REGISTERED NUMBER: 11790377 (England and Wales)

Group Strategic Report,

Report of the Directors and

Audited

Consolidated Financial Statements

for the Year Ended 30th June 2022

for

Echo House Limited

Contents of the Consolidated Financial Statements
for the Year Ended 30th June 2022

Echo House Limited

Company Information
for the Year Ended 30th June 2022

DIRECTORS:	M D Cardwell D Johnson D J Wetheridge F H Cardwell Mrs P C Cardwell R Cawker C Samways
REGISTERED OFFICE:	Griffin House 135 High Street Crawley West Sussex RH10 1DQ
REGISTERED NUMBER:	11790377 (England and Wales)
AUDITORS:	Whiteleys Chartered Certified Accountants & Statutory Auditor Sovereign House 155 High Street Aldershot Hampshire GU11 1TT

Group Strategic Report
for the Year Ended 30th June 2022

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

REVIEW OF BUSINESS
The Group's principal activity continues to be that of a graphic design and retail production house.

RESULTS AND PERFORMANCE
The results of the Group for the period, set out on pages 10 to 33, show a profit on ordinary activities before taxation of £1,147,614 (2021 : £91,121 loss).The shareholders' funds of the Group total £10,726,336 (2021 :£9,843,344).

The directors consider the results for the year ended 30 June 2022 to be satisfactory.

BUSINESS ENVIRONMENT
The design and print industry, in which the Group operates, particularly the retail and travel sectors continued to recover from the global pandemic, and the Group has continued to consolidate in its target markets by expanding its range of solutions offered to blue chip clients particularly by offering a greater range of services as well as focusing on sustainable design and technology solutions, thus the Group has kept pace with new developments and changing demands of the market.

STRATEGY
The Group's success has, and will continue to, depend on being able to provide the best quality product by taking advantage of the most up to date equipment and technologies as well as through innovation and creativity. In addition, the Group has focused on the development of sustainable solutions for its clients by offering a range of high-quality sustainable products and services that will help maintain the Groups position as an industry market leader as well as developing new revenue streams such as bespoke design and experiential retail services which have broadened the Group's client base.

KEY PERFORMANCE INDICATORS (KPI'S)
We have made significant progress throughout the period in relation to key elements of our strategy. The Board monitors the progress of the Group by reference to a number of KPI's including the following:

2022 (2021)
Net Revenue £12,637,856 (£7,310,833)
Gross margin 65.36% (70.19%)

In common with many businesses, the Group was affected by the impact of global factors on supply chains resulting in increases in the price of many raw materials and services. Despite this, the financial performance during the year has been very robust and has continued to recover from the impact of the global pandemic.

Sustainability
The Group is increasingly measuring performance by reference to KPI's linked to environmental sustainability and has made good progress in maximising the percentage of materials obtained from sustainable sources, recycling, and reducing net energy consumption and carbon emissions.

FINANCIAL INSTRUMENTS
The Group has a normal level of exposure to price, credit, liquidity and cash flow risks arising from trading activities which are conducted largely in sterling. The Group does not enter into formally designated hedging arrangements.

PRINCIPAL RISKS AND UNCERTAINTIES
The process of risk acceptance and risk management is addressed through robust internal policies, procedures and controls.

The board manages cash and working capital to ensure the Group has the financial strength to meet its requirements and support the growth of the business as well as manage the impact of the pandemic crisis.

ON BEHALF OF THE BOARD:

M D Cardwell - Director

17th March 2023

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

PRINCIPAL ACTIVITY
The principal activity of the group in the year under review was that of The Group's principal activity continues to be that of a graphic design and retail production house.

DIVIDENDS
An interim dividend of £0.65 per share was paid on 24th November 2021. The directors recommend that no final dividend be paid.

The total distribution of dividends for the year ended 30th June 2022 will be £ 611,520 .

RESEARCH AND DEVELOPMENT
This is set out in the strategic report under business environment.

FUTURE DEVELOPMENTS
These are set out in the strategic report under strategy.

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

M D Cardwell
D Johnson
D J Wetheridge
F H Cardwell
Mrs P C Cardwell
R Cawker
C Samways

GOING CONCERN
No material uncertainties that may cast significant doubt about the ability of the Group to continue as a going concern have been identified by the directors.

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

AUDITORS
The auditors, Whiteleys, are deemed to be re-appointed under section 487(2) of the Companies Act 2006.

