

Company Registration No. 12229506 (England and Wales)

DR LOGISTICS GROUP LIMITED
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 NOVEMBER 2022

Richard Luckin

DR LOGISTICS GROUP LIMITED

COMPANY INFORMATION

Director	DC Reynolds
Company number	12229506
Registered office	1st Floor 19 Clifftown Road Southend-On-Sea Essex SS1 1AB
Auditor	Rickard Luckin Limited 1st Floor 19 Clifftown Road Southend-On-Sea Essex SS1 1AB

DR LOGISTICS GROUP LIMITED

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DR LOGISTICS GROUP LIMITED

STRATEGIC REPORT

FOR THE YEAR ENDED 30 NOVEMBER 2022

The director presents the strategic report for the year ended 30 November 2022.

Review of the business

The Director is satisfied with the performance of the group for the year, with the group results remaining strong this year with a continuing balanced spread of customers who the Director maintains strong relationships with. The principal activity of the group is freight forwarding and as such changes to international freight rates will directly impact the turnover of the group. The small reduction in turnover achieved in the year can therefore be explained as a direct result of variations in freight rate costs seen throughout the industry, which the group has seen slowly reduce to more normal levels within the last quarter of the financial year.

The group is part of multiple trade networks which provide a valuable resource to the group and have been a contributing factor to maintaining a good profit and positive profit margins. The group has implemented tighter credit control procedures allowing debtors to be recovered more efficiently, and in addition to a controlled increase in administrative expenses, the group has achieved positive cash flows during the year.

Principal risks and uncertainties

Following the year end, freight costs have been seen to continue to reduce to more normal levels. Although this will have a direct impact on the group's turnover, numerous factors are likely to influence the group's profitability during 2023. The group's activities expose it to the financial risks of changes in foreign currency and exchange rates, this may be seen to have a more significant impact on the group's results in 2023 due to the significant fluctuations in exchange rates seen over the last year. The group operates various foreign currency bank accounts and aims to match currency receipts and payments, which will aid in mitigating the impact of this risk.

Key performance indicators

The group's key financial performance indicators during the year were as follows:

	<u>2022</u>	<u>2021</u>
Turnover	28,388,105	31,315,026
Turnover growth	-9.3%	135.9%
Gross profit margin	18.4%	15.3%
Profit/(loss) for the year	1,234,270	1,115,140

On behalf of the board

DC Reynolds
Director

13 July 2023

DR LOGISTICS GROUP LIMITED

DIRECTOR'S REPORT

FOR THE YEAR ENDED 30 NOVEMBER 2022

The director presents his annual report and financial statements for the year ended 30 November 2022.

Principal activities

The parent company's principal activity is that of a holding company, and the principal activity of the group is that of freight forwarding and warehousing services.

Results and dividends

The results for the year are set out on page 7.

Ordinary dividends were paid amounting to £850,000 (2021 - £17,537). The director does not recommend payment of a further dividend.

Director

The director who held office during the year and up to the date of signature of the financial statements was as follows:

DC Reynolds

Financial instruments

Price risk, credit risk, liquidity risk and cash flow risk

The business' principal financial instruments comprise bank balances, trade debtors, and trade creditors. The main purpose of these instruments is to finance the business' operations.

In respect of bank balances the liquidity risk is managed by maintaining a balance between the continuity of funding and flexibility through the use of overdrafts and borrowings at floating exchange rates of interest. All of the business' cash balances are held in such a way that achieves a competitive rate of interest.

Trade debtors are managed in respect of credit and cash low risk by policies concerning the credit offered to customers and the regular monitoring of amounts outstanding for both time and credit limits.

Trade creditors' liquidity is managed by ensuring sufficient funds are available to meet amounts due.

Auditor

The auditor, Rickard Luckin Limited, is deemed to be reappointed under section 487(2) of the Companies Act 2006.

Statement of disclosure to auditor

So far as each person who was a director at the date of approving this report is aware, there is no relevant audit information of which the auditor of the company is unaware. Additionally, the directors individually have taken all the necessary steps that they ought to have taken as directors in order to make themselves aware of all relevant audit information and to establish that the auditor of the company is aware of that information.

On behalf of the board

DC Reynolds

Director

13 July 2023

DR LOGISTICS GROUP LIMITED

DIRECTOR'S RESPONSIBILITIES STATEMENT

FOR THE YEAR ENDED 30 NOVEMBER 2022

The director is responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the director to prepare financial statements for each financial year. Under that law the director has 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 director must not approve the financial statements unless he is satisfied that they give a true and fair view of the state of affairs of the group and company, and of the profit or loss of the group for that period. In preparing these financial statements, the director is required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the group and company will continue in business.

