

**REGISTERED NUMBER: 07475318 (England and Wales)**

**GROUP STRATEGIC REPORT, REPORT OF THE DIRECTORS AND  
AUDITED CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 NOVEMBER 2022  
FOR  
HARLEQUIN ESTATES LIMITED**



**HARLEQUIN ESTATES LIMITED (REGISTERED NUMBER: 07475318)**

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FOR THE YEAR ENDED 30 NOVEMBER 2022**

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**HARLEQUIN ESTATES LIMITED**

**COMPANY INFORMATION  
FOR THE YEAR ENDED 30 NOVEMBER 2022**

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**DIRECTORS:**

W Sutcliffe  
P I Parkhouse

**SECRETARY:**

Kerry Secretarial Services Limited

**REGISTERED OFFICE:**

Lacemaker House  
5-7 Chapel Street  
Marlow  
Bucks  
SL7 3HN

**REGISTERED NUMBER:**

07475318 (England and Wales)

**AUDITORS:**

Cox Costello & Horne  
Chartered Accountants and Statutory Auditors  
26 Denbigh Street  
London  
SW1V 2ER

**HARLEQUIN ESTATES LIMITED (REGISTERED NUMBER: 07475318)****GROUP STRATEGIC REPORT  
FOR THE YEAR ENDED 30 NOVEMBER 2022**

The directors present their strategic report of the company and the group for the year ended 30 November 2022.

**REVIEW OF BUSINESS**

The Harlequin business has been significantly restructured to focus on its core activities of Brickwork scaffolding and other construction services..

In 2021 Harlequin Estates acquired the business of Harlequin Scaffolding Solutions. This new subsidiary along with the existing Harlequin Brickwork business was restructured into an intermediary holding company called Harlequin Construction Services Ltd. In addition Harlequin D&B, Harlequin Bespoke Apparel, PPEkit and Chefskit were acquired as part of the Harlequin Estates group.

The board has continued to focus on improving the skills of its human resources and improving the software and hardware resources at its disposal.

These accounts were still affected by the Covid 19 global pandemic. For many businesses in the construction sector this has had a detrimental effect on the income and sustainability of many businesses. Harlequin was not immune to this and the company has had to bear down on costs further and take full advantage of the limited governments assistance schemes available to our sector such as the Bounce Back Loan schemes which continue to saddle the business with debt.

As the pandemic eased, the UK in particular was hit by the "Cost of Living" crisis which has seen inflation have a huge impact on margins and business in the Construction industry in particular not least with the rising interest rates.

Harlequin decided to dispose of the non-core construction businesses of PPEkit and Chefskit at the end of the year.

Harlequin will emerge from this crisis stronger and better able to make significant profits.

**PRINCIPAL RISKS AND UNCERTAINTIES**

The regulatory environment continues to be challenging and the board of directors believe they are well equipped to deal with these challenges. The business maintains tight control over health and safety regulations and continues to operate in a very competitive market place.

The "Cost of Living" crisis and in particular the effects of inflation and rising interest rates is a risk to the whole construction sector. The directors have taken measures which will ensure the ongoing survival and success of the business.

**KEY PERFORMANCE INDICATORS**

The directors have carefully considered the key performance indicators which they have set for the company.

The financial KPIs of the company consist of the volumes of business which the company undertake in the construction business as well as the number of net clients onboarded. These are:

	<b>2022</b>		<b>2021</b>
	<b>£</b>		<b>£</b>
Net margins generated from contracts	<b>5.6M</b>		2.7M
Net profit after tax	<b>1.2M</b>		0.6M
Net asset per share	<b>25.12</b>		22.06

Non financial KPI's consist of maintaining strong compliance, strengthened security and retaining customer loyalty.

The company has undertaken strenuous testing of its compliance systems, enhanced its security arrangements and restructured its cost base.

The directors are satisfied that the company has performed well against each of these indicators.

**HARLEQUIN ESTATES LIMITED (REGISTERED NUMBER: 07475318)**

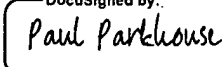
**GROUP STRATEGIC REPORT  
FOR THE YEAR ENDED 30 NOVEMBER 2022**

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**FINANCIAL INSTRUMENTS**

The directors aim to minimise the financial risk of the group through careful management of the debt risk and interest exposure using a variety of different banks and financial institutions in order to spread risk and exposure.

**ON BEHALF OF THE BOARD:**

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P I Parkhouse - Director

30 August 2023

**HARLEQUIN ESTATES LIMITED (REGISTERED NUMBER: 07475318)**

**REPORT OF THE DIRECTORS  
FOR THE YEAR ENDED 30 NOVEMBER 2022**

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The directors present their report with the financial statements of the company and the group for the year ended 30 November 2022.

**PRINCIPAL ACTIVITY**

The principal activity of the group in the year under review was that of brickwork contracting, scaffolding and other construction related supply equipment.

**DIVIDENDS**

An interim dividend of £9.20p per share was paid on 30th November 2022 (2021 - £4.66p) . The directors recommend that no final dividend be paid.

The total distribution of dividends for the year ended 30 November 2022 will be £920,000 .(2021 - £416,635 )

**DIRECTORS**

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

W Sutcliffe  
P I Parkhouse

**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;
- 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.

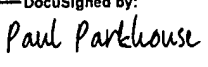
**STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITORS**

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.

**AUDITORS**

The auditors, Cox Costello & Horne, will be proposed for re-appointment at the forthcoming Annual General Meeting.

**ON BEHALF OF THE BOARD:**

DocuSigned by:  
  
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P I Parkhouse - Director

30 August 2023

## **REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF HARLEQUIN ESTATES LIMITED**

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### **Opinion**

We have audited the financial statements of Harlequin Estates Limited (the 'parent company') and its subsidiaries (the 'group') for the year ended 30 November 2022 which comprise the 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 company's affairs as at 30 November 2022 and of its profit for the period 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 HARLEQUIN ESTATES LIMITED**

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### **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 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.



## **REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF HARLEQUIN ESTATES LIMITED**

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### **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 designed procedures in line with our responsibilities outlined above, to detect material misstatements in respect of irregularities, including fraud.

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our: general commercial and sector experience; through verbal and written communications with those charged with governance and other management; and via inspection of the company's regulatory and legal correspondence.

We discussed with those charged with governance and other management the policies and procedures regarding compliance with laws and regulations.

We communicated identified laws and regulations to our team and remained alert to any indicators of non-compliance throughout the audit, we also specifically considered where and how fraud may occur within the company.

The potential effect of these laws and regulations on the financial statements varies considerably.