ON BEHALF OF THE BOARD:

M D Cardwell - Director

17th March 2023

Opinion

We have audited the financial statements of Echo House Limited (the 'parent company') and its subsidiaries (the 'group') for the year ended 30th June 2022 which comprise the Consolidated Statement of Comprehensive Income, Consolidated Balance Sheet, Company Balance Sheet, Consolidated Statement of Changes in Equity, Company Statement of Changes in Equity, Consolidated Cash Flow Statement and Notes to the Consolidated Cash Flow Statement, Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:
- give a true and fair view of the state of the group's and of the parent company affairs as at 30th June 2022 and of the group's profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's and the parent company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The directors are responsible for the other information. The other information comprises the information in the Group Strategic Report and the Report of the Directors, but does not include the financial statements and our Report of the Auditors thereon.

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

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

Opinions on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of the audit:
- the information given in the Group Strategic Report and the Report of the Directors for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Group Strategic Report and the Report of the Directors have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the group and the parent company and its environment obtained in the course of the audit, we have not identified material misstatements in the Group Strategic Report or the Report of the Directors.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:
- adequate accounting records have not been kept by the parent company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of directors
As explained more fully in the Statement of Directors' Responsibilities set out on page four, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the group's and the parent company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the group or the parent company or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements
Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

The extent to which the audit was considered capable of detecting irregularities including fraud
Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with directors and
  other management, and from our commercial knowledge and experience of the business sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company, including the Companies Act 2006, taxation legislation and employment and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence where available; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence with HMRC, relevant regulators including the Health and Safety Executive, and the
- company's legal advisors, where available.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

Use of our report
This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in a Report of the Auditors and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Neil Dennis Hollingshead (Senior Statutory Auditor)
for and on behalf of Whiteleys
Chartered Certified Accountants
& Statutory Auditor
Sovereign House
155 High Street
Aldershot
Hampshire
GU11 1TT

17th March 2023

Consolidated
Statement of Comprehensive
Income
for the Year Ended 30th June 2022

	Notes	2022 £	2021 £
TURNOVER	4	12,637,856	7,310,833
Cost of sales		4,377,572	2,178,995
GROSS PROFIT		8,260,284	5,131,838
Administrative expenses		7,074,427	5,819,336
		1,185,857	(687,498)
Other operating income		20,749	684,130
OPERATING PROFIT/(LOSS)	6	1,206,606	(3,368)
Interest receivable and similar income		3,565	297
		1,210,171	(3,071)
Interest payable and similar expenses	7	62,557	88,050
PROFIT/(LOSS) BEFORE TAXATION		1,147,614	(91,121)
Tax on profit/(loss)	8	452,290	224,186
PROFIT/(LOSS) FOR THE FINANCIAL YEAR		695,324	(315,307)
OTHER COMPREHENSIVE INCOME			
Restatement of loan to present value		(10,994)	(29,879)
Income tax relating to other comprehensive income		-	-
OTHER COMPREHENSIVE INCOME FOR THE YEAR, NET OF INCOME TAX		(10,994)	(29,879)
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		684,330	(345,186)
Profit/(loss) attributable to:			
Owners of the parent		695,324	(315,307)
Total comprehensive income attributable to:			
Owners of the parent		684,330	(345,186)

The notes on pages 18 to 33 form part of these financial statements

Echo House Limited (Registered number: 11790377)

Consolidated Balance Sheet
30th June 2022

	Notes	2022 £	2022 £	2021 £	2021 £
FIXED ASSETS					
Intangible assets	11		6,151,285		7,488,797
Tangible assets	12		2,946,630		2,943,643
Investments	13		40,101		40,101
			9,138,016		10,472,541
CURRENT ASSETS					
Stocks	14	207,002		182,084	
Debtors	15	3,962,772		1,944,252	
Cash at bank and in hand		2,637,778		3,763,792	
		6,807,552		5,890,128	
CREDITORS					
Amounts falling due within one year	16	3,318,932		4,203,586	
NET CURRENT ASSETS			3,488,620		1,686,542
TOTAL ASSETS LESS CURRENT LIABILITIES			12,626,636		12,159,083
CREDITORS					
Amounts falling due after more than one year	17		(1,663,831)		(2,116,503)
PROVISIONS FOR LIABILITIES	21		(236,469)		(189,236)
NET ASSETS			10,726,336		9,853,344
CAPITAL AND RESERVES					
Called up share capital	22		1,000,000		738,672
Share premium	23		10,119,292		9,580,438
Other reserves	23		159		11,153
Retained earnings	23		(393,115)		(476,919)
SHAREHOLDERS' FUNDS			10,726,336		9,853,344

