REGISTERED NUMBER: 02430421 (England and Wales)

GROUP STRATEGIC REPORT,

REPORT OF THE DIRECTORS AND

CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025

FOR

INDUS FOODS LIMITED

HB&O Ltd
Chartered Accountants and Statutory Auditors
Seven Stars House
1 Wheler Road
Coventry
CV3 4LB

CONTENTS OF THE CONSOLIDATED FINANCIAL STATEMENTS
for the year ended 30 June 2025

	Page
Company Information	1
Group Strategic Report	2
Report of the Directors	3
Report of the Independent Auditors	5
Consolidated Income Statement	8
Consolidated Other Comprehensive Income	9
Consolidated Balance Sheet	10
Company Balance Sheet	11
Consolidated Statement of Changes in Equity	12
Company Statement of Changes in Equity	13
Consolidated Cash Flow Statement	14
Notes to the Consolidated Cash Flow Statement	15
Notes to the Consolidated Financial Statements	17

INDUS FOODS LIMITED

COMPANY INFORMATION
for the year ended 30 June 2025

DIRECTORS:	T I Areehy Ms N K Areehy Z A Chaudhary
REGISTERED OFFICE:	75 Sampson Road North Sparkbrook Birmingham B11 1BH
REGISTERED NUMBER:	02430421 (England and Wales)
AUDITORS:	HB&O Ltd Chartered Accountants and Statutory Auditors Seven Stars House 1 Wheler Road Coventry CV3 4LB
BANKERS:	Natwest Bank plc Bolton Corporate Service Centre Parklands, De Havilland Way Horwich Bolton BL6 4YU

GROUP STRATEGIC REPORT
for the year ended 30 June 2025

The directors present their strategic report of the company and the group for the year ended 30 June 2025.

REVIEW OF BUSINESS
The group has maintained its market share this year with turnover of £15,043,472 (2024: £15,298,090). Gross profit margin has also been fairly consistent in percentage terms during this period.

Overall, management are satisfied with this level of performance in the current trading environment.

PRINCIPAL RISKS AND UNCERTAINTIES
The group's principal exposure to risks are through pricing volatility, both as a result of changes in prices of products and through exchange rate fluctuations, as management are in part reliant on suppliers based overseas.

Management are mindful of these key risks to the business and have adopted strategies, which include: continued scrutiny of pricing and rates of exchange; sourcing of product from various suppliers; and management of its purchase cycle.

Management also acknowledge exposure to interest rate and credit risks and these are also assessed continuously in order to minimise their impact.

FUTURE DEVELOPMENTS
Management's focus has continued to be on purchasing strategy and customer service.

Trading has been steady in the financial year and the group and company appears well placed to trade in a challenging economic environment.

With a solid balance sheet and other credit facilities in place, management believe the group and company will be able to invest in its working capital needs and pay its debts as they fall due for the foreseeable future.

The group's and company's strategy for 2025-26 and beyond remains one of growth, although management are mindful that the next 12 months may be challenging. Nevertheless, the directors believe the group and company to be a going concern and have adopted this assumption in preparing the financial statements.

ON BEHALF OF THE BOARD:

T I Areehy - Director

24 February 2026

REPORT OF THE DIRECTORS
for the year ended 30 June 2025

The directors present their report with the financial statements of the company and the group for the year ended 30 June 2025.

PRINCIPAL ACTIVITY
The principal activity of the group in the year under review was that of wholesale grocery and packaging.

DIVIDENDS
The total distribution of ordinary dividends for the year ended 30 June 2025 will be £100,000 (2024: £100,000).

DIRECTORS
The directors shown below have held office during the whole of the period from 1 July 2024 to the date of this report.

T I Areehy
Ms N K Areehy
Z A Chaudhary

CHARITABLE DONATIONS AND EXPENDITURE
During the year the group/ company made charitable donations of £nil (2024: £8,000).

DISCLOSURE IN THE STRATEGIC REPORT
The group's review of business, principal risks and uncertainties and future developments are disclosed within the strategic report.

STATEMENT OF DIRECTORS' RESPONSIBILITIES
The directors are responsible for preparing the Group Strategic Report, the Report of the Directors and the financial statements in accordance with applicable law and regulations.

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

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

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

REPORT OF THE DIRECTORS
for the year ended 30 June 2025

STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITORS

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

ON BEHALF OF THE BOARD:

T I Areehy - Director

24 February 2026

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF INDUS FOODS LIMITED

Opinion

We have audited the financial statements of Indus Foods Limited (the 'parent company') and its subsidiaries (the 'group') for the year ended 30 June 2025 which comprise the Consolidated Income Statement, Consolidated Other Comprehensive Income, Consolidated Balance Sheet, Company Balance Sheet, Consolidated Statement of Changes in Equity, Company Statement of Changes in Equity, Consolidated Cash Flow Statement and Notes to the Consolidated Cash Flow Statement, Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and of the parent company affairs as at 30 June 2025 and of the group's profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

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

Opinions on other matters prescribed by the Companies Act 2006

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

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

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

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

Responsibilities of directors
As explained more fully in the Statement of Directors' Responsibilities set out on page 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 group's and the parent company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the group or the parent company or to cease operations, or have no realistic alternative but to do so.

