

Financial instruments

The group has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the group's balance sheet when the group becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset and the net amounts presented in the financial statements when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets:

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method 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. Financial assets classified as receivable within one year are not amortised.

Impairment of financial assets:

Financial assets, other than those held at fair value through profit and loss, are assessed for indicators of impairment at each reporting end date.

Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected. If an asset is impaired, the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in profit or loss.

If there is a decrease in the impairment loss arising from an event occurring after the impairment was recognised, the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been, had the impairment not previously been recognised. The impairment reversal is recognised in profit or loss.

Derecognition of financial assets:

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire or are settled, or when the group transfers the financial asset and substantially all the risks and rewards of ownership to another entity, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party.

Classification of financial liabilities:

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the group after deducting all of its liabilities.

Basic financial liabilities

Basic financial liabilities, including creditors, bank loans, loans from fellow group companies and preference shares that are classified as debt, 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 payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Amounts 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 creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the group's contractual obligations expire or are discharged or cancelled.

Equity instruments

Equity instruments issued by the group are recorded at the proceeds received, net of transaction costs. Dividends payable on equity instruments are recognised as liabilities once they are no longer at the discretion of the group.

**Notes to the Consolidated Financial Statements - continued
for the Year Ended 31 December 2021**

3. ACCOUNTING POLICIES - continued

Cash and cash equivalents

Cash and cash equivalents are basic financial assets and include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

Taxation

Taxation expense represents the aggregate amount of current tax and deferred tax recognised in the reporting period.

Current taxation is the amount of taxation in respect of the taxable profit for the year or prior years.

A deferred taxation asset or liability is recognised for tax recoverable or payable in future periods in respect of transactions and events recognised in the financial statements of the current and previous period.

Deferred taxation arises from timing differences that are differences between taxable profits and total comprehensive income as stated in the financial statements. Timing differences result from the inclusion of income and expenses in tax assessments in periods different from those in which they are recognised in the financial statements.

Deferred taxation recognised on all timing differences at the reporting date apart from certain exceptions. Unrelieved tax losses and other deferred tax assets are recognised only to the extent that the directors consider that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits.

Deferred taxation is measured using the tax rates and laws that have been enacted or substantively enacted by the reporting date and that are expected to apply to the reversal of the timing differences. Deferred tax relating to land and buildings measured at fair value is measured using the tax rates and allowances that apply to the sale of the asset.

Leasing

Rentals payable under operating leases, including any lease incentives received, are charged to profit or loss on a straight line basis over the term of the relevant lease except where another more systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed.

Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense, unless those costs are required to be recognised as part of the cost of stock or fixed assets.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

4. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of the group's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

**Notes to the Consolidated Financial Statements - continued
for the Year Ended 31 December 2021**

5. TURNOVER

The turnover and profit (2020 - loss) before taxation are attributable to the principal activities of the group.

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

	2021 £'000	2020 £'000
Construction contract income	77,081	64,815
Rent of equipment	2,335	1,254
Sale of equipment	1,293	1,217
Investment property rentals	-	663
Management charges	2	7
Sale of properties and land	4	122
	<u>80,715</u>	<u>68,078</u>

An analysis of turnover by geographical market is given below:

	2021 £'000	2020 £'000
United Kingdom	80,715	68,078
	<u>80,715</u>	<u>68,078</u>

6. OTHER OPERATING INCOME

	2021 £'000	2020 £'000
Sundry receipts	-	13
Government grants	133	616
	<u>133</u>	<u>629</u>

7. EMPLOYEES AND DIRECTORS

	2021 £'000	2020 £'000
Wages and salaries	8,559	9,582
Social security costs	967	1,084
Other pension costs	834	839
	<u>10,360</u>	<u>11,505</u>

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

	2021	2020
Production	94	108
Administration	75	80
	<u>169</u>	<u>188</u>

The company operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the company in an independently administered fund.

	2021 £	2020 £
Directors' remuneration	166,636	158,748
Directors' pension contributions to money purchase schemes	<u>80,000</u>	<u>80,000</u>

**Notes to the Consolidated Financial Statements - continued
for the Year Ended 31 December 2021**

8. OPERATING PROFIT/(LOSS)

The operating profit (2020 - operating loss) is stated after charging/(crediting):

	2021 £'000	2020 £'000
Hire of plant and machinery	1,316	997
Other operating leases	96	108
Depreciation - owned assets	516	533
(Profit)/loss on disposal of fixed assets	(30)	10
Foreign exchange differences	(1)	7
	<u> </u>	<u> </u>

9. AUDITORS' REMUNERATION

	2021 £'000	2020 £'000
Fees payable to the company's auditors for the audit of the company's financial statements	49	47
	<u> </u>	<u> </u>

Included in the fee of £49k was the cost of £45k (2020 - £43k) for the audit of the company's subsidiaries.

