

FINANCIALS





Contents

Independent Auditor's Report	152
Consolidated Statement of Comprehensive Income	160
Statements of Financial Position	161
Statements of Changes in Equity	162
Statements of Cash Flows	163
Notes to the Financial Statements	164

INDEPENDENT AUDITOR'S REPORT

to the members of Henry Boot PLC

Opinion

In our opinion:

- Henry Boot PLC's group financial statements and parent company financial statements (the "financial statements") give a true and fair view of the state of the group's and of the parent company's affairs as at 31 December 2023 and of the group's profit for the year then ended;
- the group financial statements have been properly prepared in accordance with UK adopted international accounting standards;
- the parent company financial statements have been properly prepared in accordance with UK adopted international accounting standards as applied in accordance with section 408 of the Companies Act 2006; and
- the financial statements have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements of Henry Boot PLC (the 'parent company') and its subsidiaries (the 'group') for the year ended 31 December 2023 which comprise:

Group	Parent Company
Group statement of financial position as at 31 December 2023	Parent Company statement of financial position as at 31 December 2023
Consolidated statement of comprehensive income for the year ended 31 December 2023	Parent Company statement of changes in equity for the year ended 31 December 2023
Group statement of cash flows for the year ended 31 December 2023	Parent Company statement of cash flows for the year ended 31 December 2023
Group statement of cash flows for the year ended 31 December 2023	Related notes 1 to 38 to the financial statements, including material accounting policy information
Related notes 1 to 38 to the financial statements, including material accounting policy information	

The financial reporting framework that has been applied in their preparation is applicable law and UK adopted international accounting standards and as regards the parent company financial statements, as applied in accordance with section 408 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 believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of the group and parent 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 as applied to listed public interest entities, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

The non-audit services prohibited by the FRC's Ethical Standard were not provided to the group or the parent company and we remain independent of the group and the parent company in conducting the audit.

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. Our evaluation of the directors' assessment of the group and parent company's ability to continue to adopt the going concern basis of accounting included:

- confirming our understanding of management's going concern assessment process, through our walkthrough of the Group's financial close process and engaging with management early to ensure all key factors we identified were considered in their assessment;
- obtaining management's going concern assessment, including the cash flow forecasts and forecast covenant calculations, which covers the period to 31 December 2025. The Group has modelled a base scenario and a severe but plausible downside scenario. This downside scenario models a significant curtailment of activity in 2024 followed by a return to 2023 levels in 2025. The 2024 forecast is modelled on a recessionary environment similar to that experienced during the global financial crisis in 2008;
- testing the integrity and clerical accuracy of the model;
- testing the assumptions included in each modelled scenario and considering whether climate change could impact the assessment;
- considering the mitigating factors included in management's downside scenario and assessing whether they are within control of the Group, for example, reducing uncommitted development and acquisition expenditure;
- verifying the credit facilities available to the Group, being the secured loan facility of £105m alongside an option to extend this facility through to January 2026;
- considering the likelihood of new financing being available for the period post- January 2026 in light of Heads of Terms being agreed with full credit committee approval for a new facility as at the date of this report;
- assessing management's break case regarding breaching the EBIT cover covenant in the downside scenario;
- performing reverse stress testing in order to identify what factors would lead to the Group utilising all liquidity or breaching the financial covenant during the going concern period; and
- reviewing the Group's going concern disclosures included in the Annual Report in order to assess that the disclosures were appropriate and in conformity with the reporting standards.

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 and parent company's ability to continue as a going concern for a period to 31 December 2025.

In relation to the group and parent company's reporting on how they have applied the UK Corporate Governance Code, we have nothing material to add or draw attention to in relation to the directors' statement in the financial statements about whether the directors considered it appropriate to adopt the going concern basis of accounting.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report. However, because not all future events or conditions can be predicted, this statement is not a guarantee as to the group's ability to continue as a going concern.

Overview of our audit approach

Audit scope	<ul style="list-style-type: none"> We performed an audit of the complete financial information of six components and audit procedures on specific balances for a further nine components. The components where we performed full or specific audit procedures accounted for 94% of Profit before tax, 99% of Revenue and 99% of Total assets.
Key audit matters	<ul style="list-style-type: none"> Valuation of contract balances and associated revenue and profit recognition Valuation of house building inventories and profit recognition Valuation of investment properties
Materiality	<ul style="list-style-type: none"> Overall group materiality of £1.9m which represents 5% of profit before tax.

An overview of the scope of the parent company and group audits

Tailoring the scope

Our assessment of audit risk, our evaluation of materiality and our allocation of performance materiality determine our audit scope for each company within the Group. Taken together, this enables us to form an opinion on the consolidated financial statements. We take into account size, risk profile, the organisation of the group and effectiveness of group-wide controls, changes in the business environment, the potential impact of climate change and other factors when assessing the level of work to be performed at each company.

In assessing the risk of material misstatement to the Group financial statements, and to ensure we had adequate quantitative coverage of significant accounts in the financial statements, of the 57 reporting components of the Group, we selected 15 components covering entities which represent the principal business units within the Group.

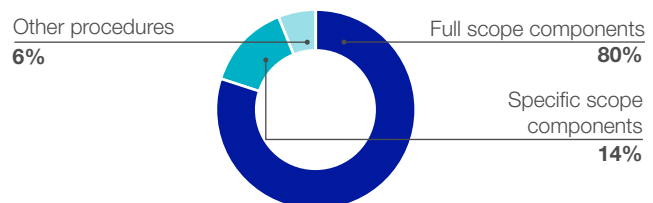
Of the 15 components selected, we performed an audit of the complete financial information of six components ("full scope components") which were selected based on their size or risk characteristics. For the remaining nine components ("specific scope components"), we performed audit procedures on specific accounts within that component that we considered had the potential for the greatest impact on the significant accounts in the financial statements either because of the size of these accounts or their risk profile.

The reporting components where we performed audit procedures accounted for 94% (2022: 93%) of the Group's Profit before tax, 99% (2022: 99%) of the Group's Revenue and 99% (2022: 98%) of the Group's Total assets. For the current year, the full scope components contributed 80% (2022: 81%) of the Group's Profit before tax, 94% (2022: 95%) of the Group's Revenue and 81% (2022: 83%) of the Group's Total assets. The specific scope component contributed 14% (2022: 12%) of the Group's Profit before tax, 5% (2022: 4%) of the Group's Revenue and 18% (2022: 15%) of the Group's Total assets. The audit scope of these components may not have included testing of all significant accounts of the component but will have contributed to the coverage of significant accounts tested for the Group.

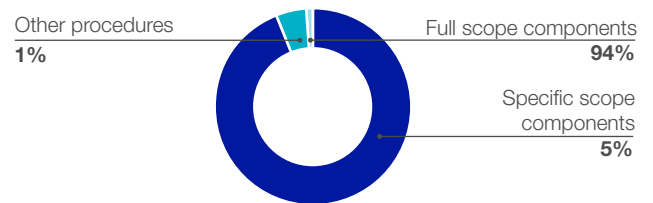
Of the remaining 42 components that together represent 6% of the Group's Profit before tax, none are individually greater than 2% of the Group's Profit before tax. For these components, we performed other procedures, including analytical review and testing of consolidation journals and intercompany eliminations to respond to any potential risks of material misstatement to the Group financial statements.

The charts below illustrate the coverage obtained from the work performed by our audit teams.

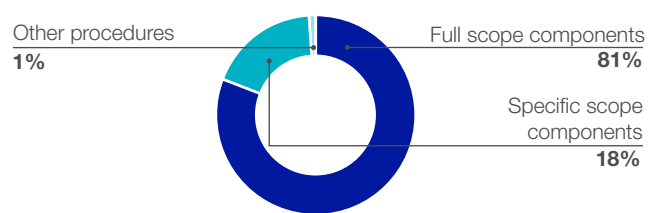
Profit before tax



Revenue



Total assets



Involvement with component teams

All audit work performed for the purposes of the audit was undertaken by the Group audit team.

INDEPENDENT AUDITOR'S REPORT

to the members of Henry Boot PLC

Climate change

Stakeholders are increasingly interested in how climate change will impact Henry Boot PLC. The Group has concluded that the construction and property development industry is one of the higher risk sectors and they continuously monitor the risks and opportunities arising and the materiality of the financial impacts of those risks may present to the business. This is explained on pages 72 to 74 in the required Task Force on Climate related Financial Disclosures and on page 50 in the principal risks and uncertainties. They have also explained their climate commitments on page 33. All of these disclosures form part of the "Other information," rather than the audited financial statements. Our procedures on these unaudited disclosures therefore consisted solely of considering whether they are materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appear to be materially misstated, in line with our responsibilities on "Other information".

In planning and performing our audit we assessed the potential impacts of climate change on the Group's business and any consequential material impact on its financial statements.

The Group has explained in the Basis of preparation note their articulation of how climate change has been reflected in the financial statements. There are no significant judgements or estimates relating to climate change in the notes to the financial statements. The Group has concluded that the environmental impact on the Group's operations is relatively low and no issues were identified that would materially impact the carrying values of such assets or have any other impact on the financial statements.

Our audit effort in considering the impact of climate change on the financial statements was focused on evaluating whether management's assessment of the impact of the physical climate risk of flooding has been appropriately reflected in inventory asset values and that the Group's relevant transition costs have been appropriately reflected in the investment property valuation. We also challenged the Directors' considerations of climate change risks in their assessment of going concern and viability and associated disclosures. Where considerations of climate change were relevant to our assessment of going concern, these are described above. As part of this evaluation, we performed our own risk assessment, supported by our climate change internal specialists, include other relevant steps to our risk assessment to determine the risks of material misstatement in the financial statements from climate change which needed to be considered in our audit.

Based on our work, whilst we have not identified the impact of climate change on the financial statements to be a standalone key audit matter, we have considered the impact on the valuation of investment properties. Details of the impact, our procedures and findings are included in our explanation of the key audit matter below.

Key audit matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period and include the most significant assessed risks of material misstatement (whether or not due to fraud) that we identified. These matters included those which had the greatest effect on: the overall audit strategy, the allocation of resources in the audit; and directing the efforts of the engagement team. These matters were addressed in the context of our audit of the financial statements as a whole, and in our opinion thereon, and we do not provide a separate opinion on these matters.

Key observations communicated to the Audit and Risk Committee

Risk	Our response to the risk	Key observations communicated to the Audit and Risk Committee
<p>Valuation of contract balances and associated revenue and profit recognition</p> <p><i>Refer to the Audit and Risk Committee Report (page 111); Accounting policies (page 164); and Notes 1, 17 and 22 of the Consolidated Financial Statements (pages 173, 191 and 194)</i></p> <p>The Group has reported revenues from construction and development contracts for the year of £118.9m (2022 - £154.7m). The Group has reported contract assets of £13.6m (2022 - £19.3m) and contract liabilities of £1.1m (2022 - £4.0m).</p> <p>For construction and development contract activity the performance obligation is satisfied over time. This means that revenue is recognised by measuring the progress towards completing the performance obligation satisfactorily. This assessment requires management to estimate the stage of completion of construction and development contract activity and assess costs to complete. Forecasting is highly subjective and is an area that could lead to misstatement of revenue, profit and related construction and development contract balances either through error or management bias.</p>	<p>We performed a walkthrough to understand the key processes and identify key controls.</p> <p>We agreed key contractual terms to customer contracts.</p> <p>We agreed total expected revenue for the contracts through to signed contracts and approved variation orders.</p> <p>We visited a sample of contract sites to gain a deeper understanding of the projects and to identify any contra-indicators of the stage of completion through inspection and discussion with the onsite project managers.</p> <p>We tested a sample of costs incurred in the year to third party invoices and ensured the correct allocation of costs to the contracts.</p> <p>We challenged the cost to complete assumptions by:</p> <ul style="list-style-type: none"> • Holding discussions with project managers and quantity surveyors to understand the basis for the assumptions and for a sample of incomplete contracts, attending the year end valuation meetings where the costs to complete are challenged internally; • Testing a sample of costs to complete by agreeing through to purchase order, contract or other evidence; • Understanding the nature of costs to come and evaluating the split between fixed and variable costs to assess the cost volatility risk; • Assessing management's consideration of key supplier resilience for contracts where costs with sub-contractors are fixed; and • Obtaining the post year end Cost Variance Reports ('CVR's') to ascertain whether there had been any unfavourable or favourable margin movements that should have been reflected at year end. <p>We recalculated the percentage completion and margin recognised in the year.</p> <p>We analysed historical accuracy of forecasting by comparing original forecast margins to their final actual margins on contracts completed in the year.</p> <p>We performed sensitivity analysis for the incomplete contracts to determine what level of cost increase or project delays would be required to have a material impact on the amounts recognised as revenue and cost of sales in the year.</p> <p>We reviewed board minutes and the legal claims log to determine whether there are any claims not reflected in the year end contract assessments.</p> <p>We assessed the completeness of onerous contracts to ensure that these are accounted correctly in line with IAS 37.</p> <p>We performed full and specific scope audit procedures over this risk area in two components, which covered 100% of the risk amount.</p>	<p>Based on our audit procedures we have concluded that the revenue, profit and contract balances recognised in the year are not materially misstated.</p>

INDEPENDENT AUDITOR'S REPORT

to the members of Henry Boot PLC

Key observations communicated to the Audit and Risk Committee

Risk	Our response to the risk	Key observations communicated to the Audit and Risk Committee
<p>Valuation of house building inventories and profit recognition</p> <p><i>Refer to the Audit and Risk Committee Report (page 111); Accounting policies (page 164); and Note 20 of the Consolidated Financial Statements (page 193)</i></p> <p>The Group holds house building inventories of £96.2m (2022 - £80.6m).</p> <p>There is a risk that the margin used to recognise profit on each development is incorrect and that the carrying value of inventory could be overstated.</p> <p>The carrying value of inventory is determined by reference to a number of assumptions inherent in the site forecasts, such as costs to complete and expected selling price. These are used to calculate the expected margin on each development and the cost of sale recorded when a plot is sold. There is a risk that these assumptions may be subject to management override or error.</p>	<p>We performed a walkthrough to understand the key process and identified key controls.</p> <p>For completed sites, we compared the budgeted and actual costs and margin to assess the historical accuracy of management's forecasting.</p> <p>We tested a sample of costs incurred in the year by agreeing to third party invoice and ensuring the cost allocation is to the correct site.</p> <p>We challenged the cost to complete assumptions on all material incomplete sites by;</p> <ul style="list-style-type: none"> • Holding a meeting with the commercial director to assess the status and performance to date and the basis for the cost to complete assumptions made, including understanding the reasons behind any excess costs or savings recognised on the site since the initial forecast; • Testing a sample of costs to complete by agreeing through to third party support (e.g. tender, purchase order) targeting cost categories containing a higher level of estimation; • Comparing the original budgeted margin to the current expected site margin to assess the accuracy of management's forecasting and the impact on cost of sales; • Comparing the margin recognised to date to the current expected site margin to identify any significant deviations. Where there are significant deviations we understood and substantiated the drivers; • Performing a stress test to see by how much costs to complete would have to increase by to have a material impact on the margin recognised in the financial statements; and • Where available, inspecting the post year end site forecasts and attending post year end management meetings to ascertain whether there had been any significant margin movements that should have been reflected in the year end estimates. <p>We challenged the expected selling price assumptions on all material incomplete sites by;</p> <ul style="list-style-type: none"> • Holding a meeting with the commercial director to assess the basis for the expected selling price assumptions made; • Inspecting industry publications to assess expectations regarding house prices to identify any contradictory evidence for the expected selling price; • Testing a sample of expected selling prices to current market price on external website or the most recent selling price for the same/similar house type;; and • Performing stress tests to see what expected selling prices would have to change by to result in a material write down to inventory. 	<p>Based on our audit procedures we have concluded that the house building inventory balance and profit recognised in the year are not materially misstated.</p>
	<p>We performed full and specific scope audit procedures over this risk area in one component, which covered 100% of the risk amount.</p>	

Key observations communicated to the Audit and Risk Committee

Risk	Our response to the risk	Key observations communicated to the Audit and Risk Committee
<p>Valuation of investment properties</p> <p><i>Refer to the Audit and Risk Committee (page 111); Accounting policies (page 164); and Note 14 of the Consolidated Financial Statements (pages 184 to 188)</i></p> <p>The Group holds Investment property of £100.6m (2022 - £97.1m). The change in fair value of investment properties is a £0.3m gain (2022: £4.9m loss)</p> <p>There is a risk that the carrying value of investment properties is misstated, given that the carrying value of these assets is based on a number of assumptions which contain inherent uncertainties and which require management judgement. Uncertainties in the valuations include yields, market rent, actual rent achieved and commercial property values amongst other building specific assumptions.</p> <p>In addition, there is a risk that management inappropriately override the valuation determined by the external valuer.</p>	<p>We performed walkthroughs to understand the key process and identify key controls.</p> <p>For a sample of completed investment properties, we involved our internal EY valuations specialists to assess the appropriateness of the valuations provided by Management's specialist valuer. We assessed these through reading the external valuer reports and testing the underlying data used by the external valuer in forming their valuation. This included validating key assumptions around rent, yields and commercial property values to supporting third party evidence or market activity, and by holding discussions directly with the external valuer to confirm their valuation approach, including their consideration of climate risk. We also considered if there was any contrary evidence to management's valuations and assessed the objectivity and competence of Managements specialist valuer.</p> <p>We reconciled the third party property valuations to the property book values and tested the appropriateness of any material reconciling items.</p> <p>We performed full and specific scope audit procedures over this risk area in two components, which covered 100% of the risk amount.</p>	<p>Based on our audit procedures we have concluded that the investment property balance is not materially misstated.</p>

Our application of materiality

We apply the concept of materiality in planning and performing the audit, in evaluating the effect of identified misstatements on the audit and in forming our audit opinion.

Materiality

The magnitude of an omission or misstatement that, individually or in the aggregate, could reasonably be expected to influence the economic decisions of the users of the financial statements. Materiality provides a basis for determining the nature and extent of our audit procedures.

We determined materiality for the Group to be £1.9 million (2022: £2.4 million), which is 5% (2022: 5%) of Profit before Tax. We believe that Profit before Tax provides us with an appropriate basis of materiality and is the most relevant measure for stakeholders as it is a focus of both management and investors.

We determined materiality for the Parent Company to be £2.5 million (2022: £2.4 million), which is 2% (2022: 2%) of Equity. However, we have capped the materiality for our audit testing to the allocated materiality of the Group.

Performance materiality

The application of materiality at the individual account or balance level. It is set at an amount to reduce to an appropriately low level the probability that the aggregate of uncorrected and undetected misstatements exceeds materiality.

On the basis of our risk assessments, together with our assessment of the Group's overall control environment, our judgement was that performance materiality was 75% (2022: 75%) of our planning materiality, namely £1.4m (2022: £1.8m). We have set performance materiality at this percentage due to this being a recurring audit with a history of few misstatements. Audit work at component locations for the purpose of obtaining audit coverage over significant financial statement accounts is undertaken based on a percentage of total performance materiality. The performance materiality set for each component is based on the relative scale and risk of the component to the Group as a whole and our assessment of the risk of misstatement at that component. In the current year, the range of performance materiality allocated to components was £0.3m to £0.7m (2022: £0.4m to £1.8m).

Reporting threshold

An amount below which identified misstatements are considered as being clearly trivial.

We agreed with the Audit and Risk Committee that we would report to them all uncorrected audit differences in excess of £0.1m (2022: £0.1m), which is set at 5% of planning materiality, as well as differences below that threshold that, in our view, warranted reporting on qualitative grounds..

We evaluate any uncorrected misstatements against both the quantitative measures of materiality discussed above and in light of other relevant qualitative considerations in forming our opinion.

INDEPENDENT AUDITOR'S REPORT

to the members of Henry Boot PLC

Other information

The other information comprises the information included in the Annual Report set out on pages 1 to 148, other than the financial statements and our auditor's report thereon. The directors are 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 this 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 the 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, the part of the directors' remuneration report to be audited has been properly prepared in accordance with the Companies Act 2006.

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

- the information given in the strategic report and the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report 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 strategic report or the directors' 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 and the part of the Directors' Remuneration Report to be audited 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

Corporate Governance Statement

We have reviewed the directors' statement in relation to going concern, longer-term viability and that part of the Corporate Governance Statement relating to the group and company's compliance with the provisions of the UK Corporate Governance Code specified for our review by the Listing Rules.

Based on the work undertaken as part of our audit, we have concluded that each of the following elements of the Corporate Governance Statement is materially consistent with the financial statements or our knowledge obtained during the audit:

- Directors' statement with regards to the appropriateness of adopting the going concern basis of accounting and any material uncertainties identified set out on page 54 to 55;
- Directors' explanation as to its assessment of the company's prospects, the period this assessment covers and why the period is appropriate set out on page 54 to 55;
- Director's statement on whether it has a reasonable expectation that the group will be able to continue in operation and meets its liabilities set out on page 54 to 55;
- Directors' statement on fair, balanced and understandable set out on page 142;
- Board's confirmation that it has carried out a robust assessment of the emerging and principal risks set out on page 48 to 54;
- The section of the Annual Report that describes the review of effectiveness of risk management and internal control systems set out on page 109 to 112; and;
- The section describing the work of the Audit and Risk Committee set out on page 109 to 112,

Responsibilities of directors

As explained more fully in the directors' responsibilities statement set out on page 148, 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 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 directors are responsible for assessing the group and 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.