Firstly, the company is subject to laws and regulations that directly affect the financial statements, including: the company's constitution, relevant financial reporting standards; company law; tax legislation and distributable profits legislation and we assess the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

Secondly the company is subject to many other laws and regulations where the consequences of non-compliance could have a material effect on the amounts or disclosures in the financial statements, for instance through the imposition of fines and penalties, or through losses arising from litigation. We identified the following areas as those most likely to have such an effect: laws and regulations relevant to a business in the construction industry; employment legislation; health and safety legislation; anti money laundering regulations, data protection legislation; anti-bribery and corruption legislation.

International Auditing Standards (UK) limit the required procedures to identify non-compliance with these laws and regulations, and no procedures over and above those already noted are required. These limited procedures did not identify any actual or suspected non-compliance with laws and regulations that could have a material impact on the financial statements.

In relation to fraud, we performed the following specific procedures in addition to those already noted:

- \* Challenging assumptions made by management in its significant accounting estimates;
- \* Identifying and testing journal entries, in particular any entries posted with unusual nominal ledger account combinations, journal entries crediting cash or any revenue account, and journal entries posted by senior management;
- \* Performing analytical procedures to identify unexpected movements in account balances which may be indicative of fraud;
- \* Ensuring that testing undertaken on both the performance statement and the Balance Sheet includes a number of items selected on a random basis;

These procedures did not identify any actual or suspected fraudulent irregularity that could have a material impact on the financial statements.

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 International Auditing Standards (UK). For example, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely the procedures that we are required to undertake would identify it. In addition, as with any audit, there remains a high risk of non-detection of irregularities, as these might involve collusion, forgery, intentional omissions, misrepresentation, or the override of internal controls. We are not responsible for preventing non-compliance with laws and regulations or fraud, and cannot be expected to detect non-compliance with all laws and regulations or every incidence of fraud.

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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Report of the Auditors.

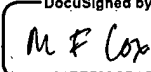
**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF  
HARLEQUIN ESTATES LIMITED**

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**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.

DocuSigned by:

  
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Michael F Cox FCA (Senior Statutory Auditor)  
for and on behalf of Cox Costello & Home  
Chartered Accountants and Statutory Auditors  
26 Denbigh Street  
London  
SW1V 2ER

30 August 2023

**HARLEQUIN ESTATES LIMITED (REGISTERED NUMBER: 07475318)****CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME  
FOR THE YEAR ENDED 30 NOVEMBER 2022**

	Notes	30.11.22 £	30.11.21 £
<b>TURNOVER</b>		32,942,714	18,384,073
Cost of sales		<u>27,530,210</u>	<u>15,681,650</u>
<b>GROSS PROFIT</b>		5,412,504	2,702,423
Administrative expenses		<u>3,659,918</u>	<u>1,898,957</u>
		1,752,586	803,466
Other operating income		<u>122,535</u>	<u>53,059</u>
<b>OPERATING PROFIT</b>	4	1,875,121	856,525
Interest receivable and similar income		<u>57,091</u>	<u>81,446</u>
		1,932,212	937,971
Interest payable and similar expenses	5	<u>610,250</u>	<u>121,729</u>
<b>PROFIT BEFORE TAXATION</b>		1,321,962	816,242
Tax on profit	6	<u>320,101</u>	<u>176,578</u>
<b>PROFIT FOR THE FINANCIAL YEAR</b>		1,001,861	639,664
<b>OTHER COMPREHENSIVE INCOME</b>			
Revaluation of Freehold Property			
Income tax relating to other comprehensive income		-	-
<b>OTHER COMPREHENSIVE INCOME FOR THE YEAR, NET OF INCOME TAX</b>		-	-
<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>		<u>1,001,861</u>	<u>639,664</u>
Profit attributable to: Owners of the parent		<u>1,001,861</u>	<u>639,664</u>
Total comprehensive income attributable to: Owners of the parent		<u>1,001,861</u>	<u>639,664</u>

The notes on pages 17 to 33 form part of these financial statements

**HARLEQUIN ESTATES LIMITED (REGISTERED NUMBER: 07475318)****CONSOLIDATED STATEMENT OF FINANCIAL POSITION  
30 NOVEMBER 2022**

	Notes	£	30.11.22 £	£	30.11.21 £
<b>FIXED ASSETS</b>					
Intangible assets	9		115,759		135,759
Tangible assets	10		4,161,828		3,277,471
Investments	11		<u>489,950</u>		<u>90,950</u>
			4,767,537		3,504,180
<b>CURRENT ASSETS</b>					
Stocks	12	11,482		415,793	
Debtors	13	9,247,191		8,448,208	
Cash at bank and in hand		<u>223,668</u>		<u>118,896</u>	
		9,482,341		8,982,897	
<b>CREDITORS</b>					
Amounts falling due within one year	14	<u>7,225,015</u>		<u>6,422,773</u>	
<b>NET CURRENT ASSETS</b>			<u>2,257,326</u>		<u>2,560,124</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			7,024,863		6,064,304
<b>CREDITORS</b>					
Amounts falling due after more than one year	15		(2,999,856)		(3,329,931)
<b>PROVISIONS FOR LIABILITIES</b>	19		<u>(1,636,627)</u>		<u>(527,854)</u>
<b>NET ASSETS</b>			<u>2,388,380</u>		<u>2,206,519</u>
<b>CAPITAL AND RESERVES</b>					
Called up share capital	20		100,000		100,000
Revaluation reserve	21		615,100		615,100
Retained earnings	21		<u>1,673,280</u>		<u>1,491,419</u>
<b>SHAREHOLDERS' FUNDS</b>			<u>2,388,380</u>		<u>2,206,519</u>

The financial statements were approved by the Board of Directors and authorised for issue on 30 August 2023 and were signed on its behalf by:

DocuSigned by:

*Paul Parkhouse*

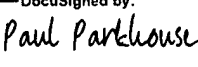
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P I Parkhouse - Director

**HARLEQUIN ESTATES LIMITED (REGISTERED NUMBER: 07476318)****COMPANY STATEMENT OF FINANCIAL POSITION  
30 NOVEMBER 2022**

	Notes	£	30.11.22 £	£	30.11.21 £
<b>FIXED ASSETS</b>					
Intangible assets	9		-		-
Tangible assets	10		2,351,021		2,374,800
Investments	11		<u>499,000</u>		<u>100,300</u>
			2,850,021		2,475,100
<b>CURRENT ASSETS</b>					
Debtors	13	1,116,674		2,173,135	
Cash at bank		<u>11,901</u>		<u>57,885</u>	
		1,128,575		2,231,020	
<b>CREDITORS</b>					
Amounts falling due within one year	14	<u>1,372,154</u>		<u>1,928,818</u>	
<b>NET CURRENT (LIABILITIES)/ASSETS</b>			<u>(243,579)</u>		<u>302,202</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			2,606,442		2,777,302
<b>CREDITORS</b>					
Amounts falling due after more than one year	15		(1,627,556)		(1,808,791)
<b>PROVISIONS FOR LIABILITIES</b>	19		<u>(148,340)</u>		<u>(144,286)</u>
<b>NET ASSETS</b>			<u>830,546</u>		<u>824,225</u>
<b>CAPITAL AND RESERVES</b>					
Called up share capital	20		100,000		100,000
Revaluation reserve	21		615,100		615,100
Retained earnings	21		<u>115,446</u>		<u>109,125</u>
<b>SHAREHOLDERS' FUNDS</b>			<u>830,546</u>		<u>824,225</u>
Company's profit for the financial year			<u>826,321</u>		<u>460,462</u>

