

Onnec Group UK Limited

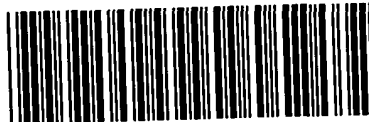
Annual Report and Financial Statements

Year Ended

31 December 2025

Company Number 02027207

FRIDAY



AEY8HKGR

A11

20/03/2026

#160

COMPANIES HOUSE

Onnec Group UK Limited

Company Information

Directors	J Møller-Jensen B Horgan P Huinck
Registered number	02027207
Registered office	Second Floor Farringdon Point 33 Farringdon Road London EC1M 3JF
Independent auditor	BDO LLP 55 Baker Street London W1U 7EU

Onnec Group UK Limited

Contents

	Page
Strategic Report	1 - 12
Directors' Report	13 - 14
Directors' Responsibilities Statement	15
Independent Auditor's Report	16 - 19
Statement of Comprehensive Income	20
Balance Sheet	21
Statement of Changes in Equity	22
Notes to the Financial Statements	23 - 43

Onnec Group UK Limited

Strategic Report For the Year Ended 31 December 2025

The directors present their strategic report for Onnec Group UK Limited (the "company") together with the audited financial statements for the year ended 31 December 2025 (the comparatives are for the period ended 31 December 2024). The company is a subsidiary of Onnec Group Limited along with other entities (together referred to as "the group").

Business review

Onnec is a leading independent technology partner and global integrator, with over 30 years' experience, and a 700+ team of global experts, specialising in providing end-to-end connectivity solutions that propel organisations everywhere. From structured cabling, networking, connected devices, workplace insights and managed services, our end-to-end services give our customers a complete solution for business connectivity. We install data infrastructure (fibre and copper cabling) in the data centre and office environment for leading global technology and Financial Services companies with our long standing relationships across our blue-chip customers based on a strong reputation for customer focus and operational excellence. Increasing revenues with our technology customers (hyperscalers) is underpinned by strong growth in data centres driven by the increase in usage of AI, IoT, smart applications and mobile data while our financial services clients continue to invest in technology and high-speed networks.

Year ended December 2025

Onnec's strategic vision is to be the progressive local partner that consistently delivers excellence in connected environments across the globe. The 2025 results show that Onnec Group has continued to capitalize on the customer growth seen in 2024 with increasing volume and gross profit. With volumes expected to continue into 2026, Onnec has invested internally to support that growth which results in an increase in administrative expenses before intercompany management service fee in the year.

Our UK business saw an increase in volume during 2025 compared with 2024, which has driven the increase in gross profit. The UK business acts both as the vehicle for customer contracts in the UK but also as the global headquarters for the group. The internal investment undertaken by the group can therefore mostly be seen in the increase in administrative expenses before intercompany management service fee in the UK results.

UK revenue has risen from £63.1m in 2024 to £70.4m in 2025 – an increase of £7m or 11.5%. Gross profit margin has decreased from 17.3% in 2024 to 15.9% in 2025 – a decrease of 1.4%.

The company performs the principal entrepreneurial and strategic decision-making functions for the Group's global trading activities, including risk management and commercial strategy. In accordance with the Group's transfer pricing policy, which is designed to comply with applicable tax legislation and the OECD arm's length principle, profits arising from these activities are allocated to the company commensurate with the functions performed and risks assumed. Owing to the significant increase in profits generated by the Group during the year, the allocation to the company also increased substantially. This allocation is recognised within administrative expenses which have fallen from £7.8m in 2024 to £0.1m in 2025.

Owing to the combination of these factors, the company recognised profit before tax of £10.2m in the year (period ended 31 December 2024 - £2.8m).

The cash generated from profits in the current year were transferred to the parent company for the purposes of voluntarily repaying borrowings. As a result, the company's cash balance remained static year on year with £1.9m on 31 December 2025 compared to £2.0m on 31 December 2024.

Onnec Group UK Limited

Strategic Report (continued) For the Year Ended 31 December 2025

Business review (continued)

Strategic outlook

International expansion continues to be the group's long-term objective by delivering leading edge services and projects for our blue chip customers across the globe and the company is expected to perform a pivotal role in delivering against the group's long-term objective.

More broadly, our clients, comprised of hyperscalers and multi-national financial organisations, have experienced increased demand for their services in the post pandemic hybrid and remote working environment that we now find ourselves in. In particular, our hyperscaler clients continue to invest in their data centre infrastructure, which we expect will result in increased demand for our services in the medium to longer term.

Our objectives over the next few years will be to continue to support our clients globally. We will continue to develop innovative solutions that meet the needs of the emerging requirements of our clients and we believe that our reputation for service and excellent delivery will support our growth ambitions.

The Directors have assessed the Company's current forecasts, considering reasonable changes in trading performance. Based on this review, the Directors believe that the Company will continue to operate within the resources currently available to it. The Directors accordingly continue to adopt the going concern basis in preparing these financial statements.

No dividend will be paid for the year ended 31 December 2025.

Business model

The group (Onnec Group UK Limited and its sister companies owned by Onnec Group Limited) has been at the vanguard of IT infrastructure and support for more than 30 years. The group has developed a comprehensive portfolio of services which support clients through every stage of the infrastructure cycle, from design and installation through maintenance and support and on to optimisation which allow modern enterprises to support fast changing 24x7x365 operations at local, national and international levels.

The group operates under a relatively traditional business model: strategic management and admin services are based centrally whilst our operational activities take place generally at client premises.

Our extensive service offerings include:

- Data Centres - full range of services beginning with data centre IT infrastructure design and build out, through to providing comprehensive 24x7x365 support.
- Workplace - service offering that covers all areas from the desktop through to network infrastructure/active equipment and everything in between.

Onnec Group UK Limited

Strategic Report (continued) For the Year Ended 31 December 2025

Business model (continued)

These complementary business streams enable us to ensure continuity of service and dialogue with the customer base beyond the need for substantial project investment. This provides competitive advantage in certain circumstances not least of all in terms of providing opportunities for strong and durable customer relationships.

The group now has a compelling international profile, with offices in the UK, Ireland, Spain, Germany, Switzerland, Norway, Sweden, Denmark, the Netherlands, Luxembourg, UAE, Singapore, Japan, Australia, Hong Kong, Malaysia and USA plus many years' experiences of working across the globe. The business continues to respond to the increasingly international outlook of our clients and has created a platform from which we can provide support across the globe.

Our core customer base of major financial institutions, hyperscale data centre companies, fit out companies and property developers continue to provide both strong continuing revenues and new opportunities as their respective markets for our services expand due to technological developments and market growth. We intend to continue expanding our presence in overseas markets where existing relationships support that development and where further opportunity exists for our expanded offering.

Consequently, the board is optimistic with regards to the immediate future as we benefit from repositioning based on our enlarged presence and capability. Given a favourable economic background for our customers we are confident that we will occupy a prominent place in the market and deliver successful projects and services for our customers.

Strategy

Our objective is to achieve above market growth over the long-term economic cycle through our enhanced service and product offerings that are continually enhanced and supported with investment.

We will continue to complement organic growth with relevant target acquisitions that expand our technical capabilities and geographic reach.

Financial review

Turnover was £70,433,588 in the year to 31 December 2025 compared to £63,148,235 in the period to 31 December 2024.

The year to 31 December 2025 saw gross profit of £11,229,258 at 15.94% compared to £10,928,185 in the period to 31 December 2024 at 17.30%.

Adjusted EBITDA (operating profit adding back depreciation, amortisation and non-recurring expenses) for the financial year was £11,568,703 (period ended 31 December 2024 - £4,234,098).

There was a trading profit for the financial year before taxation of £10,240,203 (period ended 31 December 2024 - £2,809,798).

