

**B.A. BUSH & SON LIMITED
AND SUBSIDIARY COMPANIES**

**GROUP STRATEGIC REPORT,
REPORT OF THE DIRECTORS AND
CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021**

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**B.A. BUSH & SON LIMITED
AND SUBSIDIARY COMPANIES (REGISTERED NUMBER: 00976405)**

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FOR THE YEAR ENDED 31 DECEMBER 2021**

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**B.A. BUSH & SON LIMITED
AND SUBSIDIARY COMPANIES**

**COMPANY INFORMATION
FOR THE YEAR ENDED 31 DECEMBER 2021**

DIRECTORS:	N A Bush B C Bush T A Bush
SECRETARY:	B C Bush
REGISTERED OFFICE:	Station Yard Horncastle Lincolnshire LN9 5AQ
REGISTERED NUMBER:	00976405 (England and Wales)
SENIOR STATUTORY AUDITOR:	Adrian Reynolds BA FCA
AUDITORS:	Duncan & Toplis Limited, Statutory Auditor 3 Castlegate Grantham Lincs NG31 6SF

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

We aim to present a balanced and comprehensive review of our business. Our review is consistent with the size and nature of our business and in the context of risks and uncertainties we face.

The major factors that affected our business in 2021 were:

- Covid 19 - still caused staff problems, thankfully towards the end of the year it became less lethal. The procedures and operations were successfully implemented and safely carried out, both instore and on vehicles but, to increase standards of our operations, we started a retraining of standards and service needs - things that we could improve on.
- Costs - Shipping prices going from \$3700 to \$16700 for a 40foot container. This increased the average cost of Chinese car tyres by 40% with the industry not fully passing this increase on. The result of this was to squeeze the price ranges together with little difference for pricing differentials to be of use in selling tyres.
- In 2022 the China shipping rate has fallen to \$10,000 with we suspect more to go. This has changed the need for extra stock to go back to stocking sizes needed
- Shortages - this has been the main problem facing our company, together with resulting price increases. Our moving to a larger, new warehouse has been vital as we were able to increase stock levels to handle this new market condition.

Overall, 2021 has been a decent year, with the mix of customers and product channels improving, sales increasing in all sectors.

This has continued in 2022, so whilst on a world stage the war in Ukraine is very serious, affecting most aspects of the business.

Procedures and operations are successfully implemented and safely carried out, both instore and on vehicles. Whilst we believe that our industry will remain challenging, we have the skills to meet these challenges and build on these foundations and the companies are on target for another good year.

PRINCIPAL RISKS AND UNCERTAINTIES

We stocked up for 2022 ready for price increases and shortages. A couple of figures to put some idea of effect on our sector are car tyres shipping increase year on year, shipping prices going from \$3700 to \$16700 for a 40foot container. This increased the average cost of Chinese car tyres by 40% with the industry not fully passing this increase on.

This shipping problem has created a stock shortage, yet demand is buoyant, it all adds up to an interesting end to 2022!

Our staff are key to our performance and have enabled plans to be realised with hard work and skill in all parts of the business which is pivotal to our success. Great effort will continually be made to improve staff, in training, effectiveness and improving our environment to safely enable their full potential to shine. We started to implement changes to work patterns, to make their work more rewarding, they are key to our success and by their hard work our expansion continues.

Growth plans will again put pressure on our ability to train and nurture quality staff and is a key area to focus on.

Whilst we believe that our industry will remain challenging, we have the skills to meet these challenges and build on these foundations to have another successful year.

KEY PERFORMANCE INDICATORS

Turnover is a key performance indicator for the group, this has grown by £4.4m (10.9%) from £40.2m to £44.6m. This has improved as the group has acquired more depots in expanding our operations, in addition the effects of Covid 19 are starting to diminish in terms of demand for tyres.

Gross profit for the group has also improved, this has grown by £1.7m (31.7%) from £5.4m to £7.1m. This has been driven by the increase in demand, which has led to more stock being held by the company at the year-end.

This led to the gross profit margin also improving to 15.89% from 13.33%, a result of maximising turnover whilst also obtaining better margins due to the tyres which are being sold.

Profit before tax has increased by £0.2m (15.6%) from £1.3m to £1.5m.

This has resulted in the amounts attributable to the group increasing by £64k (6.6%) from £977k to £1.04m. This enables the group to be in a strong position entering 2022 and in future years.

**GROUP STRATEGIC REPORT
FOR THE YEAR ENDED 31 DECEMBER 2021**

SECTION 172(1) STATEMENT

The directors accept their duty to promote the success of the company for the benefit of its members as a whole and have regard to the wider shareholder interests below.

The likely consequences of any decision in the long term;

Every operating section of our business operates economic, social and environmental responsibilities on their own, while cooperating constantly with other parts of the operation and with shareholders. This allows the company to manage risk and opportunity and risk to its processes, products and services, with constant focus of trying to improve the business.

We operate by three year plans of sustainable targets, our 2022 sales target is £72 million and we are on target to beat this number.

The key aim is delivering great service to our customers in the various sectors; retail, account, wholesale, commercial and agricultural tyres - our latest three-year plan, despite Covid, are back on plan!

In 2021, We agreed with the shareholders at Allround Tyres to buy their business and also opened two new locations at Catterick and Darlington - we are pleasantly surprised by their initial progress! Although an anticipated venture failed to materialise at the final hurdle. The costs incurred of £100,000 included in these figures.

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

We are always conscious of our responsibilities, our ethics being implemented constantly, with new staff induction training explaining our principles.

The Covid 19 virus creates new PPE, with a huge increase in cost. This was analysed to define how do we cut down on single use PPE, whilst providing a safe operating environment. On protective gloves, by analysing types of gloves changing types for some staff resulted in a saving of 58% on the previous year's costs. In addition the usage and type changes, improved greatly the number of old gloves in compounds and left on the floor, making depots look cleaner.

The interests of the company's employees;

Our staff are key to our performance and have enabled plans to be realised with hard work and skill in all parts of the business which is pivotal to our success. Great effort will continually be made to improve staff, in training, effectiveness and improving our environment to safely enable their full potential to shine. We started to implement changes to work patterns, to make their work more rewarding, they are key to our success and by their hard work our expansion continues.

Our new commercial salary package, whilst increased costs we are rightfully rewarding staff to become the premium quality truck technician job available in the industry and this aim is to be implemented in all sectors of our business.

Growth plans will again put pressure on our ability to train and nurture quality staff and is a key area to focus on.

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

Some of the building of these businesses has started to bear fruit, with an approach to our product centres that is growing the business with an improved focus on quality service.

The year was one of price instability, with tyre sizes used getting larger in car and agriculture, helping our average tyre cost to increase. Economy tyre prices have been volatile, but we remained with our principal suppliers. The continued focus on a complete portfolio in all product channels ensured that our offer was good. Our policy of working with suppliers and customers to get the best solutions to tyre needs. We believe this retains customers, gets the loyalty of suppliers and enable us to give a quality service.