The director is responsible for keeping adequate accounting records that are sufficient to show and explain the group's and company's transactions and disclose with reasonable accuracy at any time the financial position of the group and company and enable them to ensure that the financial statements comply with the Companies Act 2006. He is also responsible for safeguarding the assets of the group and company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

DR LOGISTICS GROUP LIMITED

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF DR LOGISTICS GROUP LIMITED

Opinion

We have audited the financial statements of DR Logistics Group Limited (the 'parent company') and its subsidiaries (the 'group') for the year ended 30 November 2022 which comprise the group profit and loss account, the group statement of comprehensive income, the group balance sheet, the company balance sheet, the group statement of changes in equity, the company statement of changes in equity, the group statement of cash flows, the company statement of cash flows and notes to the financial statements, including 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 the parent company's affairs as at 30 November 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 *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the group and parent company 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 director's 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 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 director with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The director is responsible for the other information contained within the annual report. 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. 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 course of 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 our audit:

- the information given in the strategic report and the director's report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the director's report have been prepared in accordance with applicable legal requirements.

DR LOGISTICS GROUP LIMITED

INDEPENDENT AUDITOR'S REPORT (CONTINUED) **TO THE MEMBERS OF DR LOGISTICS GROUP LIMITED**

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 their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the director's report.

We have nothing to report in respect of the following matters in relation to which 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 director

As explained more fully in the director's responsibilities statement, the director is 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 director determines is 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 director is responsible for assessing 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 director either intends to liquidate the parent company or to cease operations, or has no realistic alternative but to do so.

Auditor's 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 an auditor's report 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.

Capability of the audit in detecting irregularity, 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 group'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 where relevant at a group level with the component audit teams and remained alert to any indicators of non-compliance throughout the audit, we also specifically considered where and how fraud may occur within the group.

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

Firstly, the group 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 group 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 litigations. We identified the following areas as those most likely to have such an affect: employment legislation; health and safety legislation; trade and export legislation; data protection regulations; anti-bribery and anti-corruption legislation.

DR LOGISTICS GROUP LIMITED

INDEPENDENT AUDITOR'S REPORT (CONTINUED) **TO THE MEMBERS OF DR LOGISTICS GROUP LIMITED**

ISAs (UK) limit the required procedures to identify non-compliance with these laws and regulations to the procedures, 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, journal entries posted by senior management, consolidation journals;
- 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 ISAs (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 is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

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 an auditor's report 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 Brewer (Senior Statutory Auditor)
For and on behalf of Rickard Luckin Limited

17 July 2023

Chartered Accountants
Statutory Auditor

1st Floor
19 Clifftown Road
Southend-On-Sea
Essex
SS1 1AB

DR LOGISTICS GROUP LIMITED

GROUP PROFIT AND LOSS ACCOUNT

FOR THE YEAR ENDED 30 NOVEMBER 2022

	Notes	2022 £	2021 £
Turnover	3	28,388,105	31,315,026
Cost of sales		(23,171,757)	(26,516,119)
Gross profit		5,216,348	4,798,907
Administrative expenses		(3,976,700)	(3,690,074)
Other operating income		-	32,037
Operating profit	4	1,239,648	1,140,870
Interest receivable and similar income	8	982	1
Interest payable and similar expenses	9	(5,378)	(25,731)
Profit before taxation		1,235,252	1,115,140
Tax on profit	10	(269,040)	(229,789)
Profit for the financial year		966,212	885,351
Profit for the financial year is attributable to:			
- Owner of the parent company		943,432	844,494
- Non-controlling interests		22,780	40,857
		966,212	885,351

DR LOGISTICS GROUP LIMITED

GROUP STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 30 NOVEMBER 2022

	2022 £	2021 £
Profit for the year	966,212	885,351
Other comprehensive income	-	-
Total comprehensive income for the year	966,212	885,351
Total comprehensive income for the year is attributable to:		
- Owners of the parent company	943,432	844,494
- Non-controlling interests	22,780	40,857
	966,212	885,351