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

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

The audit process includes an assessment of the group's and entity's risk environment, through enquiry of and discussion with management, including an assessment of any key laws and regulations with which the group and company must comply in the ordinary course of its business.

Additionally, the overall risks of irregular transactions occurring are assessed following our observations and confirmation of the design and implementation of management's controls. Whilst we are mindful of these risks, our audit focus is geared towards the risk of material misstatement in the financial statements as a whole.

As such, our procedures cannot guarantee that all transactions have been fully compliant with all relevant laws and regulations, including those regulations relating to fraud, as our procedures are not designed to detect all instances of non-compliance. By definition, the risk of our detection of non-compliance is greater where compliance with a law or regulation is removed from the events and transactions reflected in the financial statements. The risk is also greater regarding irregularities due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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.

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF INDUS FOODS LIMITED

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.

Wane Gutteridge ACA (Senior Statutory Auditor)
for and on behalf of HB&O Ltd
Chartered Accountants and Statutory Auditors
Seven Stars House
1 Wheler Road
Coventry
CV3 4LB

24 February 2026

CONSOLIDATED
INCOME STATEMENT
for the year ended 30 June 2025

	Notes	2025 £	2024 £
TURNOVER	3	**15,043,472**	15,298,090
Cost of sales		**12,530,159**	12,733,878
GROSS PROFIT		**2,513,313**	2,564,212
Administrative expenses		**1,745,681**	2,083,683
		767,632	480,529
Other operating income		**-**	6,127
OPERATING PROFIT	5	**767,632**	486,656
Interest payable and similar expenses	6	**161,707**	133,491
PROFIT BEFORE TAXATION		**605,925**	353,165
Tax on profit	7	**148,138**	104,550
PROFIT FOR THE FINANCIAL YEAR		**457,787**	248,615
Profit attributable to:			
Owners of the parent		**457,787**	248,615

The notes form part of these financial statements

CONSOLIDATED
OTHER COMPREHENSIVE INCOME
for the year ended 30 June 2025

	Notes	2025 £	2024 £
PROFIT FOR THE YEAR		**457,787**	248,615
OTHER COMPREHENSIVE INCOME		**-**	-
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		**457,787**	248,615
Total comprehensive income attributable to:			
Owners of the parent		**457,787**	248,615

The notes form part of these financial statements

CONSOLIDATED BALANCE SHEET
30 June 2025

	Notes	2025 £	2025 £	2024 £	2024 £
FIXED ASSETS					
Intangible assets	10		-		1,883
Tangible assets	11		**3,032,934**		3,085,868
Investments	12		**15,000**		15,000
			3,047,934		3,102,751
CURRENT ASSETS					
Stocks	13	**3,306,131**		3,200,804	
Debtors	14	**2,591,235**		2,566,287	
Investments	15	**30**		30	
Cash at bank and in hand		**48,529**		79,862	
		5,945,925		5,846,983	
CREDITORS					
Amounts falling due within one year	16	**3,403,349**		3,511,528	
NET CURRENT ASSETS			**2,542,576**		2,335,455
TOTAL ASSETS LESS CURRENT LIABILITIES			**5,590,510**		5,438,206
CREDITORS					
Amounts falling due after more than one year	17		**(1,177,398)**		(1,381,123)
PROVISIONS FOR LIABILITIES	21		**(132,795)**		(134,553)
NET ASSETS			**4,280,317**		3,922,530
CAPITAL AND RESERVES					
Called up share capital	22		**60,000**		60,000
Capital redemption reserve	23		**635,000**		635,000
Retained earnings	23		**3,585,317**		3,227,530
SHAREHOLDERS' FUNDS			**4,280,317**		3,922,530

The financial statements were approved by the Board of Directors and authorised for issue on 24 February 2026 and were signed on its behalf by:

T I Arechy - Director

The notes form part of these financial statements

COMPANY BALANCE SHEET
30 June 2025

	Notes	2025 £	2025 £	2024 £	2024 £
FIXED ASSETS					
Intangible assets	10		-		1,883
Tangible assets	11		**2,275,762**		2,328,696
Investments	12		**25,000**		25,000
			2,300,762		2,355,579
CURRENT ASSETS					
Stocks	13	**3,306,131**		3,200,804	
Debtors	14	**3,176,323**		3,191,444	
Investments	15	**30**		30	
Cash at bank and in hand		**48,529**		79,862	
		6,531,013		6,472,140	
CREDITORS					
Amounts falling due within one year	16	**3,387,388**		3,498,628	
NET CURRENT ASSETS			**3,143,625**		2,973,512
TOTAL ASSETS LESS CURRENT LIABILITIES			**5,444,387**		5,329,091
CREDITORS					
Amounts falling due after more than one year	17		**(1,177,398)**		(1,381,123)
PROVISIONS FOR LIABILITIES	21		**(132,795)**		(134,553)
NET ASSETS			**4,134,194**		3,813,415
CAPITAL AND RESERVES					
Called up share capital	22		**60,000**		60,000
Capital redemption reserve	23		**635,000**		635,000
Retained earnings	23		**3,439,194**		3,118,415
SHAREHOLDERS' FUNDS			**4,134,194**		3,813,415
Company's profit for the financial year			**420,779**		213,380

The financial statements were approved by the Board of Directors and authorised for issue on 24 February 2026 and were signed on its behalf by:

T I Arechy - Director

The notes form part of these financial statements

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY
for the year ended 30 June 2025

	Called up share capital £	Retained earnings £	Capital redemption reserve £	Total equity £
Balance at 1 July 2023	60,000	3,078,915	635,000	3,773,915
Changes in equity				
Dividends	-	(100,000)	-	(100,000)
Total comprehensive income	-	248,615	-	248,615
Balance at 30 June 2024	60,000	3,227,530	635,000	3,922,530
Changes in equity				
Dividends	-	(100,000)	-	(100,000)
Total comprehensive income	-	457,787	-	457,787
Balance at 30 June 2025	60,000	3,585,317	635,000	4,280,317

The notes form part of these financial statements

COMPANY STATEMENT OF CHANGES IN EQUITY
for the year ended 30 June 2025

	Called up share capital £	Retained earnings £	Capital redemption reserve £	Total equity £
Balance at 1 July 2023	60,000	3,005,035	635,000	3,700,035
Changes in equity				
Dividends	-	(100,000)	-	(100,000)
Total comprehensive income	-	213,380	-	213,380
Balance at 30 June 2024	60,000	3,118,415	635,000	3,813,415
Changes in equity				
Dividends	-	(100,000)	-	(100,000)
Total comprehensive income	-	420,779	-	420,779
Balance at 30 June 2025	60,000	3,439,194	635,000	4,134,194

The notes form part of these financial statements

CONSOLIDATED CASH FLOW STATEMENT
for the year ended 30 June 2025

	Notes	2025 £	2024 £
Cash flows from operating activities			
Cash generated from operations	1	**531,134**	67,132
Interest paid		**(160,990)**	(133,491)
Interest element of hire purchase payments paid		**(717)**	-
Tax paid		**(118,851)**	(88,326)
Net cash from operating activities		**250,576**	(154,685)
Cash flows from investing activities			
Purchase of tangible fixed assets		**(5,567)**	(9,300)
Net cash from investing activities		**(5,567)**	(9,300)
Cash flows from financing activities			
New loans in year		**133,357**	2,240,050
Loan repayments in year		**(99,181)**	(2,461,966)
Capital repayments in year		**(11,961)**	(47,827)
Amount withdrawn by directors		**(94,268)**	(86,011)
Equity dividends paid		**(60,000)**	(60,000)
Net cash from financing activities		**(132,053)**	(415,754)
Increase/(decrease) in cash and cash equivalents		**112,956**	(579,739)
Cash and cash equivalents at beginning of year	2	**(109,758)**	469,981
Cash and cash equivalents at end of year	2	**3,198**	(109,758)

The notes form part of these financial statements

NOTES TO THE CONSOLIDATED CASH FLOW STATEMENT
for the year ended 30 June 2025

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

	2025	2024
	£	£
Profit before taxation	**605,925**	353,165
Depreciation charges	**89,356**	107,228
Loss on disposal of fixed assets	**342**	-
Finance costs	**161,707**	133,491
	857,330	593,884
Increase in stocks	**(105,327)**	(340,523)
Increase in trade and other debtors	**(75,315)**	(73,365)
Decrease in trade and other creditors	**(145,554)**	(112,864)
Cash generated from operations	**531,134**	67,132

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 June 2025

	30.6.25	**1.7.24**
	£	**£**
Cash and cash equivalents	**48,529**	**79,862**
Bank overdrafts	**(45,331)**	**(189,620)**
	3,198	**(109,758)**

Year ended 30 June 2024

	30.6.24	1.7.23
	£	£
Cash and cash equivalents	79,862	469,981
Bank overdrafts	(189,620)	-
	(109,758)	469,981

The notes form part of these financial statements

NOTES TO THE CONSOLIDATED CASH FLOW STATEMENT
for the year ended 30 June 2025

3. ANALYSIS OF CHANGES IN NET DEBT

	At 1.7.24 £	Cash flow £	Other non-cash changes £	At 30.6.25 £
Net cash				
Cash at bank and in hand	79,862	(31,333)		48,529
Bank overdrafts	(189,620)	144,289		(45,331)
	(109,758)	112,956		3,198
Liquid resources				
Current asset investments	30	-	-	30
	30	-	-	30
Debt				
Finance leases	(13,701)	11,961	-	(31,055)
Debts falling due within 1 year	(1,364,881)	(95,927)	-	(1,460,808)
Debts falling due after 1 year	(1,193,787)	106,387	-	(1,087,400)
	(2,572,369)	22,421	-	(2,579,263)
Total	(2,682,097)	135,377	-	(2,576,035)

The notes form part of these financial statements

1. STATUTORY INFORMATION

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

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.