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

Bush operates as a quality tyre service company, with smart well cared for outlets, with clean well maintained vehicles, operating sympathetically to its neighbours and caring for the environment.

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

Our philosophy is trust and high standards, which if looked back, Bush were the first tyre company in the UK to receive BS5750 and have continued to work to this standard (ISO 9001:2008) It creates a standard to achieve! We are virtually the only tyre company to continue to achieve this standard!

Because of our rural beginnings, where customers were not great in number, we needed them to return time after time to make a profit and this basis off business, "trust and quality" hold true today.

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


Our length of service of staff is as good indicator of treatment of staff, over 25% of staff have been with the company for more than 10 years.

B.A. BUSH & SON LIMITED
AND SUBSIDIARY COMPANIES (REGISTERED NUMBER: 00976405)

**GROUP STRATEGIC REPORT
FOR THE YEAR ENDED 31 DECEMBER 2021**

Our truck structure is successful, with clear and open packages that enable open structures to happen. This is to be expanded into other sectors of our business.

ON BEHALF OF THE BOARD:


.....
N A Bush - Director

Date:

21/04/2022

**B.A. BUSH & SON LIMITED
AND SUBSIDIARY COMPANIES (REGISTERED NUMBER: 00976405)**

**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 ACTIVITY

The principal activity of the group in the year under review was that of tyre distribution.

DIVIDENDS

The total distribution of dividends for the year ended 31 December 2021 will be £10,000.

DIRECTORS

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

N A Bush
B C Bush
T A Bush

STREAMLINED ENERGY AND CARBON REPORTING

Energy consumption (kWh usage)

The total consumption of energy in the year equated to 13,173,847kWh.

The energy consumption relating to transport fuel was 11,771,953kWh for company owned vehicles and 263,023kWh used for non company owned vehicles.

The total usage in relation to electricity was 1,108,568kWh.

The total usage in relation to gas was 23,943kWh.

Emissions

From the above values, using the latest figures provided by The Department for Business, Energy and Industrial Strategy (BEIS) and the Department for Environment, Food and Rural Affairs (DEFRA), the consumption resulted in the following emission.

Emissions from the combustion of gas was 4.4 tCO₂e.

Emissions from business travel and company owned cars was 2,941 tCO₂e and for rental cars or employee-owned vehicles was 66 tCO₂e.

Emissions from purchased electricity was 235 tCO₂e

This equates to total emissions of 3,247 tCO₂e.

Methodology

Energy consumption is determined from invoices received for the given year and non company owned vehicles mileage data is obtained from the company's HR department. CO₂ emissions are determined for the relevant energy type using the latest figures & conversion tables provided by BEIS and DEFRA.

Ratios

An intensity ratio in which the group monitors is tCO₂e v £100,000 turnover.

In 2021 this equated to emissions of 7.4 tCO₂e per £100,000 turnover.

Measures taken to improve efficiency

Moving forward the group will look to improve the emissions produced by implementing strategies as proposed by third party specialists in this area, these will be implemented over time and when the opportunity presents itself. These include:

- replacing non-efficient lights with LED's
- motion sensor lights to be fitted
- shut-door policy in winter
- condensed to one head office to reduce travel emissions

**B.A. BUSH & SON LIMITED
AND SUBSIDIARY COMPANIES (REGISTERED NUMBER: 00976405)**

**REPORT OF THE DIRECTORS
FOR THE YEAR ENDED 31 DECEMBER 2021**

STATEMENT OF DIRECTORS' RESPONSIBILITIES

The directors are responsible for preparing the Group 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 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.

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.

ON BEHALF OF THE BOARD:


.....
N A Bush - Director

Date: 21/09/2022

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
B.A. BUSH & SON LIMITED
AND SUBSIDIARY COMPANIES**

Opinion

We have audited the financial statements of B.A. Bush & Son Limited and Subsidiary Companies (the 'parent company') and its subsidiaries (the 'group') for the year ended 31 December 2021 which comprise the Consolidated Income Statement, Consolidated Statement of Comprehensive Income, Consolidated Statement of Financial Position, Company Statement of Financial Position, Consolidated Statement of Changes in Equity, Company Statement of Changes in Equity, Consolidated Statement of Cash Flows and Notes to the Consolidated Statement of Cash Flows, Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the 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.

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
B.A. BUSH & SON LIMITED
AND SUBSIDIARY COMPANIES**

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.

Responsibilities of directors

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

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
B.A. BUSH & SON LIMITED
AND SUBSIDIARY COMPANIES**

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:

We have identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial experience, knowledge of the sector, a review of regulatory and legal correspondence and through discussions with Directors and other management obtained as part of the work required by auditing standards. We have also discussed with the Directors and other management the policies and procedures relating to compliance with laws and regulations. We communicated laws and regulations throughout the team and remained alert to any indications of non-compliance throughout the audit.

The potential impact of different laws and regulations varies considerably. Firstly, the company is subject to laws and regulations that directly impact the financial statements (for example financial reporting legislation) and we have assessed the extent of compliance with such laws as part of our financial statements audit. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including risk of override of controls) and determined that the principal risks were related to management bias in accounting estimates and judgemental areas of the financial statements such as depreciation of tangible fixed assets, as well as the risk of inappropriate journal entries to increase reported profitability. Audit procedures performed by the engagement team included the identification and testing of material and unusual journal entries and challenging management on key accounting estimates, assumptions and judgements made in the preparation of the financial statements. We carried out detailed substantive tests on accounting estimates, including reviewing the methods used by management to make those estimates, re-performing the calculation, and reviewing the outcome of prior year estimates.

Secondly, the company is subject to other laws and regulations where the consequence for non-compliance could have a material effect on the amounts or disclosures in the financial statements. We identified the following areas as those most likely to have such an effect: Health and Safety regulations, Food Safety regulations and Employment laws.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Directors and other management and inspection. This inspection included a review of the external food safety audits conducted within the year for any evidence of non-compliance, in addition to an assessment of the company's employment and health and safety controls. Through these procedures, if we became aware of any non-compliance, we considered the impact on the procedures performed on the related financial statement items.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. The further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. As with any audit, there is a greater risk of non-detection of irregularities as these may involve collusion, intentional omissions of the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all 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.

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
B.A. BUSH & SON LIMITED
AND SUBSIDIARY COMPANIES**

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.