Net assets of the company at the year end were £30,733,634 (2024 - £22,118,408). The increase is attributable to the profit in the year.

Onnec Group UK Limited

Strategic Report (continued) For the Year Ended 31 December 2025

Financial key performance indicators

Management uses a range of performance measures to monitor and manage the business. Certain measures are particularly important in the generation of shareholder value and are considered key performance indicators (KPIs). Our KPIs measure past performance and provide information to allow us to manage the business.

Turnover, gross profit and net profit indicate the volume of work we have done and its profitability. KPIs for the year ended 31 December 2025 are shown in the table below, along with prior period's comparatives for continued operations as follows:

	2025	2024
	£	£
Turnover	70,433,588	63,148,235
Gross profit	11,229,258	10,928,185
Gross margin (%)	15.94	17.30
Adjusted EBITDA	11,568,703	4,234,098
Trading profit/(loss)	10,240,203	2,809,798

Turnover from continuing operations

As the prime measure of our economic output, revenue growth is key to measuring shareholder return and the success of our expansion strategies.

Gross margin from continuing operations

Gross margin provides an indication of the quality of turnover growth and is also a measure of value added by the group, reflecting the quality of design and production processes which enable the group to achieve premium price points.

Operating profit

Operating profit provides confidence that the gross margin is not offset by excessive support costs and gives an indication of future cash flows.

Non-financial indicators

The key non financial indicators monitored by the company are the ability to maintain the existing customer base, the ability to attract new customers, continued contract performance, growth of the future order pipeline and ensuring we provide a working environment that is inclusive to maximise productivity, attract new talent and increase employee wellbeing.

Onnec Group UK Limited

Strategic Report (continued) For the Year Ended 31 December 2025

Principal risks and uncertainties

The directors consider these areas to be the principal risk or uncertainty that the business faces.

Competition

The already competitive market could become even more competitive, and we could suffer increased competition from large national competitors or small companies operating at a local level resulting in reduced market share and lower revenue. We will mitigate this risk by:

- Creating commercial advantage by providing the highest level of service, consistently and at a price which offers value;
- Differentiation of service;
- Enhance the barriers to entry to newcomers provided by our platform of industry leading IT and hardware, experienced personnel, and global reach; and
- Regularly estimate and monitor our market share and track the performance of our competitors.

People

Retaining and attracting good people is key to delivering superior performance and customer service.

Excessive staff turnover is likely to impact on our ability to maintain the appropriate quality of service to our customers and would ultimately impact our financial performance adversely. We will mitigate this risk by:

- Provide well structured and competitive reward and benefit packages that ensure our ability to attract and retain the employees we need;
- Ensuring that our staff have the right working environment and equipment to enable them to do the best job possible. This has become ever more relevant in the post Covid 19 reality as many of our staff now work in a hybrid environment;
- Invest in training and career development opportunities for our people to support them in their careers; and
- Making sure everyone feels welcome in the workplace and promotes an inclusive workplace in order to maximise productivity, attract new talent and increase employee wellbeing.

Financial risk management objective and policies

The company has a variety of financial instruments including cash, trade debtors and trade creditors that arise directly from its operations. The main purpose of these financial instruments is to provide working capital for the company's operations. The existence of these financial instruments exposes the company to several financial risks, which are described in more detail below.

The main risks arising from the Company's financial instruments are market risk (including foreign exchange risk, cash flow interest rate risk and price risk) credit risk, inflationary risk and liquidity risk. The directors review and agree policies for managing each of these risks and they are summarised below. These policies have remained unchanged from the previous period.

Onnec Group UK Limited

Strategic Report (continued) For the Year Ended 31 December 2025

Market risk

i) Foreign exchange risk

The company is exposed to transaction foreign exchange risk occasionally. If transaction exposures, including those associated with forecast transactions were significant, they would be hedged when known, principally using forward currency contracts. These are infrequent and whilst the aim is to achieve an economic hedge the group does not adopt an accounting policy of hedge accounting for these financial statements. Foreign exchange differences on retranslation of these assets and liabilities are taken to the statement of comprehensive income.

ii) Cash flow interest rate risk

The company's cash flow is at risk of market-driven changes in the interest rate applicable to its loans. The company responds to that risk through active liquidity management including regular cash flow forecasting, the maintenance of adequate liquidity levels and monthly reporting of current cash flow performance.

iii) Price risk

The company is not exposed to significant commodity price risk.

Credit risk

Credit risk arises from cash and cash equivalents, deposits with banks and financial institutions, as well as credit exposures to customers, including outstanding receivables, amounts recoverable on contracts and committed transactions. In order to manage credit risk the directors set individual risk limits for customers based on a combination of payment history and third party credit references. The utilisation of credit limits, ageing debt and collection history is regularly monitored with appropriate action taken by management in the event of a breach of credit limit.

Liquidity risk

Liquidity risk is the risk that the company cannot meet financial liabilities when they fall due. The group's policy for managing liquidity risk is to ensure that the business has enough financial resources to carry out its day to day activities at any point in time. Cash management is tightly controlled with various stakeholders in the business ensuring the business meets the final liabilities of the company.

Inflationary risk

The price at which the company sells its services is built up from the costs expected to be incurred in delivering those services. Inflationary risk to the company arises from situations where costs incurred have increased but the company is unsuccessful in passing those increases on to its customers. Purchased materials account for a significant portion of the company's cost of sales and typically the group's global customers have global price agreements with their preferred manufacturers. The company is therefore insulated from any inflationary increases in these instances. In circumstances where no price agreements are in place the company obtains refreshed cost quotations from suppliers at the stage where the company bids for work to be carried out for customers. In this way, the company becomes aware of increased costs significantly in advance of the cost being incurred and is able to build that into the sales price included in customer bids.

Onnec Group UK Limited

Strategic Report (continued) For the Year Ended 31 December 2025

Employees

The group's employment policies are designed to ensure that they meet the statutory, social and market practices in the UK and other countries where the group operates. The group systematically provides employees with information on matters of concern to them, consulting them or their representatives regularly, so that their views can be considered when making decisions that are likely to affect their interests. Employee involvement in the group is encouraged, as achieving a common awareness on the part of all employees of the financial and economic factors affecting the group plays a major role in maintaining its relationship with its staff.

The group is committed to employment policies, which follow best practice, based on equal opportunities for all employees, irrespective of sex, race, colour, disability, or marital status. The group gives full and fair consideration to applications for employment from disabled persons, having regard to their aptitudes and abilities. Appropriate arrangements are made for the continued employment and training, career development and promotion of disabled persons employed by the company. If members of staff become disabled the group continues employment, either in the same or an alternative position, with appropriate retraining being given if necessary.

Throughout 2025 the company worked with the National Centre for Diversity to push initiatives to support equality and diversity and will continue to work in this area to move to the next level of accreditation.

Streamlined energy and carbon reporting (SECR)

The SECR framework is a mandatory UK wide energy and carbon reporting scheme that seeks to improve transparency and help reduce UK carbon emissions associated with business and industry.

Onnec Group UK Limited are required to report under the Streamlined Energy and Carbon Reporting (SECR) framework, under the Companies (directors' report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018.

This report includes UK energy use, and the associated GHG emissions, that relate to:

- Activities for which the group of Onnec Group UK Limited is responsible involving the combustion of gas, or consumption of fuel for the purposes of transport; and
- The purchase of electricity by the company for its own use, including for the purpose of transport.

The table below is a summary of the data analyses for this reporting financial year and includes energy and emissions data for 2025. This demonstrates a reduction in energy usage from 980,247 kWh in 2024 to 772,236 kWh in 2025. Primarily this is observed from reductions in energy consumption of all three scopes.