10. INTEREST PAYABLE AND SIMILAR EXPENSES

	2021 £'000	2020 £'000
Other interest	6	9
	<u> </u>	<u> </u>

11. TAXATION

Analysis of the tax credit

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

	2021 £'000	2020 £'000
Current tax:		
UK corporation tax	10	82
Adjustments in respect of earlier periods	(535)	(462)
Total current tax	<u>(525)</u>	<u>(380)</u>
Deferred tax:		
Origination and reversal of timing differences	264	(487)
Adjustments in respect of earlier periods	55	(240)
Effect of tax rate change on opening balances	(246)	-
Total deferred tax	<u>73</u>	<u>(727)</u>
Tax on profit/(loss)	<u>(452)</u>	<u>(1,107)</u>

**Notes to the Consolidated Financial Statements - continued
for the Year Ended 31 December 2021**

11. TAXATION - continued

Reconciliation of total tax credit 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:

	2021 £'000	2020 £'000
Profit/(loss) before tax	<u>1,286</u>	<u>(3,292)</u>
Profit/(loss) multiplied by the standard rate of corporation tax in the UK of 19% (2020 - 19%)	244	(625)
Effects of:		
Expenses not deductible for tax purposes	40	17
Income not taxable for tax purposes	(1)	(67)
Adjustments to tax charge in respect of previous periods	(480)	(427)
Patent box additional deduction	(10)	(5)
Fixed asset timing differences	(18)	-
Remeasurement of deferred tax for changes in tax rates	(182)	-
R&D expenditure credit	(6)	-
Exempt ABGH distributions	(39)	-
Total tax credit	<u>(452)</u>	<u>(1,107)</u>

12. INDIVIDUAL PROFIT AND LOSS ACCOUNT

As permitted by Section 408 of the Companies Act 2006, the Profit and Loss Account of the parent company is not presented as part of these financial statements.

13. TANGIBLE FIXED ASSETS

Group	Freehold property £'000	Plant and machinery £'000	Motor vehicles £'000	Totals £'000
COST				
At 1 January 2021	597	3,442	1,055	5,094
Additions	37	405	301	743
Disposals	(193)	(104)	(176)	(473)
At 31 December 2021	<u>441</u>	<u>3,743</u>	<u>1,180</u>	<u>5,364</u>
DEPRECIATION				
At 1 January 2021	210	3,060	500	3,770
Charge for year	13	236	267	516
Eliminated on disposal	-	(102)	(123)	(225)
At 31 December 2021	<u>223</u>	<u>3,194</u>	<u>644</u>	<u>4,061</u>
NET BOOK VALUE				
At 31 December 2021	<u>218</u>	<u>549</u>	<u>536</u>	<u>1,303</u>
At 31 December 2020	<u>387</u>	<u>382</u>	<u>555</u>	<u>1,324</u>

Notes to the Consolidated Financial Statements - continued
for the Year Ended 31 December 2021

14. **FIXED ASSET INVESTMENTS**

Company

	Shares in group undertakings £'000
COST	
At 1 January 2021	13,670
Impairments	(203)
	<u>13,467</u>
At 31 December 2021	<u>13,467</u>
NET BOOK VALUE	
At 31 December 2021	<u>13,467</u>
At 31 December 2020	<u>13,670</u>

The group or the company's investments at the Balance Sheet date in the share capital of companies include the following:

Subsidiaries

Metnor Group Limited

Registered office: Metnor House, Mylord Crescent, Killingworth, Newcastle Upon Tyne, NE12 5YD

Nature of business: Construction

	%
Class of shares:	holding
Ordinary	100.00

Metnor Construction Limited

Registered office: Metnor House, Mylord Crescent, Killingworth, Newcastle Upon Tyne, NE12 5YD

Nature of business: Construction

	%
Class of shares:	holding
Ordinary	100.00

Norstead Limited

Registered office: Metnor House Mylord Crescent, Killingworth, Newcastle Upon Tyne, Tyne & Wear, NE12 5YD

Nature of business: Mechanical & electrical contracting services

	%
Class of shares:	holding
Ordinary	100.00

Metnor (Great Yarmouth) Limited

Registered office: Metnor House Mylord Crescent, Camperdown Industrial Estate, Killingworth, Newcastle Upon Tyne, NE12 5YD

Nature of business: Manufacture, sale & hire of hydraulic equipment

	%
Class of shares:	holding
Ordinary	100.00

Hall Green Management Company Limited

Registered office: Metnor House, Mylord Crescent, Killingworth, Newcastle Upon Tyne, NE12 5YD

Nature of business: Property management for Sharewave Limited

	%
Class of shares:	holding
Ordinary	100.00

Sharewave Limited

Registered office: Metnor House, Mylord Crescent, Killingworth, Newcastle, NE12 5YD

Nature of business: Property development

	%
Class of shares:	holding
Ordinary	100.00

Irango Limited

**Notes to the Consolidated Financial Statements - continued
for the Year Ended 31 December 2021**

14. FIXED ASSET INVESTMENTS - continued

Metnor Quays Limited

Registered office: Metnor House, Mylord Crescent, Killingworth Newcastle Upon Tyne, Tyne & Wear, NE12 5YD
Nature of business: Property development