The financial statements were approved by the Board of Directors and authorised for issue on 17th March 2023 and were signed on its behalf by:

M D Cardwell - Director

The notes on pages 18 to 33 form part of these financial statements

Echo House Limited (Registered number: 11790377)

Company Balance Sheet
30th June 2022

	Notes	2022 £	2022 £	2021 £	2021 £
FIXED ASSETS					
Intangible assets	11		-		-
Tangible assets	12		-		-
Investments	13		17,085,101		17,085,101
			17,085,101		17,085,101
CURRENT ASSETS					
Debtors	15	159,410		-	
Cash at bank and in hand		66,930		64,227	
		226,340		64,227	
CREDITORS					
Amounts falling due within one year	16	3,940,447		3,490,817	
NET CURRENT LIABILITIES			(3,714,107)		(3,426,590)
TOTAL ASSETS LESS CURRENT LIABILITIES			13,370,994		13,658,511
CREDITORS					
Amounts falling due after more than one year	17		1,663,831		2,074,101
NET ASSETS			11,707,163		11,584,410
CAPITAL AND RESERVES					
Called up share capital	22		1,000,000		738,672
Share premium	23		10,119,292		9,580,438
Retained earnings	23		587,871		1,265,300
SHAREHOLDERS' FUNDS			11,707,163		11,584,410
Company's (loss)/profit for the financial year			(65,909)		99,148

The financial statements were approved by the Board of Directors and authorised for issue on 17th March 2023 and were signed on its behalf by:

M D Cardwell - Director

The notes on pages 18 to 33 form part of these financial statements

Consolidated Statement of Changes in Equity for the Year Ended 30th June 2022

	Called up share capital £	Retained earnings £	Share premium £	Other reserves £	Total equity £
Balance at 1st July 2020	724,104	(161,612)	9,550,400	41,032	10,153,924
Changes in equity					
Issue of share capital	14,568	-	30,038	-	44,606
Total comprehensive income	-	(315,307)	-	(29,879)	(345,186)
Balance at 30th June 2021	738,672	(476,919)	9,580,438	11,153	9,853,344
Changes in equity					
Issue of share capital	261,328	-	538,854	-	800,182
Dividends	-	(611,520)	-	-	(611,520)
Total comprehensive income	-	695,324	-	(10,994)	684,330
Balance at 30th June 2022	1,000,000	(393,115)	10,119,292	159	10,726,336

The notes on pages 18 to 33 form part of these financial statements

Company Statement of Changes in Equity
for the Year Ended 30th June 2022

	Called up share capital £	Retained earnings £	Share premium £	Total equity £
Balance at 1st July 2020	724,104	1,166,152	9,550,400	11,440,656
Changes in equity				
Issue of share capital	14,568	-	30,038	44,606
Total comprehensive income	-	99,148	-	99,148
Balance at 30th June 2021	738,672	1,265,300	9,580,438	11,584,410
Changes in equity				
Issue of share capital	261,328	-	538,854	800,182
Dividends	-	(611,520)	-	(611,520)
Total comprehensive income	-	(65,909)	-	(65,909)
Balance at 30th June 2022	1,000,000	587,871	10,119,292	11,707,163

The notes on pages 18 to 33 form part of these financial statements

Consolidated Cash Flow Statement for the Year Ended 30th June 2022

	Notes	2022 £	2021 £
Cash flows from operating activities			
Cash generated from operations	1	815,848	860,903
Interest paid		(61,133)	(81,084)
Interest element of hire purchase payments paid		(1,424)	(6,966)
Tax paid		(312,747)	(449,522)
Net cash from operating activities		440,544	323,331
Cash flows from investing activities			
Purchase of intangible fixed assets		(60,262)	(34,960)
Purchase of tangible fixed assets		(451,823)	(114,618)
Purchase of fixed asset investments		-	(101)
Sale of tangible fixed assets		21,792	16,066
Sale of fixed asset investments		-	40,000
Interest received		3,565	297
Net cash from investing activities		(486,728)	(93,316)
Cash flows from financing activities			
Hire purchase		(19,743)	(41,004)
Amount withdrawn by directors		(167,871)	-
Share issue		261,328	14,568
Share premium		538,854	30,038
Debenture loan		(800,182)	(118,406)
Bank loans		(558,242)	(183,163)
Equity dividends paid		(611,520)	-
Net cash from financing activities		(1,357,376)	(297,967)
Decrease in cash and cash equivalents		(1,403,560)	(67,952)
Cash and cash equivalents at beginning of year	2	3,270,624	3,338,576
Cash and cash equivalents at end of year	2	1,867,064	3,270,624