Onnec Group UK Limited

Strategic Report (continued) For the Year Ended 31 December 2025

Table 1. SECR energy data for reporting period between 2020 and 2025 for Onnec.

Scopes and Data Sources	2025 (kWh)	2024 (kWh)	2023 (kWh)	2022 (kWh)	2021 (kWh)	2020 (kWh)
Scope 1 - Combustion of gas in stationary equipment	0	0	0	0	0	0
Scope 1 - Transportation fuels	514,350	600,688	687,870	582,049	496,681	413,911
Scope 2 - Purchase of grid electricity	50,212	80,621	80,488	86,070	77,312	75,842
Scope 3 - Purchase of fuels in employee-owned vehicles	205,649	298,938	336,867	392,908	274,864	300,102
Total All Scopes	772,236	980,247	1,105,225	1,061,027	848,857	789,855

All quantified categories and emissions for Onnec in both reporting period between 2020 and 2025 are displayed in Table 2. This shows a decrease in measured/reported emissions for Onnec in 2025 compared to 2024. The reduction is 44 t CO₂e. This is driven by reduction in emissions of all three scopes.

Table 2. SECR emissions comparison for 2020-2025.

Scopes and Data Sources	2025 (t CO ₂ e)	2024 (t CO ₂ e)	2023 (t CO ₂ e)	2022 (t CO ₂ e)	2021 (t CO ₂ e)	2020 (t CO ₂ e)
Scope 1 - Combustion of gas in stationary equipment	0	0	0	0	0	0
Scope 1 - Transportation fuels	128	139	164	140	118	99
Scope 1 - Air conditioning refrigerant leaks	0	0	0	0	0	0
Scope 2 - Purchase of grid electricity	9	17	17	17	16	18
Scope 3 - Business Travel (cars)	50	76	82	97	68	74
Total All Scopes	187	231	263	254	202	191

Onnec Group UK Limited

Strategic Report (continued) For the Year Ended 31 December 2025

INTENSITY RATIO

SECR reporting requires the organisation's emissions to be expressed *via* at least one intensity ratio. Intensity ratios compare emissions data with an appropriate business metric (activity or financial business indicator). This allows comparison of energy efficiency performance over time and across similar types of organisations.

The intensity metrics selected by Onnec are tonnes of CO₂e per total £m turnover and tonnes of CO₂e per square metre. This was calculated by dividing total GHG emissions in tonnes CO₂e by total annual turnover and by total square area for the financial year between 1st of January 2025 to 31st of December 2025.

Table 3. Intensity ratios for Onnec, as calculated for 2025 reporting year with comparison to 2020-2024 reporting years.

Category	2025	2024	2023	2022	2021	2020
t CO ₂ e/£m Turnover	2.97	3.66	3.40	2.77	2.80	2.31
t CO ₂ e/m ² Floor Area	0.11	0.14	0.16	0.16	0.22	0.12

CARBON AND ENERGY SAVING MEASURES

As required by the SECR scheme, companies should report on energy efficiency measures and emissions reduction implemented in the reporting year.

Onnec have installed solar panels to generate renewable electricity.

Additionally, Onnec have completed two comprehensive business carbon assessments for the 2023 and 2024 calendar years. This shall enable Onnec to develop a full carbon reduction plan with timescales applied as part of their roadmap to net zero. Improving quantification processes in this manner above and beyond SECR requirements is creditable as the first step in real reductions for both emissions and energy.

Notably, in 2025, Onnec implemented a Supplier Engagement Programme and developed a supplier survey for distribution across its supply chain. The survey enabled the collection of a comprehensive dataset on supplier purchases and helped identify the key contributors to carbon emissions within the supply chain. The Scope 3 data was analysed to quantify the embodied carbon emissions associated with the materials and products purchased by Onnec. Through this analysis, the suppliers linked to the most carbon-intensive materials and products were identified. Based on these findings, the survey was refined to include targeted questions on suppliers' carbon credentials, including carbon reporting, waste management practices, and responsible sourcing policies.

Onnec Group UK Limited

Strategic Report (continued) For the Year Ended 31 December 2025

Methodology

Emissions have been recorded in accordance with the GHG Reporting Protocol Corporate Standard, and emission factors were obtained from Greenhouse Gas Reporting: Conversion Factors 2025, published by the UK Department of Energy Security and Net Zero. In addition, the 2019 HM Government Environmental Reporting Guidelines: Including SECR guidance and the 2024 UK Government's GHG Conversion Factors for Company Reporting have been used.

Monthly energy consumption and other more detailed data for the assessment year were recorded by Onnec and have been used to determine the actual and specific energy consumption/carbon emission figures presented in this report. Factors for converting kWh consumption into t CO₂e emissions for each fuel type have been sourced from government publications for the year 2025. Energy analysis spreadsheets have been retained on file that illustrate the methodology used to determine measured and derived figures and subsequent values.

Onnec Group UK Limited

Strategic Report (continued) For the Year Ended 31 December 2025

Section 172 (1) statement

The board welcomes the section 172 reporting requirement as an opportunity to explain how dialogue with stakeholders has informed and helped to shape its decisions.

The Companies Act 2006 (the "Act"), as amended by the Companies (Miscellaneous Reporting) Regulations 2018, now requires companies to include a "Section 172(1) Statement" in the strategic report describing how directors have had regard to the matters set out in Section 172(1)(a) to (f) of the Act when performing their duties under Section 172. Section 172 of the Act requires directors of a company to act in a way that they consider, in good faith, would be most likely to promote the success of the company for the benefit of its members as a whole, and in doing so have regard (amongst other matters) to:

S172(1)(a) "The likely consequences of any decision in the long term"

Through working collaboratively with management and listening to feedback from the company's many stakeholders, the board believes that is well positioned to respond to any uncertainties arising in the business. As a private company the board's decision making process inherently focuses on long term strategic goals.

S172(1)(b) "The interests of the company's employees"

The directors recognise that the company's employees are fundamental to our business and delivery of our strategic ambitions. The success of our business depends on attracting, retaining and motivating employees.

S172(1)(c) "The need to foster the company's business relationships with suppliers, customers and others"

Delivering our strategy requires strong mutually beneficial relationships with suppliers and customers and regulatory entities. The businesses continuously assess the priorities related to customers and those with whom we do business, and the board engages with the businesses on these topics.

S172(1)(d) "The impact of the company's operations on the community and the environment"

The company is embedded in the UK business community and regularly provides strategic support to charities in the form of project work or direct donation.

S172(1)(e) "The desirability of the company maintaining a reputation for high standards of business conduct"

The board periodically reviews and approves policies, such as the employee handbook and adheres to ISO industry standards. In 2022 the company achieved a rating of Excellent in the Considerate Constructors scheme.

S172(1)(f) "The need to act fairly as between members of the company"

After weighing up all relevant factors, the directors consider which course of action best enables delivery of our strategy through the long term, taking into consideration the impact on stakeholders. In doing so, our directors act fairly as between the company's members but are not required to balance the company's interest with those of other stakeholders, and this can sometimes mean that certain stakeholder interests may not be fully aligned.

Onnec Group UK Limited

Strategic Report (continued) For the Year Ended 31 December 2025

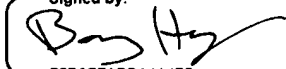
Delegation of authority

The board believes governance of the company is best achieved by delegation of its authority for the executive management of the company to the CEO, subject to defined limits and monitoring by the board. The board routinely monitors the delegation of authority, ensuring that it is regularly updated, while retaining ultimate responsibility.