DR LOGISTICS GROUP LIMITED

GROUP BALANCE SHEET

AS AT 30 NOVEMBER 2022

		2022		2021	
	Notes	£	£	£	£
Fixed assets					
Goodwill	12		633,250		721,103
Tangible assets	13		30,631		27,332
Investments	14		27,360		27,360
			<u>691,241</u>		<u>775,795</u>
Current assets					
Stocks	16	31,820		29,911	
Debtors	17	5,067,032		10,207,227	
Cash at bank and in hand		1,002,785		418,579	
		<u>6,101,637</u>		<u>10,655,717</u>	
Creditors: amounts falling due within one year	18	<u>(4,930,298)</u>		<u>(9,615,622)</u>	
Net current assets			<u>1,171,339</u>		<u>1,040,095</u>
Total assets less current liabilities			<u>1,862,580</u>		<u>1,815,890</u>
Creditors: amounts falling due after more than one year	19		<u>(195,342)</u>		<u>(222,464)</u>
Net assets			<u><u>1,667,238</u></u>		<u><u>1,593,426</u></u>
Capital and reserves					
Called up share capital	22		1,100		1,100
Share premium account			364,334		364,334
Other reserves			62,987		62,987
Profit and loss reserves			<u>1,188,231</u>		<u>1,094,799</u>
Equity attributable to owner of the parent company			<u>1,616,652</u>		<u>1,523,220</u>
Non-controlling interests			<u>50,586</u>		<u>70,206</u>
			<u><u>1,667,238</u></u>		<u><u>1,593,426</u></u>

The financial statements were approved and signed by the director and authorised for issue on 13 July 2023

DC Reynolds
Director

Company registration number 12229506 (England and Wales)

DR LOGISTICS GROUP LIMITED

COMPANY BALANCE SHEET

AS AT 30 NOVEMBER 2022

		2022		2021	
	Notes	£	£	£	£
Fixed assets					
Investments	14		730,766		730,766
Current assets					
Debtors	17	27,517		32,517	
Creditors: amounts falling due within one year	18	(190,857)		(180,857)	
Net current liabilities			(163,340)		(148,340)
Total assets less current liabilities			567,426		582,426
Creditors: amounts falling due after more than one year	19		(187,982)		(215,104)
Net assets			379,444		367,322
Capital and reserves					
Called up share capital	22		1,100		1,100
Share premium account			364,334		364,334
Profit and loss reserves			14,010		1,888
Total equity			379,444		367,322

As permitted by s408 Companies Act 2006, the company has not presented its own profit and loss account and related notes. The company's profit for the year was £862,122 (2021 - £903 loss).

The financial statements were approved and signed by the director and authorised for issue on 13 July 2023

DC Reynolds
Director

Company registration number 12229506 (England and Wales)

DR LOGISTICS GROUP LIMITED

GROUP STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 NOVEMBER 2022

	Share capital	Share premium account	Other reserves	Profit and loss reserves	Total non-controlling interest	controlling interest	Total
Notes	£	£	£	£	£	£	£
Balance at 1 December 2020	1,100	364,334	62,987	267,842	696,263	29,349	725,612
Year ended 30 November 2021:							
Profit and total comprehensive income	-	-	-	844,494	844,494	40,867	885,351
Dividends	11	-	-	(17,537)	(17,537)	-	(17,537)
Balance at 30 November 2021	1,100	364,334	62,987	1,094,799	1,523,220	70,206	1,593,426
Year ended 30 November 2022:							
Profit and total comprehensive income	-	-	-	943,432	943,432	22,780	966,212
Dividends	11	-	-	(850,000)	(850,000)	(42,400)	(892,400)
Balance at 30 November 2022	1,100	364,334	62,987	1,188,231	1,616,652	50,586	1,667,238

DR LOGISTICS GROUP LIMITED

COMPANY STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 30 NOVEMBER 2022

	Notes	Share capital £	Share premium account £	Profit and loss reserves £	Total £
Balance at 1 December 2020		1,100	364,334	20,328	385,762
Year ended 30 November 2021:					
Loss and total comprehensive income for the year		-	-	(903)	(903)
Dividends	11	-	-	(17,537)	(17,537)
Balance at 30 November 2021		1,100	364,334	1,888	367,322
Year ended 30 November 2022:					
Profit and total comprehensive income		-	-	862,122	862,122
Dividends	11	-	-	(850,000)	(850,000)
Balance at 30 November 2022		1,100	364,334	14,010	379,444