The notes on pages 18 to 33 form part of these financial statements

Notes to the Consolidated Cash Flow Statement
for the Year Ended 30th June 2022

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

	2022	2021
	£	£
Profit/(loss) before taxation	1,147,614	(91,121)
Depreciation charges	1,817,517	1,793,021
(Profit)/loss on disposal of fixed assets	(10,863)	2,924
Capital contribution-restatement of DLA	(10,994)	(29,879)
Impairment computer software	18,165	-
Finance costs	62,557	88,050
Finance income	(3,565)	(297)
	3,020,431	1,762,698
Increase in stocks	(24,918)	(22,751)
Increase in trade and other debtors	(1,850,303)	(404,512)
Decrease in trade and other creditors	(329,362)	(474,532)
Cash generated from operations	815,848	860,903

2. CASH AND CASH EQUIVALENTS

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

Year ended 30th June 2022

	30.6.22	1.7.21
	£	£
Cash and cash equivalents	2,637,778	3,763,792
Bank overdrafts	(770,714)	(493,168)
	1,867,064	3,270,624

Year ended 30th June 2021

	30.6.21	1.7.20
	£	£
Cash and cash equivalents	3,763,792	3,338,576
Bank overdrafts	(493,168)	-
	3,270,624	3,338,576

3. ANALYSIS OF CHANGES IN NET DEBT

	At 1.7.21	Cash flow	At 30.6.22
	£	£	£
Net cash			
Cash at bank and in hand	3,763,792	(1,126,014)	2,637,778
Bank overdrafts	(493,168)	(277,546)	(770,714)
	3,270,624	(1,403,560)	1,867,064
Debt			
Finance leases	(24,506)	19,743	(4,763)
Debts falling due within 1 year	(1,775,087)	948,153	(826,934)
Debts falling due after 1 year	(2,074,101)	410,270	(1,663,831)
	(3,873,694)	1,378,166	(2,495,528)
Total	(603,070)	(25,394)	(628,464)

1. **STATUTORY INFORMATION**

Echo House Limited is a private company, limited by shares , registered in England and Wales. The company's registered number and registered office address can be found on the General Information page.

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

The principal place of business of the company is Echo House, Red Lion Business Park, Surbiton, Surrey KT6 7RD.

2. **STATEMENT OF COMPLIANCE**

These financial statements have been prepared in accordance with Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Companies Act 2006.

3. **ACCOUNTING POLICIES**

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

Going concern
As set out in the strategic report, the directors believe that the company is well placed to manage its business risks successfully.

Accordingly, they have a firm expectation that the company has adequate resources to continue in operational existence for the foreseeable future. Thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

Basis of consolidation
The company acquired the entire share capital of Echo Studios Holdings Limited and its subsidiaries on 2nd April 2019.

Echo Studios Holdings Limited and it subsidiaries have been consolidated using the purchase method of consolidation. Dormant subsidiaries have not been included.

Turnover
Turnover is measured at the fair value of the consideration received or receivable and represents amounts receivable for services rendered, stated net of discounts and of Value Added Tax.

The Group recognises revenue when the amount of revenue can be measured reliably, when it is probable that future economic benefits will flow to the entity and the costs incurred in respect of the transaction can be measured reliably.

A provision is included for any non-completed contracts at the period end. Income is also accrued for any contracts completed at the period end but not invoiced until the new accounting year.

Goodwill
Goodwill, being the amount paid in connection with the acquisition of the entire issued share capital of Echo Studios Holdings Ltd, its subsidiaries Echo Studios Ltd and 25012019 Ltd (Dormant Company), on the 2nd April 2019, is being amortised evenly over its estimated useful life of eight years.

3. **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.

An impairment loss has been recognised in the Consolidated Statement of Comprehensive Income, following an assessment at the Consolidated Balance Sheet date indicating the recoverable amount was less than its carrying value.

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

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

Freehold property	- 2% on cost
Plant and machinery	- 15% on cost
Fixtures and fittings	- 25% on cost
Motor vehicles	- 25% on cost and 25% on reducing balance
Computer equipment	- 15% on cost

On disposal, the difference between the net disposal proceeds and the carrying amount of the item sold is recognised in profit or loss.