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.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect irregularities, including fraud. The risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

However, the primary responsibility for the prevention and detection of fraud rests with both those charged with governance of the company and management.

- We obtained an understanding of the legal and regulatory frameworks that are applicable to the group and determined that the most significant are those that relate to the reporting framework (UK adopted international accounting standards as applied in accordance with section 408 of the Companies Act 2006), the relevant tax compliance regulations in the UK, employment law and building safety regulations.
- We understood how Henry Boot PLC is complying with those frameworks by making enquiries of management, Internal Audit, those responsible for legal and compliance procedures and the Company Secretary. We corroborated our enquiries through our review of board minutes and papers provided to the Audit and Risk Committee.
- We assessed the susceptibility of the group's financial statements to material misstatement, including how fraud might occur by meeting with management from various parts of the business to understand where it considered there was a susceptibility to fraud. We also considered performance targets and their propensity to influence efforts made by management to manage earnings. We considered the programmes and controls that the Group has established to address risks identified, or that otherwise prevent, deter and detect fraud; and how senior management monitors those programmes and controls. Where the risk was considered to be higher, we performed audit procedures to address each identified fraud risk, as set out in the Key Audit Matters section above. These procedures included testing manual journals and were designed to provide reasonable assurance that the financial statements were free from material fraud and error.

- Based on this understanding we designed our audit procedures to identify non-compliance with such laws and regulations. Our procedures involved journal entry testing, with a focus on manual consolidation journals, and journals indicating large or unusual transactions based on our understanding of the business; enquiries of Group management and Internal Audit; and focused testing, as referred to in the key audit matters section above. In addition, we completed procedures to conclude on the compliance of the disclosures in the Annual Report and Accounts with the requirements of the relevant accounting standards, UK legislation and the UK Corporate Governance Code 2018.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Other matters we are required to address

Following the recommendation from the Audit and Risk Committee, we were appointed by the company on 25 May 2023 to audit the financial statements for the year ending 31 December 2023 and subsequent financial periods. The period of total uninterrupted engagement including previous renewals and reappointments is four years, covering the years ending 31 December 2020 to 31 December 2023.

- The audit opinion is consistent with the additional report to the Audit and Risk Committee

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.

VICTORIA VENNING (SENIOR STATUTORY AUDITOR)

for and on behalf of Ernst & Young LLP, Statutory Auditor Manchester

11 April 2024

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

for the year ended 31 December 2023

	Note	2023 £'000	2022 £'000
Revenue	1	359,399	341,419
Cost of sales		(282,634)	(259,829)
Gross profit		76,765	81,590
Other income	1	4,800	—
Administrative expenses		(39,543)	(36,143)
Pension expenses	4	(4,798)	(4,312)
		37,223	41,135
Increase/(decrease) in fair value of investment properties	14	307	(4,921)
Profit on sale of investment properties		733	646
Profit/(loss) on sale of assets held for sale		1,571	(149)
Share of profit of joint ventures and associates	16	371	9,079
Profit on disposal of joint ventures	16	—	667
Operating profit	3	40,205	46,457
Finance income	5	3,357	1,641
Finance costs	6	(6,260)	(2,503)
Profit before tax		37,302	45,595
Tax	7	(8,759)	(7,725)
Profit for the year from continuing operations		28,543	37,870
Other comprehensive income/(expense) not being reclassified to profit or loss in subsequent years:			
Revaluation of Group occupied property	12	(228)	315
Deferred tax on property revaluations	19	279	(23)
Actuarial (loss)/gain on defined benefit pension scheme	29	(3,066)	14,994
Deferred tax on actuarial (loss)/gain	19	767	(3,749)
Total other comprehensive income not being reclassified to profit or loss in subsequent years		(2,248)	11,537
Total comprehensive income for the year		26,295	49,407
Profit for the year attributable to:			
Owners of the Parent Company		26,299	33,319
Non-controlling interests		2,244	4,551
		28,543	37,870
Total comprehensive income attributable to:			
Owners of the Parent Company		24,051	44,856
Non-controlling interests		2,244	4,551
		26,295	49,407
Basic earnings per ordinary share for the profit attributable to owners of the Parent Company during the year	9	19.7p	25.0p
Diluted earnings per ordinary share for the profit attributable to owners of the Parent Company during the year	9	19.3p	24.6p

STATEMENTS OF FINANCIAL POSITION

as at 31 December 2023

	Note	Group		Parent Company	
		2023 £'000	2022 £'000	2023 £'000	2022 £'000
Assets					
Non-current assets					
Intangible assets	11	2,179	2,933	—	—
Property, plant and equipment	12	29,218	28,766	3,021	380
Right-of-use assets	13	3,986	997	2,022	63
Investment properties	14	100,602	97,116	—	—
Investments	15	—	—	37,771	37,771
Investment in joint ventures and associates	16	10,484	9,990	—	—
Retirement benefit asset	29	7,725	6,188	7,725	6,188
Trade and other receivables	18	39,263	37,029	190,233	185,206
Deferred tax assets	19	213	249	244	307
		193,670	183,268	241,016	229,915
Current assets					
Inventories	20	297,618	291,778	—	—
Contract assets	17	13,659	19,257	—	—
Trade and other receivables	18	76,416	66,601	40,881	40,149
Cash		13,034	17,401	5,572	10,316
		400,727	395,037	46,453	50,465
Liabilities					
Current liabilities					
Trade and other payables	23	73,477	95,827	68,350	89,308
Contract liabilities	22	1,060	4,006	—	—
Current tax liabilities		6,677	3,793	5,499	2,356
Borrowings	27	84,819	65,000	84,102	65,009
Lease liabilities	13	728	426	232	34
Provisions	28	3,221	4,003	—	—
		169,982	173,055	158,183	156,707
Net current assets/(liabilities)		230,745	221,982	(111,730)	(106,242)
Non-current liabilities					
Trade and other payables	23	2,501	4,568	—	—
Borrowings	27	1,699	—	—	—
Lease liabilities	13	3,547	607	1,982	30
Deferred tax liability	19	5,372	4,401	2,162	1,548
Provisions	28	1,178	1,385	—	—
		14,297	10,961	4,144	1,578
Net assets		410,118	394,289	125,142	122,095
Equity					
Share capital	31	13,799	13,763	13,799	13,763
Property revaluation reserve	32	1,011	2,352	—	—
Retained earnings	32	383,219	365,692	102,833	100,680
Other reserves	32	8,248	7,482	9,385	8,619
Cost of shares held by ESOP trust	33	(875)	(967)	(875)	(967)
Equity attributable to owners of the Parent Company		405,402	388,322	125,142	122,095
Non-controlling interests	38	4,716	5,967	—	—
Total equity		410,118	394,289	125,142	122,095

The Parent Company made a profit for the year of £13,304,000 (2022: £15,987,000).

The Financial Statements on pages 160 to 211 of Henry Boot PLC, registered number 160996, were approved by the Board of Directors and authorised for issue on 11 April 2024.

On behalf of the Board

TIM ROBERTS
DIRECTOR

DARREN LITTLEWOOD
DIRECTOR

STATEMENTS OF CHANGES IN EQUITY

for the year ended 31 December 2023

		Attributable to owners of the Parent Company							Total equity
Group	Note	Share capital	Property revaluation reserve	Retained earnings	Other reserves	Cost of shares held by ESOP trust	Total	Non-controlling interests	£'000
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
At 1 January 2022		13,732	2,060	328,348	6,744	(1,044)	349,840	5,446	355,286
Profit for the year	32	—	—	33,319	—	—	33,319	4,551	37,870
Other comprehensive income		—	292	11,245	—	—	11,537	—	11,537
Total comprehensive income		—	292	44,564	—	—	44,856	4,551	49,407
Equity dividends	10	—	—	(8,383)	—	—	(8,383)	(4,030)	(12,413)
Proceeds from shares issued		31	—	—	738	—	769	—	769
Share-based payments	32, 33	—	—	1,163	—	77	1,240	—	1,240
		31	—	(7,220)	738	77	(6,374)	(4,030)	(10,404)
At 31 December 2022		13,763	2,352	365,692	7,482	(967)	388,322	5,967	394,289
Profit for the year	32	—	—	26,299	—	—	26,299	2,244	28,543
Other comprehensive expense		—	51	(2,299)	—	—	(2,248)	—	(2,248)
Total comprehensive income		—	51	24,000	—	—	24,051	2,244	26,295
Transfer between reserves ¹		—	(1,392)	1,392	—	—	—	—	—
Equity dividends	10	—	—	(9,274)	—	—	(9,274)	(3,495)	(12,769)
Purchase of treasury shares		—	—	—	—	(98)	(98)	—	(98)
Proceeds from shares issued		36	—	—	766	—	802	—	802
Share-based payments	32, 33	—	—	1,409	—	190	1,599	—	1,599
		36	(1,392)	(6,473)	766	92	(6,971)	(3,495)	(10,466)
At 31 December 2023		13,799	1,011	383,219	8,248	(875)	405,402	4,716	410,118

¹ Transfer of realised profits on disposal of revalued property.

Parent Company	Note	Share capital	Retained earnings	Other reserves	Cost of shares held by ESOP trust	Total equity
		£'000	£'000	£'000	£'000	£'000
At 1 January 2022		13,732	81,414	7,881	(1,044)	101,983
Profit for the year	8	—	15,987	—	—	15,987
Other comprehensive expense		—	11,245	—	—	11,245
Total comprehensive expense		—	27,232	—	—	27,232
Equity dividends	10	—	(8,383)	—	—	(8,383)
Proceeds from shares issued		31	—	738	—	769
Share-based payments	33	—	417	—	77	494
		31	(7,966)	738	77	(7,120)
At 31 December 2022		13,763	100,680	8,619	(967)	122,095
Profit for the year	8	—	13,304	—	—	13,304
Other comprehensive income		—	(2,299)	—	—	(2,299)
Total comprehensive income		—	11,005	—	—	11,005
Equity dividends	10	—	(9,274)	—	—	(9,274)
Purchase of treasury shares		—	—	—	(98)	(98)
Proceeds from shares issued		36	—	766	—	802
Share-based payments	33	—	422	—	190	612
		36	(8,852)	766	92	(7,958)
At 31 December 2023		13,799	102,833	9,385	(875)	125,142

STATEMENTS OF CASH FLOWS

for the year ended 31 December 2023

	Note	Group		Parent Company	
		2023 £'000	2022 £'000	2023 £'000	2022 £'000
Cash flows from operating activities					
Cash generated from operations	34	5,871	(16,549)	(1,174)	(10,473)
Interest paid		(5,475)	(1,829)	(4,978)	(3,031)
Tax paid		(3,797)	(2,918)	(2,000)	(1,500)
Net cash flows from operating activities		(3,401)	(21,296)	(8,152)	(15,004)
Cash flows from investing activities					
Purchase of property, plant and equipment (excluding equipment for hire)	12	(4,074)	(971)	(2,916)	(205)
Capital expenditure on investment property	14	(8,017)	(9,301)	—	—
Purchase of investment in associate	16	—	(2,112)	—	—
Proceeds on disposal of property, plant and equipment (excluding equipment held for hire)		432	270	—	—
Proceeds on disposal of assets held for sale		4,713	10,987	—	—
Proceeds on disposal of investment properties		7,764	8,146	—	—
Advances of loans to joint ventures and associates		(24,321)	(8,560)	—	—
Repayment of loans from joint ventures and associates		10,868	10,904	—	—
Advances made to subsidiary undertakings		—	—	(16,769)	(22,676)
Repayments received from subsidiary undertakings		—	—	9,911	10,677
Proceeds on disposal of investment in joint ventures	16	—	6,873	—	—
Interest received		1,830	1,153	269	85
Dividends received from joint ventures and subsidiaries	8,16	900	7,160	25,139	26,491
Net cash flows from investing activities		(9,905)	24,549	15,634	14,372
Cash flows from financing activities					
Proceeds from shares issued		802	769	802	769
Purchase of treasury shares		(98)	—	(98)	—
Advances from joint ventures and associates		12	355	—	—
Advances received from subsidiary undertakings		—	—	2,007	4,713
Repayments made to subsidiary undertakings		—	—	(24,660)	(3,803)
Repayment of borrowings		(36,510)	(70,000)	(35,500)	(70,000)
Proceeds from new borrowings		58,028	85,000	54,000	85,000
Principal elements of lease payments		(526)	(679)	(96)	(48)
Dividends paid – ordinary shares	10	(9,253)	(8,362)	(9,253)	(8,362)
– non-controlling interests	10	(3,495)	(4,030)	—	—
– preference shares	10	(21)	(21)	(21)	(21)
Net cash flows from financing activities		8,939	3,032	(12,819)	8,248
Net (decrease)/increase in cash and cash equivalents		(4,367)	6,285	(5,337)	7,616
Cash and cash equivalents at beginning of year		17,401	11,116	10,307	2,691
Cash and cash equivalents at end of year		13,034	17,401	4,970	10,307

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 December 2023

The principal Accounting Policies adopted in the preparation of the Group's Financial Statements are set out below. These policies have been consistently applied to all years presented, unless otherwise stated.

The Company is a public limited company, listed on the London Stock Exchange and incorporated and domiciled in the United Kingdom. The address of its registered office is Isaacs Building, 4 Charles Street, Sheffield, England, United Kingdom S1 2HS.

Basis of preparation and statement of compliance

The Consolidated Financial Statements of the Group and the Financial Statements of the Parent Company have been prepared in accordance with UK-adopted International Accounting Standards. They have been prepared on the historical cost basis, except for financial instruments, investment properties and Group occupied land and buildings, which are measured at fair value.

The Directors have taken advantage of the exemption available under Section 408 of the Companies Act and not presented a statement of comprehensive income for the Parent Company alone. See note 8.

The Group has considered the impact of climate change when preparing the financial statements. In particular, the potential effect on balance sheet assets arising from either future physical or transition risk. Having undertaken this process, we are satisfied no impairments are required at this time, largely due to the natural churn and development of property assets, continued investment and replacement of plant hire equipment, and the consideration of appraisal processes on land acquisitions.

Consolidation

The Consolidated Financial Statements are a consolidation of the Financial Statements of the Parent Company and all entities controlled by the Company (its subsidiaries) made up to 31 December each year. Subsidiaries are all entities over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date that control ceases.

Where necessary, adjustments are made to the Financial Statements of subsidiaries to bring the Accounting Policies used in line with those used by the Group. All intra-group transactions, balances, income and expenses are eliminated on consolidation. The results of subsidiaries acquired or disposed of during the year are included in the Consolidated Statement of Comprehensive Income from the effective date of acquisition or to the effective date of disposal. Non-controlling interests in the fair value of the net assets of consolidated subsidiaries are identified separately from the Group's equity therein. Non-controlling interests consist of the amount of those interests at the date of the original business combination and the non-controlling interests' share of changes in equity since the date of the combination.

Investments in subsidiaries are accounted for at cost less impairment. Cost also includes direct attributable costs of investment.

Going concern

In undertaking their going concern review, which covers the period to 31 December 2025, the Directors considered the Group's principal risk areas that they consider material to the assessment of going concern.

As the UK economy continues to prove challenging, the Directors have assessed the Group's ability to operate in a more uncertain environment in modelling a base case scenario. They have also modelled what they consider to be a severe downside scenario, including further curtailment in activities. This downside scenario is based on a c.34% reduction in sales and c.87% reduction in operating profits from the base case in 2024. The constituents for the reduction in sales and operating profits are:

- Construction and Development activity only takes place where contracted;
- No Hallam Land sales are assumed in 2024 unless already contracted;
- Stonebridge Homes - a 10% decline in house prices is assumed along with a 25% reduction in the number of plots sold;
- and Banner Plant revenue declines c.20%.

The downside model also assumes that acquisition and development spend is restricted other than that already committed and is all consistent with previous experience in recessionary environments.

Having started 2024 with net debt of £77.8m, and with c.£83.7m net debt at 29 February 2024, against current facilities of £105.0m the Directors have concluded that the Group is able to control the level of uncommitted expenditure while delivering contracted schemes, allowing it to retain and even improve the cash position in the event of a severe downside scenario, although the impact of doing so on the profit and loss account would be unavoidable.

The Group meets its day-to-day working capital requirements through a secured loan facility (see note 25 of the Financial Statements). The existing agreement runs to 23 January 2025 and, an option, entirely in management's control, to extend the existing facilities by a further 12 months to 23 January 2026 has been put in place. The extension maintains the existing facility terms other than for a ratcheted interest rate of between 1.60% and 2.00% above SONIA. Management has assumed the extension of the current facility within the going concern assessment.

While the option provides security of funding throughout the going concern period and has been used as the basis of the going concern assessment, the Group has also agreed terms with existing lenders on a new revolving credit facility which is currently in the legal process and expected to be signed shortly. The new facility level will increase to £125m, for a period of three years and include options to extend by one year to 2028 and a further year to 2029. The facility terms are similar to the existing agreement and will be at a rate of 1.60% above SONIA. The agreement includes an accordion to increase the facility by up to £60m. The new facility is expected to complete in H1 2024.

None of the modelling undertaken by the Directors gives rise to any breach of bank facility covenants or liquidity breaches in the going concern period. The most sensitive covenant in our facilities relates to the ratio of EBIT (Earnings Before Interest and Tax) on a 12-month rolling basis to senior facility finance costs, which is assessed half-yearly. We have performed a reverse stress test to determine at what point this covenant could be breached and it would require a further 15% reduction in EBIT, to the downside scenario, in December 2024. We consider this implausible as our downside modelling includes a c.34% reduction in revenue and c.87% reduction in operating profit from our base case for 2024 without a breach, and as such we consider any further reduction in revenue and operating profit to be remote. Furthermore, the Directors are satisfied that there are further mitigations which are in management's control and can be implemented quickly should the business require in order to satisfy a covenant test. We are satisfied that we are able to comply with covenants throughout the going concern period.

The Directors expect that the Company and the Group will have adequate resources, liquidity and available bank facilities to continue in operational existence for the foreseeable future. Accordingly, they continue to adopt the going concern basis of accounting in preparing the Financial Statements.

Operating segments

The chief operating decision maker is the person or group that allocates resources to, and assesses the performance of, the operating segments of an entity. The Group has determined that its chief operating decision maker is the Board of Henry Boot PLC (the 'Board').

Management has determined the operating segments based on the reports reviewed by the Board in making strategic decisions.

The Board considers the business based on the following operating segments:

- Property Investment and Development, inclusive of property investment, property development, housebuilding and associated trading activities
- Land Promotion, inclusive of land management, development and trading activities
- Construction, inclusive of its PFI company and plant hire activities

While the following is not a reportable segment, information about it is considered by the Board in conjunction with the reportable segments:

- Group overheads, comprising central services, pensions, head office administration, in-house leasing and financing activities

Joint ventures and associates

Joint ventures are all entities in which the Group has shared control with another entity, established by contractual agreement. Associates are all entities over which the Group has significant influence, but not control, generally accompanied by a share of between 20% and 50% of the voting rights. Joint ventures and associates are accounted for using the equity method of accounting and are initially recognised at cost. The Group's share of profits or losses is recognised in the Consolidated Statement of Comprehensive Income. If the share of losses equals its investment, the Group does not recognise further losses, except to the extent that there are amounts receivable that are long term and may not be settled in the foreseeable future. Unrealised gains on transactions between the Group and its joint ventures and associates are eliminated to the extent of the Group's interest in them. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. The accounting policies of the joint ventures and associates are consistent with those of the Group.

Business combinations and goodwill

Acquisitions of subsidiaries and businesses are accounted for using the acquisition method. The consideration for each acquisition is measured as the aggregate of the fair values (at the date of exchange) of assets given, liabilities incurred or assumed, and equity instruments issued by the Group in exchange for control of the acquiree.

The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration agreement. Subsequent changes in fair value of contingent consideration classified as a financial asset or financial liability are accounted for in accordance with IFRS 9. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured, initially, at their fair values at the acquisition date. Acquisition-related costs are recognised in the Consolidated Statement of Comprehensive Income as incurred.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 December 2023

Goodwill arising on consolidation of subsidiary undertakings is recognised as an asset and initially measured at cost, being the excess of the cost of the business combination over the Group's interest in the net fair value of the identifiable assets, liabilities and contingent liabilities recognised. Goodwill is, subsequently, measured at cost less any accumulated impairment losses. Goodwill is subjected to an impairment test at the reporting date or when there has been an indication that the goodwill should be impaired; any loss is recognised immediately through the Consolidated Statement of Comprehensive Income and is not, subsequently, reversed. For the purpose of impairment testing, goodwill is allocated to cash-generating units. The allocation is made to those cash-generating units that are expected to benefit from the business combination in which goodwill arose.