The financial statements were approved by the Board of Directors and authorised for issue on 30 August 2023 and were signed on its behalf by:

DocuSigned by:  
  
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 P I Parkhouse - Director

**HARLEQUIN ESTATES LIMITED (REGISTERED NUMBER: 07475318)****CONSOLIDATED STATEMENT OF CHANGES IN EQUITY  
FOR THE YEAR ENDED 30 NOVEMBER 2022**

	Called up share capital £	Retained earnings £	Revaluation reserve £	Total equity £
<b>Balance at 1 December 2020</b>	100,000	1,254,290	629,200	1,983,490
Total comprehensive income	-	653,764	(14,100)	639,664
Dividends	-	(416,635)	-	(416,635)
Total transactions with owners, recognised directly in equity	-	(416,635)	-	(416,635)
<b>Balance at 30 November 2021</b>	100,000	1,491,419	615,100	2,206,519
Total comprehensive income	-	1,001,861	-	1,001,861
Dividends	-	(820,000)	-	(820,000)
Total transactions with owners, recognised directly in equity	-	(820,000)	-	(820,000)
<b>Balance at 30 November 2022</b>	100,000	1,673,280	615,100	2,388,380

**HARLEQUIN ESTATES LIMITED (REGISTERED NUMBER: 07476318)****COMPANY STATEMENT OF CHANGES IN EQUITY  
FOR THE YEAR ENDED 30 NOVEMBER 2022**

	Called up share capital £	Retained earnings £	Revaluation reserve £	Total equity £
<b>Balance at 1 December 2020</b>	100,000	51,198	629,200	780,398
Profit for the year	-	460,462	-	460,462
Other comprehensive income	-	14,100	(14,100)	-
Total comprehensive income	-	474,562	(14,100)	460,462
Dividends	-	(416,635)	-	(416,635)
<b>Balance at 30 November 2021</b>	<u>100,000</u>	<u>109,125</u>	<u>615,100</u>	<u>824,225</u>
Profit for the year	-	826,321	-	826,321
Total comprehensive income	-	826,321	-	826,321
Dividends	-	(820,000)	-	(820,000)
<b>Balance at 30 November 2022</b>	<u>100,000</u>	<u>115,446</u>	<u>615,100</u>	<u>830,546</u>

**HARLEQUIN ESTATES LIMITED (REGISTERED NUMBER: 07476318)****CONSOLIDATED STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 30 NOVEMBER 2022**

	Notes	30.11.22 £	30.11.21 £
<b>Cash flows from operating activities</b>			
Cash generated from operations	1	5,480,395	621,931
Interest paid		(169,250)	(34,504)
Interest element of hire purchase payments paid		(266,832)	(30,600)
Finance costs paid		(174,168)	(56,625)
Tax paid		(219,446)	86,666
Net cash from operating activities		<u>4,650,699</u>	<u>586,868</u>
<b>Cash flows from investing activities</b>			
Purchase of intangible fixed assets		-	(155,759)
Purchase of tangible fixed assets		(1,156,133)	(893,388)
Purchase of fixed asset investments		(399,000)	(90,950)
Sale of tangible fixed assets		22,638	2,825
Sale of fixed asset investments		-	(6,194)
Interest received		<u>57,091</u>	<u>81,446</u>
Net cash from investing activities		<u>(1,475,404)</u>	<u>(1,062,020)</u>
<b>Cash flows from financing activities</b>			
New loans in year		-	1,116,146
Loan repayments in year		(540,285)	(618,518)
Advances to Participating Interests		(1,727,728)	(501,130)
Net Hire Purchase contracts		373,276	658,399
Equity dividends paid		<u>(820,000)</u>	<u>(416,635)</u>
Net cash from financing activities		<u>(2,714,737)</u>	<u>238,262</u>
<b>Increase/(decrease) in cash and cash equivalents</b>			
<b>Cash and cash equivalents at beginning of year</b>	2	(236,890)	76,488
<b>Cash and cash equivalents at end of year</b>	2	<u>223,668</u>	<u>(236,890)</u>

The notes on pages 17 to 33 form part of these financial statements



**HARLEQUIN ESTATES LIMITED (REGISTERED NUMBER: 07475318)****NOTES TO THE CONSOLIDATED STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 30 NOVEMBER 2022****1. RECONCILIATION OF PROFIT BEFORE TAXATION TO CASH GENERATED FROM OPERATIONS**

	30.11.22	30.11.21
	£	£
Profit before taxation	1,321,962	816,242
Depreciation charges	280,407	127,177
(Profit)/loss on disposal of fixed assets	(11,287)	3,369
Increase/(Decrease) in provisions	1,050,184	(29,575)
Government grants	-	(2,059)
Finance costs	610,250	121,729
Finance income	(57,091)	(81,446)
	<u>3,194,425</u>	<u>955,437</u>
Decrease/(increase) in stocks	404,311	(431,080)
Decrease/(increase) in trade and other debtors	1,549,259	(3,127,242)
Increase in trade and other creditors	<u>332,400</u>	<u>3,224,816</u>
<b>Cash generated from operations</b>	<u><u>5,480,395</u></u>	<u><u>621,931</u></u>

**2. CASH AND CASH EQUIVALENTS**

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

**Year ended 30 November 2022**

	30.11.22	1.12.21
	£	£
Cash and cash equivalents	223,668	118,896
Bank overdrafts	-	(355,786)
	<u>223,668</u>	<u>(236,890)</u>

**Year ended 30 November 2021**

	30.11.21	1.12.20
	£	£
Cash and cash equivalents	118,896	155,901
Bank overdrafts	(355,786)	(79,413)
	<u>(236,890)</u>	<u>76,488</u>

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

	At 1.12.21	Cash flow	At 30.11.22
	£	£	£
<b>Net cash</b>			
Cash at bank and in hand	118,896	104,772	223,668
Bank overdrafts	(355,786)	355,786	-
	<u>(236,890)</u>	<u>460,558</u>	<u>223,668</u>
<b>Debt</b>			
Finance leases	(716,303)	(373,276)	(1,089,579)
Debts falling due within 1 year	(126,909)	66,962	(59,947)
Debts falling due after 1 year	(2,827,546)	473,323	(2,354,223)
	<u>(3,670,758)</u>	<u>167,009</u>	<u>(3,503,749)</u>
<b>Total</b>	<u><u>(3,907,648)</u></u>	<u><u>627,567</u></u>	<u><u>(3,280,081)</u></u>

The notes on pages 17 to 33 form part of these financial statements

**HARLEQUIN ESTATES LIMITED (REGISTERED NUMBER: 07475318)**

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 NOVEMBER 2022**

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**1. STATUTORY INFORMATION**

Harlequin Estates 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.