The board has adopted a long standing corporate governance framework, which includes principles outlining:

- The board's relationship with shareholders and executive management.
- The conduct of board affairs and the tasks and requirements for board committees.
- The board's focus on activities that enable it to promote shareholders' interests, including development of strategy, monitoring of executive action and ongoing board and executive management succession.

This report was approved by the board and signed on its behalf by:

Signed by:

F5D3F5ABBA4A476.....
B Horgan
Director

Date: 17 March 2026

Onnec Group UK Limited

Directors' Report For the Year Ended 31 December 2025

The directors present their report and the audited financial statements for the year ended 31 December 2025. The comparative period is for the period from 31 December 2023 to 31 December 2024.

Principal activity

The principal activity of the company during the year continues to be the provision of a comprehensive portfolio of services which support clients through every stage of the infrastructure cycle, from design and installation through maintenance and support and on to optimisation which allow modern enterprises to support fast changing 24x7x365 operations at local, national and international levels.

Business review

A review of the business and its principal risks and uncertainties is set out in the strategic report on pages 1 - 12 of these financial statements. Subsequent events have been disclosed in note 28.

Results and dividends

The profit for the year, after taxation, amounted to £8,615,226 (period ended 31 December 2024 - £2,981,751).

The directors have not declared the payment of a dividend during the year (period ended 31 December 2024 - £Nil).

Directors

The directors who served during the year and up to the date of signing the financial statements were:

J Møller-Jensen
B Horgan
P Huinck

Directors' indemnity

As permitted by the Articles of Association, the directors have the benefit of an indemnity which is a qualifying third party indemnity provision as defined by Section 234 of the Companies Act 2006. The indemnity was in force throughout the last financial year and is currently in force. The company has the benefit of directors' and officer's liability insurance in respect of itself and its directors which is purchased by the company's ultimate parent.

Going concern

For further information on going concern, see note 2.3 of the financial statements.

Disclosure of information to auditor

Each of the persons who are directors at the time when this directors' report is approved has confirmed that:

- so far as the directors are aware, there is no relevant audit information of which the company's auditor is unaware; and
- the directors have taken all the steps that ought to have been taken as a directors in order to be aware of any relevant audit information and to establish that the company's auditor is aware of that information.

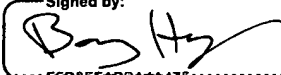
Onnec Group UK Limited

Directors' Report (continued) For the Year Ended 31 December 2025

Auditor

The auditor, BDO LLP, will be proposed for reappointment in accordance with section 485 of the Companies Act 2006.

This report was approved by the board and signed on its behalf by:

Signed by:

F03FFA8BA475.....
B Horgan
Director

Date: 17 March 2026

Onnec Group UK Limited

Directors' Responsibilities Statement For the Year Ended 31 December 2025

The directors are responsible for preparing the strategic report, the directors' report and the audited financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare audited 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;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- 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.

Onnec Group UK Limited

Independent Auditor's Report to the Members of Onnec Group UK Limited

Opinion on the financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 December 2025 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.

We have audited the financial statements of Onnec Group UK Limited ("the company") for the year ended 31 December 2025 which comprise the statement of comprehensive income, the balance sheet, the statement of changes in equity and 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).

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 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.

Conclusions relating to going concern

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

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

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

Onnec Group UK Limited

Independent Auditor's Report to the Members of Onnec Group UK Limited (continued)

Other information

The directors are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our auditor's report 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.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Other Companies Act 2006 reporting

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

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

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 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, 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 directors' responsibilities statement, 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 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.

Onnec Group UK Limited

Independent Auditor's Report to the Members of Onnec Group UK Limited (continued)

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.

Extent to which the audit was 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 material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Non-compliance with laws and regulations

Based on:

- Our understanding of the company and the industry in which it operates;
- Discussion with management and those charged with governance;
- Obtaining an understanding of the company's policies and procedures regarding compliance with laws and regulations; and
- We considered the significant laws and regulations to be UK GAAP Financial Reporting Standard 102, relevant UK tax and pension legislation and the Companies Act, 2006 etc.

The company is also subject to laws and regulations where the consequence of non-compliance could have a material effect on the amount or disclosures in the financial statements, for example through the imposition of fines or litigations. We identified such laws and regulations to be the health and safety legislation, The Bribery Act 2010, Network and Information Systems Directive 2018 and Data Protection Act, 2018.

Our procedures in respect of the above included:

- Review of correspondence with tax authorities for any instances of non-compliance with laws and regulations;
- Review of financial statement disclosures and agreeing to supporting documentation; and
- Review of legal expenditure accounts to understand the nature of expenditure incurred.

Fraud

We assessed the susceptibility of the financial statements to material misstatement, including fraud. Our risk assessment procedures included:

- Enquiry with management and those charged with governance regarding any known or suspected instances of fraud;
- Obtaining an understanding of the company's policies and procedures relating to:
 - Detecting and responding to the risks of fraud; and
 - Internal controls established to mitigate risks related to fraud.
- Discussion amongst the engagement team as to how and where fraud might occur in the financial statements;
- Performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud; and
- Considering remuneration incentive schemes and performance targets and the related financial statement areas impacted by these.

Onnec Group UK Limited

Independent Auditor's Report to the Members of Onnec Group UK Limited (continued)

Auditor's responsibilities for the audit of the financial statements (continued)

Fraud (continued)

Based on our risk assessment, we considered the areas most susceptible to fraud to be fraud in revenue recognition and management override of controls.

Our procedures in respect of the above included:

- Testing a sample of journal entries throughout the year, which met a defined risk criteria, by agreeing to supporting documentation;
- Assessing significant estimates made by management for bias including but not limited to revenue recognition applied to contracts spanning the year end; and
- Testing a sample of open fixed price revenue contracts which spanned the year end by agreeing to supporting documentation and post year end performance outcome.

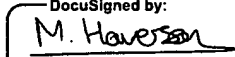
We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members who were all deemed to have appropriate competence and capabilities and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that 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, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it.

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

Use of our report

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

DocuSigned by:

036EB033AB07430...

Matthew Haverson (Senior Statutory Auditor)
For and on behalf of BDO LLP, Statutory Auditor
London
United Kingdom

Date: 17 March 2026

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).

Onnec Group UK Limited

Statement of Comprehensive Income For the Year Ended 31 December 2025

	Note	Year ended 31 December 2025 £	Period ended 31 December 2024 £
Turnover	4	70,433,588	63,148,235
Cost of sales		(59,204,330)	(52,220,050)
Gross profit		11,229,258	10,928,185
Administrative expenses		(117,485)	(7,799,775)
Non-recurring administrative expenses	5	(552,634)	(683,992)
Total administrative expenses	6	(670,119)	(8,483,767)
Operating profit excluding non-recurring expenses		11,111,773	3,753,312
Other operating income	7	-	624,902
Total operating profit		10,559,139	3,069,320
Interest receivable and similar income	10	40,742	9,730
Interest payable and similar expenses	11	(359,678)	(269,252)
Profit before taxation		10,240,203	2,809,798
Tax (charge)/credit	12	(1,624,977)	171,953
Profit for the financial year/period		8,615,226	2,981,751

All amounts relate to continuing operations.

There was no other comprehensive income for year ended 31 December 2025 (period ended 31 December 2024 - £Nil).

The notes on pages 23 to 43 form part of these financial statements.