The accounts have been prepared in accordance with applicable accounting standards. The principal accounting policies adopted in the preparation of the financial statements are set out below and have remained unchanged from the previous year.

On 8 April 2022, the company acquired a subsidiary undertaking, Moorcroft Holdings Limited and the financial statements for 2025 and 2024 show the consolidated financial performance and financial position.

Basis of consolidation
The group financial statements consolidate the financial statements of Indus Foods Limited and its subsidiary undertaking drawn up to the last day of June each year, after eliminating all intercompany balances and transactions, using the purchase method of accounting.

Indus Foods Limited includes in the consolidation those subsidiary entities where control is established. Control is achieved where the group has the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities.

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

Transactions between group entities which have been eliminated on consolidation are not disclosed within the financial statements.

continued...

2. ACCOUNTING POLICIES - continued

Significant judgements and estimates
The group and company make estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are addressed below.

Accounting estimates:

i) Inventory provisioning
The group and company hold significant levels of inventory - generally one quarter's trade - at any point. The inventory held is monitored by management to ensure appropriate provisions are made in respect of items of stock which are out of date or which are selling slowly. See note 13 to the financial statements for further disclosure.

ii) Impairment of debtors
The group and company make an estimate of the recoverable value of trade and other debtors. When assessing impairment of trade and other debtors, management considers factors including the current credit rating of the debtor, the ageing profile of debtors and historical experience. See note 14 to the financial statements for further disclosure.

Accounting judgements:

iii) Operating leases
The group and company utilise assets which it does not own and pays for on an ongoing basis. In making the judgement as to whether such arrangements constitute finance leases or operating leases, management have assessed where the substantial risk and rewards of the ownership of the assets fall, and assessed that the counter-party, rather than the group or company, bears substantially all of the risks and rewards of ownership of the assets.

Turnover
Sale of goods
Turnover from the sale of goods is recognised when significant risks and rewards of ownership of the goods have transferred to the buyer, the amount of turnover can be measured reliably, it is probable that the economic benefits associated with the transaction will flow to the company and the costs incurred or to be incurred in respect of the transaction can be measured reliably. This is usually on delivery of the goods.

Intangible assets
Intangible assets are initially measured at cost. After initial recognition, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

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

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

Tangible fixed assets are stated at cost less accumulated depreciation and accumulated impairment losses. Cost includes costs directly attributable to making the asset capable of operating as intended.

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

Freehold property - 2% on cost
Leasehold improvement - 2% on cost
Plant & machinery - 10% on cost
Motor vehicles - 25% on cost

continued...

2. ACCOUNTING POLICIES - continued

Stocks
Stocks are valued at the lower of cost and estimated selling price less costs to complete and sell. Cost includes all costs of purchase and other costs incurred in bringing stock to its present location and condition, including any import costs, duties and carriage.

Financial instruments
Loans and borrowings are initially recognised at the transaction price including transaction costs. Subsequently, they are measured at amortised cost using the effective interest rate method, less impairment.

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in the Income Statement.

Taxation
Taxation for the year comprises current and deferred tax. Tax is recognised in the Consolidated Income Statement, 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.

Foreign currencies
Assets and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at the rate of exchange ruling at the date of transaction. Exchange differences are taken into account in arriving at the operating result.

Hire purchase and leasing commitments
Assets obtained under hire purchase contracts or finance leases are capitalised in the balance sheet. Those held under hire purchase contracts are depreciated over their estimated useful lives. Those held under finance leases are depreciated over their estimated useful lives or the lease term, whichever is the shorter.

The interest element of these obligations is charged to profit or loss over the relevant period. The capital element of the future payments is treated as a liability.

continued...

2. ACCOUNTING POLICIES - continued

Pension costs and other post-retirement benefits
The company and group operate a defined contribution pension scheme. Contributions payable to the scheme are charged to profit or loss in the period to which they relate.

The company and group have in place an employer financed retirement benefit scheme for the benefits of officers, employees and their wider families. The scheme is known as The Indus Foods Limited 2011 Employer Finances Retirement Benefit Scheme ("The scheme").

The company and group do not include the assets and liabilities of the scheme on its balance sheet to the extent that they consider that they will not retain any economic benefit from the assets of the scheme and will not have control of the rights or other access to those present economic benefits.