Critical judgements and estimates

The critical judgements and estimates in applying the Group's Accounting Policies that have the most significant effect on the amounts recognised in the Financial Statements, apart from those noted below, relate to revenue recognition and inventories. These are referred to on page 167 and 170, and each is interpreted by management in the light of IFRS 15 'Revenue from Contracts with Customers' and IAS 2 'Inventories'.

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, are:

- Retirement benefit costs — the estimates used in retirement benefit costs are arrived at in conjunction with the scheme's actuary and advisers, those having the most significant impact being the liabilities discount rate, RPI and mortality rates. Note 29 to the Financial Statements gives details of the sensitivity surrounding these estimates;
- Fair value of investment properties and of Group occupied properties — the fair value of completed investment property and of Group occupied property is determined by independent valuation experts using the yield method valuation technique. The fair value of investment property under construction has been determined using the residual method by the Directors of the Company. The most significant estimates used in these valuations are rental values, yields and costs to complete. Notes 12 and 14 to the Financial Statements give details of the valuation methods used and the sensitivity surrounding these estimates. In determining fair value measurement, the impact of climate-related matters, including legislation, which may affect the fair value measurement of investment property, has been considered; and
- Provisions — amounts recognised in relation to provisions are based on assumptions in respect of cost estimates, the timing of cash flows and discount rates used. Note 28 to the Financial Statements gives details of the sensitivity surrounding these estimates.

The reference to estimates above, and in policy notes on IFRS 15 'Revenue from Contracts with Customers' and IAS 2 'Inventories', is not intended to comply with the requirements of paragraph 125 of IAS 1 'Presentation of Financial Statements', as it is not expected there is a significant risk of a material adjustment to the carrying amount of assets and liabilities within the next financial year.

Revenue recognition

Revenue is measured based on the consideration specified in a contract with a customer at an amount that reflects the consideration to which the Group expects to be entitled in exchange for transferring promised goods or services to a customer and excluding amounts collected on behalf of third parties. The Group recognises revenue when it transfers control over a product or service to a customer. Where consideration is not specified within the contract and, therefore, subject to variability, the Group estimates the amount of consideration to be received from its customer. The consideration recognised is the amount that is highly probable not to result in a significant reversal in future periods. Where a modification to an existing contract occurs, the Group assesses the nature of the modification and whether it represents a separate performance obligation required to be satisfied by the Group or whether it is a modification to the existing performance obligation.

The Group has some contracts for which the period between the transfer of the promised goods or services to the customer and payment by the customer exceeds one year. The Group adjusts its transaction price for the time value of money.

The Group's activities are wide ranging, and, as such, depending on the nature of the product or service delivered and the timing of when control is passed to the customer, the Group will account for revenue over time or at a point in time. Where revenue is measured over time, the Group uses the input method to measure progress of delivery.

Product and Service	Nature, timing of satisfaction of performance obligations and significant payment terms.
Construction contracts	<p>Typically, the Group's construction contracts consist of one performance obligation, being the delivery of construction works. However, for certain contracts (for example, where contracts involve separate phases or products that are not highly interrelated), multiple performance obligations exist. Where multiple performance obligations exist, total transaction price is allocated to performance obligations based on the relative standalone selling prices of each performance obligation.</p> <p>Revenue attributed to each performance obligation is recognised over time based on the percentage of completion, as the benefit is transferred to the customer, reflecting the enhancement in value of the customer's asset. The percentage of completion is calculated as the costs incurred to date as a percentage of the total costs expected to satisfy the performance obligation. Estimates of revenues, costs or extent of progress toward completion are revised if circumstances change. Any resulting increases or decreases in estimated revenues or costs are reflected in the percentage of completion calculation in the period in which the circumstances that give rise to the revision become known.</p> <p>Losses are recorded in full when the unavoidable costs of fulfilling a contract exceed the economic benefits.</p> <p>Any revenues recognised in excess of amounts invoiced are recognised as contract assets within current assets. Any payments received in excess of revenue recognised are recognised as contract liabilities within current liabilities.</p>
Sale of land and properties	<p>Revenue from the sale of land and properties is generally a single performance obligation, which is satisfied at the point in time when control of the land and properties has passed, typically on legal completion when the legal title has transferred.</p> <p>Land and properties are treated as disposed when control of the asset is transferred to the buyer. Typically, this will either occur on unconditional exchange or on completion. Where completion is expected to occur significantly after exchange, or where the Group continues to have significant outstanding obligations after exchange, the control will not usually transfer to the buyer until completion.</p> <p>Variable consideration such as overages are estimated based on the amount of consideration the Group expects to be entitled to, taking into account the terms which may give rise to variability and it is only recognised where it is highly probable there will not be a significant future reversal. This is estimated at contract inception and reassessed over the life of the contract.</p> <p>Revenue includes the fair value of consideration received or receivable on the sale of part exchange properties.</p>
PFI Concession	<p>Revenue from the Group's PFI concession is recognised at the point in time, by the calculation of 'shadow tolls' based on individual vehicle usage of the A69.</p> <p>The concession is accounted for in accordance with IFRIC 12 'Service Concession Arrangements' using the intangible asset model.</p>
Operating leases (recognised as income under IFRS 16 'Leases')	<p>Revenue from operating leases is recognised on a straight-line basis over the lease term, except for contingent rental income, which is recognised in the period in which it was earned. When the Group provides incentives to its tenants, the cost of incentives is recognised over the lease term, on a straight-line basis, as a reduction to revenue.</p>
Plant and equipment hire (recognised as income under IFRS 16 'Leases')	<p>Revenue from plant and equipment hire is measured as the fair value of rental proceeds, which relate to the period of account.</p>

Critical judgements and other estimates in applying IFRS 15 Revenue from Contracts with Customers

The following are the critical judgements and other estimates in applying accounting policies that the Directors have made in the process of applying IFRS 15 Revenue from Contracts with Customers and that have the most significant effect on the amounts recognised in the Consolidated Financial Statements.

Estimates in determining the recognition of revenue on construction contracts over time – construction contract revenue is recognised in accordance with the stage of completion of the contract where the contract's outcome can be estimated reliably. The principal method used to recognise the stage of completion is the input method using cost incurred to date as a percentage of estimated total costs to complete. The assessment of the final outcome of each contract is determined by regular review of the revenues and costs to complete that contract by an in-house or external survey of the work.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 December 2023

Judgement in determining the recognition of revenue at a point in time on land sale contracts – there is often judgement involved in evaluating when a customer obtains control of land during a sale, particularly where the contract includes licensing (or the granting of early access to housebuilders before completion), risk or deferred payment term clauses. In determining the revenue recognition, the Directors consider the present right for payment, legal title, physical possession, risks and rewards of ownership and acceptance of the asset in forming their opinion. Where necessary, third-party advice is taken.

Interest income and expense

Interest income and expense are recognised within ‘Finance income’ and ‘Finance costs’ in the Consolidated Statement of Comprehensive Income using the effective interest rate method, except for borrowing costs relating to qualifying assets, which are capitalised as part of the cost of that asset. The Group has chosen not to capitalise borrowing costs on all qualifying assets, which are measured at fair value.

The effective interest rate method is a method of calculating the amortised cost of a financial asset or financial liability and of allocating the interest income or interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments or receipts throughout the expected life of the financial instrument, or a shorter period where appropriate, to the net carrying amount of the financial asset or financial liability.

Leasing

Where the Group acts as a lessor in the case of operating leases, rentals receivable are recognised on a straight-line basis over the term of the relevant lease. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income.

Leases

The Group assesses whether a contract is, or contains, a lease, at inception of the contract. The Group recognises a right-of-use asset and a corresponding lease liability with respect to all lease arrangements in which it is the lessee, except for short-term leases (defined as leases with a lease term of 12 months or less) and leases of low-value assets. For these leases, the Group recognises the lease payments as an operating expense on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

Lease liability: The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the Group uses an incremental borrowing rate, which is the rate of interest that the lessee would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment.

Right-of-use assets: The right-of-use assets comprise the initial measurement of the corresponding lease liability, lease payments made at or before the commencement day and any initial direct costs. They are, subsequently, measured at cost less accumulated depreciation and impairment losses. Right-of-use assets are depreciated over the shorter period of lease term and useful life of the underlying asset.

The Group applies IAS 36 to determine whether a right-of-use asset is impaired and accounts for any identified impairment loss in line with the Group’s existing impairment accounting policy.

Sale and leaseback

The Group’s sale and leaseback of assets are accounted for such that the transfer of the asset is not deemed a sale under IFRS 15, this is on the basis that control of the assets remain with the Group as the Group has the right to repurchase the assets.

As the transfers do not qualify as a sale, the Group accounts for the transaction as a financing transaction. This means that the Group continues to recognise the asset on its balance sheet within property, plant and equipment and that the proceeds from the sale and leaseback are recognised as a financial liability at amortised cost in accordance with IFRS 9. This arrangement is similar to a loan secured over the underlying asset. Cashflows are reported in new borrowings and repayment of borrowings on the Group’s cashflow statement.

Share-based payments

Equity-settled share-based payments to employees of the Company and its subsidiary undertakings are measured at fair value of the equity instruments at the date of grant and are expensed on a straight-line basis over the vesting period. Fair value is measured using a Monte Carlo pricing model, taking into account any market performance conditions, and excludes the effect of non-market-based vesting conditions. Details regarding the determination of the fair value of equity-settled share-based transactions are set out in note 31. At each reporting period date, the Group estimates the number of equity instruments expected to vest as a result of the effect of non-market-based vesting conditions. The impact of the revision, if any, is recognised in the Consolidated Statement of Comprehensive Income with a corresponding adjustment to equity reserves.

SAYE share options are treated as cancelled when employees cease to contribute to the scheme. This results in accelerated recognition of the expenses that would have arisen over the remainder of the original vesting period.

Intangible assets excluding goodwill

Intangible assets are stated at cost less accumulated amortisation and impairment. The PFI asset, which is accounted for under IFRIC 12 ‘Service Concession Arrangements’ represents the capitalised cost of the initial project, together with the capitalised cost of any additional major works to the road and structures, which are then amortised, on a straight-line basis, over 20 years or the remaining life of the concession. The concession lasts a period of 30 years and has a further two years to run.

Property, plant and equipment

Group occupied properties are stated in the Statement of Financial Position at their revalued amounts, being the fair value, based on market values, less any subsequent accumulated depreciation or subsequent accumulated impairment loss. Fair value is determined annually by independent valuers. Surpluses on revaluations are recorded in OCI and credited to the revaluation reserve. However, to the extent that it reverses a revaluation deficit of the same asset previously recognised in profit or loss, the increase is recognised in profit or loss. Deficits on revaluations are charged against the revaluation reserve to the extent that there are available surpluses relating to the same asset and are otherwise charged to profit or loss in the Consolidated Statement of Comprehensive Income.

Equipment held for hire, vehicles and office equipment are stated at cost less accumulated depreciation and any recognised impairment loss. Cost includes the original purchase price of the asset plus any costs attributable to bringing the asset to its working condition for its intended use.

Depreciation is charged so as to write off the cost or valuation of assets over their estimated useful lives, using the straight-line method, mainly at the following annual rates:

- Leasehold improvements – between 10% and 20% or based on lease term
- Equipment held for hire – between 6% and 50%
- Vehicles – between 10% and 25%
- Office equipment – between 25% and 33%

Investment property

Investment properties are those properties which are not occupied by the Group and which are held for long term rental yields, capital appreciation or both. Investment property also includes property that is being constructed or developed for future use as investment property.

Investment properties are, initially, measured at cost, including related transaction costs.

At each subsequent reporting date, investment properties are remeasured to their fair value; further information regarding the valuation methodologies applied can be found in note 14 to the Financial Statements. Movements in fair value are included in the Consolidated Statement of Comprehensive Income.

Where the Group employs professional valuers, the valuations provided are subject to a comprehensive review to ensure they are based on accurate and up-to-date tenancy information. Discussions are also held with the valuers to test the valuation assumptions applied and comparable evidence utilised to ensure they are appropriate in the circumstances.

Subsequent expenditure is capitalised to the asset's carrying value only where it is probable that the future economic benefits associated with the expenditure will flow to the Group. All other expenditure is expensed to the Consolidated Statement of Comprehensive Income in the period in which it arises.

Investment property is derecognised when it is disposed of at its carrying value.

Where specific investment properties have been identified as being for sale within the next 12 months, a sale is considered highly probable and the property is immediately available for sale, their fair value is shown under assets classified as held-for-sale within current assets, measured in accordance with the provisions of IAS 40 'Investment Property'.

Inventories

Inventories are stated at the lower of cost and estimated net realisable value and are subject to regular impairment reviews.

Inventories comprise developments in progress, land held for development or sale, options to purchase land and planning promotion agreements.

- Property developments in progress includes properties being developed for onward sale.
- Housebuilder land and work in progress includes construction of residential housing for onward sale.
- Land held for development or sale is land owned by the Group that is promoted through the planning process in order to gain planning permission, adding value to the land.
- Options to purchase land are agreements that the Group entered into with the landowners whereby the Group has the option to purchase the land within a limited time frame. The landowners are not generally permitted to sell to any other party during this period, unless agreed to by the Group. Within the time frame the Group promotes the land through the planning process at its expense in order to gain planning permission. Should the Group be successful in obtaining planning permission it would trigger the option to purchase and subsequently sell on the land.
- Planning promotion agreements are agreements that the Group has entered into with the landowners, whereby the Group acts as promoter for the landowners in exchange for a fee of a set percentage of the proceeds or profit of the eventual sale. The Group promotes the land through the planning process at its own expense. If the land is sold, the Group will receive a fee for its services.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 December 2023

- The Group capitalises various costs in promoting land held under planning promotion agreements. In some instances, the agreements allow for the Group to be reimbursed certain expenditure following the conclusion of a successful sale, at which point the reimbursed costs are recognised as revenue. These costs are held in inventory at the lower of cost and estimated net realisable value.

Inventories comprise all the direct costs incurred in bringing the individual inventories to their present state at the reporting date, including any reimbursable promotion costs, less the value of any impairment losses.

Impairment reviews are considered on a site-by-site or individual development basis by management at each reporting date; write-downs or reversals are made to ensure that inventory is then stated at the lower of cost or net realisable value.

Net realisable value is considered in the light of progress made in the planning process, feedback from local planning officers, development appraisals and other external factors that might be considered likely to influence the eventual outcome. Where it is considered that no future economic benefit will arise, costs are written off to the Consolidated Statement of Comprehensive Income.

Where individual parcels of land held for development are disposed of out of a larger overall development site, costs are apportioned based on an acreage allocation after taking into account the cost or net realisable value of any remaining residual land that may not form part of the overall development site or that may not be available for development. Where the Group retains obligations attached to the development site as a whole, provisions are made relating to these disposals on the same acreage allocation basis.

Critical judgements and other estimates in applying IAS 2 Inventories

The following are the estimates in applying accounting policies that the Directors have made in the process of applying IAS 2 Inventories and that have the most significant effect on the amounts recognised in the Consolidated Financial Statements.

Estimates in determining the carrying value of work in progress inventory – there is often estimation involved in forecasting future costs to complete and selling prices, which can be affected by market conditions and unexpected events. In determining the carrying value, the Directors consider previous experience, communications with suppliers and market trends in forming their opinion. Where necessary, third-party advice is taken.

Assets classified as held for sale

Non-current assets are classified as held for sale when their carrying amount is to be recovered, principally, through a sale transaction and a sale is considered highly probable. They are stated at the lower of carrying amount and fair value less costs to sell, or fair value in the case of Investment Property, if their carrying amount is to be recovered, principally, through a sale transaction rather than through continuing use and a sale is considered highly probable.

Tax

The tax charge on the profit or loss for the year comprises the sum of tax currently payable and any deferred tax movements in the year.

Tax currently payable is based on taxable profit for the year adjusted for any tax payable or repayable in respect of earlier years. Taxable profit differs from net profit as reported in the Consolidated Statement of Comprehensive Income because it excludes items of income or expense that are taxable or deductible in other years and items that may never be taxable or deductible.

The Group's liability for current taxation is calculated using tax rates that have been enacted, or substantively enacted, by the reporting date.

Corporation tax liabilities of wholly owned subsidiary companies are, generally, transferred to and paid by the Parent Company and credit is given by the Parent Company for loss relief surrendered.

Deferred tax is the tax expected to be payable or recoverable on differences between the carrying amounts of assets and liabilities in the Financial Statements and the corresponding tax bases used in computing taxable profits.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profits or gains will be available to allow all or part of the assets to be recovered.

The carrying value of the Group's investment property is assumed to be realised by sale and the deferred tax is then calculated based on the respective temporary differences and tax consequences arising from this assumption.

Deferred tax is calculated at tax rates that are expected to apply in the period when the liability is settled or the asset is realised, based on rates that have been enacted, or substantively enacted, at the reporting date. Deferred tax is charged or credited in the Consolidated Statement of Comprehensive Income, 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 deferred tax liabilities are offset where the Group has a legally enforceable right to do so and when the deferred tax assets and liabilities relate to tax levied by the same tax authority where there is an intention to settle the balances on a net basis.

Financial instruments

The Group retains such financial instruments as are required, together with retained earnings, in order to finance the Group's operations.

Financial assets or financial liabilities are recognised by the Group in the Statement of Financial Position only when the Group becomes a party to the contractual provisions of the instrument.

The principal financial instruments are:

- Trade and other receivables are measured initially at fair value and then amortised cost — where the time value of money is material, receivables are amortised using the effective interest rate method (see Interest income and expense in notes 5 and 6). IFRS 9's simplified approach to provisioning is used to calculate the Group's lifetime expected credit loss;
- Cash and cash equivalents, which comprise cash in hand, demand deposits and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value with an original maturity of three months or less;
- Trade and other payables, which are on normal credit terms, are not interest bearing and are stated at their nominal values — where the time value of money is material, payables are carried at amortised cost using the effective interest rate method (see Interest income and expense in notes 5 and 6); and
- Borrowings — see below.

For the purpose of the statement of cash flows, cash and cash equivalents consist of cash and short-term deposits, as defined above, net of outstanding bank overdrafts as they are considered an integral part of the Group's cash management.

Borrowings

Borrowings are recognised, initially, at fair value, net of transaction costs incurred. Borrowings are, subsequently, carried at amortised cost; any difference between the proceeds (net of transaction costs) and the redemption value is recognised in the Consolidated Statement of Comprehensive Income over the period of the borrowings using the effective interest method.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some, or all, of the facility will be drawn down. In this case, the fee is deferred and amortised until the drawdown occurs. To the extent that there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a pre-payment for liquidity services and amortised over the period of the facility to which it relates.

Government grants

Government grants are recognised at their fair value in the Consolidated Statement of Financial Position, within deferred income, where there is reasonable assurance that the grant will be received and all attached conditions will be complied with.

Government grants relating to revenue items are released to the Statement of Comprehensive Income and recognised within cost of sales over the period necessary to match the grant on a systematic basis to the costs that they are intended to compensate.

Government grants relating to capital items are released against the carrying value of the grant supported assets when the completion conditions of those assets are met.

Provisions

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event. It is probable that the Group will be required to settle that obligation with an outflow of economic benefits and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the reporting date, taking into account the risks and uncertainties surrounding the obligation. Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows. Onerous contracts are provided for at the lower of costs or termination.

When some, or all, of the economic benefits required to settle a provision are expected to be recovered from a third party, a receivable is recognised as an asset if it is virtually certain that reimbursement will be received and the amount of the receivable can be measured reliably.

The land promotion provision represents management's best estimate of the Group's liability to provide infrastructure and services as a result of obligations that remain with the Group following the disposal of land. Where the infrastructure and services obligations relate to developments on which land is being disposed of over a number of phases, provisions are calculated based on an acreage allocation methodology, taking into account the expected timing of cash outflows to settle the obligations.

The Group regularly reviews its contract obligations and whether they are considered to be onerous. In the event that the costs of meeting the obligations exceed the economic benefits expected to be received through the life of the development, a provision would be recognised based on the lower of the cost of fulfilling the contract or terminating the contract.

The road maintenance provision represents management's best estimate of the Group's liability under a five-year rolling programme for the maintenance of the Group's PFI asset.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 December 2023

Other provisions include any liabilities for which the Directors anticipate that a present obligation would result in a future outflow of resources, including legal and regulatory penalties or claims, being taken into account in the Financial Statements.

Specific details of the Group's provisions relating to land promotion and road maintenance can be found in note 28.

Retirement benefit costs

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

The cost of providing benefits under the defined benefit retirement scheme is determined using the Projected Unit Credit Method, with actuarial calculations being carried out at each reporting date. Actuarial gains and losses are recognised in full in the period in which they occur. They are recognised within 'Other comprehensive income' within the Consolidated Statement of Comprehensive Income. The net periodic benefit cost, comprising the employer's share of the service cost and the net interest cost, is charged to the Consolidated Statement of Comprehensive Income. The Group's net obligations in respect of the scheme are calculated by estimating the amount of future benefit that employees have earned in return for their service in the current and prior periods. This is then discounted to present value and the fair value of the scheme's assets is then deducted.