Duncan & Toplis Limited

Adrian Reynolds BA FCA (Senior Statutory Auditor)
for and on behalf of Duncan & Toplis Limited, Statutory Auditor
3 Castlegate
Grantham
Lincs
NG31 6SF

Date: *21 September 2022*

B.A. BUSH & SON LIMITED
AND SUBSIDIARY COMPANIES (REGISTERED NUMBER: 00976405)

CONSOLIDATED INCOME STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2021

	Notes	2021 £	2020 £
TURNOVER			
Group and share of joint ventures and associates		61,039,931	55,747,684
Less:			
Share of joint ventures' turnover		(15,873,476)	(14,988,787)
Share of associates' turnover		(615,870)	(594,497)
GROUP TURNOVER	3	44,550,585	40,164,400
Cost of sales		37,478,369	34,809,410
GROSS PROFIT		7,072,216	5,354,990
Distribution costs		370,889	435,504
Administrative expenses		5,973,417	4,961,294
		6,344,306	5,396,798
		727,910	(41,808)
Other operating income		366,758	1,132,235
GROUP OPERATING PROFIT	5	1,094,668	1,090,427
Share of operating profit in			
Joint ventures		432,836	281,599
Associates		17,333	14,905
		1,544,837	1,386,931
Interest payable and similar expenses			
Group	6	(15,479)	(66,113)
Joint ventures		(26,322)	(29,801)
Associates		(2,029)	(1,506)
PROFIT BEFORE TAXATION		1,501,007	1,289,511
Tax on profit	7	406,910	291,763
PROFIT FOR THE FINANCIAL YEAR		1,094,097	997,748
Profit attributable to:			
Owners of the parent		1,041,671	977,392
Non-controlling interests		52,426	20,356
		1,094,097	997,748

The notes form part of these financial statements

**B.A. BUSH & SON LIMITED
AND SUBSIDIARY COMPANIES (REGISTERED NUMBER: 00976405)**

**CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 DECEMBER 2021**

	Notes	2021 £	2020 £
PROFIT FOR THE YEAR		1,094,097	997,748
OTHER COMPREHENSIVE INCOME			
Revaluation reserve		65,000	-
Income tax relating to other comprehensive income		(47,016)	-
OTHER COMPREHENSIVE INCOME FOR THE YEAR, NET OF INCOME TAX		17,984	-
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		<u>1,112,081</u>	<u>997,748</u>
Total comprehensive income attributable to:			
Owners of the parent		1,059,655	977,392
Non-controlling interests		52,426	20,356
		<u>1,112,081</u>	<u>997,748</u>

The notes form part of these financial statements

B.A. BUSH & SON LIMITED
AND SUBSIDIARY COMPANIES (REGISTERED NUMBER: 00976405)

CONSOLIDATED STATEMENT OF FINANCIAL POSITION
31 DECEMBER 2021

	Notes	2021 £	2020 £
FIXED ASSETS			
Intangible assets	10	650,444	439,404
Tangible assets	11	5,536,153	4,581,345
Investments	12		
Interest in joint venture			
Share of gross assets		7,475,456	6,880,992
Share of gross liabilities		(5,944,831)	(5,559,734)
		1,530,625	1,321,258
Interest in associate		214,743	199,792
Other investments		8,239	8,239
		7,940,204	6,550,038
CURRENT ASSETS			
Stocks	13	10,965,902	8,083,375
Debtors	14	8,680,288	7,805,563
Cash at bank and in hand		77,105	2,491,885
		19,723,295	18,380,823
CREDITORS			
Amounts falling due within one year	15	14,089,822	12,717,048
NET CURRENT ASSETS		5,633,473	5,663,775
TOTAL ASSETS LESS CURRENT LIABILITIES		13,573,677	12,213,813
CREDITORS			
Amounts falling due after more than one year	16	(2,442,391)	(2,482,399)
PROVISIONS FOR LIABILITIES	21	(583,460)	(285,669)
NET ASSETS		10,547,826	9,445,745
CAPITAL AND RESERVES			
Called up share capital	22	10,000	10,000
Share premium		30,000	30,000
Revaluation reserve		242,618	224,634
Retained earnings		10,102,963	9,071,292
SHAREHOLDERS' FUNDS		10,385,581	9,335,926
NON-CONTROLLING INTERESTS	23	162,245	109,819
TOTAL EQUITY		10,547,826	9,445,745

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

21/09/2022



.....
N A Bush - Director


The notes form part of these financial statements

B.A. BUSH & SON LIMITED
AND SUBSIDIARY COMPANIES (REGISTERED NUMBER: 00976405)

COMPANY STATEMENT OF FINANCIAL POSITION
31 DECEMBER 2021

	Notes	2021 £	2020 £
FIXED ASSETS			
Intangible assets	10	27,637	18,860
Tangible assets	11	4,689,529	4,320,794
Investments	12	3,307,682	2,612,974
		<u>8,024,848</u>	<u>6,952,628</u>
CURRENT ASSETS			
Stocks	13	9,958,153	7,439,855
Debtors	14	8,285,926	7,010,579
Cash at bank and in hand		71,032	2,248,760
		<u>18,315,111</u>	<u>16,699,194</u>
CREDITORS			
Amounts falling due within one year	15	13,933,825	12,005,484
NET CURRENT ASSETS		<u>4,381,286</u>	<u>4,693,710</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>12,406,134</u>	<u>11,646,338</u>
CREDITORS			
Amounts falling due after more than one year	16	(2,332,917)	(2,482,399)
PROVISIONS FOR LIABILITIES	21	(483,470)	(264,363)
NET ASSETS		<u>9,589,747</u>	<u>8,899,576</u>
CAPITAL AND RESERVES			
Called up share capital	22	10,000	10,000
Share premium		30,000	30,000
Retained earnings		9,549,747	8,859,576
SHAREHOLDERS' FUNDS		<u>9,589,747</u>	<u>8,899,576</u>
Company's profit for the financial year		<u>690,171</u>	<u>742,196</u>

The financial statements were approved by the Board of Directors and authorised for issue on 21/09/2022 and were signed on its behalf by:


 N A Bush - Director

The notes form part of these financial statements

B.A. BUSH & SON LIMITED
AND SUBSIDIARY COMPANIES (REGISTERED NUMBER: 00976405)

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 DECEMBER 2021

	Called up share capital £	Retained earnings £	Share premium £
Balance at 1 January 2020	10,000	8,093,900	30,000
Changes in equity			
Total comprehensive income	-	977,392	-
Balance at 31 December 2020	10,000	9,071,292	30,000
Changes in equity			
Dividends	-	(10,000)	-
Total comprehensive income	-	1,041,671	-
Balance at 31 December 2021	10,000	10,102,963	30,000

	Revaluation reserve £	Total £	Non-controlling interests £	Total equity £
Balance at 1 January 2020	224,634	8,358,534	89,463	8,447,997
Changes in equity				
Total comprehensive income	-	977,392	20,356	997,748
Balance at 31 December 2020	224,634	9,335,926	109,819	9,445,745
Changes in equity				
Dividends	-	(10,000)	-	(10,000)
Total comprehensive income	17,984	1,059,655	52,426	1,112,081
Balance at 31 December 2021	242,618	10,385,581	162,245	10,547,826