Investments in subsidiaries
Investments in subsidiary undertakings are recognised at cost.

Stocks
Stocks are measured at the lower of cost and selling price less cost to complete and sell.

Cost is calculated on a first in, first out basis and includes all costs of purchase, costs of conversion and other costs incurred in bringing the stocks to their present location and condition.

Taxation
Taxation for the year comprises current and deferred tax. Tax is recognised in the Consolidated Statement of Comprehensive Income, except to the extent that it relates to items recognised in other comprehensive income or directly in equity.

Current or deferred taxation assets and liabilities are not discounted.

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

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

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

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

3. **ACCOUNTING POLICIES - continued**

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

Foreign currencies
Transactions in foreign currencies are initially recognised at the rate of exchange ruling at the date of the transaction.

At the end of each reporting period foreign currency monetary items are translated at the closing rate of exchange. Non-monetary items that are measured at historical cost are translated at the rate ruling at the date of the transaction. All differences are charged to profit or loss.

Hire purchase and leasing commitments
A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership. All other leases are classified as operating leases.

The rights of use and obligations under finance leases are initially recognised as assets and liabilities at amounts equal to the fair value of the leased assets or, if lower, the present value of the minimum lease payments.

Minimum lease payments are apportioned between the finance charge and the reduction in the outstanding liability using the effective interest rate method. The finance charge is allocated to each period during the lease so as to produce a constant periodic rate of interest on the remaining balance of the liability.

Leased assets are depreciated in accordance with the company's policy for tangible fixed assets. If there is no reasonable certainty that ownership will be obtained at the end of the lease term, the asset is depreciated over the lower of the lease term and its useful life.

Operating lease payments are recognised as an expense on a straight line basis over the lease term.

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 profit or loss in the period to which they relate.

3. ACCOUNTING POLICIES - continued

Financial instruments
The company only enters into basic financial instruments transactions that result in the recognition of financial assets and liabilities like trade and other accounts receivable and payable, loans from banks and other third parties, loans to related parties and investments in non-puttable ordinary shares.

Financial assets that are measured at cost and amortised cost are assessed at the end of each reporting period for objective evidence of impairment. If objective evidence of impairment is found, an impairment loss is recognised in profit or loss.

For financial assets measured at amortised cost, the impairment loss is measured as the difference between an asset's carrying amount and the present value of estimated cash flows discounted at the asset's original effective interest rate. If a financial asset has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the contract.

For financial assets measured at cost less impairment, the impairment loss is measured as the difference between an asset's carrying amount and the best estimate, which is an approximation, of the amount that the company would receive for the asset if it were to be sold at the reporting date.

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

Impairment of non-financial assets
At each reporting date non-financial assets not carried at fair value, like goodwill and plant, property and equipment, are reviewed to determine whether there is an indication that an asset may be impaired. If there is an indication of possible impairment, the recoverable amount of any asset or group of related assets, which is the higher of value in use and the fair value less cost to sell, is estimated and compared with its carrying amount. If the recoverable amount is lower, the carrying amount of the asset is reduced to its recoverable amount and an impairment loss is recognised immediately in profit or loss.

Stocks are also assessed for impairment at each reporting date. The carrying amount of each item of stock, or group of similar items, is compared with its selling price less costs to complete and sell. If an item of stock or group of similar items is impaired, its carrying amount is reduced to selling price less costs to complete and sell, and an impairment loss is recognised immediately in profit or loss.

If an impairment loss is subsequently reversed, the carrying amount of the asset or group of related assets is increased to the revised estimate of its recoverable amount, but not to exceed the amount that would have been determined had no impairment loss been recognised for the asset or group of related assets in prior periods. A reversal of an impairment loss is recognised immediately in profit or loss.

3. ACCOUNTING POLICIES - continued

Related parties
For the purposes of these financial statements, a party is considered to be related to the company if:

(i) the party has the ability, directly or indirectly, through one or more intermediaries, to control the company or exercise significant influence over the company in making financial and operating policy decisions, or has joint control over the company.

(ii) the company and the party are subject to common control;

(iii) the party is a member of key management personnel of the company, or a close family member of such an individual, or is in an entity under the control, joint control or significant influence of such individuals.

Close family members of an individual are those family members who may be expected to influence, or be influenced by, that individual in their dealings with the entity.

4. TURNOVER

The turnover and profit (2021 - loss) before taxation are attributable to the one principal activity of the group.