Share capital

Ordinary share capital is classified as equity. Preference share capital is classified as equity as it is non-redeemable or is redeemable only at the Company's option and any dividends are discretionary. Dividends on preference share capital classified as equity are recognised as distributions within equity.

Dividends

The Group recognises a liability to pay a final dividend when the distribution is authorised and the distribution is no longer at the discretion of the Group. Under UK company law, a distribution is authorised when it is approved by the shareholders. An interim dividend is recognised when paid. A corresponding amount is then recognised directly in equity.

Impact of accounting standards and interpretations

At the date of authorisation of these Financial Statements, the following standards, amendments and interpretations to existing standards are effective or mandatory for the first time for the accounting year ended 31 December 2023:

		Effective from
IFRS 17 (issued 2017)	Insurance Contracts	1 January 2023
IFRS 17 (amended 2020)	Implementation challenges	1 January 2023
IAS 1 and IFRS Practice Statement 2 (amended 2021)	Disclosure of accounting policies	1 January 2023
IAS 8 (amended 2021)	Definition of accounting estimates	1 January 2023
IAS 12 (amended 2021)	Deferred tax related to Assets and Liabilities arising from a single transaction	1 January 2023
IFRS 17 (amended 2021)	Initial application of IFRS 17	1 January 2023
IAS 12 (amended 2023)	International Tax Reform – Pillar Two Model Rules	Immediately effectively

The adoption of these standards and interpretations has not had a significant impact on the Group.

At the date of the authorisation of these Financial Statements, the following standards, amendments and interpretations were in issue, but not yet effective:

		Effective from
IAS 1 (amended 2020)	Classification of liabilities as current or non-current	1 January 2024
IAS 1 (amended 2022)	Non-current liabilities with covenants	1 January 2024
IFRS 16 (amended 2022)	Lease liability in a sale and leaseback	1 January 2024
IAS 7 and IFRS 7 (amended 2023)	Supplier Finance Arrangements	1 January 2024
IAS 21 (amended 2023) *	Lack of Exchangeability	1 January 2025

*Not yet endorsed by the UK Endorsement Board

A review of the impact of these standards, amendments and interpretations has been conducted and the Directors do not believe that they will give rise to any significant financial impact.

In 2023, the Group did not early adopt any new or amended standards and does not plan to early adopt any of the standards issued but not yet effective.

1. Revenue

Analysis of the Group's revenue is as follows:

	2023 £'000	Timing of revenue recognition		2022 £'000	Timing of revenue recognition	
		At a point in time £'000	Over time £'000		At a point in time £'000	Over time £'000
Activity in the United Kingdom						
Construction contracts:						
– Construction ¹	70,081	–	70,081	97,571	–	97,571
– Property Investment and Development ²	48,812	–	48,812	57,177	–	57,177
Sale of land and properties:						
– Property Investment and Development ²	39,330	39,330	–	34,726	34,726	–
– Housebuilder unit sales ²	97,182	97,182	–	70,631	70,631	–
– Land Promotion ³	67,769	67,769	–	43,672	43,672	–
PFI concession ¹	13,676	13,676	–	13,590	13,590	–
Revenue from contracts with customers	336,850	217,957	118,893	317,367	162,619	154,748
Plant and equipment hire ¹	15,766			17,447		
Investment property rental income ²	5,982			5,757		
Other rental income – Property Investment and Development ²	578			699		
Other rental income – Land Promotion ³	223			149		
	359,399			341,419		

¹ Construction segment.

² Property Investment and Development segment.

³ Land Promotion segment.

Contingent rents recognised as investment property rental income during the year amount to £nil (2022: £435,000).

Other income of £4,800,000 (2022: nil) relates to a legal settlement on a property development contract completed in 2016.

2. Segment information

For the purpose of the Board making strategic decisions, the Group is currently organised into three operating segments: Property Investment and Development; Land Promotion; and Construction. Group overheads are not a reportable segment; however, information about them is considered by the Board in conjunction with the reportable segments.

Operations are carried out entirely within the United Kingdom.

Inter-segment sales are charged at prevailing market prices.

The accounting policies of the reportable segments are the same as the Group's Accounting Policies. The Group's Principal Accounting Policies are described on pages 164 to 172.

Segment profit represents the profit earned by each segment before tax and is consistent with the measure reported to the Group's Board for the purpose of resource allocation and assessment of segment performance.

Revenues from external sales are detailed in note 1.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 December 2023

2. Segment information continued

	2023					
	Property Investment and Development	Land Promotion	Construction	Group overheads	Eliminations	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Revenue						
External sales	191,884	67,992	99,523	—	—	359,399
Inter-segment sales	258	—	1,050	271	(1,579)	—
Total revenue	192,142	67,992	100,573	271	(1,579)	359,399
Gross profit	31,554	29,815	15,177	238	(19)	76,765
Other income	4,800	—	—	—	—	4,800
Administrative expenses and pension	(17,172)	(8,371)	(8,682)	(10,136)	19	(44,342)
Other operating items	2,989	(7)	—	—	—	2,982
Operating profit/(loss)	22,171	21,437	6,495	(9,898)	—	40,205
Finance income	3,273	1,197	458	25,813	(27,384)	3,357
Finance costs	(11,596)	(615)	(480)	(5,437)	11,868	(6,260)
Profit before tax	13,848	22,019	6,473	10,478	(15,516)	37,302
Tax	(5,741)	(4,470)	(1,686)	3,138	—	(8,759)
Profit for the year	8,107	17,549	4,787	13,616	(15,516)	28,543
Other information						
Capital additions	8,251	—	4,276	3,061	—	15,588
Depreciation of plant, property and equipment and right-of-use assets	307	21	4,050	758	—	5,136
Impairment	105	—	203	—	—	308
Amortisation of intangible assets	—	—	551	—	—	551
Increase in fair value of investment properties	(307)	—	—	—	—	(307)
Provisions	—	1,092	1,762	—	—	2,854
Pension scheme credit	—	—	—	(4,603)	—	(4,603)

	2022					
	Property Investment and Development	Land Promotion	Construction	Group overheads	Eliminations	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Revenue						
External sales	168,990	43,820	128,609	—	—	341,419
Inter-segment sales	290	—	4,453	386	(5,129)	—
Total revenue	169,280	43,820	133,062	386	(5,129)	341,419
Gross profit	36,488	24,320	20,720	99	(37)	81,590
Administrative expenses and pension	(16,142)	(6,971)	(8,636)	(8,743)	37	(40,455)
Other operating items	5,322	—	—	—	—	5,322
Operating profit/(loss)	25,668	17,349	12,084	(8,644)	—	46,457
Finance income	4,015	744	1,507	26,576	(31,201)	1,641
Finance costs	(2,226)	(213)	(374)	(3,373)	3,683	(2,503)
Profit before tax	27,457	17,880	13,217	14,559	(27,518)	45,595
Tax	(3,411)	(3,451)	(2,771)	1,908	—	(7,725)
Profit for the year	24,046	14,429	10,446	16,467	(27,518)	37,870
Other information						
Capital additions	9,450	—	5,884	392	—	15,726
Depreciation of plant, property and equipment and right-of-use assets	312	30	3,755	472	—	4,569
Impairment	(15)	—	203	—	—	188
Amortisation of intangible assets	—	—	580	—	—	580
Decrease in fair value of investment properties	4,921	—	—	—	—	4,921
Provisions	—	775	683	—	—	1,458
Pension scheme credit	—	—	—	(3,422)	—	(3,422)

2. Segment information continued

	2023 £'000	2022 £'000
Segment assets		
Property Investment and Development ¹	362,737	355,491
Land Promotion	160,690	149,598
Construction	41,635	45,766
Group overheads	8,363	3,612
	573,425	554,467
Unallocated assets		
Deferred tax assets	213	249
Retirement benefit asset	7,725	6,188
Cash and cash equivalents	13,034	17,401
Total assets	594,397	578,305
Segment liabilities		
Property Investment and Development	38,101	59,113
Land Promotion	15,635	13,114
Construction	22,797	36,994
Group overheads	4,904	568
	81,437	109,789
Unallocated liabilities		
Current tax liabilities	6,677	3,793
Deferred tax liabilities	5,372	4,401
Current lease liabilities	728	426
Current borrowings	84,819	65,000
Non-current lease liabilities	3,547	607
Non-current borrowings	1,699	—
Total liabilities	184,279	184,016
Total net assets	410,118	394,289

¹ Includes investment in joint ventures and associates of £10,484,000 (2022: £9,990,000).

3. Operating profit

Operating profit has been arrived at after charging/(crediting):

	2023 £'000	2022 £'000
Depreciation of property, plant and equipment (note 12)	4,357	3,972
Depreciation of right-of-use assets (note 13)	779	597
Impairment of goodwill included in administrative expenses (note 11)	203	203
Reversal of impairment of land and buildings included in administrative expenses (note 12)	—	(75)
Impairment of land and buildings included in administrative expenses (note 12)	105	60
Amortisation of PFI asset included in cost of sales (note 11)	551	580
Amortisation of capitalised letting fees (note 14)	54	25
Impairment losses recognised on trade receivables (note 18)	4	432
(Increase)/decrease in fair value of investment property (note 14)	(307)	4,921
Cost of inventories recognised as expense	153,965	85,594
Employee costs	39,912	39,088
Amounts payable to Mazars LLP by Road Link (A69) Limited in respect of audit services	15	13
Gain on sale of equipment held for hire	(1,185)	(1,070)
Gain on sale of other property, plant and equipment	(341)	(176)
Loss on disposal of right-of-use assets	—	1

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 December 2023

3. Operating profit continued

The remuneration paid to Ernst & Young LLP, the Company's external auditor, was as follows:

	2023	2022
	£'000	£'000
Fees payable for the audit of the Company's Annual Financial Statements and Consolidated Financial Statements	220	200
Fees payable to the auditor and its associates for other services:		
– audit of the Company's subsidiaries pursuant to legislation	362	330
Total audit fees	582	530

4. Employee costs

	Group		Parent Company	
	2023	2022	2023	2022
	£'000	£'000	£'000	£'000
Wages and salaries	29,422	29,671	6,164	5,130
Share-based payment expense	1,601	1,240	612	496
Social security costs	3,717	3,821	784	649
Defined benefit pension costs (see note 29)	825	989	745	989
Defined contribution pension costs (see note 29)	3,811	3,251	567	449
Other pension costs	162	72	112	22
Other employee costs	374	44	—	—
	39,912	39,088	8,984	7,735

The average monthly number of employees during the year, including Executive Directors, was:

	2023	2022
	Number	Number
Property Investment and Development	127	121
Land Promotion	37	35
Construction	146	149
Plant Hire	139	146
Parent Company	89	82
	538	533

5. Finance income

	2023	2022
	£'000	£'000
Interest on bank deposits	451	146
Interest on other loans and receivables	1,378	1,007
Interest credit on defined benefit pension scheme	406	—
Unwinding of discounting: trade receivables	1,122	488
	3,357	1,641

6. Finance costs

	2023	2022
	£'000	£'000
Interest on bank loans and overdrafts	5,572	2,136
Interest on other loans and payables	242	45
Unwinding of discounting: trade payables and borrowings	446	322
	6,260	2,503

7. Tax

	2023 £'000	2022 £'000
Current tax:		
UK corporation tax on profits for the year	6,745	8,690
Adjustment in respect of earlier years	(39)	(152)
Total current tax	6,706	8,538
Deferred tax (note 19):		
Origination and reversal of temporary differences	2,053	(813)
Total deferred tax	2,053	(813)
Total tax	8,759	7,725

From 1 April 2023, corporation tax was amended from 19% to 25% and as such the marginal rate of corporation tax is 23.5% (2022: 19%) of the estimated assessable profit for the year.

Deferred tax balances at the year end have been measured at 25% (2022: 25%), being the rate at which timing differences are expected to reverse.

The charge for the year can be reconciled to the profit per the Consolidated Statement of Comprehensive Income as follows:

	2023 £'000	2022 £'000
Profit before tax	37,302	45,595

	2023 %	2022 %
Tax at the UK corporation tax rate	23.52	19.00
Effects of:		
Permanent differences	3.09	(0.80)
Capital gains	(0.46)	0.27
Profits made in advance of corporation tax rate increase	(2.33)	—
Corporation tax adjustment in respect of earlier years	(0.11)	(0.33)
Joint venture results reported net of tax	(0.23)	(1.20)
Effective tax rate	23.48	16.94

The tax charge in the year is lower (2022: lower) than the standard rate of corporation tax, predominantly due to the timing of profits in advance of corporation tax rate increases (2022: due to joint ventures reported net of tax).

In addition to the amount charged to profit for the year, the following amounts relating to tax have been recognised in other comprehensive income:

	2023 £'000	2022 £'000
Deferred tax:		
– property revaluations	279	(23)
– actuarial loss/(gain)	767	(3,749)
Total tax recognised in other comprehensive income/(expense)	1,046	(3,772)

8. Results of the Parent Company

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. The profit dealt with in the Financial Statements of the Parent Company, and approved by the Board on 11 April 2024, is £13,304,000 (2022: £15,987,000) and includes dividends received from subsidiaries of £25,139,000 (2022: £26,490,500).

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 December 2023

9. Earnings per ordinary share

The calculation of the basic and diluted earnings per share is based on the following information:

	2023 £'000	2022 £'000
Profit for the year	28,543	37,870
Non-controlling interests	(2,244)	(4,551)
Preference dividend	(21)	(21)
	26,278	33,298

	2023 No.	2022 No.
Weighted average number of shares in issue	133,880,809	133,449,943
Less shares held by the ESOP on which dividends have been waived	(352,776)	(401,672)
Weighted average number for basic earnings per share	133,528,033	133,048,271
Adjustment for the effects of dilutive potential ordinary shares	2,797,685	2,290,780
Weighted average number for diluted earnings per share	136,325,718	135,339,051

	2023	2022
Basic earnings per share	19.7p	25.0p
Diluted earnings per share	19.3p	24.6p

The Group has two types of dilutive potential ordinary shares, being: those share options granted to employees where the exercise price is less than the average market price of the Company's ordinary shares during the year; and expected future vesting of shares under the 2015 Long term Incentive Plan.

10. Dividends

	2023 £'000	2022 £'000
Amounts recognised as distributions to equity holders in the year:		
Preference dividend on cumulative preference shares	21	21
Final dividend for the year ended 31 December 2022 of 4.00p per share (2021: 3.63p)	5,336	4,822
Interim dividend for the year ended 31 December 2023 of 2.93p per share (2022: 2.66p)	3,917	3,540
	9,274	8,383

The proposed final dividend for the year ended 31 December 2023 of 4.40p per share (2022: 4.00p) makes a total dividend for the year of 7.33p (2022: 6.66p).

The proposed final dividend is subject to approval by shareholders at the AGM and has not been included as a liability in these Financial Statements. The total estimated dividend to be paid is £5,900,000.

Notice has been received from Moore Street Securities Limited waiving its right as corporate trustee for the Employee Share Ownership Plan ('ESOP') to receive all dividends in respect of this and the previous financial year.

Dividends paid to non-controlling interests during the year amounted to £3,495,000 (2022: £4,030,000).

11. Intangible assets

	Goodwill £'000	PFI asset £'000	Total £'000
Cost			
At 1 January 2022	4,973	19,176	24,149
Additions at cost	—	—	—
At 31 December 2022 and 2023	4,973	19,176	24,149
Accumulated impairment losses and amortisation			
At 1 January 2022	3,730	17,486	21,216
Amortisation	—	580	580
Impairment losses for the year	203	—	203
At 31 December 2022	3,730	17,486	21,216
Amortisation	—	551	551
Impairment losses for the year	203	—	203
At 31 December 2023	3,933	18,037	21,970
Carrying amount			
At 31 December 2023	1,040	1,139	2,179
At 31 December 2022	1,243	1,690	2,933

The Group acquired the trade and assets of Premier Plant Tool Hire & Sales Limited on 30 March 2017. They were immediately hived up into the immediate Parent Company Banner Plant Limited, which sits in the Construction segment. The goodwill arising on the acquisition, which has a current net book value of £903,000 (2022: £903,000), represents the excess of consideration over net assets acquired and is subject to an impairment test at the reporting date. The cash-generating units assessed for impairment are the Leicester depots of Banner Plant Limited, which were formerly Premier Plant Tool Hire & Sales Limited's only operational sites. Impairment calculations use pre-tax cash flow projections, including revenue growth of 3.0% (2022: 3.0%) per annum into perpetuity, which reflects past experience and management's future expectations. Management estimates discount rates that reflect current market assessments of the time value of money and risk specific to the cash-generating unit of 5.0% (2022: 5.0%).

The Group's investment in Road Link (A69) Holdings Limited is 61.2%. The goodwill arising on the acquisition, which has a current net book value of £137,000 (2022: £340,000), represents the excess of consideration over net assets acquired and is subject to an impairment test at the reporting date. This Company's subsidiary, Road Link (A69) Limited, operates a PFI concession, which comprises managing and maintaining the A69 Carlisle to Newcastle trunk road. The Company receives payment from National Highways based on the number and type of vehicles using the road. The concession lasts for a period of 30 years and has a further two years to run, at the end of which the road reverts to National Highways. While the impairment test demonstrates significant headroom based on forecast levels of return being consistent with prior years, an impairment charge of £203,000 (2022: £203,000) has been recognised during the year. This reflects the fact that the PFI concession will revert to National Highways at the end of the 30-year period, at which point no goodwill should remain. There were no significant changes to these arrangements during the year.

Amortisation of the PFI asset is recognised within cost of sales in the Consolidated Statement of Comprehensive Income.

Although the Companies Act 2006 Section 390(5) requires a coterminous year end, the subsidiary company's accounting reference date is 31 March in order to align with National Highways financial year end and, hence, interim Financial Statements are prepared for incorporation into these Consolidated Financial Statements.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 December 2023

12. Property, plant and equipment

Group	Land and buildings £'000	Leasehold improvements £'000	Equipment held for hire £'000	Vehicles £'000	Office equipment £'000	Total £'000
Cost or fair value						
At 1 January 2022	7,322	—	43,388	5,332	3,608	59,650
Additions at cost	55	—	5,454	612	304	6,425
Disposals	—	—	(3,275)	(597)	—	(3,872)
Increase in fair value in year	315	—	—	—	—	315
At 31 December 2022	7,692	—	45,567	5,347	3,912	62,518
Additions at cost	103	2,469	3,497	918	584	7,571
Transfer to assets held for sale	(2,100)	—	—	—	—	(2,100)
Disposals	—	—	(3,879)	(1,035)	(198)	(5,112)
Decrease in fair value in year	(228)	—	—	—	—	(228)
At 31 December 2023	5,467	2,469	45,185	5,230	4,298	62,649
Being:						
Cost	—	2,469	45,185	5,230	4,298	57,182
Fair value at 31 December 2023	5,467	—	—	—	—	5,467
	5,467	2,469	45,185	5,230	4,298	62,649
Accumulated depreciation and impairment						
At 1 January 2022	712	—	26,597	2,936	3,056	33,301
Charge for year	—	—	3,059	660	253	3,972
Reversal of impairment	(75)	—	—	—	—	(75)
Impairment	60	—	—	—	—	60
Eliminated on disposals	—	—	(3,002)	(504)	—	(3,506)
At 31 December 2022	697	—	26,654	3,092	3,309	33,752
Charge for year	—	77	3,317	657	306	4,357
Impairment	105	—	—	—	—	105
Eliminated on disposals	—	—	(3,641)	(950)	(192)	(4,783)
At 31 December 2023	802	77	26,330	2,799	3,423	33,431
Carrying amount						
At 31 December 2023	4,665	2,392	18,855	2,431	875	29,218
At 31 December 2022	6,995	—	18,913	2,255	603	28,766

At 31 December 2023, the Group had entered into contractual commitments for the acquisition of property, plant and equipment amounting to £171,000 (2022: £1,566,000).

One property was transferred to 'assets held for sale' during the year and was, subsequently, disposed of prior to the year end.

Included within equipment held for hire are assets with a book value of £3,665,000 (2022: nil) that are held under sale and leaseback financing arrangements. The original cost of these assets was £4,838,000 (2022: nil). Financial liabilities associated with the assets are disclosed in note 27.

Fair value measurements of the Group's land and buildings

Land and buildings have been revalued at 31 December 2023 by Jones Lang LaSalle Limited and Dove Haigh Phillips LLP in accordance with the Practice Statements contained in the RICS Appraisal and Valuation Standards on the basis of market value at £4,665,000 (2022: £6,995,000). Jones Lang LaSalle Limited and Dove Haigh Phillips LLP are professional valuers who hold recognised and professional qualifications and have recent experience in the location and category of the land and buildings being valued.

The valuation conforms to International Valuation Standards and was based on recent market transactions with similar characteristics and location using the yield method valuation technique. The yield method of valuation involves applying market-derived capitalisation yields, and the actual or market-derived future income streams where appropriate, with adjustments for letting voids or rent-free periods as applicable to each item of land and buildings.