The notes form part of these financial statements

B.A. BUSH & SON LIMITED
AND SUBSIDIARY COMPANIES (REGISTERED NUMBER: 00976405)

COMPANY STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 DECEMBER 2021

	Called up share capital £	Retained earnings £	Share premium £	Total equity £
Balance at 1 January 2020	10,000	8,117,380	30,000	8,157,380
Changes in equity				
Total comprehensive income	-	742,196	-	742,196
Balance at 31 December 2020	10,000	8,859,576	30,000	8,899,576
Changes in equity				
Total comprehensive income	-	690,171	-	690,171
Balance at 31 December 2021	10,000	9,549,747	30,000	9,589,747

The notes form part of these financial statements

B.A. BUSH & SON LIMITED
AND SUBSIDIARY COMPANIES (REGISTERED NUMBER: 00976405)

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2021

	Notes	2021 £	2020 £
Cash flows from operating activities			
Cash generated from operations	1	(3,117,390)	1,181,403
Interest paid		(8,386)	(56,842)
Interest element of hire purchase payments paid		(7,093)	(9,271)
Government grants		305,517	1,052,790
Tax paid		(202,160)	(140,198)
Net cash from operating activities		<u>(3,029,512)</u>	<u>2,027,882</u>
Cash flows from investing activities			
Purchase of intangible fixed assets		(19,868)	-
Purchase of tangible fixed assets		(977,893)	(753,687)
Purchase of fixed asset investments		(916,458)	-
Sale of tangible fixed assets		33,195	265,881
Cash acquired with subsidiaries		20,827	-
Dividends received		120,000	-
Net cash from investing activities		<u>(1,740,197)</u>	<u>(487,806)</u>
Cash flows from financing activities			
New loans in year		-	2,350,000
Loan repayments in year		(42,476)	(367,128)
Capital repayments in year		(88,389)	(12,078)
Amount introduced by directors		116	-
Amount withdrawn by directors		(70)	-
Equity dividends paid		(10,000)	-
Net cash from financing activities		<u>(140,819)</u>	<u>1,970,794</u>
(Decrease)/increase in cash and cash equivalents		<u>(4,910,528)</u>	<u>3,510,870</u>
Cash and cash equivalents at beginning of year	2	2,491,885	(1,018,985)
Cash and cash equivalents at end of year	2	<u>(2,418,643)</u>	<u>2,491,885</u>

The notes form part of these financial statements

B.A. BUSH & SON LIMITED
AND SUBSIDIARY COMPANIES (REGISTERED NUMBER: 00976405)

NOTES TO THE CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2021

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

	2021	2020
	£	£
Profit before taxation	1,501,007	1,289,511
Depreciation charges	669,375	639,316
Profit on disposal of fixed assets	(25,139)	(40,209)
Share of joint ventures profit	(406,514)	(251,798)
Share of associates profit	(15,304)	(13,399)
Bad debt provisions	75,038	17,944
Government grants	(305,517)	(1,052,790)
Finance costs	43,830	97,420
	<u>1,536,776</u>	<u>685,995</u>
Increase in stocks	(2,741,688)	(489,009)
Increase in trade and other debtors	(466,706)	(904,370)
(Decrease)/increase in trade and other creditors	<u>(1,445,772)</u>	<u>1,888,787</u>
Cash generated from operations	<u><u>(3,117,390)</u></u>	<u><u>1,181,403</u></u>

2. CASH AND CASH EQUIVALENTS

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

Year ended 31 December 2021

	31.12.21	1.1.21
	£	£
Cash and cash equivalents	77,105	2,491,885
Bank overdrafts	(2,495,748)	-
	<u>(2,418,643)</u>	<u>2,491,885</u>

Year ended 31 December 2020

	31.12.20	1.1.20
	£	£
Cash and cash equivalents	2,491,885	101,143
Bank overdrafts	-	(1,120,128)
	<u>2,491,885</u>	<u>(1,018,985)</u>

The notes form part of these financial statements

B.A. BUSH & SON LIMITED
AND SUBSIDIARY COMPANIES (REGISTERED NUMBER: 00976405)

NOTES TO THE CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2021

3. ANALYSIS OF CHANGES IN NET DEBT

	At 1.1.21 £	Cash flow £	At 31.12.21 £
Net cash			
Cash at bank and in hand	2,491,885	(2,414,780)	77,105
Bank overdrafts	-	(2,495,748)	(2,495,748)
	<u>2,491,885</u>	<u>(4,910,528)</u>	<u>(2,418,643)</u>
Debt			
Finance leases	(257,340)	88,389	(168,951)
Debts falling due within 1 year	(26,551)	(24,367)	(50,918)
Debts falling due after 1 year	(2,323,449)	(61,854)	(2,385,303)
	<u>(2,607,340)</u>	<u>2,168</u>	<u>(2,605,172)</u>
Total	<u>(115,455)</u>	<u>(4,908,360)</u>	<u>(5,023,815)</u>

The notes form part of these financial statements

**B.A. BUSH & SON LIMITED
AND SUBSIDIARY COMPANIES (REGISTERED NUMBER: 00976405)**

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021**

1. STATUTORY INFORMATION

B.A. Bush & Son Limited and Subsidiary Companies 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 (£).

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, modified to include certain items at fair value.

Financial Reporting Standard 102 - reduced disclosure exemptions

The parent company has taken advantage of the following disclosure exemptions in preparing these financial statements, as permitted by FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland":

- the requirements of Section 7 Statement of Cash Flows;
- the requirements of Section 11 Financial Instruments paragraphs 11.39 to 11.48A;

The disclosure above is incorporated within these consolidated financial statements.

Basis of consolidation

The group accounts have been prepared on the basis that full disclosure has been made of subsidiary company figures. Where the company holds more than 20% of the share capital in joint ventures, the applicable percentage of the assets and liabilities have been disclosed. If the group holds less than 20% of the shares of the company only the investment in that company has been included in these accounts.

Joint ventures are stated at the financial reporting date at the group share of each joint venture net assets. No provision has been included where this figure is a negative figure as the directors consider that any such deficit will be recovered in the forthcoming year. From the date of acquisition an appropriate share of the joint venture's profit or loss for the year has been accounted for in the groups consolidated income statement.

Where a joint venture company has revalued its own assets during the year any surplus has been shown in the Group Statement of Comprehensive Income.

Associates are stated at the financial reporting date at the consideration price for the shares. The group's share of post acquisition profits has also been added onto the consideration. From the date of acquisition an appropriate share of the associate's profit or loss for the year has been accounted for in the group's Consolidated Income Statement.

Jointly controlled entities

When accounting for joint ventures the group uses equity accounting. This is done by adjusting the initial investment value by any share of the company's post acquisition profit and loss.