5. EMPLOYEES AND DIRECTORS

	2022	2021
	£	£
Wages and salaries	3,484,155	2,684,836
Social security costs	365,752	271,606
Other pension costs	69,913	56,829
	3,919,820	3,013,271

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

	2022	2021
Office and administration	11	9
Production and design	104	83
	115	92

The average number of employees by undertakings that were proportionately consolidated during the year was 115 (2021 - 92) .

	2022	2021
	£	£
Directors' remuneration	466,972	540,978
Directors' pension contributions to money purchase schemes	10,340	9,705

5. EMPLOYEES AND DIRECTORS - continued

Information regarding the highest paid director is as follows:

	2022	2021
	£	£
Emoluments etc	110,277	114,143
Pension contributions to money purchase schemes	4,806	1,314

6. OPERATING PROFIT/(LOSS)

The operating profit (2021 - operating loss) is stated after charging/(crediting):

	2022	2021
	£	£
Depreciation - owned assets	425,318	454,802
Depreciation - assets on hire purchase contracts	12,589	29,279
(Profit)/loss on disposal of fixed assets	(10,863)	2,924
Goodwill amortisation	1,379,608	1,295,020
Computer software amortisation	-	13,920
Auditors remuneration - audit	21,275	22,936
Auditors remuneration - other	760	2,153
Foreign exchange differences	(3,229)	2,818

7. INTEREST PAYABLE AND SIMILAR EXPENSES

	2022	2021
	£	£
Bank loan interest	49,888	65,102
Debenture interest	11,245	15,982
Hire purchase	1,424	6,966
	62,557	88,050

8. TAXATION

Analysis of the tax charge

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

	2022	2021
	£	£
Current tax:		
UK corporation tax	405,057	252,805
Under provision in prior year	-	2,085
Total current tax	405,057	254,890
Deferred tax	47,233	(30,704)
Tax on profit/(loss)	452,290	224,186

8. **TAXATION - continued**

Tax effects relating to effects of other comprehensive income

	2022		
	Gross	Tax	Net
	£	£	£
Restatement of loan to present value	(10,994)	-	(10,994)

	2021		
	Gross	Tax	Net
	£	£	£
Restatement of loan to present value	(29,879)	-	(29,879)

9. **INDIVIDUAL STATEMENT OF COMPREHENSIVE INCOME**

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

10. **DIVIDENDS**

	2022	2021
	£	£
Ordinary-A shares of £1.00 each		
Interim	611,520	-

11. **INTANGIBLE FIXED ASSETS**

Group

	Goodwill	Computer software	Totals
	£	£	£
COST			
At 1st July 2021	11,036,865	53,140	11,090,005
Additions	-	60,262	60,262
Impairments	-	(18,166)	(18,166)
At 30th June 2022	11,036,865	95,236	11,132,101
AMORTISATION			
At 1st July 2021	3,583,028	18,180	3,601,208
Amortisation for year	1,379,608	-	1,379,608
At 30th June 2022	4,962,636	18,180	4,980,816
NET BOOK VALUE			
At 30th June 2022	6,074,229	77,056	6,151,285
At 30th June 2021	7,453,837	34,960	7,488,797

11. INTANGIBLE FIXED ASSETS - continued

Group

Goodwill, being the amount paid in connection with the acquisition of the entire issued share capital of Echo Studios Holdings Ltd, its subsidiaries Echo Studios Ltd and 25012019 Ltd (Dormant Company), on the 2nd April 2019, is being amortised evenly over its estimated useful life of eight years.

The goodwill was valued by the directors at the amount paid for the acquisition in excess of the assets acquired and liabilities and provisions for contingent liabilities assumed.

12. TANGIBLE FIXED ASSETS

Group

	Freehold property £	Improvements to property £	Plant and machinery £
COST			
At 1st July 2021	1,904,477	99,339	1,383,481
Additions	-	2,678	179,995
Disposals	-	-	-
At 30th June 2022	1,904,477	102,017	1,563,476
DEPRECIATION			
At 1st July 2021	42,639	31,363	713,145
Charge for year	18,951	12,112	266,018
Eliminated on disposal	-	-	-
At 30th June 2022	61,590	43,475	979,163
NET BOOK VALUE			
At 30th June 2022	1,842,887	58,542	584,313
At 30th June 2021	1,861,838	67,976	670,336

