

**STRATEGIC REPORT, REPORT OF THE DIRECTORS AND
AUDITED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 NOVEMBER 2019
FOR
CROWN COURIERS LIMITED**

Forus Audit LLP
Chartered Accountants and Statutory Auditor
Hamilton Office Park
31 High View Close
Leicester
Leicestershire
LE4 9LJ

**CONTENTS OF THE FINANCIAL STATEMENTS
For The Year Ended 30 November 2019**

	Page
Company Information	1
Strategic Report	2
Report of the Directors	3
Report of the Independent Auditors	5
Statement of Comprehensive Income	7
Balance Sheet	8
Statement of Changes in Equity	9
Cash Flow Statement	10
Notes to the Cash Flow Statement	11
Notes to the Financial Statements	12

CROWN COURIERS LIMITED
COMPANY INFORMATION
For The Year Ended 30 November 2019

DIRECTORS:

T F Seagers
N J Brett
J A McLaren

SECRETARY:

H M Farren

REGISTERED OFFICE:

International Logistics Centre
Bonehill Road
Tamworth
Staffordshire
B78 3HH

REGISTERED NUMBER:

02765680 (England and Wales)

AUDITORS:

Fortus Audit LLP
Chartered Accountants and Statutory Auditor
Hamilton Office Park
31 High View Close
Leicester
Leicestershire
LE4 9LJ

**STRATEGIC REPORT
For The Year Ended 30 November 2019**

The directors present their strategic report for the year ended 30 November 2019.

REVIEW OF BUSINESS

The company operates a leading bespoke same day courier service in the UK and has successfully achieved an increase in the Company's sales growth while still maintaining its healthy gross profit performance.

The company continues to benefit from continued investment in operations, technology and its people and this has contributed to consistent profitability in recent years.

Overhead expenditure has increased during 2019 primarily due to the Company's investment in its staff levels and improved IT systems.

The directors are confident that the Company can consolidate its increased sales level and continue its growth strategy in the forthcoming year.

PRINCIPAL RISKS AND UNCERTAINTIES

In order to achieve its strategic objectives the Company has identified the key risks of needing continued investment in new IT developments and to further increase its brand awareness.

To mitigate these risks the Company will be increasing its investment in IT and the marketing activity of the business during 2020 and is looking to expand its customer portfolio into new sectors.

ON BEHALF OF THE BOARD:

T F Seagers - Director

7 August 2020

**REPORT OF THE DIRECTORS
For The Year Ended 30 November 2019**

The directors present their report with the financial statements of the company for the year ended 30 November 2019.

PRINCIPAL ACTIVITY

The principal activity of the company in the year under review was that of freight transport by road.

DIVIDENDS

The full dividend declared for the year is £560,239 (2018 - £456,779).

DIRECTORS

The directors shown below have held office during the whole of the period from 1 December 2018 to the date of this report.

T F Seagers
N J Brett
J A McLaren

STATEMENT OF DIRECTORS' RESPONSIBILITIES

The directors are responsible for preparing the Strategic Report, the Report of the Directors and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

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

STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITORS

So far as the directors are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the company's auditors are unaware, and each director has taken all the steps that he or she ought to have taken as a director in order to make himself or herself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

**REPORT OF THE DIRECTORS
For The Year Ended 30 November 2019**

AUDITORS

The auditors, Fortus Audit LLP, will be proposed for re-appointment at the forthcoming Annual General Meeting.

ON BEHALF OF THE BOARD:

T F Seagers – Director

7 August 2020

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF CROWN COURIERS LIMITED

Opinion

We have audited the financial statements of Crown Couriers Limited (the 'company') for the year ended 30 November 2019 which comprise the Statement of Comprehensive Income, Balance Sheet, Statement of Changes in Equity, Cash Flow Statement and Notes to the Cash Flow Statement, Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 30 November 2019 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the directors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

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

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

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

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Strategic Report and the Report of the Directors for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Report of the Directors have been prepared in accordance with applicable legal requirements.