Associates

When accounting for associates the group uses equity accounting. This is done by adjusting the initial investment value by any share of the company's post acquisition profit and loss.

Turnover

Turnover is measured at the fair value of the consideration received or receivable, excluding discounts, rebates, value added tax and other sales taxes.

Revenue is recognised based on the terms of the sale, either on despatch from the company or on delivery and acceptance by the customer.

Goodwill

Goodwill, being paid in connection with the acquisition of businesses in 2012 and 2018, is being amortised evenly over the estimated useful life of ten years.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2021

2. ACCOUNTING POLICIES - continued

Intangible assets

Intangible assets are initially measured at cost. After initial recognition, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

Development costs are being amortised evenly over their estimated useful life of ten years.

Computer software is being amortised evenly over its estimated useful life of ten years.

Tangible fixed assets

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

Freehold property	- 4% on cost and 2% on cost
Long leasehold	- Straight line over the term of the lease
Short leasehold	- Straight line over the term of the lease
Plant and machinery	- 25% on reducing balance, 20% on cost, 10% on cost and at varying rates on cost
Motor vehicles	- 25% on cost, 25% on reducing balance and 20% on cost

The cost of tangible fixed assets represents the invoice value of the asset, as well as other costs that are deemed necessary in order to bring the asset into use.

Investments in associates

The company accounts for investments in subsidiary and associate undertakings at cost.

Stocks

Stocks are stated at the lower of cost incurred in bringing each product to its present location and condition, and fair value less costs to sell, after making due allowance for obsolete and slow-moving items. Stock is accounted for on a first-in-first-out basis.

Taxation

Taxation for the year comprises current and deferred tax. 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 or deferred taxation assets and liabilities are not discounted.

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

Deferred tax

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

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

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

Foreign currencies

Transactions expressed in foreign currencies are initially recorded at the rate ruling at the of the transaction.

Monetary assets and liabilities denominated in foreign currencies are retranslated at the rate of exchange ruling at the period end reporting date.

All differences are taken to the income statement.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2021

2. ACCOUNTING POLICIES - continued

Hire purchase and leasing commitments

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

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

Pension costs and other post-retirement benefits

The group operates a defined contribution pension scheme. Contributions payable to the group's pension scheme are charged to income statement in the period to which they relate.

Financial instruments

The group has adopted the Sections 11 and 12 of FRS 102 in respect of financial instruments.

Basic financial assets, including trade and other debtors and 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.

At the end of each reporting period financial assets measured at amortised cost are assessed for objective evidence of impairment. 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.

Basic financial liabilities, including trade and other 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 receipts discounted at a market rate of interest.

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. 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 creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Critical accounting judgements and estimation uncertainty

In the application of the group's accounting policies, management is required to make judgements, estimates and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and underlying 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 if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The key sources of estimation uncertainty that have a significant effect on the amounts recognised in the financial statements are described below.

(i) Intangible fixed assets

It is felt that the acquisition of the company name, Endyke, in 2012 comes with a substantial offering in the Hull area due to how well it is known locally. The directors believe that at the moment they are still benefitting from it and as a result the remaining useful economic life is 5 years.

(ii) Stock provisions

All of the companies in the group trade in tyre distribution and are subject to changing customer demands and economic trends. As a result, it is necessary to consider the recoverability of the cost of stock and the associated provisioning required. See note 13 for the net carrying amount of the stock and amortised provision.

**B.A. BUSH & SON LIMITED
AND SUBSIDIARY COMPANIES (REGISTERED NUMBER: 00976405)**

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2021**

3. TURNOVER

The group has chosen not to disclose their analysis of turnover as the directors have deemed it prejudicial to the group.

4. EMPLOYEES AND DIRECTORS

	2021 £	2020 £
Wages and salaries	7,567,161	6,973,704
Social security costs	748,525	631,762
Other pension costs	132,072	124,387
	<u>8,447,758</u>	<u>7,729,853</u>

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

	2021	2020
Depot staff	254	261
Representatives	8	9
Office and management	29	28
	<u>291</u>	<u>298</u>

The average number of employees by undertakings that were proportionately consolidated during the year was 291 (2020 - 298).

	2021 £	2020 £
Directors' remuneration	<u>356,406</u>	<u>352,562</u>

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

Money purchase schemes	<u>2</u>	<u>2</u>
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Information regarding the highest paid director is as follows:

	2021 £	2020 £
Emoluments etc	<u>95,506</u>	<u>106,710</u>

5. OPERATING PROFIT

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

	2021 £	2020 £
Depreciation - owned assets	545,118	499,387
Depreciation - assets on hire purchase contracts	58,920	58,104
Profit on disposal of fixed assets	(25,139)	(40,209)
Goodwill amortisation	79,872	76,311
Development costs amortisation	2,748	2,748
Computer software amortisation	2,760	2,760
Auditors' remuneration	42,640	26,300
Auditors' remuneration for non audit work	<u>2,083</u>	<u>6,514</u>

B.A. BUSH & SON LIMITED
AND SUBSIDIARY COMPANIES (REGISTERED NUMBER: 00976405)

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2021

6. INTEREST PAYABLE AND SIMILAR EXPENSES

	2021	2020
	£	£
Bank interest	1,407	45,241
Bank loan interest	5,482	3,147
Other loan interest	1,497	7,561
HMRC interest	-	893
Lease interest	7,093	9,271
	<u>15,479</u>	<u>66,113</u>

7. TAXATION

Analysis of the tax charge

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

	2021	2020
	£	£
Current tax:		
UK corporation tax	188,294	223,878
Adjustment re previous years	(23,476)	-
Total current tax	<u>164,818</u>	<u>223,878</u>
Deferred tax	<u>242,092</u>	<u>67,885</u>
Tax on profit	<u>406,910</u>	<u>291,763</u>

Reconciliation of total tax charge included in profit and loss

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

	2021	2020
	£	£
Profit before tax	<u>1,501,007</u>	<u>1,289,511</u>
Profit multiplied by the standard rate of corporation tax in the UK of 19% (2020 - 19%)	285,191	245,007
Effects of:		
Expenses not deductible for tax purposes	13,340	8,674
Capital allowances in excess of depreciation	(121,241)	(32,088)
Revenue expenditure included in fixed assets	-	(2,625)
Adjustments to JV and associate tax	11,377	5,480
Utilisation of tax losses	(23,476)	(2,850)
Deferred taxation	241,719	67,885
Bad debt provision	-	2,280
Total tax charge	<u>406,910</u>	<u>291,763</u>

Tax effects relating to effects of other comprehensive income

	2021	
	Gross	Net
	£	£
Revaluation reserve	<u>65,000</u>	<u>(47,016)</u>
		<u>17,984</u>

B.A. BUSH & SON LIMITED
AND SUBSIDIARY COMPANIES (REGISTERED NUMBER: 00976405)

