Vegetarian Express Limited

Annual Report and Financial Statements

For the year ended 31 March 2026

Company Registration No. 02793607 (England and Wales)

Vegetarian Express Limited

Company Information

Directors	D R G Webster	
	R Hester	(Appointed 31 March 2026)
Company number	02793607	
Registered office	Unit 7a St Albans Road Watford United Kingdom WD24 7RY	
Auditor	Moore Kingston Smith LLP 4 Victoria Square St Albans Hertfordshire AL1 3TF	
Business address	Unit 7a Odhams Trading Estate St Albans Road Watford United Kingdom WD24 7RY	

Vegetarian Express Limited

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Vegetarian Express Limited

Strategic Report

For the year ended 31 March 2026

The directors present the strategic report for the year ended 31 March 2026.

The company's principal activity remains the purchase, storage, sale and marketing of plant-based food ingredients to the UK foodservice market. The report is intended to provide a balanced review of the company's performance, position, principal risks and future prospects, and to explain how the business continues to deliver against its purpose: to fill customers' plates with plant-based ingredients, ideas and inspiration.

Business model and market position

Vegetarian Express is a specialist plant-based food category partner for chefs, caterers, operators, manufacturers and brands across the UK out-of-home market. The company combines a differentiated product range, category knowledge, chef-led inspiration, national distribution capability and digital ordering channels to help customers increase the quality, appeal and availability of plant-based menu options.

During the year the company continued to build momentum as a destination for premium plant-based innovation. Growth was supported by further penetration into customer sectors including events, stadia and university catering, alongside continued demand from operators seeking high-quality plant-based ingredients aligned with consumer choice, operational efficiency and sustainability-led menu development.

Performance review

The company delivered another year of profitable growth. Turnover increased to £23.4m from £21.8m, representing growth of 7.2%. Gross profit increased by 15.1% to £6.5m and the gross margin improved to 27.9%, reflecting disciplined commercial management, improved product mix and continued focus on supplier and pricing effectiveness. Operating profit increased by 54.7% to £1.3m, while profit before tax increased by 66.1% to £1.2m.

The stronger profitability was delivered while the company continued to invest in future capacity, people, digital channels, product development and operational capability. Average employee numbers increased to 130, supporting the company's service platform and customer-facing growth agenda. Net assets increased to £3.2m, strengthening the balance sheet and providing a more resilient platform for continued development.

Key performance indicators

KPI	2026	2025	Movement
Turnover	£23.4m	£21.8m	+7.2%
Gross profit	£6.5m	£5.7m	+15.1%
Gross margin	27.9%	26.0%	+1.9 %
Operating profit	£1.3m	£0.8m	+54.7%
Profit before tax	£1.2m	£0.7m	+66.1%
Net assets	£3.2m	£2.0m	+57.4%
Net current assets	£2.8m	£1.7m	+67.7%
Average employees	130	126	+3.2%

In addition to the financial KPIs above, the board and management team review a broad monthly dashboard covering revenue drivers, customer activity, operational performance, health and safety, employee engagement, customer satisfaction, B Corporation objectives and sustainability-related measures. These measures help the company balance profitable growth with service quality, responsible operations and long-term impact.

Strategy and progress

The company's strategy remains focused on being the UK foodservice market's leading specialist for plant-based ingredients, insight and inspiration. This is delivered through four strategic priorities: deepening customer relationships in priority sectors; curating a differentiated range of best-in-class branded, own-label and exclusive products; investing in digital and operational capabilities; and developing the people, knowledge and chef-led support needed to help customers put better plant-based food on menus.

Progress during the year included continued expansion of the company's customer base, growth in strategically important channels, investment in stock availability and new product development, further development of online ordering, and increased investment in sales and chef capability. These actions are designed to make plant-based menu adoption easier for customers while maintaining the company's specialist market position.

Principal risks and uncertainties

The principal risks facing the company are actively monitored by the board and management team. Inflationary pressure remains a key risk across product cost, labour, energy, fleet and distribution. The company mitigates this through strengthened supply and procurement capability, pricing discipline, supplier reviews, selective supplier switching and increased focus on own-label opportunities.

Other key risks include working capital management, customer credit risk, supply chain resilience, stock recoverability, competition, operational continuity, food safety and the ability to attract, retain and develop skilled people. The company manages these risks through regular KPI reporting, credit control, supplier engagement, stock review processes, health and safety controls, food safety procedures, investment in systems and ongoing people development.

Stakeholders and responsible business

As a Certified B Corporation, the company seeks to balance commercial performance with a positive impact on customers, employees, communities and the environment. During the year the company continued to engage with customers to support reduced meat consumption, expanded the range of products designed to improve plant-based menu quality, developed its delivery capability, supported surplus stock donation and maintained board-level reporting of social and environmental impact.

The company also invested in employee training, people management capability and plant-based product knowledge, particularly across the sales and chef teams. This investment supports better customer education, stronger service delivery and a culture aligned with the company's mission and long-term success.

Going concern

The directors have reviewed the company's ability to continue as a going concern, including forecast cash flows, current trading performance and available financing. The company reported improved profitability, net assets of £3.2m and net current assets of £2.8m at 31 March 2026. Based on this review, the directors are satisfied that the company has adequate resources to meet its obligations as they fall due for at least 12 months from the date of approval of the financial statements and have prepared the financial statements on a going concern basis.