DR LOGISTICS GROUP LIMITED

GROUP STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 30 NOVEMBER 2022

	Notes	2022 £	£	2021 £	£
Cash flows from operating activities					
Cash generated from/(absorbed by) operations	27		3,284,843		(1,295,876)
Interest paid			(5,378)		(25,731)
Income taxes paid			(388,437)		(98,518)
Net cash inflow/(outflow) from operating activities			2,891,028		(1,420,125)
Investing activities					
Purchase of tangible fixed assets		(18,495)		(5,954)	
Proceeds from disposal of tangible fixed assets		-		21,634	
Interest received		982		1	
Net cash (used in)/generated from investing activities			(17,513)		15,681
Financing activities					
Repayment of bank loans		-		(43,322)	
Payment of finance leases obligations		-		(29,171)	
Dividends paid to equity shareholders		(850,000)		(17,537)	
Dividends paid to non-controlling interests		(42,400)		-	
Net cash used in financing activities			(892,400)		(90,030)
Net increase/(decrease) in cash and cash equivalents			1,981,115		(1,494,474)
Cash and cash equivalents at beginning of year			(1,609,164)		(114,690)
Cash and cash equivalents at end of year			371,951		(1,609,164)
Relating to:					
Cash at bank and in hand			1,002,785		418,579
Bank overdrafts included in creditors payable within one year			(630,834)		(2,027,743)

DR LOGISTICS GROUP LIMITED

COMPANY STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 NOVEMBER 2022

	Notes	2022 £	£	2021 £	£
Cash flows from operating activities					
Cash (absorbed by)/generated from operations	28		(19,622)		18,225
Interest paid			(5,378)		(13,403)
Income taxes paid			-		(7,285)
Net cash outflow from operating activities			(25,000)		(2,463)
Investing activities					
Dividends received		875,000		20,000	
Net cash generated from investing activities			875,000		20,000
Financing activities					
Dividends paid to equity shareholders		(850,000)		(17,537)	
Net cash used in financing activities			(850,000)		(17,537)
Net increase in cash and cash equivalents			-		-
Cash and cash equivalents at beginning of year			-		-
Cash and cash equivalents at end of year			-		-

DR LOGISTICS GROUP LIMITED

NOTES TO THE GROUP FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 NOVEMBER 2022

1 Accounting policies

Company information

DR Logistics Group Limited ("the company") is a private limited company domiciled and incorporated in England and Wales. The registered office is 1st Floor, 19 Clifftown Road, Southend-On-Sea, Essex, SS1 1AB.

The group consists of DR Logistics Group Limited and all of its subsidiaries.

1.1 Accounting convention

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

The financial statements are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Basis of consolidation

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

All financial statements are made up to 30 November 2022. Where necessary, adjustments are made to the financial statements of subsidiaries to bring the accounting policies used into line with those used by other members of the group.

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

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

1.3 Going concern

At the time of approving the financial statements, the director has a reasonable expectation that the group has adequate resources to continue in operational existence for the foreseeable future. Thus the director continues to adopt the going concern basis of accounting in preparing the financial statements.

1.4 Turnover

Turnover is recognised at the fair value of the consideration received or receivable for goods and services provided in the normal course of business, and is shown net of VAT and other sales related taxes. Turnover is recognised on contracts at the date on which the company enters the contractual relationship and is obliged under its terms of trade to fulfil its duties. Any claims that arise as a result of inadequate performance are dealt with separately and included as provisions for liabilities where necessary. All relevant costs associated with the contracts are matched in the period where the revenue is included.

DR LOGISTICS GROUP LIMITED

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2022

1 Accounting policies

(Continued)

1.5 Intangible fixed assets - goodwill

Goodwill represents the excess of the cost of acquisition of a business over the fair value of net assets acquired. It is initially recognised as an asset at cost and is subsequently measured at cost less accumulated amortisation and accumulated impairment losses. Goodwill is considered to have a finite useful life and is amortised on a systematic basis over its expected life, which is 5 or 10 years.

For the purposes of impairment testing, goodwill is allocated to the cash-generating units expected to benefit from the acquisition. Cash-generating units to which goodwill has been allocated are tested for impairment at least annually, or more frequently when there is an indication that the unit may be impaired. If the recoverable amount of the cash-generating unit is less than the carrying amount of the unit, the impairment loss is allocated first to reduce the carrying amount of any goodwill allocated to the unit and then to the other assets of the unit pro-rata on the basis of the carrying amount of each asset in the unit.