**2. ACCOUNTING POLICIES**

**Basis of preparing the financial statements**

The principal accounting policies applied in the preparation of these consolidated and separate financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

**A. basis of preparation**

These consolidated and separate financial statements are prepared on a going concern basis, under the historical cost convention, as modified by the recognition of certain financial assets and liabilities measured at fair value.

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the group and company accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements, are disclosed in policy F. critical accounting judgements and estimation uncertainty.

The company has taken advantage of the exemption in section 408 of the Companies Act from disclosing its individual profit and loss account.

**HARLEQUIN ESTATES LIMITED (REGISTERED NUMBER: 07475318)**

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 NOVEMBER 2022**

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**2. ACCOUNTING POLICIES - continued**

**B. going concern**

The group's forecast and projections, taking account of reasonably possible changes in trading performance, show that the group expects to report an increase in turnover and profitability in the 12 months to 30 November 2021. Therefore, after making enquiries, the directors have a reasonable expectation that the group has adequate resources to continue in operation for the foreseeable future; taken to be 12 months from signing the financial statements. The group therefore continues to adopt the going concern basis in preparing its financial statements. In addition to the trading activities of the group, consideration has also been given to the matter disclosed in note 23. The directors refute the allegations, however, even in a worst case scenario they consider that the group would have adequate resources to continue to trade.

**C. reduced financial reporting framework**

FRS 102 allows a qualifying entity certain disclosure exemptions, subject to certain conditions, which have been complied with, including notification of, and no objection to, the use of exemptions by the company's shareholders.

The company has taken advantage of the following exemptions:

- i. from preparing a statement of cash flows, on the basis that it is a qualifying entity and the consolidated statement of cash flows, included in these financial statements, includes the company's cash flows;
- ii. from the financial instrument disclosures, required under FRS 102 paragraphs 11.39 to 11.48A and paragraphs 12.26 to 12.29, as the information is provided in the consolidated financial statement disclosures;
- iii. from disclosing share based payment arrangements, required under FRS 102 paragraphs 26.18(c), 26.19 to 26.21 and 26.23, concerning its own equity instruments. The company financial statements are presented with the consolidated financial statements and the relevant disclosures are included therein; and
- iv. from disclosing the company key management personnel compensation, as required by FRS 102 paragraph 33.7.

**HARLEQUIN ESTATES LIMITED (REGISTERED NUMBER: 07476318)**

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 30 NOVEMBER 2022**

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**2. ACCOUNTING POLICIES - continued**

**D. basis of consolidation**

The group consolidated financial statements include the financial statements of the company and all of its subsidiary undertakings made up to 30 November.

A subsidiary is an entity controlled by the group. Control is the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities. Where the group owns less than 50% of the voting powers of an entity but controls the entity by virtue of an agreement with other investors which give it control of the financial and operating policies of the entity it accounts for that entity as a subsidiary.

Where a subsidiary has different accounting policies to the group, adjustments are made to those subsidiary financial statements to apply the group's accounting policies when preparing the consolidated financial statements.

Any subsidiary undertakings or associates sold or acquired during the year are included up to, or from, the dates of change of control or change of significant influence respectively.

All intra-group transactions, balances, income and expenses are eliminated on consolidation. Adjustments are made to eliminate the profit or loss arising on transactions with associates to the extent of the group's interest in the entity.

**E. foreign currency**

**i. Functional and presentation currency**

The group financial statements are presented in pound sterling and rounded to thousands.

The company's functional and presentation currency is the pound sterling.

**ii. Transactions and balances**

Foreign currency transactions are translated into the functional currency using the spot exchange rates at the dates of the transactions.

At each reporting end date, foreign currency monetary items are translated using the closing rate. Non-monetary items measured at historical cost are translated using the exchange rate at the date of the transaction and non-monetary items measured at fair value are measured using the exchange rate when fair value was determined.

**iii. Translation**

The trading results of overseas undertakings are translated into sterling at the average exchange rates for the year. The assets and liabilities of overseas undertakings, including goodwill and fair value adjustments arising on acquisition, are translated at the exchange rates ruling at the reporting date. Exchange adjustments arising from the retranslation of opening net investments and from the translation of the profits or losses at average rates are recognised in 'Other comprehensive income' and allocated to non-controlling interest as appropriate.

**HARLEQUIN ESTATES LIMITED (REGISTERED NUMBER: 07475318)**

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 30 NOVEMBER 2022**

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**2. ACCOUNTING POLICIES - continued**

**F. critical accounting judgements and estimation uncertainty**

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

**a. Key accounting estimates and assumptions**

The group makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are addressed below.

**b. Revenue recognition (see policy "I. revenue")**

The group recognises revenue when (a) the significant risks and rewards of ownership have been transferred to the buyer; (b) the group retains no continuing involvement or control over the service/goods; (c) the amount of revenue can be measured reliably; (d) it is probable that future economic benefits will flow to the entity and (e) when the specific criteria relating to each of the group's sales channels have been met.

**G. exceptional items**

The group classifies certain one-off charges or credits that have a material impact on the group's financial results as 'exceptional items'. These are disclosed separately to provide further understanding of the financial performance of the group.

**H. employee benefits**

The group provides a range of benefits to employees, including paid holiday, pension arrangements and incentive schemes.

**i. Short term benefits**

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

**ii. Pension benefits**

Under the Pensions Act 2008, the group must put certain staff into a pension scheme and contribute towards it. This is called automatic enrolment. To comply with automatic enrolment laws, the group signed a participation agreement with a pension provider by which staff become members of an independently administered pension plan (plan). The plan is run as a trust with assets held separately from the group. The group and staff make contributions as specified in the plan which is considered to be on a defined contributions basis. The contributions payable by the group and staff are deposited in the plan within 30 days following the deduction. Once the contributions have been paid, the group as employer, has no further obligations. The group's contributions are charged to the profit and loss account in the period to which they relate.

**I. revenue**

Revenue is measured at the fair value of the consideration received or receivable and represents the amount receivable for goods supplied or services rendered, net of returns, discounts and rebates allowed by the group and value added taxes.