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2021

8. INDIVIDUAL INCOME STATEMENT

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

9. DIVIDENDS

	2021 £	2020 £
Ordinary shares of £1 each		
Interim	10,000	-

10. INTANGIBLE FIXED ASSETS

Group

	Goodwill £	Development costs £	Computer software £	Totals £
COST				
At 1 January 2021	763,108	27,421	27,600	818,129
Additions	284,883	-	11,537	296,420
At 31 December 2021	1,047,991	27,421	39,137	1,114,549
AMORTISATION				
At 1 January 2021	347,314	22,671	8,740	378,725
Amortisation for year	79,872	2,748	2,760	85,380
At 31 December 2021	427,186	25,419	11,500	464,105
NET BOOK VALUE				
At 31 December 2021	620,805	2,002	27,637	650,444
At 31 December 2020	415,794	4,750	18,860	439,404

Company

	Computer software £
COST	
At 1 January 2021	27,600
Additions	11,537
At 31 December 2021	39,137
AMORTISATION	
At 1 January 2021	8,740
Amortisation for year	2,760
At 31 December 2021	11,500
NET BOOK VALUE	
At 31 December 2021	27,637
At 31 December 2020	18,860

B.A. BUSH & SON LIMITED
AND SUBSIDIARY COMPANIES (REGISTERED NUMBER: 00976405)

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2021

11. TANGIBLE FIXED ASSETS

Group	Freehold property £	Long leasehold £	Short leasehold £	Improvements to property £
COST OR VALUATION				
At 1 January 2021	2,404,481	431,033	563,917	109,377
Additions	-	-	-	-
Disposals	-	-	-	-
Revaluations	65,000	-	-	-
Acquired on acquisition	375,000	-	-	-
At 31 December 2021	2,844,481	431,033	563,917	109,377
DEPRECIATION				
At 1 January 2021	537,392	97,640	460,386	68,082
Charge for year	45,264	3,444	20,854	10,662
Eliminated on disposal	-	-	-	-
Acquired on acquisition	-	-	-	-
At 31 December 2021	582,656	101,084	481,240	78,744
NET BOOK VALUE				
At 31 December 2021	2,261,825	329,949	82,677	30,633
At 31 December 2020	1,867,089	333,393	103,531	41,295

	Plant and machinery £	Fixtures and fittings £	Motor vehicles £	Computer equipment £	Totals £
COST OR VALUATION					
At 1 January 2021	4,223,806	2,895	2,168,543	32,651	9,936,703
Additions	651,133	7,816	318,944	-	977,893
Disposals	(16,385)	-	(213,398)	-	(229,783)
Revaluations	-	-	-	-	65,000
Acquired on acquisition	433,468	-	-	-	808,468
At 31 December 2021	5,292,022	10,711	2,274,089	32,651	11,558,281
DEPRECIATION					
At 1 January 2021	2,854,296	1,038	1,318,802	17,722	5,355,358
Charge for year	264,678	1,798	253,198	4,140	604,038
Eliminated on disposal	(15,361)	-	(206,366)	-	(221,727)
Acquired on acquisition	284,459	-	-	-	284,459
At 31 December 2021	3,388,072	2,836	1,365,634	21,862	6,022,128
NET BOOK VALUE					
At 31 December 2021	1,903,950	7,875	908,455	10,789	5,536,153
At 31 December 2020	1,369,510	1,857	849,741	14,929	4,581,345

Included in cost or valuation of land and buildings is freehold land of £140,900 (2020 - £140,900) which is not depreciated.

**B.A. BUSH & SON LIMITED
AND SUBSIDIARY COMPANIES (REGISTERED NUMBER: 00976405)**

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2021**

11. TANGIBLE FIXED ASSETS - continued

Group

Cost or valuation at 31 December 2021 is represented by:

	Freehold property £	Long leasehold £	Short leasehold £	Improvements to property £
Valuation in 2021	65,000	-	-	-
Cost	2,779,481	431,033	563,917	109,377
	<u>2,844,481</u>	<u>431,033</u>	<u>563,917</u>	<u>109,377</u>

	Plant and machinery £	Fixtures and fittings £	Motor vehicles £	Computer equipment £	Totals £
Valuation in 2021	-	-	-	-	65,000
Cost	5,292,022	10,711	2,274,089	32,651	11,493,281
	<u>5,292,022</u>	<u>10,711</u>	<u>2,274,089</u>	<u>32,651</u>	<u>11,558,281</u>

The net book value of tangible fixed assets includes £191,403 (2020 - £289,884) in respect of assets held under hire purchase contracts.

Company

	Freehold property £	Long leasehold £	Short leasehold £
COST			
At 1 January 2021	2,404,481	431,033	563,917
Additions	-	-	-
Disposals	-	-	-
At 31 December 2021	<u>2,404,481</u>	<u>431,033</u>	<u>563,917</u>
DEPRECIATION			
At 1 January 2021	537,392	97,640	460,386
Charge for year	45,264	3,444	20,854
Eliminated on disposal	-	-	-
At 31 December 2021	<u>582,656</u>	<u>101,084</u>	<u>481,240</u>
NET BOOK VALUE			
At 31 December 2021	<u>1,821,825</u>	<u>329,949</u>	<u>82,677</u>
At 31 December 2020	<u>1,867,089</u>	<u>333,393</u>	<u>103,531</u>

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2021

11. TANGIBLE FIXED ASSETS - continued

Company

	Plant and machinery £	Motor vehicles £	Totals £
COST			
At 1 January 2021	3,518,832	1,877,524	8,795,787
Additions	551,507	318,944	870,451
Disposals	-	(102,525)	(102,525)
At 31 December 2021	4,070,339	2,093,943	9,563,713
DEPRECIATION			
At 1 January 2021	2,314,226	1,065,349	4,474,993
Charge for year	187,240	242,801	499,603
Eliminated on disposal	-	(100,412)	(100,412)
At 31 December 2021	2,501,466	1,207,738	4,874,184
NET BOOK VALUE			
At 31 December 2021	1,568,873	886,205	4,689,529
At 31 December 2020	1,204,606	812,175	4,320,794

Included in cost of land and buildings is freehold land of £140,900 (2020 - £140,900) which is not depreciated.

The net book value of tangible fixed assets includes £191,403 (2020 - £289,884) in respect of assets held under hire purchase contracts.