Onnec Group UK Limited

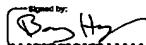
Registered number: 02027207

**Balance Sheet
As at 31 December 2025**

	Note	2025 £	2024 £
Fixed assets			
Intangible assets	13	333,079	446,273
Tangible fixed assets	14	426,962	373,077
		<u>760,041</u>	<u>819,350</u>
Current assets			
Stocks	15	266,521	267,198
Debtors	16	71,129,230	49,748,327
Cash at bank and in hand		1,862,809	1,958,798
		<u>73,258,560</u>	<u>51,974,323</u>
Current liabilities			
Creditors: amounts falling due within one year	17	(43,001,964)	(30,229,971)
Net current assets		<u>30,256,596</u>	<u>21,744,352</u>
Total assets less current liabilities		<u>31,016,637</u>	<u>22,563,702</u>
Creditors: amounts falling due after more than one year	18	-	(214,077)
Provisions for liabilities			
Deferred tax	19	-	(103,533)
Other provisions	20	(283,003)	(127,684)
Net assets		<u><u>30,733,634</u></u>	<u><u>22,118,408</u></u>
Capital and reserves			
Called up share capital	21	900,000	900,000
Capital redemption reserve	22	9,961,958	9,961,958
Profit and loss account	22	19,871,676	11,256,450
		<u><u>30,733,634</u></u>	<u><u>22,118,408</u></u>

The financial statements were approved and authorised for issue by the board and were signed on its behalf by:

Signed by:

**B Horgan**

Director

Date: 17 March 2026

The notes on pages 23 to 43 form part of these financial statements.

Onnec Group UK Limited

Statement of Changes in Equity For the Year Ended 31 December 2025

	Called up share capital	Capital redemption reserve	Profit and loss account	Total equity
	£	£	£	£
At 1 January 2025	900,000	9,961,958	11,256,450	22,118,408
Comprehensive income for the year				
Profit for the year	-	-	8,615,226	8,615,226
At 31 December 2025	900,000	9,961,958	19,871,676	30,733,634

Statement of Changes in Equity For the Period Ended 31 December 2024

	Called up share capital	Capital redemption reserve	Profit and loss account	Total equity
	£	£	£	£
At 31 December 2023	900,000	9,961,958	8,274,699	19,136,657
Comprehensive income for the period				
Profit for the period	-	-	2,981,751	2,981,751
At 31 December 2024	900,000	9,961,958	11,256,450	22,118,408

The notes on pages 23 to 43 form part of these financial statements.

Onnec Group UK Limited

Notes to the Financial Statements For the Year Ended 31 December 2025

1. General information

Onnec Group UK Limited is a private company limited by shares and incorporated in England and Wales under the Companies Act 2006. The address of the registered office is given on the company information page and the nature of the company's operations and its principal activities are set out in the strategic report.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared under the historical cost convention unless otherwise specified within these accounting policies and in accordance with Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and the Republic of Ireland and the Companies Act 2006.

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgement in applying the company's accounting policies (see note 3).

The presentational and functional currency of these financial statements is GBP. Values are rounded to the nearest pound.

The FRC issued an amended FRS 102 in September 2024. The principal effective date for these amendments is accounting periods beginning on or after 1 January 2026, with early application permitted provided all amendments are applied at the same time. Onnec Group UK Limited has not early adopted these amendments.

The following principal accounting policies have been applied:

2.2 Financial Reporting Standard 102 - reduced disclosure exemptions

The company has taken advantage of the following disclosure exemptions in preparing these financial statements, as permitted by the FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland":

- the requirements of Section 7 Statement of Cash Flows;
- the requirements of Section 3 Financial Statement Presentation paragraph 3.17(d);
- the requirements of Section 26 Share-based Payment paragraphs 26.18(b), 26.19 to 26.21 and 26.23; and
- the requirements of Section 33 Related Party Disclosures paragraph 33.7.

This information is included in the consolidated financial statements of Onnec Group Limited as at 31 December 2025 and these financial statements may be obtained from Second Floor, Farringdon Point, 33 Farringdon Road, London, England, EC1M 3JF.

2.3 Going concern

The company financial statements have been prepared on a going concern basis. In reaching this conclusion regarding the going concern assumption, the directors considered cash flow forecasts for a period of greater than twelve months from the date of signing of these financial statements.

As at 31 December 2025 the company had total borrowings including its invoice discounting facility of £7,618 (2024 - £0.0m), with cash of £1.9m (2024 - £2.0m). The group bank borrowings have a number of quarterly financial covenant tests that must be adhered to, these include interest cover, adjusted leverage and minimum liquidity.

Onnec Group UK Limited

Notes to the Financial Statements For the Year Ended 31 December 2025

2. Accounting policies (continued)

2.3 Going concern (continued)

As part of assessing the company's ability to continue as a going concern the company have considered a number of scenarios and liquidity positions. The cash flow forecasts assessed the ability of the company to operate both within the loan covenants and the facility headroom. This included a downside sensitivity.

Onnec Group Limited, the company's ultimate parent, has provided a letter of support to enable the company to settle all liabilities as they fall due for a period of at least 12 months from the date of signing of these financial statements.

In light of the current trading, pipeline, cash position and revised forecasts, the directors have assessed the required downturn in revenue and EBITDA for a covenant breach to occur and concluded that a breach is unlikely to occur. This therefore does not impact the basis of preparation of the financial statements and there is no material uncertainty in this regard.

2.4 Foreign currency translation

Transactions and balances

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

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

Foreign exchange gains and losses resulting from the settlement of transactions and from the translation at year end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the statement of comprehensive income.

Foreign exchange gains and losses that relate to borrowings and cash and cash equivalents are presented in the statement of comprehensive income within 'finance income or costs'. All other foreign exchange gains and losses are presented in the statement of comprehensive income within 'administrative expenses'.

2.5 Turnover

Turnover represents net invoiced sales of goods, excluding value added tax.

Turnover is recognised to the extent that it is probable that the economic benefits will flow to the company and can be reliably measured. Turnover is measured at fair value of its consideration received, excluding discounts, value added tax and other sales duty.

Turnover from fixed price construction contracts is recognised on the percentage of completion method, to the extent that the level of completion for a contract can be reliably measured. Turnover includes expenses to the extent that they are recoverable. Where the percentage of completion cannot be reliably measured, turnover is recognised when specified contractual milestones are met or on project completion. When it is probable that the total contract costs will exceed total turnover, the expected loss is recognised immediately. Turnover relating to contractual maintenance is recognised evenly over the period of the agreement.

Onnec Group UK Limited

Notes to the Financial Statements For the Year Ended 31 December 2025

2. Accounting policies (continued)

2.5 Turnover (continued)

Where costs incurred plus recognised profits less recognised losses exceed progress billings, the balance is shown as 'accrued income' within debtors. Where progress billings exceed costs incurred plus recognised profits less recognised losses, the balance is shown as deferred income within creditors.

Variations are included in contract revenue when they are reliably measurable and it is probable that the customer will approve the variation itself and the revenue arising from the variation. Claims made by the company are included in contract revenue only when they are reliably measurable and negotiations have reached an advanced stage such that it is probable that the customer will accept the claim. Cost includes all expenditure related directly to specific projects and an allocation of fixed and variable overheads incurred in the company's contract activities based on normal operating capacity. Contracts that experience losses are fully recognised as soon as those losses are foreseen.

2.6 Operating leases: the company as lessee

Rentals paid under operating leases are charged to the statement of comprehensive income on a straight-line basis over the lease term.

Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight-line basis over the lease term, unless another systematic basis is representative of the time pattern of the lessee's benefit from the use of the leased asset.

2.7 Interest income

Interest income is recognised in the statement of comprehensive income using the effective interest method.

2.8 Finance costs

Finance costs are charged to the statement of comprehensive income over the term of the debt using the effective interest method so that the amount charged is at a constant rate on the carrying amount. Issue costs are initially recognised as a reduction in the proceeds of the associated capital instrument.

2.9 Borrowing costs

All borrowing costs are recognised in the statement of comprehensive income in the year in which they are incurred.