Share capital
Share capital is treated as an equity instrument where there is evidence of a residual interest in the assets of an entity after deducting all its liabilities. Accordingly, a financial instrument is treated as equity if:

- there is no contractual obligation to deliver cash or other financial assets or to exchange financial assets or liabilities on terms that may be unfavourable; and

- the instrument is a non-derivative that contains no contractual obligations to deliver a variable number of shares or is a derivative that will be settled only by the company exchanging a fixed amount of cash or other assets for a fixed number of the company's own equity instruments.

Where shares are issued for a value in excess of their nominal value, the resultant premium is included in a share premium account.

Dividends
Dividends and other distributions to the company's shareholders are recognised as a liability in the financial statements in the period in which the dividends and other distributions are approved by shareholders. These amounts are recognised in the statement of changes in equity.

3. TURNOVER

The turnover and profit before taxation are attributable to the one principal activity of the group.

An analysis of turnover by geographical market is given below:

	2025	2024
	£	£
United Kingdom	**14,573,725**	14,772,776
Europe	**469,747**	525,314
	15,043,472	15,298,090

All turnover in the current and prior year was derived from the sale of goods.

4. EMPLOYEES AND DIRECTORS

	2025	2024
	£	£
Wages and salaries	**1,260,841**	1,198,238
Social security costs	**113,574**	91,680
Other pension costs	**30,486**	21,301
	1,404,901	1,311,219

continued...

4. EMPLOYEES AND DIRECTORS - continued

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

	2025	2024
Administration and support	**56**	57

During the year, the group and company incurred additional warehouse agency fees of £153,591 (2024: £113,100).

	2025	2024
	£	£
Directors' remuneration	**59,413**	59,413

5. OPERATING PROFIT

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

	2025	2024
	£	£
Depreciation - owned assets	**55,771**	69,809
Depreciation - assets on hire purchase contracts	**31,702**	35,537
Loss on disposal of fixed assets	**342**	-
Computer software amortisation	**1,883**	1,882
Auditors' remuneration	**11,550**	10,500
Foreign exchange differences	**(424,193)**	(266,226)
Operating leases - land and buildings	-	18,750
Deferred capital grant	**-**	(6,126)

6. INTEREST PAYABLE AND SIMILAR EXPENSES

	2025	2024
	£	£
Bank interest	**67,526**	59,198
Bank loan interest	**68,141**	47,283
Other interest	**25,323**	26,813
CT interest	-	197
Hire purchase	**717**	-
	161,707	133,491

continued...

7. TAXATION

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

	2025	2024
	£	£
Current tax:		
UK corporation tax	**149,896**	118,851
Deferred tax	**(1,758)**	(14,301)
Tax on profit	**148,138**	104,550

UK corporation tax has been charged at 25 % (2024 - 25 %).

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:

	2025	2024
	£	£
Profit before tax	**605,925**	353,165
Profit multiplied by the standard rate of corporation tax in the UK of 25 % (2024 - 25 %)	**151,481**	88,291
Effects of:		
Expenses not deductible for tax purposes	**1,752**	23,072
Income not taxable for tax purposes	**(520)**	(2,373)
Capital allowances in excess of depreciation	**(4,575)**	(4,440)
Total tax charge	**148,138**	104,550

UK corporation tax has been charged at 25% (2024: 25%).

During the year, the UK corporation tax rate was 25% and is set to remain at 25% for the foreseeable future.

The effective rate for the year under review was 25% (2024: 25%).

8. INDIVIDUAL INCOME STATEMENT

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

9. DIVIDENDS

	2025	2024
	£	£
Interim	**100,000**	100,000

continued...

10. INTANGIBLE FIXED ASSETS

Group

	Computer software £
COST	
At 1 July 2024 and 30 June 2025	7,529
AMORTISATION	
At 1 July 2024	5,646
Amortisation for year	1,883
At 30 June 2025	7,529
NET BOOK VALUE	
At 30 June 2025	-
At 30 June 2024	1,883

Company

	Computer software £
COST	
At 1 July 2024 and 30 June 2025	7,529
AMORTISATION	
At 1 July 2024	5,646
Amortisation for year	1,883
At 30 June 2025	7,529
NET BOOK VALUE	
At 30 June 2025	-
At 30 June 2024	1,883

continued...