1.6 Tangible fixed assets

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

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Leasehold land and buildings	20% straight line basis
Plant and equipment	25% straight line basis
Fixtures and fittings	25% reducing balance basis
Computers	25% reducing balance basis

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

1.7 Fixed asset investments

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

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

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

1.8 Impairment of fixed assets

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

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

DR LOGISTICS GROUP LIMITED

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2022

1 Accounting policies

(Continued)

1.9 Stocks

Stock represents pallets and packaging materials that are used in storage and distribution.

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

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

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

1.10 Cash and cash equivalents

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

1.11 Financial instruments

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

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

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

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Other financial assets

Other financial assets, including investments in equity instruments which are not subsidiaries, associates or joint ventures, are initially measured at fair value, which is normally the transaction price. Such assets are subsequently carried at fair value and the changes in fair value are recognised in profit or loss, except that investments in equity instruments that are not publicly traded and whose fair values cannot be measured reliably are measured at cost less impairment.

DR LOGISTICS GROUP LIMITED

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2022

1 Accounting policies

(Continued)

Impairment of financial assets

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

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

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

Derecognition of financial assets

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

Classification of financial liabilities

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

Basic financial liabilities

Basic financial liabilities, including creditors, bank loans, loans from fellow group companies and preference shares that are classified as debt, are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

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

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

Derecognition of financial liabilities

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

1.12 Equity instruments

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

DR LOGISTICS GROUP LIMITED

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2022

1 Accounting policies

(Continued)

1.13 Taxation

The tax expense represents the sum of the tax currently payable and deferred tax.

Current tax

The tax currently payable is based on taxable profit for the year. Taxable profit differs from net profit as reported in the profit and loss account because it excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are never taxable or deductible. The group's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the reporting end date.

Deferred tax

Deferred tax liabilities are generally recognised for all timing differences and deferred tax assets are recognised to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits. Such assets and liabilities are not recognised if the timing difference arises from goodwill or from the initial recognition of other assets and liabilities in a transaction that affects neither the tax profit nor the accounting profit.

The carrying amount of deferred tax assets is reviewed at each reporting end date and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered. Deferred tax is calculated at the tax rates that are expected to apply in the period when the liability is settled or the asset is realised. Deferred tax is charged or credited in the profit and loss account, except when it relates to items charged or credited directly to equity, in which case the deferred tax is also dealt with in equity. Deferred tax assets and liabilities are offset if, and only if, there is a legally enforceable right to offset current tax assets and liabilities and the deferred tax assets and liabilities relate to taxes levied by the same tax authority.

1.14 Employee benefits

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

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

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

1.15 Retirement benefits

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

1.16 Leases

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

1.17 Foreign exchange

Transactions in currencies other than pounds sterling are recorded at the rates of exchange prevailing at the dates of the transactions. At each reporting end date, monetary assets and liabilities that are denominated in foreign currencies are retranslated at the rates prevailing on the reporting end date. Gains and losses arising on translation in the period are included in profit or loss.

DR LOGISTICS GROUP LIMITED

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2022

2 Judgements and key sources of estimation uncertainty

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

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

There are no judgements or key estimation uncertainties of any significance used in the application of the accounting policies and preparation of the financial statements.

3 Turnover and other revenue

	2022 £	2021 £
Turnover analysed by class of business		
Freight and Haulage	26,240,835	26,521,263
Handling	593,576	335,681
Storage	1,055,792	1,025,378
Sundry	497,902	3,432,704
	<u>28,388,105</u>	<u>31,315,026</u>
	2022 £	2021 £
Other revenue		
Interest income	982	1
Grants received	-	32,037
	<u>-</u>	<u>32,037</u>

4 Operating profit

	2022 £	2021 £
Operating profit for the year is stated after charging/(crediting):		
Exchange differences apart from those arising on financial instruments measured at fair value through profit or loss	(42,453)	45,319
Government grants	-	(32,037)
Depreciation of owned tangible fixed assets	15,196	23,776
Profit on disposal of tangible fixed assets	-	(6,729)
Amortisation of intangible assets	87,853	87,853
Operating lease charges	<u>531,238</u>	<u>512,613</u>

The amortisation of intangible assets is included within administration expenses.