2.10 Pensions

Defined contribution pension plan

The company operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the company pays fixed contributions into a separate entity. Once the contributions have been paid the company has no further payment obligations.

The contributions are recognised as an expense in profit or loss when they fall due. Amounts not paid are shown in accruals as a liability in the balance sheet. The assets of the plan are held separately from the company in independently administered funds.

Onnec Group UK Limited

Notes to the Financial Statements For the Year Ended 31 December 2025

2. Accounting policies (continued)

2.11 Non-recurring administrative expenses

Non-recurring expenses are transactions that fall within the ordinary activities of the company but are presented separately due to their size or infrequency.

Non-recurring expenses are separately identified because of their nature and because they can include non-cash and non-trading related items. In the opinion of the directors, these costs are required to be separately identified, to enable a full understanding of the company's underlying financial performance.

2.12 Intangible assets

Research and development

In the research phase of an internal project it is not possible to demonstrate that the project will generate future economic benefits and hence all expenditure on research shall be recognised as an expense when it is incurred. Intangible assets are recognised from the development phase of a project if and only if certain specific criteria are met in order to demonstrate the asset will generate probable future economic benefits and that its cost can be reliably measured. The capitalised development costs are subsequently amortised to 'administrative expenses' on a straight line basis over their expected useful economic lives.

The expected useful economic life of development costs are estimated based on business plans which set out the development plan and time to market for the associated project.

If it is not possible to distinguish between the research phase and the development phase of an internal project the expenditure is treated as if it were all incurred in the research phase only.

Other intangibles

Software assets are stated at cost less accumulated amortisation and less accumulated impairment losses.

Amortisation

Amortisation is charged to the statement of comprehensive income on a straight-line basis over the estimated useful lives of intangible assets unless such lives are indefinite. Intangible assets with an indefinite useful life and goodwill are systematically tested for impairment at each reporting date. Other intangible assets are amortised from the date they are available for use. The estimated useful lives are as follows:

Capitalised development costs	- 3 years
Software	- 3 years

2.13 Tangible fixed assets

Tangible fixed assets under the cost model are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

Onnec Group UK Limited

Notes to the Financial Statements For the Year Ended 31 December 2025

2. Accounting policies (continued)

2.13 Tangible fixed assets (continued)

Land is not depreciated. Depreciation on other assets is charged so as to allocate the cost of assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following bases:

Leasehold improvements	- depreciated over the length remaining on the corresponding improvements lease
Fixtures & fittings	- 5 years
Office equipment	- 3 years

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or if there is an indication of a significant change since the last reporting date.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in the statement of comprehensive income.

2.14 Impairment of tangible and intangible fixed assets

Assets that are subject to depreciation or amortisation are assessed at each reporting date to determine whether there is any indication that the assets are impaired. Where there is any indication that an asset may be impaired, the carrying value of the asset is tested for impairment. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. Fixed assets that have been previously impaired are reviewed at each reporting date to assess whether there is any indication that the impairment losses recognised in prior periods may no longer exist or may have decreased.

2.15 Stocks

Stocks are stated at the lower of cost and net realisable value, the latter being the estimated selling price less costs to complete and sell. Cost is based on the cost of purchase on a first in, first out basis. Work in progress and finished goods include labour and attributable overheads.

At each balance sheet date, stocks are assessed for impairment. If stock is impaired, the carrying amount is reduced to its selling price less costs to complete and sell. The impairment loss is recognised immediately in the statement of comprehensive income.

2.16 Debtors

Short-term debtors are measured at transaction price, less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method, less any impairment.

2.17 Invoice discounting

Certain debtors are subject to invoice discounting with full recourse and therefore continue to be recognised in full within trade debtors due within one year and the returnable element of proceeds is recorded with bank loans due within one year. Related fees and interest are charged to the statement of comprehensive income when paid. The cost of bad debts is borne by the company and is charged to the statement of comprehensive income when incurred.

Onnec Group UK Limited

Notes to the Financial Statements For the Year Ended 31 December 2025

2. Accounting policies (continued)

2.18 Cash at bank and in hand

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours.

2.19 Creditors

Short-term creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

2.20 Provisions for liabilities

Provisions are made where an event has taken place that gives the company a legal or constructive obligation that probably requires settlement by a transfer of economic benefit, and a reliable estimate can be made of the amount of the obligation.

Provisions are charged as an expense to the statement of comprehensive income in the year that the company becomes aware of the obligation, and are measured at the best estimate at the balance sheet date of the expenditure required to settle the obligation, taking into account relevant risks and uncertainties.

When payments are eventually made, they are offset with the provision carried in the balance sheet.

2.21 Financial instruments

The company only enters into basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other debtors and creditors, loans from banks and other third parties and loans to related parties.

Debt instruments (other than those wholly repayable or receivable within one year), including loans and other accounts receivable and payable, are initially measured at present value of the future cash flows and subsequently at amortised cost using the effective interest method. Debt instruments that are payable or receivable within one year, typically trade debtors and creditors, are measured, initially and subsequently, at the undiscounted amount of the cash or other consideration expected to be paid or received. However, if the arrangements of a short-term instrument constitute a financing transaction, like the payment of a trade debt deferred beyond normal business terms or in case of an out-right short-term loan that is not at market rate, the financial asset or liability is measured, initially at the present value of future cash flows discounted at a market rate of interest for a similar debt instrument and subsequently at amortised cost.

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

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

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

Onnec Group UK Limited

Notes to the Financial Statements For the Year Ended 31 December 2025

2. Accounting policies (continued)

2.21 Financial instruments (continued)

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

2.22 Current and deferred taxation

The tax expense for the year comprises current and deferred tax. Tax is recognised in the statement of comprehensive income except that a charge attributable to an item of income and expense recognised as other comprehensive income or to an item recognised directly in equity is also recognised in other comprehensive income or directly in equity respectively.

The current income tax charge is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the balance sheet date in the countries where the company operates and generates income.

Deferred tax balances are recognised in respect of all timing differences that have originated but not reversed by the balance sheet date, except that:

- The recognition of deferred tax assets is limited to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits; and
- Any deferred tax balances are reversed if and when all conditions for retaining associated tax allowances have been met.

Deferred tax balances are not recognised in respect of permanent differences except in respect of business combinations, when deferred tax is recognised on the differences between the fair values of assets acquired and the future tax deductions available for them and the differences between the fair values of liabilities acquired and the amount that will be assessed for tax. Deferred tax is determined using tax rates and laws that have been enacted or substantively enacted by the balance sheet date.

The company follows the group's transfer pricing policy, ensuring compliance with applicable tax legislation and the OECD arm's length principle. Intercompany transactions, including profit transfers, are conducted at market rates, reflecting the economic value of the functions performed and risks assumed by each entity. Profits allocated to the company are based on its role in principal entrepreneurial and strategic decision-making for the Group's global trading activities. The company discloses the nature and extent of these transactions in the financial statements, adhering to FRS 102 requirements and regularly reviewing its transfer pricing policy to align with regulatory changes and business operations.

Onnec Group UK Limited

Notes to the Financial Statements For the Year Ended 31 December 2025

3. Judgements in applying accounting policies and key sources of estimation uncertainty

In preparing the financial statements, management is required to make estimates and assumptions which affect reported income, expenses, assets, liabilities and disclosure of contingent assets and liabilities. Use of available information and application of judgement are inherent in the formation of estimates, together with past experience and expectations of future events that are believed to be reasonable under the circumstances. Actual results in the future could differ from such estimates.

The directors consider no significant judgements have had to be made in preparing these financial statements.

The directors consider the following areas to involve a degree of estimation uncertainty:

The company has made key assumptions regarding the useful economic life of tangible fixed assets and this is further described in note 2.13 of the accounting policies.