**HARLEQUIN ESTATES LIMITED (REGISTERED NUMBER: 07475318)**

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 30 NOVEMBER 2022**

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**2. ACCOUNTING POLICIES - continued**

**I. revenue - continued**

The group bases its estimate of returns on historical results, taking into consideration the type of customer, the type of transaction and the specifics of each arrangement.

Where the consideration receivable in cash or cash equivalents is deferred, and the arrangement constitutes a financing transaction, the fair value of the consideration is measured as the present value of all future receipts using the imputed rate.

**J. cost allocation**

The group as agent:

- costs are allocated between cost of sales and overheads based on hours worked by staff. Timesheets are completed which provides the basis for hours worked per project/event and administration.

The group as principal:

- costs incurred on a new project in the development and preparation stages will be deferred to the actual commencement of the project. These costs are written to the profit and loss over the expected life of the project, or series of projects, no greater than 3 years, providing the future benefits of the project can be reliably calculated and sustain these costs.

**K. business combinations and goodwill**

Goodwill, being the amount paid in connection with the acquisition of a business in 2019, is being amortised evenly over its estimated useful life of five years.

Business combinations are accounted for by applying the purchase method.

The cost of a business combination is the fair value of the consideration given, liabilities incurred or assumed and of equity instruments issued plus the costs directly attributable to the business combination. Where control is achieved in stages the cost is the consideration at the date of each transaction.

Contingent consideration is initially recognised at estimated amount where the consideration is probable and can be measured reliably. Where (i) the contingent consideration is not considered probable or cannot be reliably measured but subsequently becomes probable and measureable or (ii) contingent consideration previously measured is adjusted, the amounts are recognised as an adjustment to the cost of the business combination.

On acquisition of a business, fair values are attributed to the identifiable assets, liabilities and contingent liabilities unless the fair value cannot be measured reliably, in which case the value is incorporated in goodwill. Where the fair value of contingent liabilities cannot be reliably measured they are disclosed on the same basis as other contingent liabilities.

Goodwill recognised represents the excess of the fair value and directly attributable costs of the purchase consideration over the fair values to the group's interest in the identifiable net assets, liabilities and contingent liabilities acquired.

On acquisition, goodwill is allocated to cash-generating units ('CGU's') that are expected to benefit from the combination.

**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.

**HARLEQUIN ESTATES LIMITED (REGISTERED NUMBER: 07476318)****NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 30 NOVEMBER 2022****2. ACCOUNTING POLICIES - continued****M. 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	- at varying rates on cost
Plant and machinery	- 25% on cost
Fixtures and fittings	- 25% on cost and 10% on cost
Motor vehicles	- 25% on cost
Computer equipment	- 50% on cost and 25% on cost

Tangible assets are stated at cost (or deemed cost) less accumulated depreciation and accumulated impairment losses. Cost includes the original purchase price, costs directly attributable to bringing the asset to its working condition for its intended use, dismantling and restoration costs.

**i. Plant & machinery, fixtures & fittings, tools and equipment**

Plant & machinery, fixtures & fittings, tools and equipment are stated at cost less accumulated depreciation and accumulated impairment losses.

**ii. Depreciation and residual values**

Depreciation on assets is calculated, using the straight-line method, to allocate the depreciable amount to their residual values over their estimated useful lives, as follows:

- Freehold property	- 50 years on the building element of the property
- Fixture and fittings	- 4 years
- Computer equipment	- 3 years

The assets' residual values and useful lives are reviewed, and adjusted, if appropriate, at the end of each reporting period. The effect of any change is accounted for prospectively.

**N. stocks**

Stocks are valued at cost after making due allowance for obsolete or slow moving stock

**O. taxation**

Taxation expense for the period comprises current and deferred tax recognised in the reporting period. Tax is recognised in the profit and loss account, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case tax is also recognised in other comprehensive income or directly in equity respectively.

Current or deferred taxation assets and liabilities are not discounted.

**i. Current tax**

Current tax is the amount of income tax payable in respect of the taxable profit for the reporting period or prior periods. Tax is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the reporting date.

**ii. Deferred tax**

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

Deferred tax is recognised on all timing differences at the reporting date. Unrelieved tax losses and other deferred tax assets are only recognised when it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits.

Deferred tax is measured using tax rates and laws that have been enacted or substantively enacted by the reporting date end and that are expected to apply to the reversal of the timing difference.

**HARLEQUIN ESTATES LIMITED (REGISTERED NUMBER: 07475318)**

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 30 NOVEMBER 2022**

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**2. ACCOUNTING POLICIES - continued**

**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.

**P. research and development**

Expenditure on research and development is written off in the year in which it is incurred.

**Q. borrowing costs**

All borrowing costs are recognised in profit or loss in the period in which they are incurred.

**R. hire purchase and leasing commitments**

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

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

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

At inception the group assesses agreements that transfer the right to use assets. The assessment considers whether the arrangement is, or contains, a lease based on the substance of the arrangement.

**i. Finance leased assets**

Leases of assets that transfer substantially all the risks and rewards incidental to ownership are classified as finance leases.

**ii. Operating leased assets**

Leases that do not transfer all the risks and rewards of ownership are classified as operating leases. Payments under operating leases are charged to the profit and loss account on a straight-line basis over the period of the lease.

**S. pensions**

The company makes contributions into the personal retirement schemes of certain staff. Contributions by the company and staff are determined by legislation and mutual agreement.

In the aforementioned schemes, staff contract directly with the pension company, and assets of those schemes are held separately from those of the company. The company acts as agent in collecting and paying over staff pension contributions. Once the contributions have been paid, the company as employer has no further obligations.

The company's contributions are charged to the profit and loss account in the period to which they relate.

**S. impairment of non-financial assets**

At each reporting date non-financial assets not carried at fair value are assessed to determine whether there is an indication that the asset (or asset's cash generating unit) may be impaired. If there is such an indication the recoverable amount of the asset (or asset's cash generating unit) is compared to the carrying amount of the asset (or asset's cash generating unit).

Goodwill is allocated on acquisition to the cash generating unit expected to benefit from the synergies of the combination. Goodwill is included in the carrying value of cash generating units for impairment testing.



**HARLEQUIN ESTATES LIMITED (REGISTERED NUMBER: 07475318)****NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 30 NOVEMBER 2022****2. ACCOUNTING POLICIES - continued****T. investments - company****i. Investment in subsidiaries**

Investment in a subsidiary company is held at cost less accumulated impairment losses. Cost will include any deferred consideration. Deferred consideration has been calculated based on the maximum capped earnout. Any reduction will be offset by a reduction in the liability payable.

**ii. Investment in associates**

Investment in an associate is held at cost less accumulated impairment losses. At the reporting date, the company had no such investments.

**U. cash and cash equivalents**

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

**V. provisions and contingencies****i. Provisions**

Provisions are recognised when the group has a present legal or constructive obligation as a result of past events; it is probable that an outflow of resources will be required to settle the obligation; and the amount of the obligation can be estimated reliably.