On the historical cost basis, the land and buildings would have been included at a carrying amount of £3,630,000 (2022: £4,339,000).

12. Property, plant and equipment continued

The following table provides an analysis of the fair values of land and buildings by the degree to which the fair value is observable:

	Level 1	Level 2	Level 3	2023	2022	Decrease in year
	£'000	£'000	£'000	£'000	£'000	£'000
Freehold land	—	—	60	60	60	—
Buildings	—	—	4,605	4,605	6,935	(2,330)
Total fair value	—	—	4,665	4,665	6,995	(2,330)

The Group's policy is to recognise transfers into and out of fair value hierarchy levels as of the date of the event or change in circumstances that causes the transfer. The Directors determine the applicable hierarchy that land and buildings fall into by assessing the level of comparable evidence in the market which that asset falls into and the inherent level of activity. As at the reporting date and throughout the year, all land and buildings were determined to fall into Level 3 and so there were no transfers between hierarchies.

Explanation of the fair value hierarchy:

Level 1 – fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date

Level 2 – fair value measurements are those derived from the use of a model with inputs (other than quoted prices included in Level 1) that are observable from directly or indirectly observable market data

Level 3 – fair value measurements are those derived from use of a model with inputs that are not based on observable market data

Information about fair value measurements using significant unobservable inputs (Level 3):

Class		2023	2022
		Buildings	Buildings
Valuation technique		Yield	Yield
Rental value per sq ft (£)	– weighted average	6.14	6.92
	– low	3.31	3.31
	– high	13.91	16.25
Yield %	– weighted average	10.88	9.56
	– low	7.62	7.62
	– high	12.89	11.83

The sensitivity analysis to significant changes in unobservable inputs relating to fair value measurements (Level 3) are set out below:

	2023	2022
	Impact on valuation £'000	Impact on valuation £'000
	Buildings	Buildings
Yield – improvement by 0.5%	210	360
Rental value per sq ft – increase of £1 average	769	1,000

The sensitivities have been selected by management on the basis that they consider these measures to be a reasonable expectation of likely changes to the significant unobservable inputs in the next 12 months.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 December 2023

12. Property, plant and equipment continued

Parent Company	Leasehold improvements £'000	Office equipment £'000	Total £'000
Cost			
At 1 January 2022	—	1,347	1,347
Additions	—	205	205
At 31 December 2022	—	1,552	1,552
Additions	2,469	447	2,916
Disposals	—	(172)	(172)
At 31 December 2023	2,469	1,827	4,296
Accumulated depreciation			
At 1 January 2022	—	1,030	1,030
Charge for year	—	142	142
At 31 December 2022	—	1,172	1,172
Charge for year	77	192	269
Disposals	—	(166)	(166)
At 31 December 2023	77	1,198	1,275
Carrying amount			
At 31 December 2023	2,392	629	3,021
At 31 December 2022	—	380	380

13. Leases

The Group as lessee

	Group		Parent Company	
	2023 £'000	2022 £'000	2023 £'000	2022 £'000
Right-of-use assets				
Land and buildings	3,478	775	1,590	—
Vehicles	—	1	12	16
Office equipment	508	221	420	47
	3,986	997	2,022	63
Lease liabilities				
Due within one year	728	426	232	34
Due after more than one year	3,547	607	1,982	30
	4,275	1,033	2,214	64
Contractual maturities of lease liabilities including future interest:				
On demand or within one year	820	449	286	35
In the second year	934	282	454	14
In the third to fifth years inclusive	2,204	322	1,254	16
In more than five years	663	31	400	—
Total contractual cash flows	4,621	1,084	2,394	65
Future finance charges on lease liabilities	(346)	(51)	(180)	(1)
Present value of contractual cash flows	4,275	1,033	2,214	64

Additions to the right-of-use assets during the 2023 financial year were £3,768,100 (2022: £14,000) for the Group and £2,210,000 (2022: £32,000) for the Parent Company.

13. Leases continued

The statement of profit or loss shows the following amounts relating to leases:

	Group		Parent Company	
	2023	2022	2023	2022
	£'000	£'000	£'000	£'000
Depreciation charge of right-of-use assets				
Land and buildings	616	474	167	–
Vehicles	1	1	9	14
Office equipment	162	122	75	31
	779	597	251	45
Interest expense (included in finance cost)	85	40	36	2

The total cash outflow for leases in 2023 was £610,000 (2022: £679,000) for the Group and £96,000 (2022: £48,000) for the Parent Company.

The Group leases various offices, equipment and vehicles. Rental contracts are, typically, made for fixed periods of 4–10 years and may have extension options.

Contracts may contain both lease and non-lease components. The Group allocates the consideration in the contract to the lease and non-lease components based on their relative stand-alone prices. However, for leases of real estate for which the Group is a lessee, it has elected not to separate lease and non-lease components and, instead, accounts for these as a single lease component.

Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose any covenants other than the security interests in the leased assets that are held by the lessor. Leased assets may not be used as security for borrowing purposes.

Assets and liabilities arising from a lease are initially measured on a present value basis. Lease liabilities include the net present value of the following lease payments:

- Fixed payments (including in-substance fixed payments), less any lease incentives receivable
- Variable lease payments that are based on an index or a rate, initially measured using the index or rate as at the commencement date
- Amounts expected to be payable by the Group under residual value guarantees
- The exercise price of a purchase option if the Group is reasonably certain to exercise that option
- Payments of penalties for terminating the lease, if the lease term reflects the Group exercising that option

Lease payments to be made under reasonably certain extension options are also included in the measurement of the liability.

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, which is generally the case for leases in the Group, the lessee's incremental borrowing rate is used.

The Group is exposed to potential future increases in variable lease payments based on an index or rate, which are not included in the lease liability until they take effect. When adjustments to lease payments based on an index or rate take effect, the lease liability is reassessed and adjusted against the right-of-use asset.

Lease payments are allocated between principal and finance cost. The finance cost is charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

Right-of-use assets are measured at cost comprising the following:

- The amount of the initial measurement of lease liability
- Any lease payments made at, or before, the commencement date less any lease incentives received
- Any initial direct costs and restoration costs

Right-of-use assets are, generally, depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis. If the Group is reasonably certain to exercise a purchase option, the right-of-use asset is depreciated over the underlying asset's useful life. While the Group revalues its land and buildings that are presented within property, plant and equipment, it has chosen not to do so for the right-of-use buildings held by the Group.

Payments associated with short-term leases of equipment and vehicles and all leases of low-value assets are recognised on a straight-line basis as an expense in profit or loss and amount to £nil (2022: £nil) in the period. Short-term leases are leases with a lease term of 12 months or less. Low-value assets comprise IT equipment and small items of office furniture. Cash outflows during the period related to these leases equal the rent expense and are included within operating activities in the Statement of Cash Flows.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 December 2023

13. Leases continued

The Group as lessor

The Group has entered into operating leases on its investment property portfolio, which, typically, have lease terms between one and 25 years, and include clauses to enable periodic upward revision of the rental charge according to prevailing market conditions. Ordinarily, the lessee does not have an option to purchase the property at the expiry of the lease period and some leases contain options to break before the end of the lease term.

Future aggregate minimum rentals receivable under non-cancellable operating leases at 31 December are as follows:

	2023 £'000	2022 £'000
Within 1 year	6,029	5,186
Between 1 and 2 years	5,818	4,672
Between 2 and 3 years	5,782	4,477
Between 3 and 4 years	5,160	4,137
Between 4 and 5 years	4,518	3,583
More than 5 years	40,696	32,989
	68,003	55,044

14. Investment properties

Fair value measurements recognised in the Statement of Financial Position

The following table provides an analysis of the fair values of investment properties recognised in the Statement of Financial Position by the degree to which the fair value is observable:

	Level 1 £'000	Level 2 £'000	Level 3 £'000	2023 £'000	2022 £'000	Increase/ (decrease) in year £'000
Completed investment property						
Industrial	—	—	73,820	73,820	52,927	20,893
Leisure	—	—	5,096	5,096	9,208	(4,112)
Mixed-use	—	—	—	—	—	—
Residential	—	—	4,359	4,359	4,322	37
Office	—	—	3,139	3,139	6,275	(3,136)
Retail	—	—	14,188	14,188	14,466	(278)
	—	—	100,602	100,602	87,198	13,404
Investment property under construction						
Industrial	—	—	—	—	9,918	(9,918)
	—	—	—	—	9,918	(9,918)
Total carrying amount	—	—	100,602	100,602	97,116	3,488

The Group's policy is to recognise transfers into, and out of, fair value hierarchy levels as of the date of the event or change in circumstances that causes the transfer. The Directors determine the applicable hierarchy that a property falls into by assessing the level of comparable evidence in the market which that asset falls into and the inherent level of activity. As at the reporting date and throughout the year, all property was determined to fall into Level 3 and so there were no transfers between hierarchies.

Explanation of the fair value hierarchy:

Level 1 – fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date

Level 2 – fair value measurements are those derived from the use of a model with inputs (other than quoted prices included in Level 1) that are observable from directly or indirectly observable market data

Level 3 – fair value measurements are those derived from use of a model with inputs that are not based on observable market data

14. Investment properties continued

Investment properties have been split into different classes to show the composition of the investment property portfolio of the Group as at the reporting date. Management has determined that aggregation of the results would be most appropriate, based on the type of use that each property falls into, which is described below:

Class	
Industrial	Includes manufacturing and warehousing, which are usually similar in dimensions and construction method
Leisure	Includes restaurants and gymnasiums or properties in which the main activity is the provision of entertainment and leisure facilities to the public
Mixed-use	Includes schemes where there are different types of uses contained within one physical asset, the most usual combination being retail, office and leisure
Residential	Includes dwellings under assured tenancies
Retail	Includes any property involved in the sale of goods
Land	Includes land held for future capital appreciation as an investment
Office	Includes buildings occupied for business activities not involving storage or processing of physical goods

Investment properties under construction are categorised based on the future anticipated highest and best use of the property.

Completed investment property

Class	Industrial Level 3	Leisure Level 3	Residential Level 3	Office Level 3	Retail Level 3	2023	2022
Fair value hierarchy	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Carrying value							
At 1 January	52,927	9,208	4,322	6,275	14,466	87,198	95,177
Subsequent expenditure on investment property	119	—	—	—	—	119	8
Capitalised letting fees	15	—	—	—	—	15	2
Amortisation of capitalised letting fees	(45)	(7)	—	—	(2)	(54)	(25)
Disposals	(913)	(4,452)	(17)	(1,650)	—	(7,032)	(7,500)
Transfer to assets held for sale	(1,041)	—	—	—	—	(1,041)	—
Transfer from inventory	3,290	—	—	—	—	3,290	6,827
Transfers from investment property under construction	17,580	—	—	—	—	17,580	—
Increase/(decrease) in fair value in year	1,888	347	54	(1,486)	(276)	527	(7,291)
At 31 December	73,820	5,096	4,359	3,139	14,188	100,602	87,198
Adjustment in respect of tenant incentives	1,575	144	—	611	428	2,758	2,234
Market value at 31 December	75,395	5,240	4,359	3,750	14,616	103,360	89,432

One property was transferred to 'assets held for sale' during the year and was, subsequently, disposed of prior to the year end.

Tenant incentives are included in trade receivables.

There is no actively traded market for the Group's commercial property and, as such, the adopted valuation is completed using the professional judgement of the Group's professional valuers, who use the yield method to determine fair value. The calculation of the capital value of a property under this method uses a yield to multiple against the rental income stream with due allowance for a fixed assumed purchaser's cost. The primary variables of the yield method are thus: the yield, which is based on historic yields for properties that are similar but to which there may be adjustment to take into account; factors such as geographical location and lease terms; and the contracted rent, which is based on contracted rents that exist at the balance sheet date, but may also include a provision for rents that may be achieved in the future after accounting for a period of vacancy, such rents being based on rental income terms that exist in similar properties, adjusted for geographic location and lease terms.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 December 2023

14. Investment properties continued

With the exception of the residential class, completed investment property has been revalued at 31 December 2023 by Jones Lang LaSalle Limited in accordance with the Practice Statements contained in the RICS Valuation – Global Standards (the ‘Red Book’) on the basis of market value at £99,000,000 (2022: £85,110,000). Jones Lang LaSalle Limited are professional valuers who hold recognised and professional qualifications and have recent experience in the location and category of the investment property being valued. The valuation conforms to International Valuation Standards, as incorporated within the Red Book and was based on recent market transactions with similar characteristics and location using the yield method valuation technique. The yield method of valuation involves applying market-derived capitalisation yields, and the actual or market-derived future income streams where appropriate, with adjustments for letting voids or rent-free periods as applicable to each property. For all completed investment properties, their current use equates to the highest and best use.

Residential properties are valued using recent comparable sales transactions with a significant unobservable input being the discount used, to reflect the lower value achieved where properties are held under an assured tenancy, which, typically, earn a low market level of rent. The discount applied recognises that the value is higher where the house is offered with the benefit of vacant possession at the end of the assured tenancy.

The fair value of the residential class at 31 December 2023 has been determined by the Directors of the Company at £4,359,000 (2022: £4,322,000). The fair value takes into account market evidence based on recent comparable sale transactions adjusted to take into account the tenanted nature of the properties.

Information about fair value measurements using significant unobservable inputs (Level 3):

Class	2023					
	Industrial	Leisure	Mixed-use	Residential	Office	Retail
Valuation technique	Yield	Yield	Yield	Sales comparison	Yield	Yield
Rental value per sq ft (£)						
– weighted average	6.27	18.86	–	–	25.00	14.06
– low	0.67	1.82	–	–	25.00	7.33
– high	14.00	45.05	–	–	25.00	25.38
Yield %						
– weighted average	6.23	6.97	–	–	19.90	5.90
– low	3.50	6.41	–	–	16.77	4.76
– high	13.41	9.76	–	–	22.86	8.50
% discount applied to houses held under assured tenancies	–	–	–	25.00	–	–

Class	2022					
	Industrial	Leisure	Mixed-use	Residential	Office	Retail
Valuation technique	Yield	Yield	Yield	Sales comparison	Yield	Yield
Rental value per sq ft (£)						
– weighted average	6.40	15.55	4.95	–	27.05	14.06
– low	0.67	1.82	2.75	–	26.60	7.33
– high	13.00	45.05	9.00	–	28.06	25.38
Yield %						
– weighted average	6.05	6.68	10.90	–	12.44	5.78
– low	3.38	5.84	8.21	–	9.61	4.49
– high	7.75	9.76	12.69	–	15.95	8.83
% discount applied to houses held under assured tenancies	–	–	–	25.00	–	–

There is considered to be no inter-relationship between observable and unobservable inputs.

14. Investment properties continued

The sensitivity analysis to significant changes in unobservable inputs relating to fair value measurements (Level 3) is set out below:

	Impact on valuation 2023 £'000					
	Industrial	Leisure	Mixed-use	Residential	Office	Retail
Yield – improvement by 0.5%	5,766	350	–	–	89	1,154
Rental value per sq ft – increase by £1 average	12,121	260	–	–	147	988
Tenancy discount – increase by 1%	–	–	–	49	–	–

	Impact on valuation 2022 £'000					
	Industrial	Leisure	Mixed-use	Residential	Office	Retail
Yield – improvement by 0.5%	3,834	662	219	–	356	1,206
Rental value per sq ft – increase by £1 average	8,243	607	1,013	–	328	1,002
Tenancy discount – increase by 1%	–	–	–	49	–	–

The sensitivities have been selected by management on the basis that it considers these measures to be a reasonable expectation of likely changes to the significant unobservable inputs in the next 12 months.

The property rental income earned by the Group from its occupied investment property, all of which is leased out under operating leases, amounted to £5,982,000 (2022: £5,757,000). Direct operating expenses arising on investment property generating rental income in the year amounted to £348,000 (2022: £1,229,000). Direct operating expenses arising on the investment property, which did not generate rental income during the year, amounted to £74,000 (2022: £122,000).

At 31 December 2024, the Group had entered into contractual commitments for the acquisition and repair of investment property amounting to £nil (2022: £nil).

Investment property under construction

Class	Industrial	2023	2022
	Level 3		
Fair value hierarchy	£'000	£'000	£'000
Carrying value			
At 1 January	9,918	9,918	9,000
Initial acquisition	627	627	–
Subsequent expenditure on investment property	7,229	7,229	9,265
Capitalised letting fees	26	26	26
Transfer from inventory	–	–	391
Transfer to completed investment property	(17,580)	(17,580)	–
Transfers to assets held for sale	–	–	(11,134)
(Decrease)/increase in fair value in year	(220)	(220)	2,370
At 31 December	–	–	9,918
Adjustment in respect of tenant incentives	–	–	–
Market value at 31 December	–	–	9,918

In 2022, one property was transferred to 'assets held for sale' during the year and was, subsequently, disposed of prior to the year end.

Tenant incentives are included in trade receivables.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 December 2023

14. Investment properties continued

Investment property under construction

Information about fair value measurements using significant unobservable inputs (Level 3):

Class		2023 Industrial
Valuation technique		Residual
Rental value per sq ft (£)	– weighted average	–
	– low	–
	– high	–
Yield %	– weighted average	–
	– low	–
	– high	–

Class		2022 Industrial
Valuation technique		Residual
Rental value per sq ft (£)	– weighted average	10.21
	– low	10.21
	– high	10.21
Yield %	– weighted average	4.5
	– low	4.5
	– high	4.5

The sensitivity analysis to significant changes in unobservable inputs relating to fair value measurements (Level 3) is set out below:

	Impact on valuation 2023 £'000 Industrial
Yield – improvement by 0.5%	–
Rental value per sq ft – increase by £1 average	–

	Impact on valuation 2022 £'000 Industrial
Yield – improvement by 0.5%	1,025
Rental value per sq ft – increase by £1 average	1,804

Investment properties under construction are developments that have been valued at 31 December 2023 at fair value by the Directors of the Company using the residual method at £nil (2022: £9,918,000). The residual method of valuation involves estimating the gross development value of the property using market-derived capitalisation yields and market-derived future income streams. From this gross development value, the remaining gross development costs to be incurred are deducted, using market-derived data cost estimates or the actual known costs and including cost contingencies for construction risk, as appropriate. In addition, a deduction for the anticipated development profits yet to be earned is made, taking into account the progress of the development to date in line with key milestones.

15. Investments

	Total £'000
Parent Company – shares in Group undertakings	
Cost	
At 1 January 2022, 31 December 2022 and 31 December 2023	37,771
Adjustments	
At 1 January 2022, 31 December 2022 and 31 December 2023	–
Carrying amount	
At 31 December 2023	37,771
At 31 December 2022	37,771

Amounts due from, and to, subsidiary companies are listed in notes 18 and 23 and details of all subsidiary companies are listed in note 36. All trading subsidiaries operate in the United Kingdom and are wholly owned, with the exception of:

- Road Link (A69) Holdings Limited and its subsidiary Road Link (A69) Limited, which is 61.2% owned by Henry Boot Construction Limited;
- Plot 7 East Markham Vale Management Company Limited, which is 66.7% owned by, and under board control of, Henry Boot Developments Limited;
- Capitol Park Property Services Limited, which is 4.6% owned by, and under board control of, Henry Boot Developments Limited; and
- Stonebridge Homes Group Limited and its wholly owned subsidiaries (as indicated in note 37), which is 50% owned by, and under board control of (by virtue of majority voting rights), Henry Boot Land Holdings Limited.

They are all incorporated in the United Kingdom. All subsidiary companies have only one class of ordinary issued share capital.

16. Investment in joint ventures and associates

Group	2023			2022		
	Joint ventures £'000	Associates £'000	Total £'000	Joint ventures £'000	Associates £'000	Total £'000
Cost						
At 1 January	8,323	1,667	9,990	12,165	–	12,165
Share of profit/(loss) for the year	577	(206)	371	9,524	(445)	9,079
Dividends received	(900)	–	(900)	(7,160)	–	(7,160)
Additions	–	1,023	1,023	–	2,112	2,112
Disposals	–	–	–	(6,206)	–	(6,206)
At 31 December	8,000	2,484	10,484	8,323	1,667	9,990

During the year, the Group increased its equity investment in Rainham Holdco SARL, an associate undertaking, by a further £1.0m, which maintains our interest at 20%. This was settled by offsetting a corresponding loan.