Intercompany balance recoverability is also subject to judgement and estimation in terms of whether the balances are impaired and if so, by what amount. Any difference in timing of collection of the balance or the amount collected and the carrying amount may impact the value of shareholders' funds in future periods.

Additionally turnover from fixed price construction contracts is recognised on the percentage of completion method, to the extent that the level of completion for a contract can be reliably measured which requires management to estimate percentage and cost completion. Turnover includes expenses to the extent that they are recoverable.

Management also applies estimation when determining provisions from doubtful debts.

Onnec Group UK Limited

Notes to the Financial Statements For the Year Ended 31 December 2025

4. Turnover

An analysis of turnover by class of business is as follows:

	Year ended 31 December 2025 £	Period ended 31 December 2024 £
Projects	42,389,251	36,554,357
Services	28,044,337	26,593,878
	70,433,588	63,148,235

Analysis of turnover by country of destination:

	Year ended 31 December 2025 £	Period ended 31 December 2024 £
United Kingdom	68,431,817	60,471,899
Rest of Europe	983,023	2,573,971
Rest of the world	1,018,748	102,365
	70,433,588	63,148,235

5. Non-recurring administrative expenses

	Year ended 31 December 2025 £	Period ended 31 December 2024 £
Impairment of development costs	-	117,303
Redundancy costs	112,267	186,263
Senior management recruitment costs	45,602	70,000
Transaction related costs	70,000	-
Onerous contract costs	-	153,000
Invoice discounting legal costs	-	8,000
Contract settlement	52,719	149,426
Intercompany balances written off	272,046	-
	552,634	683,992

Onnec Group UK Limited

Notes to the Financial Statements For the Year Ended 31 December 2025

6. Operating profit

The operating profit is stated after charging:

	Year ended 31 December 2025 £	Period ended 31 December 2024 £
Amortisation of intangible assets	294,070	258,577
Impairment of intangible assets	-	117,303
Depreciation of owned tangible fixed assets	162,860	222,209
Exchange differences	1,843	52,082
Other operating lease rentals		
- Land and buildings	674,226	545,156
Auditor's remuneration	111,300	96,804
Group recharges	(19,242,547)	(8,423,311)

7. Other operating income

	Year ended 31 December 2025 £	Period ended 31 December 2024 £
Other operating income	-	624,902

Other operating income in the prior year relates to the sale of maintenance service contracts in the year.

Onnec Group UK Limited

Notes to the Financial Statements For the Year Ended 31 December 2025

8. Employees

Staff costs, including directors' remuneration, were as follows:

	Year ended 31 December 2025 £	Period ended 31 December 2024 £
Wages and salaries	25,966,910	25,535,158
Social security costs	3,431,913	2,774,773
Cost of defined contribution scheme	879,175	829,536
	<u>30,277,998</u>	<u>29,139,467</u>

The average monthly number of employees, including the directors, during the year was as follows:

	Year ended 31 December 2025 No.	Period ended 31 December 2024 No.
Administrative staff	142	141
Site based staff	279	279
	<u>421</u>	<u>420</u>

9. Directors' remuneration

	Year ended 31 December 2025 £	Period ended 31 December 2024 £
Directors' emoluments	769,459	628,167
Company contributions to defined contribution pension schemes	15,536	15,370
	<u>784,995</u>	<u>643,537</u>

The highest paid director received remuneration of £569,459 (period ended 31 December 2024 - £428,167).

The value of the company's contributions paid to a defined contribution pension scheme in respect of the highest paid director amounted to £7,536 (period ended 31 December 2024 - £7,370). Contributions were made to 3 (period ended 31 December 2024 - 3) directors' personal pension arrangements.

Onnec Group UK Limited

Notes to the Financial Statements For the Year Ended 31 December 2025

10. Interest receivable and similar income

	Year ended 31 December 2025 £	Period ended 31 December 2024 £
Bank interest receivable	40,742	9,730

11. Interest payable and similar charges

	Year ended 31 December 2025 £	Period ended 31 December 2024 £
Invoice discounting charges	79,205	201,588
Bank loans and other interest payable	280,473	67,664
	359,678	269,252

12. Taxation

	Year ended 31 December 2025 £	Period ended 31 December 2024 £
Corporation tax		
Current tax on profits for the year	1,791,862	-
Adjustments in respect of previous periods	(8,856)	(275,486)
Total current tax	1,783,006	(275,486)
Deferred tax		
Origination and reversal of timing differences	(89,409)	(265,762)
Adjustments in respect of previous periods	(68,620)	369,295
Total deferred tax	(158,029)	103,533
Taxation on profit on ordinary activities	1,624,977	(171,953)

Onnec Group UK Limited

Notes to the Financial Statements For the Year Ended 31 December 2025

12. Taxation (continued)

Factors affecting tax charge/(credit) for the year/period

The tax assessed for the year is higher than (period ended 31 December 2024 - lower than) the standard rate of corporation tax in the UK of 25% (period ended 31 December 2024 - 25%). The differences are explained below:

	Year ended 31 December 2025 £	Period ended 31 December 2024 £
Profit on ordinary activities before tax	10,240,203	2,809,798
Profit on ordinary activities multiplied by standard rate of corporation tax in the UK of 25% (period ended 31 December 2024 - 25%)	2,560,051	702,450
Effects of:		
Fixed asset differences	9,138	1,464
Expenses not deductible for tax purposes	80,095	10,758
Income not taxable for tax purposes	(2,709)	-
Adjustments in respect of prior periods - deferred tax	(68,620)	369,295
Adjustments in respect of prior periods - current tax	(8,856)	(275,486)
Deferred tax not recognised	36,725	(746,004)
Group relief surrendered	(980,847)	(234,430)
Total tax charge/(credit) for the year/period	1,624,977	(171,953)

Factors that may affect future tax charges

Deferred tax has been recognised based on the rate of 25%.

Onnec Group UK Limited

Notes to the Financial Statements For the Year Ended 31 December 2025

13. Intangible assets

	Development costs £	Software £	Total £
Cost			
At 1 January 2025	2,338,966	1,062,743	3,401,709
Additions	-	180,876	180,876
At 31 December 2025	2,338,966	1,243,619	3,582,585
Amortisation			
At 1 January 2025	2,338,966	616,470	2,955,436
Charge for the year	-	294,070	294,070
At 31 December 2025	2,338,966	910,540	3,249,506
Net book value			
At 31 December 2025	-	333,079	333,079
At 31 December 2024	-	446,273	446,273

Onnec Group UK Limited

Notes to the Financial Statements For the Year Ended 31 December 2025

14. Tangible fixed assets

	Leasehold improvements £	Fixtures & fittings £	Office equipment £	Total £
Cost or valuation				
At 1 January 2025	400,621	81,625	754,465	1,236,711
Additions	106,155	5,526	105,064	216,745
At 31 December 2025	<u>506,776</u>	<u>87,151</u>	<u>859,529</u>	<u>1,453,456</u>
Depreciation				
At 1 January 2025	227,803	50,804	585,027	863,634
Charge for the year	63,985	9,479	89,396	162,860
At 31 December 2025	<u>291,788</u>	<u>60,283</u>	<u>674,423</u>	<u>1,026,494</u>
Net book value				
At 31 December 2025	<u>214,988</u>	<u>26,868</u>	<u>185,106</u>	<u>426,962</u>
At 31 December 2024	<u>172,818</u>	<u>30,821</u>	<u>169,438</u>	<u>373,077</u>

15. Stocks

	2025 £	2024 £
Raw materials and consumables	<u>266,521</u>	<u>267,198</u>

Onnec Group UK Limited

Notes to the Financial Statements For the Year Ended 31 December 2025

16. Debtors

	2025 £	2024 £
Trade debtors	9,195,554	5,812,776
Amounts owed by group undertakings	49,705,679	34,885,209
Other debtors	-	442,345
Directors loans	3,014,281	-
Corporation tax recoverable	-	328,465
Deferred taxation (see note 18)	54,496	-
Prepayments, accrued income and retention money receivable	9,159,220	8,279,532
	<u>71,129,230</u>	<u>49,748,327</u>

Amounts owed by group undertakings are non-interest bearing and repayable on demand. The directors consider the carrying amount of trade and other debtors equals their fair value.