**ii. Contingencies**

Contingent liabilities are not recognised, except those acquired in a business combination. Contingent liabilities arise as a result of past events when (i) it is not probable that there will be an outflow of resources or that the amount cannot be reliably measured at the reporting date or (ii) when the existence will be confirmed by the occurrence or non-occurrence of uncertain future events not wholly within the group's control. Contingent liabilities are disclosed in the financial statements unless the probability of an outflow of resources is remote.

Contingent assets are not recognised. Contingent assets are disclosed in the financial statements when an inflow of economic benefits is probable.

**W. financial instruments**

The group has chosen to adopt Sections 11 and 12 of FRS 102 in respect of financial instruments.

**i. Financial assets**

Basic financial assets, including trade and other debtors, cash and bank balances and investments in commercial paper, are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest.

Such assets are subsequently carried at amortised cost using the effective interest method.

**ii. Financial liabilities**

Basic financial liabilities, including trade 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.

**Y. share capital**

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of new ordinary shares or options are shown in equity as a deduction, net of tax, from the proceeds.

**X. distributions to equity holders**

Dividends and other distributions to the group's shareholders are recognised as a liability in the financial statements in the period in which the dividends and other distributions are approved by the shareholders. These amounts are recognised in the statement of changes in equity.

**Y. related party transactions**

The group discloses transactions with related parties which are not wholly owned within the same group. Where appropriate, transactions of a similar nature are aggregated unless, in the opinion of the directors, separate disclosure is necessary to understand the effect of the transactions on the group financial statements

**HARLEQUIN ESTATES LIMITED (REGISTERED NUMBER: 07476318)****NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 30 NOVEMBER 2022****3. EMPLOYEES AND DIRECTORS**

	30.11.22	30.11.21
	£	£
Wages and salaries	1,419,385	377,070
Social security costs	155,747	31,627
Other pension costs	19,961	4,528
	<u>1,595,093</u>	<u>413,225</u>

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

	30.11.22	30.11.21
Management	2	2
Administrative	15	9
	<u>17</u>	<u>11</u>

The average number of employees by undertakings that were proportionately consolidated during the year was 15 (2021 - 3).

	30.11.22	30.11.21
	£	£
Directors' remuneration	<u>17,676</u>	<u>17,640</u>

**4. OPERATING PROFIT**

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

	30.11.22	30.11.21
	£	£
Hire of plant and machinery	338,480	228,028
Other operating leases	-	5,833
Depreciation - owned assets	247,060	124,639
Depreciation - assets on hire purchase contracts	13,349	17,044
(Profit)/loss on disposal of fixed assets	(11,287)	3,369
Goodwill amortisation	20,000	20,000
Auditors' remuneration	25,500	19,467
Auditors' remuneration for non audit work	<u>53,944</u>	<u>38,983</u>

**5. INTEREST PAYABLE AND SIMILAR EXPENSES**

	30.11.22	30.11.21
	£	£
Bank interest	167,871	11,753
Bank loan interest	1,032	2,740
No description	347	-
Other Interest	-	20,011
Hire purchase	266,832	30,600
Other finance charges	171,271	56,625
No description	<u>2,897</u>	<u>-</u>
	<u>610,250</u>	<u>121,729</u>

**HARLEQUIN ESTATES LIMITED (REGISTERED NUMBER: 07475318)****NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 30 NOVEMBER 2022****6. TAXATION****Analysis of the tax charge**

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

	30.11.22 £	30.11.21 £
Current tax:		
UK corporation tax	269,214	148,354
Overpayment of prior years tax	<u>(7,720)</u>	<u>(1,236)</u>
Total current tax	261,494	147,118
Deferred tax	<u>58,607</u>	<u>29,460</u>
Tax on profit	<u><u>320,101</u></u>	<u><u>176,578</u></u>

**Tax effects relating to effects of other comprehensive income**

There were no tax effects for the year ended 30 November 2022.

**7. INDIVIDUAL STATEMENT OF COMPREHENSIVE INCOME**

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.

**8. DIVIDENDS**

	30.11.22 £	30.11.21 £
Ordinary shares of £1 each		
Interim	<u>820,000</u>	<u>416,635</u>

**9. INTANGIBLE FIXED ASSETS****Group**Goodwill  
£**COST**At 1 December 2021  
and 30 November 2022155,759**AMORTISATION**At 1 December 2021  
Amortisation for year20,000  
20,000

At 30 November 2022

40,000**NET BOOK VALUE**

At 30 November 2022

115,759

At 30 November 2021

135,759

**HARLEQUIN ESTATES LIMITED (REGISTERED NUMBER: 07476318)****NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 30 NOVEMBER 2022****10. TANGIBLE FIXED ASSETS****Group**

	Freehold property £	Plant and machinery £	Fixtures and fittings £
<b>COST</b>			
At 1 December 2021	2,455,000	886,747	18,985
Additions	-	1,087,398	9,800
Disposals	-	(68,174)	(9,515)
Transfer to ownership	-	(16)	-
At 30 November 2022	<u>2,455,000</u>	<u>1,905,955</u>	<u>19,270</u>
<b>DEPRECIATION</b>			
At 1 December 2021	80,200	97,236	16,619
Charge for year	32,150	167,628	2,593
Eliminated on disposal	-	(58,473)	(9,515)
At 30 November 2022	<u>112,350</u>	<u>206,391</u>	<u>9,697</u>
<b>NET BOOK VALUE</b>			
At 30 November 2022	<u>2,342,650</u>	<u>1,699,564</u>	<u>9,573</u>
At 30 November 2021	<u>2,374,800</u>	<u>789,511</u>	<u>2,366</u>
	Motor vehicles £	Computer equipment £	Totals £
<b>COST</b>			
At 1 December 2021	597,793	55,158	4,013,683
Additions	51,658	7,277	1,156,133
Disposals	(369,392)	(18,267)	(465,348)
Transfer to ownership	-	-	(16)
At 30 November 2022	<u>280,059</u>	<u>44,168</u>	<u>4,704,452</u>
<b>DEPRECIATION</b>			
At 1 December 2021	512,591	29,566	736,212
Charge for year	49,702	8,336	260,409
Eliminated on disposal	(369,392)	(16,617)	(453,997)
At 30 November 2022	<u>192,901</u>	<u>21,285</u>	<u>542,624</u>
<b>NET BOOK VALUE</b>			
At 30 November 2022	<u>87,158</u>	<u>22,883</u>	<u>4,161,828</u>
At 30 November 2021	<u>85,202</u>	<u>25,592</u>	<u>3,277,471</u>

**HARLEQUIN ESTATES LIMITED (REGISTERED NUMBER: 07475318)****NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 30 NOVEMBER 2022****10. TANGIBLE FIXED ASSETS - continued****Company**