The Group's share of its joint ventures' and associates' aggregated assets, liabilities and results are as follows:

	2023			2022		
	Joint ventures £'000	Associates £'000	Total £'000	Joint ventures £'000	Associates £'000	Total £'000
Investment property	9,973	–	9,973	9,311	–	9,311
Current assets	26,329	16,838	43,167	24,283	6,062	30,345
Non-current assets	68	–	68	–	–	–
Total assets	36,370	16,838	53,208	33,594	6,062	39,656
Current liabilities	(17,054)	(1,002)	(18,056)	(22,848)	(4,395)	(27,243)
Non-current liabilities	(11,316)	(13,352)	(24,668)	(2,423)	–	(2,423)
Net investment	8,000	2,484	10,484	8,323	1,667	9,990

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 December 2023

16. Investment in joint ventures and associates continued

	2023			2022		
	Joint ventures	Associates	Total	Joint ventures	Associates	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Revenue	11,272	—	11,272	38,101	13	38,114
Administration and other expenses	(10,060)	(148)	(10,208)	(23,569)	(154)	(23,723)
Increase/(decrease) in fair value of investment properties	110	—	110	(3,232)	—	(3,232)
Operating profit/(loss)	1,322	(148)	1,174	11,300	(141)	11,159
Finance costs	(502)	(53)	(555)	(403)	(287)	(690)
Profit/(loss) before tax	820	(201)	619	10,897	(428)	10,469
Tax	(243)	(5)	(248)	(1,373)	(17)	(1,390)
Share of profits/(losses) after tax	577	(206)	371	9,524	(445)	9,079

Details of the Group's investments in joint ventures and associates are listed in note 37.

Material joint ventures and associates

The Directors do not consider there to be any material joint ventures and associates in the year. In the previous year, Directors considered Pennine Property Partnership LLP, Montagu 406 Regeneration LLP, Newmarket Lane Holdings Limited (Group) and Cognito Oak LLP to be the material joint venture or associate they hold an interest in.

Pennine Property Partnership LLP is a property development joint venture between the Group and Calderdale and Huddersfield NHS Foundation Trust. The LLP is incorporated in England and the Group had ownership of 50% prior to disposal in 2022. The joint venture is accounted for using the equity method of accounting. Montagu 406 Regeneration LLP is a property development joint venture between the Group and The Mayor and Burgesses of the London Borough of Enfield. The LLP is incorporated in England and the Group has ownership of 50% of the LLP. The joint venture is accounted for using the equity method of accounting. Newmarket Lane Holdings Limited (Group) (henceforth the 'NML Group') is a property development joint venture between the Group, two individual shareholders, and Hazeltine Limited. The NML Group includes three legal entities: Newmarket Lane Holdings Limited, Newmarket Lane Limited, and Newmarket Lane Management Company Limited. The NML Group is incorporated in England, and the Group has ownership of 50% of the NML Group. The joint venture is accounted for using the equity method of accounting. Cognito Oak LLP is a property development joint venture between the Group and Wraith Real Estate Limited; the LLP is incorporated in England and the Group has ownership of 50%. The joint venture is accounted for using the equity method of accounting.

The table below provides summarised financial information for Pennine Property Partnership LLP, Montagu 406 Regeneration LLP, Newmarket Lane Holdings Limited (Group) and Cognito Oak LLP. The information disclosed reflects the amounts presented in the financial statements of Pennine Property Partnership LLP, Montagu 406 Regeneration LLP, Newmarket Lane Holdings Limited (Group), and Cognito Oak LLP and not the Group's share of those amounts.

Summarised balance sheet

	Pennine Property Partnership LLP		Montagu 406 Regeneration LLP		Newmarket Lane Holdings Limited (Group)		Cognito Oak LLP	
	2023	2022	2023	2022	2023	2022	2023	2022
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Investment properties (non-current)	—	—	19,944	18,611	—	—	—	—
Inventories	—	—	—	889	16,113	15,336	—	—
Trade and other receivables	—	—	1,029	656	726	9,319	—	—
Cash and cash equivalents	—	—	394	420	594	1,665	—	—
Trade and other payables	—	—	(16,821)	(15,720)	(3,551)	(13,077)	(1)	(1)
Borrowings (non-current)	—	—	—	—	—	—	—	—
Net assets/(liabilities)	—	—	4,546	4,856	13,882	13,243	(1)	(1)
Reconciliation to carrying amount:								
Opening net assets 1 January	—	10,826	4,856	11,639	13,243	3,412	(1)	(249)
Profit/(loss) for the period	—	1,215	(310)	(6,783)	639	9,831	—	14,826
Other distribution	—	(12,041)	—	—	—	—	—	(14,578)
Closing net assets	—	—	4,546	4,856	13,882	13,243	(1)	(1)
Group's share in %	—	—	50%	50%	50%	50%	50%	50%
Group's share in £'000	—	—	2,273	2,428	6,941	6,622	(1)	(1)
Carrying amount £'000	—	—	2,273	2,428	6,941	6,622	(1)	(1)

16. Investment in joint ventures and associates continued

Summarised statement of comprehensive income

	2023	2022	2023	2022	2023	2022	2023	2022
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Revenue	—	1,318	754	564	4,557	36,218	—	17,208
Movement in fair value of investment property	—	300	220	(6,764)	—	—	—	—
Profit/(loss) for the year	—	1,215	(310)	(6,783)	639	9,831	—	14,826

The Group disposed of one joint venture investment in the prior year:

Pennine Property Partnership LLP

On 1 September 2022, the Group, through its subsidiary Henry Boot Developments Limited, disposed of its interest in Pennine Property Partnership LLP for a total consideration of £6,873,000.

	2022
	£'000
Sale proceeds	6,873
Book value of net assets	(6,206)
Profit on disposal	667

17. Contract assets

	2023	2022
	£'000	£'000
Construction contracts – Construction segment	7,902	4,882
Construction contracts – Property Investment and Development segment	5,757	14,375
	13,659	19,257
Due within one year	13,659	19,257
Due after more than one year	—	—
	13,659	19,257

Amounts relating to construction contracts are balances due from customers under construction contracts that arise when the Group receives payments from customers in line with a series of performance-related milestones. The Group will, previously, have recognised a contract asset for any work performed, but not yet invoiced, as conditional to reaching certain agreed milestone. Any amount previously recognised as a contract asset is reclassified to trade receivables at the point at which it is invoiced to the customer.

Contract assets have increased as the Group has provided more construction contract services in the property investment and development segment.

There were no impairment losses recognised on any contract asset in the reporting period (2022: £nil).

The Group does not recognise any assets arising from the costs incurred to obtain a contract as the related amortisation period would have been less than one year.

18. Trade and other receivables

	Group		Parent Company	
	2023	2022	2023	2022
	£'000	£'000	£'000	£'000
Trade receivables	72,014	70,245	760	484
Loss allowance	(1,347)	(1,682)	—	—
Prepayments	7,264	9,751	2,158	2,085
Amounts owed by joint ventures and associates	37,746	25,316	—	—
Amounts owed by Group undertakings	—	—	228,196	222,786
	115,678	103,630	231,114	225,355
Due within one year	76,416	66,601	40,881	40,149
Due after more than one year	39,262	37,029	190,233	185,206
	115,678	103,630	231,114	225,355

Amounts due after more than one year relate to deferred consideration included in trade receivables on inventory sold that are discounted to present value and are due for payment between January 2024 and July 2026, and amounts owed by joint ventures and associates that are not expected to be recovered in the next 12 months.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 December 2023

18. Trade and other receivables continued

Group

Movement in the trade receivables loss allowance

	2023 £'000	2022 £'000
At 1 January	1,682	1,269
Impairment losses recognised	4	417
Amounts written off as uncollectable (utilisation)	(20)	(4)
Amounts recovered during the year	(118)	—
Impairment losses reversed	(201)	—
At 31 December	1,347	1,682

The loss allowance as at 31 December 2023 and 31 December 2022 for trade receivables and contract assets was determined as follows:

2023

	Expected loss rate %	Gross carrying amount £'000	Loss allowance £'000
0–30 days	0.3	76,623	214
30–60 days	0.3	5,909	16
60–90 days	0.8	558	4
90–120 days	6.2	199	12
120+ days	46.1	2,384	1,101
		85,673	1,347

2022

	Expected loss rate %	Gross carrying amount £'000	Loss allowance £'000
0–30 days	—	63,962	25
30–60 days	1.3	1,462	19
60–90 days	1.2	520	6
90–120 days	5.9	341	20
120+ days	40.7	3,960	1,612
		70,245	1,682

The Directors consider that the carrying amount of trade and other receivables of the Group and Parent Company approximates to their fair value.

Parent Company

Amounts owed by Group undertakings include loans of £220.3m (2022: £213.4m) and are repayable on demand, unsecured and are stated net of provisions for impairment of £1,520,000 (2022: £1,498,000), of which £21,000 (2022: £nil) has been provided in the year, £nil (2022: £2,000) has been recovered in the year and £nil (2022: £nil) was written off. Expected credit losses are based on the assumption that repayment of the loan is demanded at the reporting date. Where there are insufficient liquid assets, the Parent Company considers the expected manner of recovery to measure expected credit losses. This might be a 'repay over time' strategy, or a fire sale of fewer liquid assets. Interest is charged annually at 0% (2022: 0%).

The Parent Company has no impaired trade receivables (2022: nil).

Credit risk

The Group's principal financial assets are bank balances and cash, contract assets and trade and other receivables, which represent the Group's maximum exposure to credit risk in relation to financial assets. The Group's credit risk is, primarily, attributable to its trade receivables. The amounts presented in the Statement of Financial Position are net of loss allowances for doubtful receivables, estimated by the Group's management based on prior experience and forward-looking assessments of the economic environment in accordance with IFRS 9 'Financial Instruments'. The Group has no significant concentration of credit risk, with exposure spread over a large number of counterparties and customers. Recovery of amounts owed by joint ventures and associates is based on delivery of the intended scheme and realisation of asset values, forecast appraisal are prepared periodically which support recoverability.

The credit risk on liquid funds is limited because the counterparties are banks with high credit ratings assigned by international credit rating agencies.

19. Deferred tax

Deferred tax assets and deferred tax liabilities are offset where the Group has a legally enforceable right to set off current tax assets against current tax liabilities and when the deferred tax assets and liabilities relate to tax levied by the same tax authority where there is an intention to settle the balances on a net basis. The amounts after offsetting are as follows:

	Accelerated capital allowances	Property revaluations	Retirement benefit scheme	Other timing differences	Total
Group	£'000	£'000	£'000	£'000	£'000
At 1 January 2022	(194)	(4,388)	3,057	332	(1,193)
Recognised in profit or loss	(593)	2,345	(856)	(83)	813
Recognised in other comprehensive income	—	(23)	(3,749)	—	(3,772)
At 31 December 2022	(787)	(2,066)	(1,548)	249	(4,152)
Deferred tax asset	—	—	—	249	249
Deferred tax liability	(787)	(2,066)	(1,548)	—	(4,401)
Recognised in profit or loss	(597)	(269)	(1,151)	(36)	(2,053)
Recognised in other comprehensive income	—	279	767	—	1,046
At 31 December 2023	(1,384)	(2,056)	(1,932)	213	(5,159)
Deferred tax asset	—	—	—	213	213
Deferred tax liability	(1,384)	(2,056)	(1,932)	—	(5,372)
Parent Company					
At 1 January 2022	104	—	3,057	361	3,522
Recognised in profit or loss	(76)	—	(856)	(82)	(1,014)
Recognised in other comprehensive income	—	—	(3,749)	—	(3,749)
At 31 December 2022	28	—	(1,548)	279	(1,241)
Deferred tax asset	28	—	—	279	307
Deferred tax liability	—	—	(1,548)	—	(1,548)
Recognised in profit or loss	(258)	—	(1,151)	(35)	(1,444)
Recognised in other comprehensive income	—	—	767	—	767
At 31 December 2023	(230)	—	(1,932)	244	(1,918)
Deferred tax asset	—	—	—	244	244
Deferred tax liability	(230)	—	(1,932)	—	(2,162)

Deferred tax assets relating to deductible temporary differences are recognised if it is probable that they can be offset against future taxable profits or existing temporary differences.

Deferred tax balances at the year end have been measured at 25% (2022: 25%), being the rate at which timing differences are expected to reverse. Management does not expect any significant reversal of deferred tax assets or liabilities in the next 12 months.

20. Inventories

	2023	2022
	£'000	£'000
Property developments in progress	77,386	91,213
Housebuilder land and work in progress	96,226	80,629
Land held for development or sale	49,442	57,475
Options to purchase land	11,090	11,893
Planning promotion agreements	63,474	50,568
	297,618	291,778

Within property developments in progress, £1,555,000 (2022: £nil) has been written down and recognised as an expense in the year. These costs relate to development projects no longer likely to proceed. Within land held for development or sale, options to purchase land and planning promotion agreements, £1,024,000 (2022: £2,019,000) has been written down and recognised as an expense in the year. These costs relate to land, options and planning promotion agreements where planning permission for development has been refused or is deemed to be doubtful.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 December 2023

21. Assets classified as held for sale

Assets classified as held for sale are investment properties and land and buildings within the Property Investment and Development segment, which are individually being actively marketed for sale with expected completion dates within one year. The gain recognised after measurement at fair value to sell on the transfer of assets during the year was £1,571,000 (2022: £150,000 loss).

Assets classified as held for sale comprise the following:

	Investment property and Land and Buildings	
	2023 £'000	2022 £'000
Fair value		
At 1 January	–	–
Transfer from property, plant and equipment (note 12)	2,100	–
Transfer from investment property (note 14)	1,042	11,134
Disposals	(3,142)	(11,134)
At 31 December	–	–
Adjustment in respect of tenant incentives	–	–
Market value at 31 December	–	–

Assets classified as held for sale have been valued at 31 December 2023 at fair value by the Directors of the Company at £nil (2022: £nil).

22. Contract liabilities

	2023 £'000	2022 £'000
Construction contracts – Construction segment	1,060	4,006
Construction contracts – Property Investment and Development segment	–	–
	1,060	4,006
Due within one year	1,060	4,006
	2023 £'000	2022 £'000
<i>Revenue recognised that was included in the contract liability balance at the beginning of the period</i>		
Construction contracts – Construction segment	4,006	5,033
Construction contracts – Property Investment and Development segment	–	–
<i>Revenue recognised from performance obligations satisfied in previous periods</i>		
Construction contracts – Construction segment	–	–
Construction contracts – Property Investment and Development segment	–	–

Contract liabilities have decreased in the year as the Group invoicing remains more closely aligned with the level of construction of work undertaken on these contracts.

23. Trade and other payables

	Group		Parent Company	
	2023	2022	2023	2022
	£'000	£'000	£'000	£'000
Trade payables	60,162	80,069	2,566	1,492
Social security and other taxes	6,015	2,273	554	427
Accrued expenses	6,463	3,911	1,750	1,279
Deferred income	2,959	13,777	—	—
Amounts owed to joint venture and associates	377	365	—	—
Amounts owed to Group undertakings	—	—	63,480	86,110
	75,978	100,395	68,350	89,308
Due within one year	73,477	95,827	68,350	89,308
Due after more than one year	2,501	4,568	—	—
	75,978	100,395	68,350	89,308

The Directors consider that the carrying amount of trade payables approximates to their fair value.

Amounts due after more than one year include £862,000 (2022: £1,343,000) of deferred income and £1,637,000 (2022: £3,225,000) of trade payables relating to deferred land payments. Included within deferred income is £1,343,000 relating to an advanced payment from National Highways (2022: £1,669,000). This is being released as revenue and interest within the income statement under the terms of the A69 Road Link contract. During the year, £606,000 (2022: £519,000) has been recognised as revenue and £280,000 (2022: £314,000) recognised as interest. The balance of deferred income represents advanced receipts for the construction of a pre-sold asset in the property investment and development segment, which is due to complete in 2024.

Parent Company

Amounts owed to Group undertakings (including loans of £63.5m (2022: £85.8m)) are repayable on demand, unsecured and bear interest at rates of 0%–6.95% (2022: 0%–5.20%).

24. Financial liabilities

The table below summarises the maturity profile of the Group's financial liabilities based on contractual undiscounted payments.

2023	Note	On demand £'000	< 1 year £'000	1-2 years £'000	3-5 years £'000	> 5 years £'000	Total £'000
Bank loans	27	—	83,500	—	—	—	83,500
Other loans - sale and leaseback	27	—	1,461	1,461	304	—	3,226
Lease liabilities	13	—	820	935	2,204	663	4,622
Trade and other payables	23	—	64,503	1,725	—	—	66,228
		—	150,284	4,121	2,508	663	157,576

2022	Note	On demand £'000	< 1 year £'000	1-2 years £'000	3-5 years £'000	> 5 years £'000	Total £'000
Bank loans	27	—	65,000	—	—	—	65,000
Lease liabilities	13	—	450	282	322	31	1,085
Trade and other payables	23	—	79,777	1,725	1,725	—	83,227
		—	145,227	2,007	2,047	31	149,312

25. Government grants

Government grants have been received in prior years relating to the infrastructure of one of the Group's land promotions and one of the Group's property developments.

Grant income received relating to revenue grants are included within deferred income and released to the Consolidated Statement of Comprehensive Income on a systematic basis to match the costs it is intended to compensate. There are no unfulfilled conditions or contingencies attached to the grants that have been recognised.

Amounts credited to the Consolidated Statement of Comprehensive Income during the year were £nil (2022: £130,000).

Grant income relating to capital grants is included within deferred income until the completion conditions are met; at this point, the grant is transferred to offset the cost of the asset.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 December 2023

26. Capital risk management

The Group's objectives when managing capital are:

- to safeguard the Group's ability to continue as a going concern and have the resources to provide returns for shareholders and benefits for other stakeholders; and
- to maximise returns to shareholders by allocating capital across our businesses based on the level of expected return and risk.

The Group sets the amount of capital in proportion to risk. The Group manages the capital structure and makes adjustments to it in the light of changes in economic conditions and the risk characteristics of the underlying assets. In order to maintain or adjust the capital structure, the Group may adjust the amount of dividends paid to shareholders, return capital to shareholders, issue new shares or sell assets to reduce debt.

The Group monitors capital on the basis of net debt to equity. Net debt is total debt less cash and cash equivalents and, at 31 December 2023, this was £77.8m (2022: £48.6m). Equity comprises all components of equity and, at 31 December 2023, this was £410.1m (2022: £394.3m).

During 2023, the Group achieved its strategy, which was to maintain the debt to equity ratio below 30% (2022: 30%). This level was chosen to ensure that we can access debt relatively easily and inexpensively if required.

In January 2020, the Group concluded negotiations with three banking partners to put in place a £75m facility to replace the £72m facility we had in place at 31 December 2019. The renewed facilities commenced on 23 January 2020, with a renewal date of 23 January 2023 and an option to extend the facilities by one year, each year, for the next two years occurring on the anniversary of the facility. The renewed facilities, on improved terms, maintain covenants on the same basis as the previous facilities. On 19 January 2022, the banks agreed to the Group's second request to extend the facility to 23 January 2025 and, on 9 October 2022, to call on the facility accordion increasing the total commitments by £30m to £105m. The Group had drawn £83.5m of the facility at 31 December 2023 (2022: £65m).

The Group's secured bank facilities are subject to covenants over the loan-to-market value of investment properties, interest cover, EBIT cover, gearings and minimum consolidated tangible assets value. The Group operated comfortably within all of its requirements throughout the year and continues to do so over forecast periods.

On 20 December 2021, the Group entered into a Receivables Purchase Agreement with HSBC Invoice Finance (UK) Limited. The Receivables Purchase Agreement allows the Group to sell eligible deferred receivables generated through its land sale activities to HSBC Invoice Finance (UK) Limited. Under the terms of the agreement, the Group irrevocably assigns all rights to HSBC Invoice Finance (UK) Limited and all tangible risks and rewards of ownership of the financial asset are transferred. Upon transfer of contractual rights, the deferred receivable asset is derecognised in the financial statements of the Group. There is a maximum agreement limit of £25m of which receivables due from eligible housebuilders can be sold. Amounts of £14.7m (2022: £7.6m) were sold under the agreement at the year end.

The Group's capital risk management disclosures are consistent with the Parent Company.

27. Borrowings

	Group		Parent Company	
	2023	2022	2023	2022
	£'000	£'000	£'000	£'000
Bank overdrafts	—	—	602	9
Bank loans	83,500	65,000	83,500	65,000
Other loans – sale and leaseback	3,018	—	—	—
	86,518	65,000	84,102	65,009
Due within one year	84,819	65,000	84,102	65,009
Due after one year	1,699	—	—	—
	86,518	65,000	84,102	65,009

The weighted average interest rates paid were as follows:

	2023	2022
	%	%
Bank overdrafts	6.17	2.72
Bank loans – floating rate	6.09	4.59
Other loans – sale and leaseback	5.85	—

Bank overdrafts are repayable on demand and bank loans are drawn for periods of between one and six months.

Other loans relate to sale and leaseback arrangement entered into by the Group. The original loan draw downs in 2023 amounted to £4,029,000 (2022: nil) and are all repayable over 36 months.

Borrowings are recognised at amortised cost. The fair value of the Group's borrowings is not considered to be materially different from the carrying amounts.

Liquidity risk

The Company's objectives when managing liquidity are:

- to safeguard the Group's ability to meet expected and unexpected payment obligations at all times; and
- to maximise the Group's profitability.

At 31 December 2023, the Group had available £21,500,000 (2022: £40,000,000) undrawn committed borrowing facilities.

Interest rate risk

Interest on floating rate borrowings is arranged for periods from one to six months. These borrowings are secured by a fixed and floating charge over the assets of the Group, excluding those of Road Link (A69) Limited.