The impairment loss recognised in the statement of comprehensive income for the year in respect of bad and doubtful trade debtors was £40,565 (2024 - £108,182).

During the year, £3,014,281 (2024 - £Nil) were advanced to directors which bears an interest rate of 3.75%.

Onnec Group UK Limited

Notes to the Financial Statements For the Year Ended 31 December 2025

17. Creditors: amounts falling due within one year

	2025 £	2024 £
Amounts due on invoicing discount facility	7,618	4,269
Payments received on account	3,493,969	4,179,763
Trade creditors	4,362,674	4,902,143
Amounts owed to group undertakings	21,920,931	14,378,187
Corporation tax	1,479,015	-
Other taxation and social security	2,690,637	1,470,900
Other creditors	60,531	-
Accruals	8,986,589	5,294,709
	<u>43,001,964</u>	<u>30,229,971</u>

Amounts owed to fellow group subsidiary, Onnec Denmark Aps, accrue interest at a rate of 8.68% per annum and are repayable on demand.

All other amounts owed to group undertakings are non-interest bearing and repayable on demand. The directors consider the carrying amount of trade and other creditors equals their fair value.

On 5 December 2024, the company's invoice discounting facility moved from National Westminster Bank PLC to Igf Business Credit Limited. Amounts due under the group's invoice discounting facility are secured by a fixed and floating charge over all assets, including all property, plant and machinery and stock, held by the company.

18. Creditors: amounts falling due after more than one year

	2025 £	2024 £
Other creditors	-	214,077
	<u>-</u>	<u>214,077</u>

Onnec Group UK Limited

Notes to the Financial Statements For the Year Ended 31 December 2025

19. Deferred taxation

	2025 £	2024 £
At beginning of year/period	(103,533)	-
Charged to the statement of comprehensive income	158,029	(103,533)
At end of year/period	54,496	(103,533)

The deferred taxation balance is made up as follows:

	2025 £	2024 £
Fixed asset timing differences	(116,985)	(120,684)
Short term timing differences	171,481	17,151
	54,496	(103,533)

20. Provisions

	Repair obligations £
At 1 January 2025	127,684
Charged to the statement of comprehensive income	155,319
At 31 December 2025	283,003

At 31 December 2025, the company had one property lease under a tenancy arrangement that expires on 1 November 2031. The above provision has been made by the management in recognition of the estimated cost of returning these premises to the condition specified in the leases based on historic property dilapidation costs and dealings with the present landlords. Until the final settlement and expiry of these leases, these provisions will remain as management estimations.

Onnec Group UK Limited

Notes to the Financial Statements For the Year Ended 31 December 2025

21. Called up share capital

	2025 £	2024 £
Allotted, called up and fully paid		
900,000 ordinary shares of £1 each	900,000	900,000

The holders of ordinary shares have the right to vote, participate in dividends and participate in distributions. The ordinary shares are non-redeemable.

22. Reserves

The company's capital and reserves are as follows:

Called up share capital

Called up share capital represents the nominal value of the shares issued.

Profit and loss account

The profit and loss account represents cumulative profits or losses, net of dividends paid and other adjustments.

Capital redemption reserve

The capital redemption reserve represents capital contributions made by the owners of the company.

23. Share-based payments

The company's parent, Onnec Group Limited, issued 34,981 share options on 8 March 2017, 8,935 share options on 05 April 2018 and a further 18,034 on 14 December 2018 to certain key employees employed in the company for the commercial purpose of retaining the relevant option holders.

The vesting of the options are wholly contingent on an exit event occurring at which point the options shall be deemed to have vested provided that the option holder is still in employment and not under notice.

As of December 2025, Nil (2024 -15,637) have lapsed due to employees leaving the business with Nil (2024 - 2,409) being terminated. The remaining number of share options outstanding as at 31 December 2025 is 43,904 (2024 - 43,904).

The options are not subject to any other performance conditions. At the year end, the directors do not consider any such exit event probable and therefore there is no related statement of comprehensive income charge for the year ended 31 December 2025 (2024 - £Nil).

24. Pension commitments

The company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund and amounted to £879,175 (2024 - £836,535). Contributions totalling £81,503 (2024 - £68,603) were payable to the fund at the reporting date and are included in creditors.

Onnec Group UK Limited

Notes to the Financial Statements For the Year Ended 31 December 2025

25. Commitments under operating leases

At 31 December 2025, the company had future minimum lease payments due under non-cancellable operating leases for each of the following periods:

	2025 £	2024 £
Not later than 1 year	545,179	447,762
Later than 1 year and not later than 5 years	525,164	359,024
	<u>1,070,343</u>	<u>806,786</u>

The company leases a warehouse and motor vehicles under operating leases.

During the year £576,145 (2024 - £545,156) was recognised as an expense in the statement of comprehensive income in respect of property operating leases and £63,695 (2024 - £30,145) in respect of motor vehicle operating leases.

26. Related party transactions

The company has taken advantage of the exemption available in Section 33.1A of FRS 102 whereby it has not disclosed transactions with the ultimate parent company or any wholly owned subsidiary undertaking of the group.

During the year, the company paid £540,247 (2024 - £480,843) in respect of consultancy fees and expenses to Bridgehill Partners Limited, a company of which J Møller-Jensen Esq and B J Horgan Esq are directors.

The company has advanced loans to its directors and shareholders. These accrued interest at 3.75% per annum. At 31 December 2025, the outstanding amounts are £3,014,281 (30 December 2024: £Nil) was outstanding at the year end.

Key management personnel include all directors and a number of senior managers across the company who together have authority and responsibility for planning, directing and controlling the activities of the company. The total compensation paid to key management personnel for services provided to the company during the period to 31 December 2024 was £784,995 (2024 - £643,537) including the share option charge described under note 23.

27. Contingent liabilities

Onnec Group Limited, the ultimate parent company of Onnec Group UK Limited, signed a facilities agreement with National Westminster Bank Plc dated 25 May 2018 secured over the assets of the company. There were amendments to the agreement due to the revision of facilities and therefore a revised agreement was signed on 30 March 2022. On 5 December 2024, the company further entered into a cross-party guarantee arrangement with Onnec Group Limited, providing a guarantee on new secured facilities undertaken between Onnec Group Limited and National Westminster Bank plc.

The directors consider the possibility of the group having to settle any liability under the terms of the debenture or guarantee to be remote, and no provision is required. The maximum exposure to the company, being the value of the facilities is £2,465,000 (2024 - £18,465,600).

28. Post balance sheet events

There were no post balance sheet events required to be disclosed.

Onnec Group UK Limited

Notes to the Financial Statements For the Year Ended 31 December 2025

29. Ultimate parent and controlling party

The company is a subsidiary undertaking of Onnec Holdings Limited which is the immediate parent company incorporated in England and Wales. The ultimate controlling party is Onnec Group Limited.

The largest group in which the results of the company are consolidated is that headed by Onnec Group Limited, incorporated in England and Wales. No other group financial statements include the results of the company. The consolidated financial statements of Onnec Group Limited are available to the public and may be obtained from Second Floor, Farringdon Point, 33 Farringdon Road, London, England, EC1M 3JF.