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF CROWN COURIERS LIMITED

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report or the Report of the Directors.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of directors

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

In preparing the financial statements, the directors are responsible for assessing the 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 company or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

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

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

Use of our report

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

Richard Buckby FCA (Senior Statutory Auditor)
for and on behalf of Fortus Audit LLP
Chartered Accountants and Statutory Auditor
Hamilton Office Park
31 High View Close
Leicester
Leicestershire
LE4 9LJ

18 August 2020

STATEMENT OF COMPREHENSIVE INCOME
For The Year Ended 30 November 2019

	Notes	2019 £	2018 £
TURNOVER		19,078,614	17,827,249
Cost of sales		<u>15,737,834</u>	<u>14,718,695</u>
GROSS PROFIT		3,340,780	3,108,554
Administrative expenses		<u>2,479,506</u>	<u>2,156,583</u>
OPERATING PROFIT	4	861,274	951,971
Interest payable and similar expenses	5	<u>5,888</u>	<u>3,556</u>
PROFIT BEFORE TAXATION		855,386	948,415
Tax on profit	6	<u>148,184</u>	<u>186,709</u>
PROFIT FOR THE FINANCIAL YEAR		707,202	761,706
OTHER COMPREHENSIVE INCOME		<u>-</u>	<u>-</u>
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		<u>707,202</u>	<u>761,706</u>

The notes form part of these financial statements

BALANCE SHEET
30 November 2019

	Notes	2019 £	£	2018 £	£
FIXED ASSETS					
Tangible assets	8		191,213		179,226
CURRENT ASSETS					
Debtors	9	3,838,399		3,252,909	
Cash at bank		<u>449,895</u>		<u>735,169</u>	
		4,288,294		3,988,078	
CREDITORS					
Amounts falling due within one year	10	<u>3,190,927</u>		<u>3,043,997</u>	
NET CURRENT ASSETS			<u>1,097,367</u>		<u>944,081</u>
TOTAL ASSETS LESS CURRENT LIABILITIES			<u>1,288,580</u>		<u>1,123,307</u>
CREDITORS					
Amounts falling due after more than one year	11		<u>40,580</u>		<u>22,270</u>
NET ASSETS			<u>1,248,000</u>		<u>1,101,037</u>
CAPITAL AND RESERVES					
Called up share capital	14		2		2
Retained earnings	15		<u>1,247,998</u>		<u>1,101,035</u>
SHAREHOLDERS' FUNDS			<u>1,248,000</u>		<u>1,101,037</u>

The financial statements were approved by the Board of Directors and authorised for issue on 7 August 2020 and were signed on its behalf by:

T F Seagers – Director

STATEMENT OF CHANGES IN EQUITY
For The Year Ended 30 November 2019

	Called up share capital £	Retained earnings £	Total equity £
Balance at 1 December 2017	2	796,108	796,110
Changes in equity			
Dividends	-	(456,779)	(456,779)
Total comprehensive income	-	761,706	761,706
Balance at 30 November 2018	<u>2</u>	<u>1,101,035</u>	<u>1,101,037</u>
Changes in equity			
Dividends	-	(560,239)	(560,239)
Total comprehensive income	-	707,202	707,202
Balance at 30 November 2019	<u>2</u>	<u>1,247,998</u>	<u>1,248,000</u>