The bank overdraft is at floating rates, thus exposing the Group to cash flow interest rate risk.

Based on approximate average borrowings during 2023, a 1.0% (2022: 1.0%) change in interest rates, which the Directors consider to be a reasonably possible change, would affect profitability before tax by £810,000 (2022: £618,000).

Other loans – sales and leaseback – are arranged at fixed rates, thus not exposing the Group to cash flow interest rate risk.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 December 2023

28. Provisions

	Land promotion £'000	Road maintenance £'000	Total £'000
At 1 January 2022	4,417	1,865	6,282
Additional provisions in year	775	683	1,458
Utilisation of provisions	(1,637)	(715)	(2,352)
At 31 December 2022	3,555	1,833	5,388
Included in current liabilities	2,170	1,833	4,003
Included in non-current liabilities	1,385	—	1,385
	3,555	1,833	5,388
Additional provisions in year	1,092	1,762	2,854
Utilisation of provisions	(1,516)	(2,327)	(3,843)
At 31 December 2023	3,131	1,268	4,399
Included in current liabilities	1,953	1,268	3,221
Included in non-current liabilities	1,178	—	1,178
	3,131	1,268	4,399

The land promotion provision represents management's best estimate of the Group's liability to provide infrastructure and service obligations, which remain with the Group following the disposal of land. The provision is calculated using the present value of the estimated cash flows required to settle the present obligations, pro rata on an acreage allocation basis where disposals occur over a number of phases, such that provisions are only made in relation to the land that has been disposed of. Based on a 1.0% change in the discount rate and a 5.0% change in the estimated cash outflows, both of which the Directors consider to be a reasonably possible change, land promotion provisions would change and affect profitability before tax by £24,000 and £123,000, respectively (2022: £32,000 and £182,000).

The Group maintains rigorous forecasting and budgeting for the infrastructure and services contracts to which our provisions relate. The Group's outstanding obligations are not considered to be 'onerous' contracts, as the costs of meeting the obligations are not anticipated to exceed the economic benefits expected to be received throughout the life of the developments.

The road maintenance provision represents management's best estimate of the Group's liability under a five-year rolling programme for the maintenance of the Group's PFI asset. Based on a 5.0% change in the estimated cash outflows, which the Directors consider to be a reasonably possible change, the road maintenance provision would change and affect profitability before tax by £204,000 (2022: £129,000).

Off balance sheet arrangements

The Group is currently undertaking the infrastructure of land promotions at Bridgwater and Cranbrook, spanning 122 and 53 acres, respectively (2022: 122 and 53). The Group is liable for various planning and infrastructure obligations required to be met under section agreements imposed by the local Councils. The Group shares its planning and infrastructure obligations relating to the Cranbrook site with two other parties, the Group's share being 30%. These shared obligations are secured by performance bonds and legal charges. The Group deems the possibility of default by the other parties as highly remote. The infrastructure of these developments is anticipated to continue until 2023 and 2025, respectively, with costs being incurred throughout these periods.

The Group has cumulatively disposed of 121 and 50 acres, respectively (2022: 117 and 50), and has, subsequently, recognised provisions to the value of £2,459,000 (2022: £3,451,000), being the Group's best estimate of the consideration required to settle the present obligations at the reporting date. Subsequent disposals are expected to occur over a number of phases; provisions are made in relation to the land which has been disposed of. The present value of the estimated cash flows relating to future disposals, amounting to £99,000 (2022: £185,000), has, therefore, not been recognised in these Financial Statements.

Contingent liabilities

Contingent liabilities may arise in respect of subcontractor and other third-party claims made against the Group, in the normal course of trading. These claims can include those relating to cladding/legacy fire safety matters, and defects. A provision for such claims is only recognised to the extent that the Directors believe that the Group has a legal or constructive obligation as a result of a past event and it is probable that an outflow of economic benefit will be required to settle the obligation. However, such claims are predominantly covered by the Group's insurance arrangements.

29. Retirement benefit obligations

Defined contribution pension plan

The Group operates a defined contribution pension plan for all qualifying employees. The plan is administered and managed by Aviva and the Group matches member contributions, providing a minimum of 5% (2022: 5%) of salary is paid by the employee, on a pound-for-pound basis up to a maximum of 8% (2022: 8%).

The total cost charged to income of £3,811,000 (2022: £3,251,000) represents contributions payable to the plan by the Group.

Defined benefit pension scheme

The Group sponsors a funded defined benefit pension scheme in the UK. The scheme is administered within a Trust, which is legally separate from the Group. Trustees are appointed by both the Group and the scheme's membership and act in the interest of the scheme and all relevant stakeholders, including the members and the Group employers. The Trustees are also responsible for the investment policy for the scheme's assets.

Existing scheme members accrued benefits up until 19 March 2021, at which point the scheme closed to future accrual. To 19 March 2021, members accrued an annual pension of either 1/45th or 1/60th of final pensionable salary for each year of pensionable service. Increases in pensionable salary were limited to 1% per annum. Once in payment, pensions increase in line with inflation. The scheme also provides a two-thirds spouse's pension on the death of a member.

Up to the date of closure, active members of the scheme paid contributions at the rate of either 5% or 7% of pensionable salary and the Group employers paid the balance of the cost as determined by regular actuarial valuations. The Trustees are required to use prudent assumptions to value the liabilities and costs of the scheme, whereas the accounting assumptions must be best estimates.

The Group has not recognised any obligation under a minimum funding requirement as it is entitled to a refund of any residual assets once all members have left the scheme.

The scheme poses a number of risks to the Group. These include:

Investment risk

The present value of obligations is calculated using a discount rate determined by reference to high-quality corporate bond yields. If the return on the scheme's assets is below this rate, the scheme deficit will increase.

Interest rate risk

A decrease in the yield on high-quality corporate bonds will reduce the discount rate and, thus, increase the value placed on the scheme's liabilities. However, this would be partially offset by an increase in the value of the scheme's bond investments.

Inflation risk

The present value of the liabilities is calculated by reference to a best estimate of future inflation. If inflation turns out to be higher than this estimate, then the deficit will increase.

Longevity risk

The present value of the liabilities is calculated using a best estimate of the life expectancy of scheme members. An increase in life expectancies will increase the scheme's liabilities.

A formal actuarial valuation was carried out as at 31 December 2021. The results of that valuation have been projected to 31 December 2023 by a qualified independent actuary and the next formal valuation will be 31 December 2024. The figures in the following disclosure were measured using the projected unit method. The main financial assumptions used in the valuation of the liabilities of the scheme under IAS 19 are:

	2023	2022
	%	%
Retail Prices Index (RPI)	3.15	3.20
Consumer Prices Index (CPI)	2.55	2.60
Rate in increase to pensions in payment liable for Limited Price Indexation (LPI)	2.55	2.60
Revaluation of deferred pensions	2.55	2.60
Liabilities discount rate	4.60	4.90

	2023	2022
	Years	Years
Mortality assumptions		
Retiring today (aged 65)		
Male	21.2	21.7
Female	23.4	23.8
Retiring in 20 years (currently aged 45)		
Male	22.1	22.7
Female	24.5	25.0

The mortality assumptions adopted are the Self Administered Pension Schemes (SAPS) tables with allowance for future improvements in line with Continuous Mortality Investigation (CMI) 2022 with an annual improvement of 1% per annum.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 December 2023

29. Retirement benefit obligations continued

The sensitivities regarding the principal assumptions used to measure the scheme liabilities are set out below:

	Impact on scheme liabilities		
	Change in assumption	Increase in assumption	Decrease in assumption
Rate of inflation	0.25%	Increase by 2.3%	Decrease by 2.4%
Liabilities discount rate	0.25%	Decrease by 2.9%	Increase by 3.0%
Rate of mortality	1 year	Increase by 4.1%	Decrease by 4.1%

Amounts recognised in the Consolidated Statement of Comprehensive Income in respect of the scheme are as follows:

	2023 £'000	2022 £'000
Service cost:		
Ongoing scheme expenses	745	644
Net interest expense	(406)	209
Pension protection fund	81	136
Pension expenses recognised in profit or loss	420	989
Remeasurement on the net-defined benefit liability:		
Return on plan assets (excluding amounts included in net interest expense)	(1,044)	50,365
Actuarial gain arising from changes in demographic assumptions	(1,675)	(1,070)
Actuarial loss/(gain) arising from changes in financial assumptions	4,710	(63,568)
Actuarial loss/(gain) arising from experience assumptions	1,075	(721)
Actuarial loss/(gain) recognised in other comprehensive income	3,066	(14,994)
Total	3,486	(14,005)

The amount included in the Statement of Financial Position arising from the Group's obligations in respect of the scheme is as follows:

	2023 £'000	2022 £'000
Present value of scheme obligations	(155,264)	(152,576)
Fair value of scheme assets	162,989	158,764
	7,725	6,188

This amount is presented in the Statement of Financial Position as follows:

	2023 £'000	2022 £'000
Non-current assets	7,725	6,188

Movements in the present value of scheme obligations in the year were as follows:

	2023 £'000	2022 £'000
At 1 January	152,576	221,660
Interest on obligation	7,263	4,353
Actuarial losses	4,110	(65,359)
Benefits paid	(8,685)	(8,078)
At 31 December	155,264	152,576

Movements in the fair value of scheme assets in the year were as follows:

	2023 £'000	2022 £'000
At 1 January	158,764	209,432
Interest income	7,669	4,144
Actuarial (losses)/gains on scheme assets	1,044	(50,365)
Employer contributions	4,942	4,275
Benefits paid	(8,685)	(8,078)
Ongoing scheme expenses	(745)	(644)
At 31 December	162,990	158,764

29. Retirement benefit obligations continued

The categories of plan assets are as follows:

	2023	2022
	£'000	£'000
Quoted investments, including pooled diversified growth funds:		
Equity	16,511	14,381
Diversified credit funds	36,407	46,483
Cash and net current assets	5,231	2,979
Unquoted investments:		
Direct lending	16,277	18,969
Liability-driven investment	46,757	33,283
Infrastructure	22,267	21,319
Special situations	19,540	21,350
At 31 December	162,990	158,764

The weighted average duration of the defined benefit obligation is 12 years (2022: 12 years).

The current estimated amount of total contributions expected to be paid to the scheme during the 2024 financial year is £1,200,000, being £1,200,000 payable by the Group and £nil payable by scheme members.

The Company's level of recovery plan funding to the scheme is £100,000 per month from March 2023 to December 2024 with a provision to suspend contributions if in surplus over £3m for two quarters or increase contributions to £300,000 if in deficit over £3m for two quarters. In addition to this, the Company contributes a further £260,000 per annum towards the administration expenses of the scheme.

On 16 June 2023, the High Court handed down a judgement in the case Virgin Media v NTL Trustees II Limited. The case centred on changes to the rules of pension schemes that were contracted out of SERPS. The law required that, before amending a scheme's rules, the trustees needed to obtain written confirmation from the scheme actuary that the amended benefits would still meet the minimum level. The actuary's written confirmation is commonly known as a Section 37 certificate.

The judgement handed down in the Virgin Media case confirmed the position under the law and held that any rule amendments made without the actuarial confirmation having been obtained would be void. That judgement is currently being appealed and there remains a possibility that the government will act in this area following the conclusion of the appeal.

The Group's scheme was contracted out over the relevant period and several rule amendments that affected members' benefits were made in that time. The Trustees have conducted a preliminary search of their records and have located most, but not all, of the Section 37 certificates. An exhaustive search has not yet been completed. The Trustee is currently awaiting the outcome of the appeal and any intervention by the Government, before taking further action.

Until the outcome of the appeal is known, the Government has given its position and a more exhaustive search of records has been completed, it is not possible to determine whether, or to what extent, this judgement affects the Scheme and the position disclosed.

30. Related party transactions

Transactions between the Company and its subsidiaries, which are related parties, have been eliminated on consolidation and are disclosed below:

	2023	2022
	£'000	£'000
Parent Company		
Management charges receivable	5,629	4,670
Interest payable	(275)	(1,447)
Rents payable	(104)	(159)
Recharge of expenses	(17)	(25)

Transactions between the Company and its remaining related parties are as follows:

	2023	2022
	£'000	£'000
Purchases of goods and services		
Related companies of key management personnel (amounts paid for Non-executive Director services)	54	51

Amounts owing by related parties (note 18) or to related parties (note 23) are unsecured, repayable on demand and will be settled in cash. The Group is committed to the ongoing funding of some joint ventures and associates where the entity has made commitments to deliver specific schemes. No guarantees have been given or received. No significant provisions have been made for impaired receivables in respect of the amounts owed by related parties. Other than as disclosed above and in note 16, there are no further related party transactions with joint ventures and associates.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 December 2023

30. Related party transactions continued

Remuneration of key management personnel

The key management personnel of the Group are the Board of Directors and members of the Executive Committee, as presented on pages 80 to 83. They are responsible for making all of the strategic decisions of the Group and its subsidiaries, as detailed on pages 26 and 29.

The remuneration of the Board of Directors is set out in the Remuneration Report on pages 119 to 141. The remuneration of the relevant six (2022: six) members of the Senior Management team is set out below, in aggregate, for each of the categories specified in IAS 24 'Related Party Disclosures'.

	2023	2022
	£'000	£'000
Short-term employee benefits	1,723	1,629
Post-employment benefits	100	81
Share-based payments	21	19
	1,844	1,729

31. Share capital

	Authorised, allotted, issued and fully paid	
	2023	2022
	£'000	£'000
400,000 5.25% cumulative preference shares of £1 each (2022: 400,000)	400	400
133,985,763 ordinary shares of 10p each (2022: 133,627,922)	13,399	13,363
	13,799	13,763

The Company has one class of ordinary share, which carries no rights to fixed income, but which entitles the holder thereof to receive notice of and attend and vote at general meetings or appoint a proxy to attend on their behalf. During the year, 357,841 ordinary shares (2022: 303,955) were issued in satisfaction of share option exercises.

Subject to Board approval, the preference shares carry the right to a cumulative preferential dividend payable half yearly at the rate of 5.25% per annum. They also carry a right, in priority to the ordinary equity, on a return of assets on a winding-up or reduction of capital, to repayment of capital, together with the arrears of any preferential dividend. With the exception of any resolution proposed to directly affect the rights or privileges of the holders of the preference shares, the holders thereof are not entitled to receive notice of, be present or vote at any general meeting of the Company.

Share-based payments

The Company operates the following share-based payment arrangements:

(i) The Henry Boot 2010 Sharesave Plan

This savings-related share option plan was approved by shareholders in 2010 and is HMRC approved. Grants of options to participating employees were made on 4 October 2018 at a price of 262.0p at a discount of 5.8%, on 3 October 2019 at a price of 224.0p at a discount of 9.7%, on 5 October 2020 at a price of 237.0p at a discount of 6.0%, on 15 October 2021 at a price of 225.0p at a discount of 20.5%, on 21 October 2022 at a price of 198.0p at a discount of 15.7% and on 20 October 2023 at a price of 155.0p at a discount of 15.3%. These become exercisable for a six-month period from 1 December 2021, 1 December 2022, 1 December 2023, 1 December 2024, 1 December 2025 and 1 December 2025, respectively. There are no performance criteria attached to the exercise of these options, which are normally capable of exercise up to six months after the third anniversary of the Sharesave contract commencement date. The right to exercise options terminates if a participating employee leaves the Group, subject to certain exceptions.

2022

	Options outstanding at 1 January 2022	Options granted	Options lapsed	Options exercised	Options outstanding at 31 December 2022
October 2018 grant	55,643	—	(5,153)	(50,490)	—
October 2019 grant	624,340	—	(45,243)	(168,879)	410,218
October 2020 grant	209,214	—	(52,617)	—	156,597
October 2021 grant	440,640	—	(167,227)	(933)	272,480
October 2022 grant	—	1,007,374	(15,270)	—	992,104
Weighted average exercise price	228p	198p	226p	233p	211p

31. Share capital continued

2023

	Options outstanding at 1 January 2023	Options granted	Options lapsed	Options exercised	Options outstanding at 31 December 2023
October 2019 grant	410,218	—	(52,426)	(356,185)	1,607
October 2020 grant	156,597	—	(75,773)	—	80,824
October 2021 grant	272,480	—	(172,900)	(444)	99,136
October 2022 grant	992,104	—	(756,176)	(1,212)	234,716
October 2023 grant	—	1,600,466	(13,163)	—	1,587,303
Weighted average exercise price	211p	155p	206p	224p	167p

The weighted average share price at the date of exercise for share options exercised during the year was 238.01p (2022: 257.07p).

(ii) The Henry Boot 2015 Long term Incentive Plan

This plan was approved by shareholders at an AGM held on 21 May 2015. Details of the plan and the vesting requirements are also set out in the Directors' Remuneration Policy, which is also available to view on the website.

In respect of (ii) above, the aggregate total of movements in share options granted and awards of shares is as follows:

	2023 Number	2022 Number
Share options granted at 1 January	1,595,815	1,365,397
Lapses of share options in year	(389,804)	(385,427)
Awards of shares in year	(71,870)	(31,486)
Share options granted in year	1,067,967	647,331
Share options granted at 31 December	2,202,108	1,595,815

The weighted average share price at the date of exercise for share options exercised during the year was 211.00p (2022: 323.00p).

The weighted average exercise price of all share options issued in the scheme is nil. Additional shares have been awarded in the year based at a dividend equivalent value over the vesting period.

(iii) The Henry Boot PLC 2010 Approved Company Share Option Plan

This plan, more commonly known as a CSOP, was approved by shareholders in 2010 and is HMRC approved. Any full-time Director or employee (full-time or part-time) is eligible to participate at the discretion of the Remuneration Committee of the Board. Options are granted by deed with no consideration payable by the participant. The aggregate subscription price at the date of grant of all outstanding options granted to any one participant under the plan and any other HMRC approved plan operated by the Company (but excluding options granted under any savings-related share option plan) must not exceed £60,000. The aggregate market value at the date of grant of ordinary share options, which may be granted to any one participant in any one financial year of the Company, shall not normally exceed two times the amount of a participant's remuneration for that financial year. The Remuneration Committee may impose objective conditions as to the performance of the Group, which must normally be satisfied before options can be exercised. Options are normally exercisable only within the period of 3–10 years after the date of grant. The right to exercise options, generally, terminates if a participant leaves the Group, subject to certain exceptions. The second grant of options under the plan was made to certain senior employees (none of whom at the time were Directors of Group companies) on 1 October 2014 at an option price of 191.0p. The third grant of options under the plan was made to certain senior employees (none of whom at the time were Directors of Group companies) on 6 October 2017 at an option price of 298.9p. The fourth grant of options under the plan was made to certain employees (two of whom at the time were Directors of Group companies) on 14 September 2018 at an option price of 291.0p. The fifth grant of options under the plan was made to certain employees (two of whom at the time were Directors of Group companies) on 3 October 2019 at an option price of 249.0p. The sixth grant of options under the plan was made to certain employees (none of whom at the time were Directors of Group companies) on 5 October 2020 at an option price of 263.0p. The seventh grant of options under the plan was made to certain employees (none of whom at the time were Directors of Group companies) on 29 September 2021 at an option price of 281.0p. The eighth grant of options under the plan was made to certain employees (none of whom at the time were Directors of Group companies) on 5 October 2022 at an option price of 247.0p. The ninth grant of options under the plan was made to certain employees (none of whom at the time were Directors of Group companies) on 4 October 2023 at an option price of 194.0p. There were no performance conditions imposed on either of these grants.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 December 2023

31. Share capital continued

2022

	Options outstanding at 1 January 2022	Options granted	Options lapsed	Options exercised	Options outstanding at 31 December 2022
October 2014 grant	10,000	—	—	—	10,000
October 2017 grant	96,209	—	(13,386)	(25,936)	56,887
September 2018 grant	220,169	—	(19,500)	(54,294)	146,375
October 2019 grant	340,207	—	(36,306)	(5,277)	298,624
October 2020 grant	349,903	—	(37,213)	(2,093)	310,597
September 2021 grant	404,340	—	(42,132)	(792)	361,416
October 2022 grant	—	605,010	(7,450)	—	597,560
Weighted average exercise price	271p	247p	270p	290p	262p

2023

	Options outstanding at 1 January 2023	Options granted	Options lapsed	Options exercised	Options outstanding at 31 December 2023
October 2014 grant	10,000	—	—	—	10,000
October 2017 grant	56,887	—	(5,020)	—	51,867
September 2018 grant	146,375	—	(10,827)	—	135,548
October 2019 grant	298,624	—	(30,126)	—	268,498
October 2020 grant	310,597	—	(32,315)	—	278,282
September 2021 grant	361,416	—	(31,579)	—	329,837
September 2022 grant	597,560	—	(55,668)	—	541,892
October 2023 grant	—	716,877	(5,410)	—	711,467
Weighted average exercise price	262p	194p	259p	—	241p

The weighted average share price at the date of exercise for share options exercised during the year was nil (2022: 323.36p).