11. TANGIBLE FIXED ASSETS

Group

	Freehold land & buildings £	Plant & machinery £	Motor vehicles £	Totals £
COST				
At 1 July 2024	**3,071,314**	**667,406**	**159,106**	**3,897,826**
Additions	**-**	**5,567**	**29,315**	**34,882**
Disposals	**-**	**(244,325)**	**-**	**(244,325)**
At 30 June 2025	**3,071,314**	**428,648**	**188,421**	**3,688,383**
DEPRECIATION				
At 1 July 2024	**165,514**	**502,256**	**144,188**	**811,958**
Charge for year	**46,283**	**29,287**	**11,903**	**87,473**
Eliminated on disposal	-	**(243,982)**	-	**(243,982)**
At 30 June 2025	**211,797**	**287,561**	**156,091**	**655,449**
NET BOOK VALUE				
At 30 June 2025	**2,859,517**	**141,087**	**32,330**	**3,032,934**
At 30 June 2024	2,905,800	165,150	14,918	3,085,868

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

	Plant & machinery £	Motor vehicles £	Totals £
COST			
At 1 July 2024	**201,253**	**53,650**	**254,903**
Additions	-	**29,315**	**29,315**
At 30 June 2025	**201,253**	**82,965**	**284,218**
DEPRECIATION			
At 1 July 2024	**81,587**	**47,838**	**129,425**
Charge for year	**22,124**	**9,578**	**31,702**
At 30 June 2025	**103,711**	**57,416**	**161,127**
NET BOOK VALUE			
At 30 June 2025	**97,542**	**25,549**	**123,091**
At 30 June 2024	119,666	5,812	125,478

continued...

11. **TANGIBLE FIXED ASSETS - continued**

Company

	Leasehold improvements £	Plant & machinery £	Motor vehicles £	Totals £
COST				
At 1 July 2024	**2,314,142**	**667,406**	**159,106**	**3,140,654**
Additions	-	**5,567**	**29,315**	**34,882**
Disposals	-	**(244,325)**	-	**(244,325)**
At 30 June 2025	**2,314,142**	**428,648**	**188,421**	**2,931,211**
DEPRECIATION				
At 1 July 2024	**165,514**	**502,256**	**144,188**	**811,958**
Charge for year	**46,283**	**29,287**	**11,903**	**87,473**
Eliminated on disposal	-	**(243,982)**	-	**(243,982)**
At 30 June 2025	**211,797**	**287,561**	**156,091**	**655,449**
NET BOOK VALUE				
At 30 June 2025	**2,102,345**	**141,087**	**32,330**	**2,275,762**
At 30 June 2024	2,148,628	165,150	14,918	2,328,696

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

	Plant & machinery £	Motor vehicles £	Totals £
COST			
At 1 July 2024	**201,253**	**53,650**	**254,903**
Additions	-	**29,315**	**29,315**
At 30 June 2025	**201,253**	**82,965**	**284,218**
DEPRECIATION			
At 1 July 2024	**81,587**	**47,838**	**129,425**
Charge for year	**22,124**	**9,578**	**31,702**
At 30 June 2025	**103,711**	**57,416**	**161,127**
NET BOOK VALUE			
At 30 June 2025	**97,542**	**25,549**	**123,091**
At 30 June 2024	119,666	5,812	125,478

continued...

12. FIXED ASSET INVESTMENTS

Group

	Unlisted investments £
COST	
At 1 July 2024 and 30 June 2025	**15,000**
NET BOOK VALUE	
At 30 June 2025	**15,000**
At 30 June 2024	15,000

Company

	Shares in group undertakings £	Unlisted investments £	Totals £
COST			
At 1 July 2024 and 30 June 2025	**10,000**	**15,000**	**25,000**
NET BOOK VALUE			
At 30 June 2025	**10,000**	**15,000**	**25,000**
At 30 June 2024	10,000	15,000	25,000

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

Subsidiary

Moorcroft Holdings Limited
Registered office: 75 Sampson Road North, Birmingham, B11 1BH
Nature of business: Rental of property

Class of shares:	% holding
Ordinary	100.00

13. STOCKS

	Group		Company	
	2025	2024	**2025**	2024
	£	£	**£**	£
Stocks	**3,306,131**	3,200,804	**3,306,131**	3,200,804

An impairment loss of £159,027 (2024: £71,000) was recognised in cost of sales against stock during the year due to slow moving and obsolete stock.

continued...

14. DEBTORS

	Group		Company	
	2025	2024	**2025**	2024
	£	£	**£**	£
Amounts falling due within one year:				
Trade debtors	**2,295,764**	2,197,282	**2,295,764**	2,197,282
Amounts owed by group undertakings	**-**	-	**585,088**	625,157
Other debtors	**140,498**	168,894	**140,498**	168,894
VAT	**22,342**	38,620	**22,342**	38,620
Prepayments and accrued income	**90,662**	69,155	**90,662**	69,155
	2,549,266	2,473,951	**3,134,354**	3,099,108
Amounts falling due after more than one year:				
Other debtors	**41,969**	92,336	41,969	92,336
Aggregate amounts	**2,591,235**	2,566,287	3,176,323	3,191,444

An impairment loss of £19,079 (2024: £27,240) was recognised against trade and other debtors during the year.

All debtors are financial assets that are debt instruments measured at amortised cost.