CASH FLOW STATEMENT
For The Year Ended 30 November 2019

		2019	2018
	Notes	£	£
Cash flows from operating activities			
Cash generated from operations	1	651,577	1,278,533
Interest paid		(117)	(869)
Interest element of hire purchase payments paid		(5,771)	(2,687)
Tax paid		(163,311)	(97,418)
Net cash from operating activities		<u>482,378</u>	<u>1,177,559</u>
Cash flows from investing activities			
Purchase of tangible fixed assets		(115,894)	(73,552)
Sale of tangible fixed assets		30,675	17,501
Net cash from investing activities		<u>(85,219)</u>	<u>(56,051)</u>
Cash flows from financing activities			
Capital repayments in year		27,806	(5,103)
Amount introduced by directors		-	150,000
Amount withdrawn by directors		(150,000)	-
Equity dividends paid		(560,239)	(456,779)
Net cash from financing activities		<u>(682,433)</u>	<u>(311,882)</u>
(Decrease)/increase in cash and cash equivalents		<u>(285,274)</u>	<u>809,626</u>
Cash and cash equivalents at beginning of year	2	735,169	(74,457)
Cash and cash equivalents at end of year	2	<u>449,895</u>	<u>735,169</u>

The notes form part of these financial statements

NOTES TO THE CASH FLOW STATEMENT
For The Year Ended 30 November 2019

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

	2019	2018
	£	£
Profit before taxation	855,386	948,415
Depreciation charges	84,754	78,328
Profit on disposal of fixed assets	(11,522)	(3,231)
Finance costs	5,888	3,556
	<u>934,506</u>	<u>1,027,068</u>
Increase in trade and other debtors	(585,490)	(282,551)
Increase in trade and other creditors	302,561	534,016
Cash generated from operations	<u><u>651,577</u></u>	<u><u>1,278,533</u></u>

2. CASH AND CASH EQUIVALENTS

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

Year ended 30 November 2019

	30.11.19	1.12.18
	£	£
Cash and cash equivalents	<u>449,895</u>	<u>735,169</u>

Year ended 30 November 2018

	30.11.18	1.12.17
	£	£
Cash and cash equivalents	735,169	262,955
Bank overdrafts	-	(337,412)
	<u>735,169</u>	<u>(74,457)</u>

NOTES TO THE FINANCIAL STATEMENTS
For The Year Ended 30 November 2019

1. STATUTORY INFORMATION

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

2. ACCOUNTING POLICIES

Basis of preparing the financial statements

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

Turnover

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

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Motor vehicles	- 25% on cost
Office equipment	- 20% on cost

Taxation

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

Current or deferred taxation assets and liabilities are not discounted.

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

Deferred tax

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

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

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

Hire purchase and leasing commitments

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

Pension costs and other post-retirement benefits

The company operates a defined contribution pension scheme. Contributions payable to the company's pension scheme are charged to profit or loss in the period to which they relate.

NOTES TO THE FINANCIAL STATEMENTS - continued
For The Year Ended 30 November 2019

3. EMPLOYEES AND DIRECTORS

	2019	2018
	£	£
Wages and salaries	1,718,629	1,555,292
Social security costs	177,587	150,883
Other pension costs	37,204	20,969
	<u>1,933,420</u>	<u>1,727,144</u>

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

	2019	2018
Operations	46	40
Administration & support	8	6
Marketing & sales	6	7
	<u>60</u>	<u>53</u>

	2019	2018
	£	£
Directors' remuneration	<u>175,747</u>	<u>240,901</u>

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

Money purchase schemes	<u>3</u>	<u>3</u>
------------------------	----------	----------

4. OPERATING PROFIT

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

	2019	2018
	£	£
Hire of plant and machinery	156,952	124,499
Other operating leases	24,041	20,602
Depreciation - owned assets	84,754	78,328
Profit on disposal of fixed assets	(11,522)	(3,231)
Auditors' remuneration	<u>6,050</u>	<u>5,425</u>

5. INTEREST PAYABLE AND SIMILAR EXPENSES

	2019	2018
	£	£
Factoring interest	117	869
Hire purchase	5,771	2,687
	<u>5,888</u>	<u>3,556</u>

NOTES TO THE FINANCIAL STATEMENTS - continued
For The Year Ended 30 November 2019

6. TAXATION**Analysis of the tax charge**

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

	2019 £	2018 £
Current tax:		
UK corporation tax	171,582	186,709
(Over)/under provision	<u>(23,398)</u>	<u>-</u>
Tax on profit	<u>148,184</u>	<u>186,709</u>