DR LOGISTICS GROUP LIMITED

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2022

5 Auditor's remuneration

	2022 £	2021 £
Fees payable to the company's auditor and associates:		
For audit services		
Audit of the financial statements of the group and company	7,500	7,500
Audit of the financial statements of the company's subsidiaries	42,250	29,600
	<u>49,750</u>	<u>37,100</u>

6 Employees

The average monthly number of persons (including directors) employed by the group and company during the year was:

	Group 2022 Number	2021 Number	Company 2022 Number	2021 Number
Employees	41	44	-	-
	15	8	-	-
Total	<u>56</u>	<u>52</u>	<u>-</u>	<u>-</u>

Their aggregate remuneration comprised:

	Group 2022 £	2021 £	Company 2022 £	2021 £
Wages and salaries	1,978,912	1,641,748	-	-
Social security costs	209,291	169,563	-	-
Pension costs	69,112	129,462	-	-
	<u>2,257,315</u>	<u>1,940,773</u>	<u>-</u>	<u>-</u>

7 Director's remuneration

	2022 £	2021 £
Remuneration for qualifying services	129,000	85,134
Company pension contributions to defined contribution schemes	1,321	1,967
	<u>130,321</u>	<u>87,101</u>

DR LOGISTICS GROUP LIMITED

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2022

8 Interest receivable and similar income

	2022	2021
	£	£
Interest income		
Interest on bank deposits	-	1
Other interest income	982	-
	<u>982</u>	<u>1</u>
Total income	<u>982</u>	<u>1</u>
	2022	2021
	£	£
Investment income includes the following:		
Interest on financial assets not measured at fair value through profit or loss	-	1
	<u>-</u>	<u>1</u>

9 Interest payable and similar expenses

	2022	2021
	£	£
Interest on financial liabilities measured at amortised cost:		
Interest on bank overdrafts and loans	-	12,328
Other interest on financial liabilities	5,378	13,403
	<u>5,378</u>	<u>25,731</u>

10 Taxation

	2022	2021
	£	£
Current tax		
UK corporation tax on profits for the current period	267,107	233,599
	<u>267,107</u>	<u>233,599</u>
Deferred tax		
Origination and reversal of timing differences	1,933	(3,810)
	<u>1,933</u>	<u>(3,810)</u>
Total tax charge	<u>269,040</u>	<u>229,789</u>

DR LOGISTICS GROUP LIMITED

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2022

10 Taxation

(Continued)

The actual charge for the year can be reconciled to the expected charge for the year based on the profit or loss and the standard rate of tax as follows:

	2022 £	2021 £
Profit before taxation	1,235,252	1,115,140
Expected tax charge based on the standard rate of corporation tax in the UK of 19.00% (2021: 19.00%)	234,698	211,877
Tax effect of expenses that are not deductible in determining taxable profit	32,410	2,930
Amortisation on assets not qualifying for tax allowances	-	14,982
Deferred tax adjustments	1,933	-
Taxation charge	269,041	229,789
Taxation charge in the financial statements	269,040	229,789

11 Dividends

	2022 £	2021 £
Recognised as distributions to equity holders:		
Interim paid	850,000	17,537

DR LOGISTICS GROUP LIMITED

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2022

12 Intangible fixed assets

Group	Goodwill £
Cost	
At 1 December 2021 and 30 November 2022	824,528
Amortisation and impairment	
At 1 December 2021	103,425
Amortisation charged for the year	87,853
At 30 November 2022	191,278
Carrying amount	
At 30 November 2022	633,250
At 30 November 2021	721,103

The company had no intangible fixed assets at 30 November 2022 or 30 November 2021.

13 Tangible fixed assets

Group	Leasehold land and buildings	Plant and equipment	Fixtures and fittings	Computers	Total
	£	£	£	£	£
Cost					
At 1 December 2021	43,458	602	25,490	21,964	91,514
Additions	-	-	2,584	15,911	18,495
At 30 November 2022	43,458	602	28,074	37,875	110,009
Depreciation and impairment					
At 1 December 2021	25,482	484	24,068	14,148	64,182
Depreciation charged in the year	8,102	118	821	6,155	15,196
At 30 November 2022	33,584	602	24,889	20,303	79,378
Carrying amount					
At 30 November 2022	9,874	-	3,185	17,572	30,631
At 30 November 2021	17,976	118	1,422	7,816	27,332

The company had no tangible fixed assets at 30 November 2022 or 30 November 2021.