Cost or valuation at 30 November 2022 is represented by:

	Freehold property £	Fixtures and fittings £	Totals £
Valuation in 2020	705,000	-	705,000
Cost	<u>1,750,000</u>	<u>9,800</u>	<u>1,759,800</u>
	<u>2,455,000</u>	<u>9,800</u>	<u>2,464,800</u>

**11. FIXED ASSET INVESTMENTS**

	<b>Group</b>		<b>Company</b>	
	30.11.22 £	30.11.21 £	30.11.22 £	30.11.21 £
Shares in group undertakings	-	-	100,000	100,300
Participating interests	399,000	-	399,000	-
Other investments not loans	<u>90,950</u>	<u>90,950</u>	<u>-</u>	<u>-</u>
	<u>489,950</u>	<u>90,950</u>	<u>499,000</u>	<u>100,300</u>

Additional information is as follows:

**Group**

	Interest in other participating interests £
<b>COST</b>	
Additions	<u>399,000</u>
At 30 November 2022	<u>399,000</u>
<b>NET BOOK VALUE</b>	
At 30 November 2022	<u>399,000</u>

Investments (neither listed nor unlisted) were as follows:

	30.11.22 £	30.11.21 £
Heritage Vehicle	<u>90,950</u>	<u>90,950</u>

**HARLEQUIN ESTATES LIMITED (REGISTERED NUMBER: 07475318)****NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 30 NOVEMBER 2022****11. FIXED ASSET INVESTMENTS - continued****Company**

	Shares in group undertakings £	Interest in other participating interests £	Totals £
<b>COST</b>			
At 1 December 2021	100,300	-	100,300
Additions	-	399,000	399,000
Disposals	(300)	-	(300)
At 30 November 2022	<u>100,000</u>	<u>399,000</u>	<u>499,000</u>
<b>NET BOOK VALUE</b>			
At 30 November 2022	<u>100,000</u>	<u>399,000</u>	<u>499,000</u>
At 30 November 2021	<u>100,300</u>	<u>-</u>	<u>100,300</u>

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

**Subsidiaries****Harlequin Construction Solutions Limited**

Registered office: England & Wales

Nature of business: Construction services holding company

Class of shares:	%
Ordinary	holding 100.00

**Harlequin Brickwork Limited**

Registered office: England & Wales

Nature of business: Brickwork Contracting

Class of shares:	%
Ordinary	holding 100.00

**Harlequin Scaffolding Solutions Limited**

Registered office: England & Wales

Nature of business: Scaffolding

Class of shares:	%
Ordinary	holding 100.00

**Harlequin D&B Limited**

Registered office: England & Wales

Nature of business: Design and Build services

Class of shares:	%
Ordinary	holding 100.00

**Associated company****Harlequin New Homes Limited**

Registered office: England and Wales

Nature of business: Construction of domestic buildings

Class of shares:	%
Ordinary B Shares	holding 100.00
Preference Shares	100.00

**HARLEQUIN ESTATES LIMITED (REGISTERED NUMBER: 07475318)****NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 30 NOVEMBER 2022****10. TANGIBLE FIXED ASSETS - continued****Group**

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

	Plant and machinery £	Motor vehicles £	Totals £
<b>COST</b>			
At 1 December 2021	434,222	29,265	463,487
Additions	99,997	22,500	122,497
Transfer to ownership	(434,222)	-	(434,222)
Reclassification/transfer	-	22,255	22,255
At 30 November 2022	99,997	74,020	174,017
<b>DEPRECIATION</b>			
At 1 December 2021	9,651	2,293	11,944
Charge for year	-	13,349	13,349
Transfer to ownership	(9,651)	-	(9,651)
Reclassification/transfer	-	10,200	10,200
At 30 November 2022	-	25,842	25,842
<b>NET BOOK VALUE</b>			
At 30 November 2022	99,997	48,178	148,175
At 30 November 2021	424,571	26,972	451,543

**Company**

	Freehold property £	Fixtures and fittings £	Totals £
<b>COST OR VALUATION</b>			
At 1 December 2021	2,455,000	-	2,455,000
Additions	-	9,800	9,800
At 30 November 2022	2,455,000	9,800	2,464,800
<b>DEPRECIATION</b>			
At 1 December 2021	80,200	-	80,200
Charge for year	32,150	1,429	33,579
At 30 November 2022	112,350	1,429	113,779
<b>NET BOOK VALUE</b>			
At 30 November 2022	2,342,650	8,371	2,351,021
At 30 November 2021	2,374,800	-	2,374,800

Included in cost or valuation of land and buildings is freehold land of £1,250,000 (2021 - £1,250,000) which is not depreciated.

**HARLEQUIN ESTATES LIMITED (REGISTERED NUMBER: 07475318)****NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 30 NOVEMBER 2022****12. STOCKS**

	<b>Group</b>	
	30.11.22	30.11.21
	£	£
Stocks	<u>11,482</u>	<u>415,793</u>

**13. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	<b>Group</b>		<b>Company</b>	
	30.11.22	30.11.21	30.11.22	30.11.21
	£	£	£	£
Trade debtors	3,786,650	4,367,665	2,324	2,585
Amounts owed by group undertakings	-	-	407,377	-
Amounts owed by participating interests	5,190,003	2,841,761	698,539	1,942,651
Other debtors	186,230	1,141,823	-	226,000
VAT	-	69,915	-	-
Prepayments and accrued income	<u>84,308</u>	<u>27,044</u>	<u>8,434</u>	<u>1,899</u>
	<u>9,247,191</u>	<u>8,448,208</u>	<u>1,116,674</u>	<u>2,173,135</u>

**14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	<b>Group</b>		<b>Company</b>	
	30.11.22	30.11.21	30.11.22	30.11.21
	£	£	£	£
Bank loans and overdrafts (see note 16)	59,947	482,695	-	-
Hire purchase contracts (see note 17)	443,946	213,918	-	-
Trade creditors	3,005,752	2,056,934	43,567	25,146
Amounts owed to group undertakings	-	-	991,797	1,565,575
Amounts owed to participating interests	911,785	291,271	112,326	32,476
Tax	275,832	233,784	141,257	130,300
Social security and other taxes	445,531	471,291	61,640	70,047
Other creditors	1,915,348	1,285,104	962	89,552
Accruals and deferred income	<u>166,874</u>	<u>1,387,776</u>	<u>20,605</u>	<u>15,722</u>
	<u>7,225,015</u>	<u>6,422,773</u>	<u>1,372,154</u>	<u>1,928,818</u>