12. FIXED ASSET INVESTMENTS

	Group		Company	
	2021 £	2020 £	2021 £	2020 £
Shares in group undertakings	-	-	1,564,687	648,229
Loans to group undertakings	-	-	559,899	781,649
Participating interests	1,745,368	1,521,050	1,174,857	1,174,857
Other investments not loans	8,239	8,239	8,239	8,239
	1,753,607	1,529,289	3,307,682	2,612,974

Additional information is as follows:

Group

	Interest in joint venture £	Interest in associate £	Unlisted investments £	Totals £
COST				
At 1 January 2021	1,321,258	199,792	8,239	1,529,289
Share of profit/(loss)	209,367	14,951	-	224,318
At 31 December 2021	1,530,625	214,743	8,239	1,753,607
NET BOOK VALUE				
At 31 December 2021	1,530,625	214,743	8,239	1,753,607
At 31 December 2020	1,321,258	199,792	8,239	1,529,289

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12. FIXED ASSET INVESTMENTS - continued

Group

Interest in joint venture

Group Tyres Wholesale Limited

The group's share of Group Tyres Wholesale Limited is as follows:

	2021 £	2020 £
Turnover	15,873,476	14,988,787
Profit before tax	406,514	251,798
Taxation	(77,147)	(49,546)
Profit after tax	329,367	202,252
Share of assets		
Fixed assets	1,482,122	1,505,171
Current assets	5,993,335	5,375,823
Share of liabilities		
Liabilities due within one year	(5,473,425)	(4,897,663)
Liabilities due after one year or more	(471,407)	(662,071)
Share of net assets	1,530,625	1,321,260

Interest in associate

BA Bush (Tyres) Limited

The group's share of BA Bush (Tyres) Limited is as follows:

	2021 £	2020 £
Turnover	615,870	594,497
Profit before tax	15,304	13,405
Taxation	(353)	2,392
Profit after tax	14,951	15,797
Share of assets		
Fixed assets	218,990	226,965
Current assets	522,300	294,120
Share of liabilities		
Liabilities due within one year	(328,770)	(115,216)
Liabilities due after one year or more	(248,510)	(104,946)
Share of net assets	164,010	300,923

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**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued
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12. FIXED ASSET INVESTMENTS - continued

Group

Unlisted investments are carried at their original cost less any impairment where it is felt the original investment would not be recoverable. Unlisted investments are currently valued at £8,239 (2020: £8,239).

Interest in associates are accounted for under the equity accounting method. Interest in associates are currently valued at £214,743 (2020: £198,292).

Interest in joint ventures are accounted for under the equity accounting method. Interest in joint ventures are currently valued at £1,650,625 (2020: £1,321,258).

Company

	Shares in group undertakings £	Interest in joint venture £	Interest in associate £	Unlisted investments £	Totals £
COST					
At 1 January 2021	648,229	986,719	188,138	8,239	1,831,325
Additions	916,458	-	-	-	916,458
At 31 December 2021	1,564,687	986,719	188,138	8,239	2,747,783
NET BOOK VALUE					
At 31 December 2021	1,564,687	986,719	188,138	8,239	2,747,783
At 31 December 2020	648,229	986,719	188,138	8,239	1,831,325

The group or the company's investments at the Statement of Financial Position date in the share capital of companies include the following:

Subsidiaries

Endyke Tyres Limited

Registered office: England and Wales

Nature of business: Tyre retailer

Class of shares:	%
Ordinary £1 shares	holding 60.00

Abbey Tyre Co. (Cambridge) Limited

Registered office: England and Wales

Nature of business: Tyre retailer

Class of shares:	%
Ordinary £1 shares	holding 100.00

ZR Tyres Limited

Registered office: England and Wales

Nature of business: Tyre retailer

Class of shares:	%
A ordinary £1 shares	holding 100.00

Allround Tyres Limited

Registered office: England and Wales

Nature of business: Tyre retailer

Class of shares:	%
Ordinary £1 shares	holding 100.00

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**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued
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12. FIXED ASSET INVESTMENTS - continued

Joint venture

Group Tyre Wholesale Limited

Registered office: England and Wales

Nature of business: Wholesale tyre distributor

	% holding	2021	2020
Class of shares:		£	£
Ordinary £1 shares	50.00		
Aggregate capital and reserves		3,061,252	2,642,519
Profit for the year		658,733	404,506

Associated company

B A Bush (Tyres) Limited

Registered office: England and Wales

Nature of business: Tyre retailer

	% holding	2021	2020
Class of shares:		£	£
Ordinary £1 shares	34.00		
Aggregate capital and reserves		929,041	884,768
Profit for the year		43,973	39,426

Company

	Loans to group undertakings £
At 1 January 2021	781,649
Repayment in year	(221,750)
At 31 December 2021	559,899

Subsidiary audit exemptions

The below subsidiaries are exempt from the requirements of the Companies Act 2006 relating to the audit of accounts under section 479A of the Companies Act 2006.

Abbey Tyre Co. (Cambridge) Ltd
Z R Tyres Ltd

13. STOCKS

	Group		Company	
	2021	2020	2021	2020
	£	£	£	£
Goods for resale	10,965,902	8,083,375	9,958,153	7,439,855

The difference between purchase price or production cost of stocks and their replacement cost is not material.

Stocks are recognised on a FIFO basis. There are no stock provisions at the year end.

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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued
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14. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Company	
	2021	2020	2021	2020
	£	£	£	£
Trade debtors	7,081,768	6,970,577	6,861,032	6,274,907
Other debtors	97,657	134,040	21,017	123,732
Current account - B A Bush (Tyres) Limited	802,119	144,193	802,119	144,193
Current account - B A Bush (Holdings) Ltd	20,592	20,592	20,592	20,592
Directors' current accounts	70	-	70	-
Tax	2,943	2,943	2,943	2,943
Prepayments and accrued income	675,139	533,218	578,153	444,212
	<u>8,680,288</u>	<u>7,805,563</u>	<u>8,285,926</u>	<u>7,010,579</u>

The trade debtors for Endyke Tyres Ltd are subject to invoice financing. Where applicable, funds advanced for invoice financing are recorded as payments received on account within creditors.

15. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Company	
	2021	2020	2021	2020
	£	£	£	£
Bank loans and overdrafts (see note 17)	2,546,666	26,551	2,908,507	26,551
Hire purchase contracts (see note 18)	111,863	98,390	111,863	98,390
Trade creditors	9,584,684	11,059,001	9,193,726	10,542,578
Corporation tax	126,717	176,724	91,067	133,847
Other taxes and social security	191,844	206,424	130,294	179,719
VAT	664,660	271,108	664,784	275,326
Other creditors	748,497	664,641	746,407	636,770
Family loan	-	21,503	-	21,503
Directors' current accounts	116	-	116	-
Accrued expenses	114,775	192,706	87,061	90,800
	<u>14,089,822</u>	<u>12,717,048</u>	<u>13,933,825</u>	<u>12,005,484</u>

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

	Group		Company	
	2021	2020	2021	2020
	£	£	£	£
Bank loans (see note 17)	2,385,303	2,323,449	2,275,829	2,323,449
Hire purchase contracts (see note 18)	57,088	158,950	57,088	158,950
	<u>2,442,391</u>	<u>2,482,399</u>	<u>2,332,917</u>	<u>2,482,399</u>