DR LOGISTICS GROUP LIMITED

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2022

14 Fixed asset investments

	Notes	Group 2022 £	2021 £	Company 2022 £	2021 £
Investments in subsidiaries	15	-	-	730,766	730,766
Unlisted investments		27,360	27,360	-	-
		<u>27,360</u>	<u>27,360</u>	<u>730,766</u>	<u>730,766</u>

Fixed asset investments not carried at market value

Unlisted investments totalling £27,360 (2021 - £27,360) represent interests in various limited liability partnerships and are carried at their historic cost less accumulated provisions for impairment.

Movements in fixed asset investments Group

	Investments £
Cost or valuation	
At 1 December 2021 and 30 November 2022	<u>27,360</u>
Carrying amount	
At 30 November 2022	<u>27,360</u>
At 30 November 2021	<u>27,360</u>

Movements in fixed asset investments Company

	Shares in subsidiaries £
Cost or valuation	
At 1 December 2021 and 30 November 2022	<u>730,766</u>
Carrying amount	
At 30 November 2022	<u>730,766</u>
At 30 November 2021	<u>730,766</u>

DR LOGISTICS GROUP LIMITED

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2022

15 Subsidiaries

Details of the company's subsidiaries at 30 November 2022 are as follows:

Name of undertaking	Registered office	Nature of business	Class of shares held	% Held	
				Direct	Indirect
Velta Investments Ltd	First Floor, 19 Cliftown Road, Southend-on-Sea, Essex SS1 1AB	Intermediate investment holding company	Ordinary	100.00	-
Ryley Forwarding Ltd	First Floor, 19 Cliftown Road, Southend-on-Sea, Essex SS1 1AB	Freight forwarding	Ordinary	100.00	-
Velta International Ltd	First Floor, 19 Cliftown Road, Southend-on-Sea, Essex SS1 1AB	Freight forwarding	Ordinary	-	95.00
Velta Logistics Ltd	First Floor, 19 Cliftown Road, Southend-on-Sea, Essex SS1 1AB	Warehousing services	Ordinary	-	100.00
Velta Air Ltd	First Floor, 19 Cliftown Road, Southend-on-Sea, Essex SS1 1AB	Dormant	Ordinary	-	80.00

The investments in subsidiaries are all stated at cost.

16 Stocks

	Group 2022 £	2021 £	Company 2022 £	2021 £
Storage and packaging materials	31,820	29,911	-	-

17 Debtors

	Group 2022 £	2021 £	Company 2022 £	2021 £
Amounts falling due within one year:				
Trade debtors	4,503,586	9,228,064	-	-
Corporation tax recoverable	2,516	2,516	2,516	2,516
Amounts owed by group undertakings	-	-	25,000	30,000
Other debtors	177,225	762,238	1	1
Prepayments and accrued income	380,235	209,006	-	-
	5,063,562	10,201,824	27,517	32,517
Deferred tax asset (note 23)	3,470	5,403	-	-
	5,067,032	10,207,227	27,517	32,517

DR LOGISTICS GROUP LIMITED

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2022

18 Creditors: amounts falling due within one year

	Notes	Group 2022 £	2021 £	Company 2022 £	2021 £
Bank loans and overdrafts	20	630,834	2,027,743	-	-
Trade creditors		3,286,081	6,916,696	-	-
Amounts owed to group undertakings		-	-	153,357	145,857
Corporation tax payable		130,348	251,678	-	-
Other taxation and social security		140,219	81,826	-	-
Other creditors		461,037	98,215	30,000	27,500
Accruals and deferred income		281,779	239,464	7,500	7,500
		<u>4,930,298</u>	<u>9,615,622</u>	<u>190,857</u>	<u>180,857</u>

19 Creditors: amounts falling due after more than one year

	Notes	Group 2022 £	2021 £	Company 2022 £	2021 £
Other borrowings	20	7,360	7,360	-	-
Other creditors		187,982	215,104	187,982	215,104
		<u>195,342</u>	<u>222,464</u>	<u>187,982</u>	<u>215,104</u>

Amounts included above which fall due after five years are as follows:

Payable by instalments	-	102,245	-	102,245
	<u>-</u>	<u>102,245</u>	<u>-</u>	<u>102,245</u>

20 Loans and overdrafts

	Group 2022 £	2021 £	Company 2022 £	2021 £
Bank overdrafts	630,834	2,027,743	-	-
Other loans	7,360	7,360	-	-
	<u>638,194</u>	<u>2,035,103</u>	<u>-</u>	<u>-</u>
Payable within one year	630,834	2,027,743	-	-
Payable after one year	7,360	7,360	-	-
	<u>638,194</u>	<u>2,035,103</u>	<u>-</u>	<u>-</u>

The bank overdrafts are secured by a fixed and floating charge over all property and assets of subsidiary undertakings.