12. TANGIBLE FIXED ASSETS - continued

Group

	Fixtures and fittings £	Motor vehicles £	Computer equipment £	Totals £
COST				
At 1st July 2021	146,067	178,004	311,389	4,022,757
Additions	10,412	107,377	151,361	451,823
Disposals	(34,932)	(47,377)	(184,459)	(266,768)
At 30th June 2022	121,547	238,004	278,291	4,207,812
DEPRECIATION				
At 1st July 2021	94,816	61,372	135,779	1,079,114
Charge for year	29,648	49,630	61,548	437,907
Eliminated on disposal	(34,932)	(36,448)	(184,459)	(255,839)
At 30th June 2022	89,532	74,554	12,868	1,261,182
NET BOOK VALUE				
At 30th June 2022	32,015	163,450	265,423	2,946,630
At 30th June 2021	51,251	116,632	175,610	2,943,643

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

	Motor vehicles £
COST	
At 1st July 2021 and 30th June 2022	61,054
DEPRECIATION	
At 1st July 2021	32,769
Charge for year	12,589
Eliminated on disposal	(36,448)
At 30th June 2022	8,910
NET BOOK VALUE	
At 30th June 2022	52,144
At 30th June 2021	28,285

13. FIXED ASSET INVESTMENTS

Group

	Shares in group undertakings £	Unlisted investments £	Totals £
COST			
At 1st July 2021 and 30th June 2022	101	40,000	40,101
NET BOOK VALUE			
At 30th June 2022	101	40,000	40,101
At 30th June 2021	101	40,000	40,101

Company

	Shares in group undertakings £
COST	
At 1st July 2021 and 30th June 2022	17,085,101
NET BOOK VALUE	
At 30th June 2022	17,085,101
At 30th June 2021	17,085,101

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

Subsidiaries

Echo Studios Holdings Limited
Registered office: Sovereign House, 155 High Street, Aldershot, Hampshire GU11 1TT
Nature of business: Holding company

Class of shares:	% holding
Ordinary-A	100.00

	2022 £	2021 £
Aggregate capital and reserves	8,480,720	8,314,462
Profit for the year	177,252	110,234

13. FIXED ASSET INVESTMENTS - continued

Slate Creative Limited
Registered office: Griffin House,135 High Street,Crawley,West Sussex,RH10 1DQ
Nature of business: Dormant company

Class of shares:	% holding
Ordinary	100.00

	2022	2021
	£	£
Aggregate capital and reserves	1	1

Echox Limited
Registered office: Griffin House,135 High Street,Crawley,West Sussex,RH10 1DQ
Nature of business: Dormant company

Class of shares:	% holding
Ordinary	100.00

	2022	2021
	£	£
Aggregate capital and reserves	100	100

14. STOCKS

	Group	
	2022	2021
	£	£
Stocks	207,002	182,084

The company has allowed a floating charge over the company's assets, including stocks as security for the bank.

15. DEBTORS

	Group		Company	
	2022	2021	2022	2021
	£	£	£	£
Amounts falling due within one year:				
Trade debtors	2,691,483	1,296,858	-	-
Amounts owed by group undertakings	346	-	346	-
Other debtors	117,672	87,938	-	-
Directors' current accounts	8,807	-	-	-
Prepayments and accrued income	985,400	559,456	-	-
	3,803,708	1,944,252	346	-

15. DEBTORS - continued

	Group		Company	
	2022	2021	2022	2021
	£	£	£	£
Amounts falling due after more than one year:				
Directors' loan accounts	159,064	-	159,064	-
Aggregate amounts	3,962,772	1,944,252	159,410	-

The company has allowed a floating charge over the company's assets, including stocks as security for the bank.

16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Company	
	2022	2021	2022	2021
	£	£	£	£
Debentures (see note 18)	701,412	1,501,594	701,412	1,501,594
Bank loans and overdrafts (see note 18)	896,236	766,661	125,522	273,493
Hire purchase contracts (see note 19)	4,763	14,894	-	-
Trade creditors	649,117	417,680	-	-
Other creditors	51,150	362,598	-	-
Amounts owed to group undertakings	346	-	3,051,025	1,666,025
Tax	264,652	172,342	-	-
Social security and other taxes	416,326	593,371	-	-
VAT	19,686	23,324	-	-
Accruals and deferred income	315,244	351,122	62,488	49,705
	3,318,932	4,203,586	3,940,447	3,490,817

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

	Group		Company	
	2022	2021	2022	2021
	£	£	£	£
Bank loans (see note 18)	1,663,831	2,074,101	1,663,831	2,074,101
Hire purchase contracts (see note 19)	-	9,612	-	-
Other creditors	-	32,790	-	-
	1,663,831	2,116,503	1,663,831	2,074,101