**15. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR**

	<b>Group</b>		<b>Company</b>	
	30.11.22	30.11.21	30.11.22	30.11.21
	£	£	£	£
Bank loans (see note 16)	1,545,721	1,921,380	819,054	902,625
Other loans (see note 16)	808,502	906,166	808,502	906,166
Hire purchase contracts (see note 17)	<u>645,633</u>	<u>502,385</u>	-	-
	<u>2,999,856</u>	<u>3,329,931</u>	<u>1,627,556</u>	<u>1,808,791</u>



**HARLEQUIN ESTATES LIMITED (REGISTERED NUMBER: 07475318)****NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 30 NOVEMBER 2022****16. LOANS**

An analysis of the maturity of loans is given below:

	<b>Group</b>		<b>Company</b>	
	30.11.22	30.11.21	30.11.22	30.11.21
	£	£	£	£
Amounts falling due within one year or on demand:				
Bank overdrafts	-	355,786	-	-
Bank loans	<u>59,947</u>	<u>126,909</u>	<u>-</u>	<u>-</u>
	<u>59,947</u>	<u>482,695</u>	<u>-</u>	<u>-</u>
Amounts falling due between one and two years:				
Bank loans - 1-2 years	<u>10,000</u>	<u>32,398</u>	<u>-</u>	<u>-</u>
Amounts falling due between two and five years:				
Bank loans - 2-5 years	16,667	86,357	-	-
Other loans - 2-5 years	<u>808,502</u>	<u>906,166</u>	<u>808,502</u>	<u>906,166</u>
	<u>825,169</u>	<u>992,523</u>	<u>808,502</u>	<u>906,166</u>
Amounts falling due in more than five years:				
Repayable by instalments				
Bank loans more 5 yr by instal	1,482,387	1,755,958	782,387	855,958
Bounce Back Loan	<u>36,667</u>	<u>46,667</u>	<u>36,667</u>	<u>46,667</u>
	<u>1,519,054</u>	<u>1,802,625</u>	<u>819,054</u>	<u>902,625</u>

**17. LEASING AGREEMENTS**

Minimum lease payments fall due as follows:

**Group**

	<b>Hire purchase contracts</b>	
	30.11.22	30.11.21
	£	£
Gross obligations repayable:		
Within one year	581,856	327,797
Between one and five years	<u>714,199</u>	<u>598,497</u>
	<u>1,296,055</u>	<u>926,294</u>
Finance charges repayable:		
Within one year	137,910	113,879
Between one and five years	<u>68,566</u>	<u>96,112</u>
	<u>206,476</u>	<u>209,991</u>
Net obligations repayable:		
Within one year	443,946	213,918
Between one and five years	<u>645,633</u>	<u>502,385</u>
	<u>1,089,579</u>	<u>716,303</u>

**HARLEQUIN ESTATES LIMITED (REGISTERED NUMBER: 07475318)****NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 30 NOVEMBER 2022****18. SECURED DEBTS**

The following secured debts are included within creditors:

	<b>Group</b>		<b>Company</b>	
	30.11.22	30.11.21	30.11.22	30.11.21
	£	£	£	£
Bank overdraft	-	355,786	-	-
Bank loans	1,605,668	2,048,289	819,054	902,625
	<u>-</u>	<u>-</u>	<u>-</u>	<u>855,958</u>
	<u>1,605,668</u>	<u>2,404,075</u>	<u>819,054</u>	<u>1,758,583</u>

Fixed and floating charge over the assets of the business.

**19. PROVISIONS FOR LIABILITIES**

	<b>Group</b>		<b>Company</b>	
	30.11.22	30.11.21	30.11.22	30.11.21
	£	£	£	£
Deferred tax	<u>354,446</u>	<u>187,743</u>	<u>148,340</u>	<u>144,286</u>
Other provisions	<u>1,282,181</u>	<u>340,111</u>	<u>-</u>	<u>-</u>
Aggregate amounts	<u>1,636,627</u>	<u>527,854</u>	<u>148,340</u>	<u>144,286</u>

**Group**

	Deferred tax £	Warranty & Other Provisions £
Balance at 1 December 2021	187,743	340,133
Provided during year	<u>166,703</u>	<u>942,048</u>
Balance at 30 November 2022	<u>354,446</u>	<u>1,282,181</u>

**Company**

	Deferred tax £
Balance at 1 December 2021	144,286
Provided during year	<u>4,054</u>
Balance at 30 November 2022	<u>148,340</u>

A warranty provision is maintained based on an agreed percentage of the turnover for the last 3 years which represents a fair estimate of the value of work required to reinstate and make good any actual or perceived defects.

**20. CALLED UP SHARE CAPITAL**

Allotted, issued and fully paid:		Nominal value: £1	30.11.22	30.11.21
Number:	Class:		£	£
1,000	Ordinary		<u>100,000</u>	<u>100,000</u>

**HARLEQUIN ESTATES LIMITED (REGISTERED NUMBER: 07475318)****NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 30 NOVEMBER 2022****21. RESERVES****Group**

	Retained earnings £	Revaluation reserve £	Totals £
At 1 December 2021	1,491,419	615,100	2,106,519
Profit for the year	1,001,861		1,001,861
Dividends	(820,000)		(820,000)
At 30 November 2022	<u>1,673,280</u>	<u>615,100</u>	<u>2,288,380</u>

**Company**

	Retained earnings £	Revaluation reserve £	Totals £
At 1 December 2021	109,125	615,100	724,225
Profit for the year	826,321		826,321
Dividends	(820,000)		(820,000)
At 30 November 2022	<u>115,446</u>	<u>615,100</u>	<u>730,546</u>

**22. CONTINGENT LIABILITIES**

During the year Harlequin Brickwork Limited and Harlequin Scaffolding Solutions Limited received notices from HM Revenue & Customs under the Kittel principle. The directors refute these and will be fighting the case with the full force of the resources at the groups disposal. Disclosure of any additional details will be seriously prejudicial to the group and will not be made on that basis.

No liability regarding this matter has been recognised in these financial statements. Legal Counsel has only just been appointed and the matter could take several years to resolve, however, if HM Revenue & Customs was successful then the impact could be significant upon the group.

**23. RELATED PARTY DISCLOSURES**

During the year the group traded with companies where the directors have a common interest as shareholders and directors. These transactions, undertaken on normal commercial terms, are as follows:

Company	Sales £	Purchases £	Balance 30/11/2022 Dr/(Cr) £	Balance 30/11/2021 Dr/(Cr) £
Harlequin New Homes Group	9,292,070		3,264,159	(202,645)
Harlequin Brickwork Contracting	24,600	210,165	393,776	719,002
Harlequin Bespoke Apparel group		18,195	81,999	(22,450)
Jester Associates		60,955	460,459	611,231
Cobham Design	76,032	86,522	(28,795)	0
BP Products			(122,014)	0
Brickrash			228,637	(10,026)

In addition funds have been lent interest free for cash flow purposes.