Bank overdrafts totalling £630,834 (2021 - £2,027,743) relate to a confidential invoice financing facility with Barclays Bank PLC and are repayable on demand. The discount margin is 2% over reference rate.

DR LOGISTICS GROUP LIMITED

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2022

21 Retirement benefit schemes

	2022	2021
Defined contribution schemes	£	£
Charge to profit or loss in respect of defined contribution schemes	69,112	129,462

A defined contribution pension scheme is operated for all qualifying employees. The assets of the scheme are held separately from those of the group in an independently administered fund.

Group contributions totalling £0 (2021 - £5,528) were payable to the fund at the balance sheet date.

22 Share capital

Group and company	2022	2021	2022	2021
Ordinary share capital	Number	Number	£	£
Issued and fully paid				
Ordinary shares of £1 each	1,100	1,100	1,100	1,100

23 Deferred taxation

The following are the major deferred tax liabilities and assets recognised by the group and company, and movements thereon:

	Assets	Assets
Group	2022	2021
	£	£
Accelerated capital allowances	3,470	4,938
Retirement benefit obligations	-	465
	3,470	5,403

The company has no deferred tax assets or liabilities.

	Group	Company
Movements in the year:	2022	2022
	£	£
Asset at 1 December 2021	(5,403)	-
Charge to profit or loss	2,766	-
Effect of change in tax rate - profit or loss	(833)	-
Asset at 30 November 2022	(3,470)	-

DR LOGISTICS GROUP LIMITED

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2022

24 Operating lease commitments

Lessee

At the reporting end date the group had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	Group 2022 £	2021 £	Company 2022 £	2021 £
Within one year	416,730	416,730	-	-
Between two and five years	770,763	1,187,494	-	-
	<u>1,187,493</u>	<u>1,604,224</u>	<u>-</u>	<u>-</u>

25 Directors' transactions

Dividends totalling £850,000 (2021 - £17,537) were paid in the year in respect of shares held by the company's directors.

Description	% Rate	Opening balance £	Amounts advanced £	Amounts repaid £	Closing balance £
Loan	-	438,604	6,738	(445,342)	-
		<u>438,604</u>	<u>6,738</u>	<u>(445,342)</u>	<u>-</u>

26 Controlling party

The company is controlled by the director, who owns 100% of the issued share capital.

DR LOGISTICS GROUP LIMITED

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2022

27 Cash generated from group operations

	2022 £	2021 £
Profit for the year after tax	966,212	885,350
Adjustments for:		
Taxation charged	269,040	229,789
Finance costs	5,378	25,731
Investment income	(982)	(1)
Gain on disposal of tangible fixed assets	-	(6,729)
Amortisation and impairment of intangible assets	87,853	87,853
Depreciation and impairment of tangible fixed assets	15,196	23,776
Movements in working capital:		
Increase in stocks	(1,909)	(9,437)
Decrease/(increase) in debtors	5,138,262	(1,080,601)
(Decrease)/increase in creditors	(3,194,207)	2,477,597
Cash generated from operations	3,284,843	2,633,328

28 Cash (absorbed by)/generated from operations - company

	2022 £	2021 £
Profit/(loss) for the year after tax	862,122	(903)
Adjustments for:		
Finance costs	5,378	13,403
Investment income	(875,000)	(20,000)
Movements in working capital:		
Decrease/(increase) in debtors	5,000	(20,000)
(Decrease)/increase in creditors	(17,122)	45,725
Cash (absorbed by)/generated from operations	(19,622)	18,225

DR LOGISTICS GROUP LIMITED

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2022

29 Analysis of changes in net funds/(debt) - group

	1 December 2021 £	Cash flows £	30 November 2022 £
Cash at bank and in hand	418,579	584,206	1,002,785
Bank overdrafts	(2,027,743)	1,396,909	(630,834)
	<u>(1,609,164)</u>	<u>1,981,115</u>	<u>371,951</u>
Borrowings excluding overdrafts	(7,360)	-	(7,360)
	<u>(1,616,524)</u>	<u>1,981,115</u>	<u>364,591</u>

The company had no cash or cash equivalents at 30 November 2022 or 30 November 2021.

This document was delivered using electronic communications and authenticated in accordance with the registrar's rules relating to electronic form, authentication and manner of delivery under section 1072 of the Companies Act 2006.