Reconciliation of total tax charge included in profit and loss

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

	2019 £	2018 £
Profit before tax	<u>855,386</u>	<u>948,415</u>
Profit multiplied by the standard rate of corporation tax in the UK of 19% (2018 - 19%)	162,523	180,199
Effects of:		
Expenses not deductible for tax purposes	787	1,015
Income not taxable for tax purposes	(2,189)	(614)
Depreciation in excess of capital allowances	10,461	6,109
Adjustments to tax charge in respect of previous periods	<u>(23,398)</u>	<u>-</u>
Total tax charge	<u>148,184</u>	<u>186,709</u>

7. DIVIDENDS

	2019 £	2018 £
Ordinary shares of 1 each		
Interim	<u>560,239</u>	<u>456,779</u>

NOTES TO THE FINANCIAL STATEMENTS - continued
For The Year Ended 30 November 2019

8. TANGIBLE FIXED ASSETS

	Motor vehicles £	Office equipment £	Totals £
COST			
At 1 December 2018	178,986	176,749	355,735
Additions	112,396	3,498	115,894
Disposals	(88,695)	(19,592)	(108,287)
At 30 November 2019	<u>202,687</u>	<u>160,655</u>	<u>363,342</u>
DEPRECIATION			
At 1 December 2018	101,792	74,717	176,509
Charge for year	49,909	34,845	84,754
Eliminated on disposal	(70,217)	(18,917)	(89,134)
At 30 November 2019	<u>81,484</u>	<u>90,645</u>	<u>172,129</u>
NET BOOK VALUE			
At 30 November 2019	<u>121,203</u>	<u>70,010</u>	<u>191,213</u>
At 30 November 2018	<u>77,194</u>	<u>102,032</u>	<u>179,226</u>

9. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2019 £	2018 £
Trade debtors	3,632,542	3,136,210
Bad debts	(17,206)	(14,533)
Other debtors	32,775	14,834
Prepayments	<u>190,288</u>	<u>116,398</u>
	<u>3,838,399</u>	<u>3,252,909</u>

10. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2019 £	2018 £
Hire purchase contracts (see note 12)	36,806	27,310
Trade creditors	2,203,219	1,917,509
Tax	171,582	186,709
Social security and other taxes	45,538	43,703
Pension creditor	7,719	4,843
Other creditors	-	(136)
VAT	518,363	489,666
Directors' current accounts	-	150,000
Accruals and deferred income	<u>207,700</u>	<u>224,393</u>
	<u>3,190,927</u>	<u>3,043,997</u>

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

	2019 £	2018 £
Hire purchase contracts (see note 12)	<u>40,580</u>	<u>22,270</u>

NOTES TO THE FINANCIAL STATEMENTS - continued
For The Year Ended 30 November 2019

12. LEASING AGREEMENTS

Minimum lease payments under hire purchase fall due as follows:

	2019 £	2018 £
Net obligations repayable:		
Within one year	36,806	27,310
Between one and five years	<u>40,580</u>	<u>22,270</u>
	<u>77,386</u>	<u>49,580</u>

13. SECURED DEBTS

The following secured debts are included within creditors:

	2019 £	2018 £
Hire purchase contracts	<u>77,386</u>	<u>49,580</u>

14. CALLED UP SHARE CAPITAL

Allotted, issued and fully paid:

Number:	Class:	Nominal value:	2019 £	2018 £
2	Ordinary	1	<u>2</u>	<u>2</u>

15. RESERVES

	Retained earnings £
At 1 December 2018	1,101,035
Profit for the year	707,202
Dividends	<u>(560,239)</u>
At 30 November 2019	<u>1,247,998</u>

16. OTHER FINANCIAL COMMITMENTS

The total amount of financial commitments not included in the balance sheet is £153,516 (2018 - £239,128).

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