15. CURRENT ASSET INVESTMENTS

	Group		Company	
	2025	2024	**2025**	2024
	£	£	**£**	£
Unlisted investments	**30**	30	**30**	30

16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Company	
	2025	2024	**2025**	2024
	£	£	**£**	£
Bank loans and overdrafts (see note 18)	**1,144,021**	1,152,016	**1,144,021**	1,152,016
Other loans (see note 18)	**362,118**	402,485	**362,118**	402,485
Hire purchase contracts (see note 19)	**18,026**	13,701	**18,026**	13,701
Trade creditors	**1,193,523**	1,329,057	**1,193,524**	1,329,057
Tax	**149,896**	118,851	**138,254**	110,270
Social security and other taxes	**68,708**	92,830	**68,708**	92,830
Other creditors	**363,152**	258,545	**359,852**	255,246
Pension creditor	**27,691**	12,147	**27,691**	12,147
Accruals and deferred income	**76,214**	131,896	**75,194**	130,876
	3,403,349	3,511,528	**3,387,388**	3,498,628

All creditors are financial liabilities measured at amortised cost.

Accruals include arrears of fixed cumulative dividends of £44,363, of which £20,732 relates to the 5% preference shares over a period between February 2013 to October 2018; and £23,631 relates to the 6% preference shares over a period between April 2014 and October 2018.

continued...

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

	Group		Company	
	2025	2024	**2025**	2024
	£	£	**£**	£
Bank loans (see note 18)	**918,757**	960,875	**918,757**	960,875
Other loans (see note 18)	**168,643**	232,912	**168,643**	232,912
Hire purchase contracts (see note 19)	**13,029**	-	**13,029**	-
Other creditors - 2-5 years	**76,969**	187,336	**76,969**	187,336
	1,177,398	1,381,123	**1,177,398**	1,381,123

Within other creditors is an amount totalling £92,335 (2024: £142,702) in relation to a settlement agreement reached with HMRC for amounts that will be subsequently made good by the directors. Accordingly, a corresponding debtor is also shown within other debtors.

The settlement is repayable in instalments and as such, the creditor and corresponding debtor have been aged accordingly, with amounts due within one year of £50,367 (2024: £50,367) and amounts due within 2-5 years of £41,969 (2024: £92,336).

Also included within other creditors are amounts advanced by Indus Associates Limited ORBS of £95,000 (2024: £152,490), of which £60,000 (2024: £57,490) is repayable within one year and £35,000 (2024: £95,000) is due within 2-5 years. A loan was advanced of £300,000 in December 2021 and is repayable over 5 years, at an interest rate of 2.1%.

continued...

18. LOANS

An analysis of the maturity of loans is given below:

	Group		Company	
	2025	2024	**2025**	2024
	£	£	**£**	£
Amounts falling due within one year or on demand:				
Bank overdrafts	**45,331**	189,620	**45,331**	189,620
Bank loans - less than 1 year	**1,098,690**	962,396	**1,098,690**	962,396
Other loans	**362,118**	402,485	**362,118**	402,485
	1,506,139	1,554,501	**1,506,139**	1,554,501
Amounts falling due between one and two years:				
Bank loans - 1-2 years	**45,276**	42,118	**45,276**	42,118
Other loans - 1-2 years	**64,269**	64,269	**64,269**	64,269
	109,545	106,387	**109,545**	106,387
Amounts falling due between two and five years:				
Bank loans - 2-5 years	**157,226**	146,263	**157,226**	146,263
Other loans - 2-5 years	**104,374**	168,643	**104,374**	168,643
	261,600	314,906	**261,600**	314,906
Amounts falling due in more than five years:				
Repayable by instalments				
Bank loans - more than 5 years	**716,255**	772,494	**716,255**	772,494

Other loans include loans due within one year from directors of £297,849 (2024: £338,216). These loans are unsecured and are repayable on demand.

19. LEASING AGREEMENTS

Minimum lease payments fall due as follows:

Group

	Hire purchase contracts	
	2025	2024
	£	£
Net obligations repayable:		
Within one year	**18,026**	13,701
Between one and five years	**13,029**	-
	31,055	13,701

continued...

19. LEASING AGREEMENTS - continued

Company

	Hire purchase contracts	
	2025	2024
	£	£
Net obligations repayable:		
Within one year	**18,026**	13,701
Between one and five years	**13,029**	-
	31,055	13,701

Company

	Non-cancellable operating leases	
	2025	2024
	£	£
Within one year	**60,000**	60,000
Between one and five years	**25,200**	85,200
	85,200	145,200

20. SECURED DEBTS

The following secured debts are included within creditors:

	Group		Company	
	2025	2024	**2025**	2024
	£	£	**£**	£
Bank overdrafts	**45,331**	189,620	**45,331**	189,620
Bank loans	**2,017,447**	1,923,271	**2,017,447**	1,923,271
Hire purchase contracts	**31,055**	13,701	**31,055**	13,701
Other creditors	**95,000**	152,490	**95,000**	152,490
	2,188,833	2,279,082	**2,188,833**	2,279,082

Bank borrowings are secured by fixed charges over all properties, plant and equipment, stocks and securities, book and other debts; and by a floating charge on all other property and assets present and future.