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17. LOANS

An analysis of the maturity of loans is given below:

	Group		Company	
	2021	2020	2021	2020
	£	£	£	£
Amounts falling due within one year or on demand:				
Bank overdrafts	2,495,748	-	2,868,681	-
Bank loans	50,918	26,551	39,826	26,551
	<u>2,546,666</u>	<u>26,551</u>	<u>2,908,507</u>	<u>26,551</u>
Amounts falling due between one and two years:				
Bank loans - 1-2 years	<u>2,102,751</u>	<u>39,826</u>	<u>2,039,826</u>	<u>39,826</u>
Amounts falling due between two and five years:				
Bank loans - 2-5 years	<u>236,003</u>	<u>2,283,623</u>	<u>236,003</u>	<u>2,283,623</u>
Amounts falling due in more than five years:				
Repayable by instalments				
Bank loans more 5 yr by instal	<u>46,549</u>	<u>-</u>	<u>-</u>	<u>-</u>

Bank loans consist of a Coronavirus Business Interruption Loan (£2,000,000), the repayment term for which is 36 months. Interest is charged at 2.25% over base rate.

The remaining balance relates to a loan from NatWest Bank, the repayment term for which is 60 months. Interest is charged at 1.55% over base rate.

18. LEASING AGREEMENTS

Minimum lease payments fall due as follows:

Group	Hire purchase contracts	
	2021	2020
	£	£
Net obligations repayable:		
Within one year	111,863	98,390
Between one and five years	<u>57,088</u>	<u>158,950</u>
	<u>168,951</u>	<u>257,340</u>

The hire purchase contracts relate to motor vehicles. At the end of the lease, title of the assets passes to the group for a nominal fee.

Company	Hire purchase contracts	
	2021	2020
	£	£
Net obligations repayable:		
Within one year	111,863	98,390
Between one and five years	<u>57,088</u>	<u>158,950</u>
	<u>168,951</u>	<u>257,340</u>

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**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued
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18. LEASING AGREEMENTS - continued

Group	Non-cancellable operating leases	
	2021	2020
	£	£
Within one year	728,820	534,895
Between one and five years	2,163,800	1,202,000
In more than five years	2,054,150	1,208,450
	<u>4,946,770</u>	<u>2,945,345</u>

Company	Non-cancellable operating leases	
	2021	2020
	£	£
Within one year	656,320	436,145
Between one and five years	1,873,800	912,000
In more than five years	1,927,275	1,081,575
	<u>4,457,395</u>	<u>2,429,720</u>

19. SECURED DEBTS

The following secured debts are included within creditors:

	Group		Company	
	2021	2020	2021	2020
	£	£	£	£
Bank overdrafts	2,495,748	-	2,868,681	-
Bank loans	2,436,221	2,350,000	2,315,655	2,350,000
Hire purchase contracts	168,951	257,340	168,951	257,340
	<u>5,100,920</u>	<u>2,607,340</u>	<u>5,353,287</u>	<u>2,607,340</u>

The bank overdraft is secured by a legal charge over land and property at Brigg Road, Scunthorpe and 50 Bergen Way, Kings Lynn and a fixed and floating charge on the group's book debts and other assets.

The hire purchase contracts are secured on the assets to which they relate.

The bank loans are secured by a fixed charge over a single property and its associated assets.

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**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued
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20. FINANCIAL INSTRUMENTS

The group has the following financial instruments:

	2021 £	2020 £
Financial assets that are debt instruments measured at amortised cost		
Trade debtors	7,174,531	6,970,577
Other debtors	899,776	278,233
	<u> </u>	<u> </u>
Financial liabilities measured at amortised cost		
Bank loans and overdrafts	5,184,336	2,350,000
Hire purchase contracts	168,951	257,340
Trade creditors	9,696,896	11,059,001
Other creditors	1,605,001	1,142,173
Family loan	-	21,503
	<u> </u>	<u> </u>

The total interest income was £Nil (2020: £Nil) and interest expense was £27,169 (2020: £55,949)

21. PROVISIONS FOR LIABILITIES

	Group		Company	
	2021 £	2020 £	2021 £	2020 £
Deferred tax				
Other timing differences	30,795	-	-	-
Accelerated capital allowances	552,665	285,669	483,470	264,363
	<u>583,460</u>	<u>285,669</u>	<u>483,470</u>	<u>264,363</u>

Group

	Deferred tax £
Balance at 1 January 2021	285,669
Provided during year	297,791
Balance at 31 December 2021	<u>583,460</u>

Company

	Deferred tax £
Balance at 1 January 2021	264,363
Provided during year	219,107
Balance at 31 December 2021	<u>483,470</u>

22. CALLED UP SHARE CAPITAL

Allotted, issued and fully paid:			2021 £	2020 £
Number:	Class:	Nominal value:		
10,000	Ordinary	£1	<u>10,000</u>	<u>10,000</u>

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23. NON-CONTROLLING INTERESTS

The non-controlling interest of £162,245 (2020: £109,819) represents a 40% holding in the reserves of Endyke Tyres Limited. In the year dividends of £10,000 (2020: £Nil) have been paid to the non-controlling shareholders in Endyke Tyres Limited.

24. CONTINGENT LIABILITIES

The group has given an unlimited guarantee in favour of B A Bush (Tyres) Limited to NatWest Bank. At the statement of financial position date B A Bush (Tyres) Limited had no bank borrowings and its net assets were £929,04 (2020: £885,068).

A health and safety incident that occurred in March 2018 is currently still subject to potential litigation. A case was originally scheduled to be heard in July 2020 but has now been deferred to 2023. The Directors are very confident that this case will be successfully defended and early indications are that no breaches have occurred that will result in the Group being liable. The potential financial affect and timing of any liability is unknown.

25. RELATED PARTY DISCLOSURES

Entities with control, joint control or significant influence over the entity

	2021 £	2020 £
Amount due to related party	46	-

Entities over which the entity has control, joint control or significant influence

	2021 £	2020 £
Sales	4,243,347	5,302,836
Purchases	1,117,688	867,971
Amount due from related party	404,022	499,949
Amount due to related party	108,217	131,880

The amounts due to and from these related parties are unsecured and repayable on demand.

Key management personnel of the entity or its parent (in the aggregate)

	2021 £	2020 £
Compensation	483,553	459,063

Other related parties

	2021 £	2020 £
Sales	554,980	511,385
Purchases	744,924	822,493
Amount due from related party	75,008	130,685
Amount due to related party	12,765	138,333

One party is a limited company related through a 10% shareholding. A second party is a partnership that is owned by the directors of B A Bush & Son Limited.

The amounts due to and from these related parties are unsecured and repayable on demand.

26. ULTIMATE CONTROLLING PARTY

The group is ultimately controlled by the director, N A Bush, who owns 51% of the issued share capital.