18. LOANS

An analysis of the maturity of loans is given below:

	Group 2022 £	Group 2021 £	Company 2022 £	Company 2021 £
Amounts falling due within one year or on demand:				
Debentures	701,412	1,501,594	701,412	1,501,594
Bank overdrafts	770,714	493,168	-	-
Bank mortgage loan	125,522	121,684	125,522	121,684
Bank term loan	-	151,809	-	151,809
	1,597,648	2,268,255	826,934	1,775,087
Amounts falling due between one and two years:				
Bank mortgage loan 1-2 years	1,663,831	125,522	1,663,831	125,522
Bank term loan 1-2 yrs	-	151,809	-	151,809
	1,663,831	277,331	1,663,831	277,331
Amounts falling due between two and five years:				
Bank mortgage loan 2-5 years	-	1,670,262	-	1,670,262
Bank term loan 2-5 yrs	-	126,508	-	126,508
	-	1,796,770	-	1,796,770

19. LEASING AGREEMENTS

Minimum lease payments fall due as follows:

Group

	Hire purchase contracts 2022 £	Hire purchase contracts 2021 £
Net obligations repayable:		
Within one year	4,763	14,894
Between one and five years	-	9,612
	4,763	24,506

Group

	Non-cancellable operating leases 2022 £	Non-cancellable operating leases 2021 £
Within one year	171,099	156,309
Between one and five years	166,484	310,390
	337,583	466,699

20. SECURED DEBTS

The following secured debts are included within creditors:

	Group		Company	
	2022	2021	2022	2021
	£	£	£	£
Debentures	701,412	1,501,594	701,412	1,501,594
Bank overdrafts	770,714	493,168	-	-
Bank loans	1,789,353	2,347,594	1,789,353	2,347,594
Hire purchase contracts	4,763	24,506	-	-
	3,266,242	4,366,862	2,490,765	3,849,188

The bank has a fixed and floating charge over the company's assets to secure the invoice discounting loan ,overdraft and other loans.

The loans in respect of the hire purchase agreements are secured against the assets to which they relate.

Together with its fellow group companies, the company has provided guarantees and security in support of group borrowings from Barclays Bank plc and P Cardwell.

The security provided comprises fixed and floating charges over all property and undertaking of the business.

21. PROVISIONS FOR LIABILITIES

	Group	
	2022	2021
	£	£
Deferred tax		
Accelerated capital allowances	236,469	189,236

Group

	Deferred tax
	£
Balance at 1st July 2021	189,236
Charge to Statement of Comprehensive Income during year	47,233
Balance at 30th June 2022	236,469

22. CALLED UP SHARE CAPITAL

Called up share capital

Number	Class	Nominal Value	£
1,000,000	Ordinary-A	£1.00	1,000,000

On 25 January 2019 6 subscriber shares were issued at par. On 8 March 2019 a further 994 shares were issued at par.

On 3 April 2019 999,000 shares were issued uncalled; 299,700 were issued at a price of £3.062 per share. During the year £44,606 was received and credited to share capital and share premium.The remaining 699,300 shares were issued in exchange for shares in Echo Studios Holdings Limited valued at £10,200,000 and this value has been credited, as fully paid, to share capital and share premium.

23. RESERVES

Group

	Retained earnings £	Share premium £	Other reserves £	Totals £
At 1st July 2021	(476,919)	9,580,438	11,153	9,114,672
Profit for the year	695,324			695,324
Dividends	(611,520)			(611,520)
Cash share issue	-	538,854	-	538,854
Restatement of loan to present value	-	-	(10,994)	(10,994)
At 30th June 2022	(393,115)	10,119,292	159	9,726,336

Company

	Retained earnings £	Share premium £	Totals £
At 1st July 2021	1,265,300	9,580,438	10,845,738
Deficit for the year	(65,909)		(65,909)
Dividends	(611,520)		(611,520)
Cash share issue	-	538,854	538,854
At 30th June 2022	587,871	10,119,292	10,707,163

24. CONTINGENT LIABILITIES

Together with its fellow group companies, the company has provided guarantees and security in support of group borrowings from Barclays Bank plc and P Cardwell.

The security provided comprises fixed and floating charges over all property and undertaking of the business.

25. RELATED PARTY DISCLOSURES

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

The company's key management personnel are considered to be the directors.

The controlling party is M D Cardwell.