HP loans are secured on the relevant assets under the finance agreement, to which they relate.

Other creditors represent amounts advanced by Indus Associates Limited ORBS, as stated in notes 16 and 17 to the financial statements and are secured by charges held over the shares of T I Arechy, director, and another family shareholder, both of whom are Trustees of Indus Associates Limited ORBS.

21. PROVISIONS FOR LIABILITIES

	Group		Company	
	2025	2024	**2025**	2024
	£	£	**£**	£
Deferred tax				
Accelerated capital allowances	**132,795**	134,553	**132,795**	134,553

continued...

21. PROVISIONS FOR LIABILITIES - continued

Group

	Deferred tax £
Balance at 1 July 2024	134,553
Provided during year	(1,758)
Balance at 30 June 2025	132,795

Company

	Deferred tax £
Balance at 1 July 2024	134,553
Provided during year	(1,758)
Balance at 30 June 2025	132,795

22. CALLED UP SHARE CAPITAL

Allotted and issued:

Number:	Class:	Nominal value:	2023 £	2022 £
60,000	Ordinary	£1	60,000	60,000

All Ordinary shares rank pari passu with respect to voting rights, the rights to distribution of dividends and the repayment of capital.

23. RESERVES

Group

	Retained earnings £	Capital redemption reserve £	Totals £
At 1 July 2024	3,227,530	635,000	3,862,530
Profit for the year	457,787		457,787
Dividends	(100,000)		(100,000)
At 30 June 2025	3,585,317	635,000	4,220,317

continued...

23. RESERVES - continued

Company

	Retained earnings £	Capital redemption reserve £	Totals £
At 1 July 2024	**3,118,415**	**635,000**	**3,753,415**
Profit for the year	**420,779**		**420,779**
Dividends	**(100,000)**		**(100,000)**
At 30 June 2025	**3,439,194**	**635,000**	**4,074,194**

Retained earnings

This reserve represents all current and prior year retained profits and losses.

Capital redemption reserve

This reserves represents the nominal value of shares repurchased by the company.

24. PENSION COMMITMENTS

The company and group operate a defined contribution pension scheme in respect of certain employees and directors. The scheme and its assets are held by independent managers. The pension charge represents contributions due from the company and group and amounted to £30,486 (2024: £21,301).

Included within creditors is a balance due to pension providers of £27,691 (2024: £12,147) representing contributions owed to the funds from the company/ group at the year end.

25. RELATED PARTY DISCLOSURES

Ordinary dividends to directors
T I Areehy received ordinary dividends of £20,000 (2024: £20,000).

N K Areehy received ordinary dividends of £20,000 (2024: £20,000).

Z A Chaudhary received ordinary dividends of £nil in the current and prior year.

Directors' interest on loans
T I Areehy earned interest of £2,582 (2024: £3,268) on loans advanced.

N K Areehy earned interest of £3,006 (2024: £3,805) on loans advanced.

Z A Chaudhary earned interest of £11,335 (2024: £3,645) on loans advanced.

Directors' loan balances
TI Areehy's loan balance owed at the year end amounted to £116,674 (2024: £131,549).

N K Areehy's loan balance owed at the year end amounted to £88,743 (2025: £106,923).

Z A Chaudhary's loan balance owed at the year end amounted to £323,599 (2024: £396,924).

Other family members
Other family members were voted dividends of £52,000 (2024: £52,000).

continued...

Indus Associates Limited ORBS - related pension scheme

	2025	2024
	£	£
Rent	**48,000**	39,500
Interest payable	**6,300**	6,300
Amount due to related party	**95,000**	152,490

Alnoor Education Foundation Limited - a charitable company under common influence

	2025	2024
	£	£
Donations	-	8,000
Dividends paid	**8,000**	8,000
Amount due from related party	**70,224**	70,224

Sanam Foods Ltd - entity controlled by son of Z Choudhary, director

	2025	2024
	£	£
Warehouse agency fees	**153,591**	113,110
Loan received	-	7,000
Amount due to related party	**30,766**	8,092

Indus Food (Europe) B.V. - entity controlled by a director

	2025	2024
	£	£
Loan advanced	**34,536**	81,193
Loan repayment	**62,932**	36,784
Amount due from related party	**10,357**	38,753

Key management are considered to be the directors, whose remuneration is disclosed in the preceding notes to these financial statements.

26. CONTROLLING INTERESTS

The directors are considered to be the ultimate controlling parties by virtue of their ability to act in concert in respect of the financial and operating policies of the company.

27. CONTROLLING INTERESTS

There is no overall controlling party or parties.

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.