Fair value

Fair value is measured by a Monte Carlo pricing model using the following assumptions:

	Weighted average exercise price	Weighted average share price	Expected volatility	Expected life	Risk-free rate	Expected dividend yield
LTIP	Nil	241.0p to 324.0p	29.37% to 38.73%	3 years	0.00% to 3.75%	1.95% to 3.24%
CSOP 2011	121.5p	121.5p	41.47%	3 years	1.67%	5.02%
CSOP 2014	191.0p	191.0p	31.17%	3 years	1.23%	3.16%
CSOP 2017	298.9p	309.0p	30.37%	3 years	0.51%	3.02%
CSOP 2018	291.0p	291.0p	29.28%	3 years	0.91%	2.90%
CSOP 2019	249.0p	249.0p	29.25%	3 years	0.28%	3.24%
CSOP 2020	263.0p	263.0p	38.07%	3 years	0.00%	2.61%
CSOP 2021	281.0p	281.0p	38.60%	3 years	0.41%	2.49%
CSOP 2022	247.0p	250.0p	38.25%	3 years	4.15%	1.95%
CSOP 2023	194.0p	192.0p	30.05%	3 years	4.54%	2.37%
Sharesave 2017	270.0p	300.0p	30.30%	3 years	0.51%	3.02%
Sharesave 2018	262.0p	278.0p	29.53%	3 years	0.99%	2.90%
Sharesave 2019	224.0p	248.0p	29.25%	3 years	0.28%	3.24%
Sharesave 2020	237.0p	263.0p	38.07%	3 years	0.00%	2.61%
Sharesave 2021	225.0p	2.83.0p	38.60%	3 years	0.58%	2.49%
Sharesave 2022	198.0p	235.0p	38.25%	3 years	3.89%	1.95%
Sharesave 2023	155.0p	183.0p	30.05%	3 years	4.53%	2.37%

31. Share capital continued

The volatility measured at the standard deviation of continuously compounded share returns is based on statistical analysis of daily share prices over the last three years.

The weighted average fair value of share options granted during the year was 68.71p (2022: 96.78p).

Expense recognised in the Consolidated Statement of Comprehensive Income

	2023 £'000	2022 £'000
The total expense recognised in the Consolidated Statement of Comprehensive Income arising from share-based payment transactions	1,601	1,241

The total expense recognised in the Consolidated Statement of Comprehensive Income arose solely from equity-settled share-based payment transactions.

32. Reserves

Group	Property revaluation £'000	Retained earnings £'000	Other			Total other £'000
			Capital redemption £'000	Share premium £'000	Capital £'000	
At 1 January 2022	2,060	328,348	271	6,264	209	6,744
Profit for the year	—	33,319	—	—	—	—
Dividends paid	—	(8,383)	—	—	—	—
Proceeds from shares issued	—	—	—	738	—	738
Arising on employee share schemes	—	1,163	—	—	—	—
Increase in fair value in year	315	—	—	—	—	—
Deferred tax on revaluation surplus	(23)	—	—	—	—	—
Actuarial gain on defined benefit pension scheme	—	14,994	—	—	—	—
Deferred tax on actuarial gain	—	(3,749)	—	—	—	—
At 31 December 2022	2,352	365,692	271	7,002	209	7,482
Profit for the year	—	26,299	—	—	—	—
Dividends paid	—	(9,274)	—	—	—	—
Proceeds from shares issued	—	—	—	766	—	766
Arising on employee share schemes	—	1,409	—	—	—	—
Realised gain on disposal of investment property	(1,392)	1,392	—	—	—	—
Decrease in fair value in year	(228)	—	—	—	—	—
Deferred tax on revaluation surplus	279	—	—	—	—	—
Actuarial loss on defined benefit pension scheme	—	(3,066)	—	—	—	—
Deferred tax on actuarial loss	—	767	—	—	—	—
At 31 December 2023	1,011	383,219	271	7,768	209	8,248

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 December 2023

32. Reserves continued

	Retained earnings	Other				Total other
		Investment revaluation	Capital redemption	Share premium	Capital	
Parent Company	£'000	£'000	£'000	£'000	£'000	£'000
At 1 January 2022	81,414	1,135	271	6,264	211	7,881
Profit for the year	15,987	—	—	—	—	—
Dividends paid	(8,383)	—	—	—	—	—
Premium arising from shares issued	—	—	—	738	—	738
Arising on employee share schemes	417	—	—	—	—	—
Unrecognised actuarial gain	14,994	—	—	—	—	—
Deferred tax on actuarial gain	(3,749)	—	—	—	—	—
At 31 December 2022	100,680	1,135	271	7,002	211	8,619
Profit for the year	13,304	—	—	—	—	—
Dividends paid	(9,274)	—	—	—	—	—
Premium arising from shares issued	—	—	—	766	—	766
Arising on employee share schemes	422	—	—	—	—	—
Unrecognised actuarial loss	(3,066)	—	—	—	—	—
Deferred tax on actuarial loss	767	—	—	—	—	—
At 31 December 2023	102,833	1,135	271	7,768	211	9,385

Property revaluation reserve

The property revaluation reserve represents the unrealised surpluses arising on revaluation of the Group occupied land and buildings and is not available for distribution until realised on disposal.

Retained earnings

Retained earnings represent the accumulated profits and losses of the Group. This reserve is distributable to the extent it does not arise from revaluation gains.

Capital redemption reserve

The capital redemption reserve represents the purchase and cancellation by the Company of its own shares and comprises the aggregate nominal value of all the ordinary shares repurchased and cancelled. This reserve is not distributable.

Share premium reserve

The share premium reserve represents the difference between the sums received from the issue of shares and their nominal value net of share issue expenses. This reserve is not distributable.

Capital reserve

The capital reserve represents realised profits arising on the disposal of investments and is available for distribution.

Investment revaluation reserve

This reserve was carried forward from previous accounting framework, and represents accumulated unrealised revaluation gains. This is distributable only when the related investment in subsidiaries are sold or impaired.

33. Cost of shares held by the ESOP trust

	2023	2022
	£'000	£'000
At 1 January	967	1,044
Additions	98	—
Disposals	(190)	(77)
At 31 December	875	967

Quoted investments represent own shares held by the Henry Boot PLC Employee Trust as an ESOP to provide an incentive to greater ownership of shares in the Company by its employees.

At 31 December 2023, the Trustee held 362,860 shares (2022: 391,003 shares) with a cost of £874,849 (2022: £966,483) and a market value of £754,750 (2022: £918,858). All of these shares were committed to satisfy existing grants by the Company under the Henry Boot PLC 2015 Long term Incentive Plan. In accordance with IAS 32, these shares are deducted from shareholders' funds. Under the terms of the Trust, the Trustee has waived all dividends on the shares it holds.

34. Cash generated from operations

	Group		Parent Company	
	2023	2022	2023	2022
	£'000	£'000	£'000	£'000
Profit before tax	37,302	45,595	10,199	14,001
Adjustments for:				
Amortisation of PFI asset	11	551	579	—
Goodwill impairment	11	203	—	—
Depreciation and impairment of property, plant and equipment	12	4,462	3,957	269
Depreciation of right-of-use assets	13	779	597	251
Revaluation (increase)/decrease in investment properties	14	(307)	4,921	—
Amortisation of capitalised letting fees	3	54	25	—
Share-based payment expense	4	1,601	1,241	612
Pension scheme credit		(4,197)	(3,422)	(4,197)
Movements on provision against loans to subsidiaries		—	—	21
Profit on disposal of property, plant and equipment	3	(341)	(176)	6
Profit on disposal of equipment held for hire	3	(1,185)	(1,070)	—
Profit on disposal of investment properties		(733)	(646)	—
(Profit)/loss on disposal of assets held for sale		(1,571)	150	—
Gain on disposal of joint ventures		—	(667)	—
Finance income	5	(3,357)	(1,641)	(675)
Dividends received from subsidiaries		—	—	(25,139)
Finance costs	6	6,260	2,503	5,437
Share of profit of joint ventures and associates	16	(371)	(9,079)	—
Operating cash flows before movements in equipment held for hire		39,150	43,070	(13,216)
Purchase of equipment held for hire	12	(3,497)	(5,454)	—
Proceeds on disposal of equipment held for hire		1,423	1,343	—
Operating cash flows before movements in working capital		37,076	38,959	(13,216)
Increase in inventories		(9,129)	(63,701)	—
Decrease/(increase) in receivables		1,503	(3,763)	9,021
Decrease/(increase) in contract assets		5,598	(11,701)	—
(Decrease)/increase in payables and provisions		(26,231)	24,684	3,021
Decrease in contract liabilities		(2,946)	(1,027)	—
Cash generated from operations		5,871	(16,549)	(1,174)

Net debt is an alternative performance measure used by the Group and comprises the following:

Analysis of net debt:

Cash and cash equivalents		13,034	17,401	5,572	10,316
Bank overdrafts	27	—	—	(602)	(9)
Net cash and cash equivalents		13,034	17,401	4,970	10,307
Bank loans	27	(83,500)	(65,000)	(83,500)	(65,000)
Other loans		(3,018)	—	—	—
Lease liabilities	13	(4,275)	(1,033)	(2,214)	(64)
Net debt		(77,759)	(48,632)	(80,744)	(54,757)

Reconciliation of liabilities from financing activities

	1 Jan	Cashflows	New leases	31 Dec
Advances from joint ventures and associates	365	12	—	377
Bank loans	65,000	18,500	—	83,500
Other loans – sale and leaseback	—	3,018	—	3,018
Lease liabilities	1,033	(526)	3,768	4,275
Total liabilities from financing activities	66,398	21,004	3,768	91,170

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 December 2023

35. Guarantees and contingencies

The Parent Company has guaranteed the performance of certain contracts entered into by Group undertakings in the ordinary course of business. These guarantees are impracticable to quantify.

The Parent Company has given cross guarantees to certain of the Group's bankers and bondsmen in respect of facilities available to Group undertakings in the normal course of business. At the year end, amounts guaranteed against these facilities were £83,500,000 and £20,800,000, respectively.

In the opinion of the Directors, no loss is expected to arise in connection with these matters.

36. Events after the balance sheet date

Since the balance sheet date, the Group has proposed a final dividend for 2023; further information can be found in note 10.

There were no other significant events since the balance sheet date that may have a material effect on the financial position or performance of the Group.

37. Additional information – subsidiaries, joint ventures and associates

Details of the Company's subsidiaries, joint ventures and associates, all of which are incorporated in England (unless otherwise stated) and are either consolidated or equity accounted in the Group Financial Statements at 31 December 2023, are as follows:

Subsidiary name	Registered Number	Proportion of ownership	Direct or indirect	Activity
Airport Business Park Southend Management Limited ²	11441062	8.9%	Indirect	Management company
Airport Business Park (Quad) Management Limited	14229315	54.2%	Indirect	Management company
Banner Plant Limited	00607575	100%	Direct	Plant Hire
Butterfield Quad Management Company Limited ²	12091892	12.5%	Indirect	Management company
Butterfield Quad 2 Management Company Limited ²	13247306	33.3%	Indirect	Management company
Capitol Park Property Services Limited ²	08795137	4.6%	Indirect	Inactive
Chocolate Works York Management Company Limited	09889108	83.3%	Indirect	Management company
Clock Tower (York) Management Company Limited	13857768	100%	Indirect	Management company
Comstock (Kilmarnock) Ltd.	SC166157	100%	Indirect	Land promotion
First National Housing Trust Limited	00276288	100%	Direct	Property investment
Glasgowend Limited	01576203	100%	Direct	Inactive
Hallam Land Management Limited	02456711	100%	Direct	Land promotion
HB Island Limited	11641820	100%	Direct	Holding company
HBGP Limited	11641976	100%	Direct	Holding company
HBD City Court Limited	13351580	100%	Indirect	Property investment and development
HBD Summerhill Limited	13285696	100%	Indirect	Property investment and development
HBD Dev Co 1 Limited	14128256	100%	Indirect	Property investment and development
HBD Golden Valley Limited	13966492	85%	Indirect	Property development
Henry Boot Biddenham Limited	05901324	100%	Direct	Land promotion
Henry Boot Construction Limited	02880202	100%	Direct	Construction
Henry Boot Contracting Limited	07399102	100%	Direct	Inactive
Henry Boot Deansgate Limited	15269405	100%	Indirect	Property investment and development
Henry Boot Developments Limited	01390361	100%	Direct	Property investment and development
Henry Boot Cornwall House Limited	11176009	100%	Indirect	Property development
Henry Boot Estates Limited	00276603	100%	Direct	Property investment
Henry Boot Investments 1 Limited	03125802	100%	Indirect	Holding Company
Henry Boot Inner City Limited	02145413	100%	Direct	Inactive
Henry Boot 'K' Limited	06386834	100%	Indirect	Property investment and development
Henry Boot Land Holdings Limited	04570294	100%	Direct	Holding company
Henry Boot (Launceston) Limited	09276678	100%	Direct	Land promotion
Henry Boot Leasing Limited	03248776	100%	Direct	Motor vehicle leasing to Group
Henry Boot (Manchester) Limited	06051156	100%	Direct	Property development
Henry Boot Nottingham Limited	08682793	100%	Indirect	Inactive
Henry Boot Projects Limited	01679963	100%	Direct	Inactive
Henry Boot Swindon Limited	06051131	100%	Direct	Inactive
Henry Boot Tamworth Limited	05901334	100%	Indirect	Inactive
Henry Boot Wentworth Limited	01670475	100%	Direct	Property development

Subsidiary name	Registered Number	Proportion of ownership	Direct or indirect	Activity
IAMP Management Company Limited	11735214	100%	Indirect	Management company
Investments (North West) Limited	06956932	100%	Indirect	Property development
Marboot Centregate Ltd	09662598	100%	Indirect	Property development
Marboot Centregate 2 Limited	10129169	100%	Indirect	Property development
Moore Street Securities Limited	02493145	100%	Direct	Employee benefit trust
Plot 7 East Markham Vale Management Company Limited	08281170	33.3%	Indirect	Inactive
Road Link (A69) Holdings Limited	03125851	61.2%	Indirect	Holding company
Road Link (A69) Limited	03125840	61.2%	Indirect	PFI road maintenance
St John's Manchester Limited	12276168	100%	Indirect	Property development
Saltwoodend Limited	05075297	100%	Indirect	Inactive
SJ Manchester Limited Partnership	LP022152	100%	Indirect	Inactive
SJM GP Limited	13665805	100%	Indirect	Holding company
SJM (Nominee) Limited	13666505	100%	Indirect	Holding company
Stonebridge Homes Group Limited ¹	12065057	50%	Indirect	Holding company
Stonebridge Homes Limited ¹	07279118	50%	Indirect	Property development
Stonebridge Offices Limited ¹	07728107	50%	Indirect	Property investment
Winter Ground Limited	04572581	100%	Indirect	Inactive
Wyvern Park Skipton Management Company Limited	13844054	100%	Indirect	Management company

¹ Stonebridge-related entities are included as subsidiaries due to the Group's additional voting rights, having two of the three Director appointments.

² Subsidiary by virtue of management control.

Joint ventures and associates	Proportion of ownership	Direct or indirect	Activity
Aytoun Street Developments Limited	50%	Indirect	Property development
Bigmouth Manchester Limited	50%	Indirect	Property development
Crimea Land Mansfield LLP	50%	Indirect	Land promotion
HBB Preston East Ltd	50%	Indirect	Property development
HBB Roman Way Limited	50%	Indirect	Property development
Henry Boot Barnfield Limited	50%	Indirect	Property development
Island Site Limited Partnership	50%	Indirect	Property development
Island Site (General Partner) Limited	50%	Indirect	Holding company
Island Site (Nominee) Limited	50%	Indirect	Property development
Kirklees Henry Boot Partnership Limited	50%	Indirect	Inactive
Montagu 406 Regeneration LLP	50%	Indirect	Property investment
MVNE LLP	50%	Indirect	Property development
Newmarket Lane Holding Limited	50%	Indirect	Holding company
Newmarket Lane Limited	50%	Indirect	Management company
Newmarket Lane Management Company Limited	50%	Indirect	Management company
Rainham HoldCo S.a.r.l.	20%	Indirect	Property investment and development
Road Link Limited	37.6%	Indirect	Inactive

The address of the registered office of all subsidiaries, joint venture and associates is the same as the Parent Company, with the exception of:

Road Link Limited, Road Link (A69) Limited and Road Link (A69) Holdings Limited, whose registered office is Stocksfield Hall, Stocksfield, Northumberland NE43 7TN; Comstock (Kilmarnock) Ltd., whose registered office is 48 St. Vincent Street, Glasgow G2 5HS; Henry Boot Barnfield Limited, HBB Roman Way Limited and HBB Preston East Limited, whose registered office is 8 Kenyon Road, Lomeshaye Industrial Estate, Nelson, Lancashire, England, BB9 5SP; Kirklees Henry Boot Partnership Limited, whose registered office is Legal Services, 2nd Floor Civic Centre 3, Huddersfield, West Yorkshire, HD1 2WZ; Cognito Oak LLP, whose registered office is Union Plaza (6th Floor), 1 Union Wynd, Aberdeen, Scotland, AB10 1DQ; Island Site Limited Partnership, whose registered office is Guardsman Tony Downes House, 5 Manchester Road, Droylsden, Tameside, M43 6SF; Crimea Land Mansfield LLP; whose registered office is C/O Harworth Group, Advantage House Poplar Way, Catcliffe, Rotherham, S60 5TR, United Kingdom; and Rainham HoldCo S.a.r.l., whose registered office is 1 Rue Isaac Newton, L-2242, Luxembourg.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 December 2023

37. Additional information – subsidiaries, joint ventures and associates continued

Residents Management Companies

The companies listed below are Residents Management Companies (RMCs). All RMCs are companies limited by guarantee without share capital (unless otherwise stated) and incorporated in the UK. The capital, reserves and profit or loss for the year has not been stated for these RMCs as beneficial interest in any assets or liabilities of these companies is held by the residents. These companies have not been included in the consolidated accounts, are temporary members of the Group and will be handed over to residents in due course. The registered office of each RMC is 1 Featherbank Court, Horsforth, Leeds LS18 4QF.

RMCs controlled by the Group:

Woodside Park Newlay Estate Management Company Limited, Fox Valley Management Company Limited¹, Moorlands Cleckheaton Management Company Limited, Brookfield Garth Hampsthwaite Management Company Limited, Kingsley Road Harrogate Management Company Limited, Weyland Road Management Company Limited, Willow Crest Cawood Management Company Limited, The Willows Whinney Lane Management Company Limited, Victoria Gardens (Headingley) Management Company Ltd¹, Derry Hill Menston Management Company Limited and Hawbank Field Skipton Management Company Limited.

¹ Company limited by share capital.

38. Partly-owned subsidiaries

Financial information of subsidiaries that have material non-controlling interests is provided below:

Name	Country of incorporation	2023 £'000	2022 £'000
Stonebridge Homes Limited	England	50%	50%
Road Link (A69) Limited	England	61.2%	61.2%

Name	2023 £'000	2022 £'000
Accumulated balances of material non-controlling interest:		
Stonebridge Homes Limited	2,852	3,687
Road Link (A69) Limited	1,858	2,280
Profit allocated to material non-controlling interest:		
Stonebridge Homes Limited	242	2,182
Road Link (A69) Limited	2,002	2,369

38. Partly-owned subsidiaries continued

The summarised financial information of these subsidiaries is provided below. This information is based on amounts before inter-company eliminations.

	Stonebridge Homes Limited		Road Link (A69) Limited	
	2023	2022	2023	2022
	£'000	£'000	£'000	£'000
Summarised statement of profit or loss				
Revenue	97,186	70,643	13,676	13,590
Cost of sales	(84,994)	(56,613)	(6,146)	(5,106)
Administrative and other expenses	(6,256)	(6,572)	(718)	(691)
Net finance costs	(5,250)	(2,039)	(96)	(254)
Profit before tax	686	5,419	6,715	7,539
Tax	(201)	(1,054)	(1,557)	(1,432)
Profit for the year	485	4,365	5,159	6,107
Total comprehensive income	485	4,365	5,159	6,107
Attributable to non-controlling interests	242	2,182	2,002	2,369
Dividends paid to non-controlling interests	1,070	1,121	2,425	2,910
Summarised balance sheet				
Non-current assets	1,533	1,110	1,141	1,690
Inventories	96,227	80,629	–	–
Trade and other receivables	6,063	6,703	3,221	4,710
Cash and cash equivalents	89	550	5,106	4,080
Current liabilities	(98,208)	(81,150)	(3,819)	(3,260)
Non-current liabilities	–	(468)	(862)	(1,343)
Net assets	5,704	7,374	4,788	5,877
Equity holders of Parent	2,852	3,687	2,930	3,597
Non-controlling interest	2,852	3,687	1,859	2,280
Summarised cash flow				
Operating	2,955	1,951	7,093	4,742
Investing	(31)	(33)	183	60
Financing	(3,386)	(2,351)	(6,250)	(7,500)
Net increase/(decrease) in cash and cash equivalents	(462)	(433)	1,026	(2,698)