	%
Class of shares:	holding
Ordinary	100.00

15. STOCKS

	Group	
	2021	2020
	£'000	£'000
Raw materials	411	473
Work-in-progress	1,841	1,841
	<u>2,252</u>	<u>2,314</u>

16. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Company	
	2021	2020	2021	2020
	£'000	£'000	£'000	£'000
Trade debtors	12,789	9,258	-	-
Amounts owed by group undertakings	-	-	159	159
Amounts recoverable on contract	7,776	1,221	-	-
Other debtors	745	403	-	-
Corporation tax recoverable	565	658	-	-
Deferred tax asset	760	834	-	-
Prepayments and accrued income	2,139	6,038	-	-
	<u>24,774</u>	<u>18,412</u>	<u>159</u>	<u>159</u>

Included in group trade debtors are balances amounting to £949k (2020 - £Nil) that are falling due after one year.

The deferred tax asset is made up as follows:

Group

	2021	2020
	£'000	£'000
Accelerated capital allowances	12	58
Tax losses	748	776
	<u>760</u>	<u>834</u>

Company

	2021	2020
	£'000	£'000
Accelerated capital allowances	-	-
Tax losses	-	-
	<u>-</u>	<u>-</u>

The deferred tax asset set out above is expected to reverse and relates to the utilisation of tax losses against future expected profits of the same period.

Irango Limited

**Notes to the Consolidated Financial Statements - continued
for the Year Ended 31 December 2021**

17. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Company	
	2021	2020	2021	2020
	£'000	£'000	£'000	£'000
Other loans (see note 18)	13,476	13,679	13,476	13,679
Trade creditors	9,593	8,659	-	-
Gross amounts owed to contract customers	1,436	3,558	-	-
Taxation and social security	2,144	1,506	-	-
Other creditors	85	141	-	-
Accruals and deferred income	6,472	4,713	-	-
	<u>33,206</u>	<u>32,256</u>	<u>13,476</u>	<u>13,679</u>

18. LOANS

An analysis of the maturity of loans is given below:

	Group		Company	
	2021	2020	2021	2020
	£'000	£'000	£'000	£'000
Amounts falling due within one year or on demand:				
Loan notes	<u>13,476</u>	<u>13,679</u>	<u>13,476</u>	<u>13,679</u>

Loan notes with a value of £25,000,000 were issued on 23 August 2019. The loan notes are unsecured, bear no interest and are redeemable on demand.

The loan notes were issued as part of the consideration for the acquisition of SKR Holdings Limited on 23 August 2019. They are held by Stephen and Kim Rankin, the vendors of SKR Holdings Limited.

This transaction transferred the ownership of the business to the next generation. Stephen and Kim Rankin have given assurances to the group and company that they have no intention to seek repayment of any loan notes for at least a period of 12 months from the date of approval of these financial statements.

19. CALLED UP SHARE CAPITAL

Allotted, issued and fully paid:				
Number:	Class:	Nominal value:	2021	2020
			£	£
100	Ordinary	£1	<u>100</u>	<u>100</u>
			<u>100</u>	<u>100</u>

The Ordinary shares carry equal rights to voting, dividend distribution and on winding up.

20. RESERVES

Profit and loss account:
Includes all current and prior period profit and losses.

21. ULTIMATE CONTROLLING PARTY

The Company is joint and equally owned and controlled by Ben, Jack, Jessica and Tom Rankin.

Irango Limited

**Notes to the Consolidated Financial Statements - continued
for the Year Ended 31 December 2021**

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

	2021	2020
	£'000	£'000
Profit/(loss) before taxation	1,286	(3,292)
Depreciation charges	516	533
(Profit)/loss on disposal of fixed assets	(30)	10
Loss on sale of subsidiary	-	150
Finance costs	6	9
Finance income	(38)	(32)
	<u>1,740</u>	<u>(2,622)</u>
Decrease in stocks	62	136
(Increase)/decrease in trade and other debtors	(6,522)	19,456
Increase/(decrease) in trade and other creditors	<u>1,154</u>	<u>(2,394)</u>
Cash generated from operations	<u><u>(3,566)</u></u>	<u><u>14,576</u></u>

23. 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 31 December 2021

	31.12.21	1.1.21
	£'000	£'000
Cash and cash equivalents	<u>4,198</u>	<u>7,789</u>

Year ended 31 December 2020

	31.12.20	1.1.20
	£'000	£'000
Cash and cash equivalents	<u>7,789</u>	<u>2,452</u>

24. ANALYSIS OF CHANGES IN NET DEBT

	At 1.1.21	Cash flow	At 31.12.21
	£'000	£'000	£'000
Net cash			
Cash at bank	<u>7,789</u>	<u>(3,591)</u>	<u>4,198</u>
	<u>7,789</u>	<u>(3,591)</u>	<u>4,198</u>
Debt			
Debts falling due within 1 year	<u>(13,679)</u>	<u>203</u>	<u>(13,476)</u>
	<u>(13,679)</u>	<u>203</u>	<u>(13,476)</u>
Total	<u><u>(5,890)</u></u>	<u><u>(3,388)</u></u>	<u><u>(9,278)</u></u>