Future outlook

The directors believe the company is well positioned for continued growth. The long-term shift towards plant-forward menus, combined with the company's specialist proposition, differentiated range and chef-led support model, provides a strong platform for further market development. The focus for the year ahead will be on profitable revenue growth, margin discipline, working capital management, service quality, digital adoption, product innovation and continued delivery of the company's B Corporation commitments.

Greenhouse gas emissions

The company has not included energy and carbon information because it is exempt due to its size and number of employees.

On behalf of the board

D R G Webster
Director

21 September 2026

Vegetarian Express Limited

Directors' Report

For the year ended 31 March 2026

The directors present their annual report and financial statements for the year ended 31 March 2026.

Principal activities
The principal activity of the company continued to be that of the purchase, storage, sale and marketing of plant-based food ingredients to the food service market in the UK.

Results and dividends
The results for the year are set out on page 11.

No ordinary dividends were paid. The directors do not recommend payment of a final dividend.

Directors
The directors who held office during the year and up to the date of signature of the financial statements were as follows:

H Patel	(Resigned 31 March 2026)
D R G Webster	
R Hester	(Appointed 31 March 2026)

Qualifying third party indemnity provisions
The company has made qualifying third party indemnity provisions for the benefit of its directors during the year. These provisions remain in force at the reporting date.

Financial instruments
Liquidity Risk
The objective of the company in terms of managing liquidity is to ensure that it can meet its obligations as and when they fall and are due. During the year the directors have continually reviewed working capital requirements and where necessary sought additional funding to ensure it meets its obligations and commitments as they are due.

Customer Credit Risk
The company has credit terms with all its customers, which allows payment of the debt once the goods have been delivered. The company is at risk to the extent that the customer may not pay the debt on the agreed due date.

The risk is mitigated through customer agreements and contracts with regular internal reporting and monitoring of our aged debt profile and where we need to follow up, we will enter discussions with our customers.

Disabled persons
Applications for employment by disabled persons are always fully considered, bearing in mind the aptitudes of the applicant concerned. In the event of members of staff becoming disabled, every effort is made to ensure that their employment within the company continues and that the appropriate training is arranged. It is the policy of the company that the training, career development and promotion of disabled persons should, as far as possible, be identical to that of other employees.

Employee involvement
The company recognises the value of employee engagement. There are regular formal communications that allow two-way dialogue for all staff and measure effectiveness through formal reporting of key questions which are shared and discussed. The key objective is to foster an environment which all employees are treated fairly and with courtesy and respect, work in a safe environment and have the opportunity to realise their potential.

Auditor
The auditor, Moore Kingston Smith LLP, is deemed to be reappointed under section 487(2) of the Companies Act 2006.

Matters covered in the Strategic Report
The company has chosen in accordance with Companies Act 2006, s. 414C(11) to set out in the company's strategic report information required by Large and Medium-sized Companies and Groups (Accounts and Reports) Regulations 2008, Sch. 7 to be contained in the directors' report. It has done so in respect of the business review and the detail of the principal risks and uncertainties of the company.

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

On behalf of the board

D R G Webster
Director

21 September 2026

Vegetarian Express Limited

Directors' Responsibilities Statement

For the year ended 31 March 2026

The directors are responsible for preparing the annual report 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 electec 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;
- 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.

Vegetarian Express Limited

Independent Auditor's Report

To the Members of Vegetarian Express Limited

Opinion

We have audited the financial statements of Vegetarian Express Limited (the 'company') for the year ended 31 March 2026 which comprise the Statement of Comprehensive Income, the Balance Sheet, the Statement of Changes in Equity and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 March 2026 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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.

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The directors are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of our audit:

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

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the 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.

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.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud
Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the company and considered that the most significant are the Companies Act 2006, UK financial reporting standards as issued by the Financial Reporting Council, and UK taxation legislation.
- We obtained an understanding of how the company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

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.

Jeremy Read
Senior Statutory Auditor
for and on behalf of Moore Kingston Smith LLP

21 September 2026

Chartered Accountants
Statutory Auditor

4 Victoria Square
St Albans
Hertfordshire
AL1 3TF

Vegetarian Express Limited

Statement of Comprehensive Income

For the year ended 31 March 2026

	Notes	2026 £	2025 £
Turnover	**3**	23,360,033	21,781,182
Cost of sales		(16,844,720)	(16,121,504)
Gross profit		6,515,313	5,659,678
Administrative expenses		(5,232,484)	(4,830,144)
Operating profit	**4**	1,282,829	829,534
Interest payable and similar expenses	**8**	(128,715)	(134,756)
Profit before taxation		1,154,114	694,778
Tax on profit	**9**	18,584	(5,461)
Profit for the financial year		1,172,698	689,317

There was no other comprehensive income for 2026 (2025: £Nil).

The Profit and Loss Account has been prepared on the basis that all operations are continuing operations.

Vegetarian Express Limited

Balance Sheet

As at 31 March 2026

	Notes	2026 £	2026 £	2025 £	2025 £
Fixed assets					
Intangible assets	**10**		271,762		302,876
Tangible assets	**11**		1,186,166		1,072,701
			1,457,928		1,375,577
Current assets					
Stock	**12**	1,550,647		1,725,705	
Debtors	**13**	6,092,439		3,425,238	
Cash at bank and in hand		535,337		1,013,918	
		8,178,423		6,164,861	
Creditors: amounts falling due within one year	**14**	(5,334,411)		(4,468,503)	
Net current assets			2,844,012		1,696,358
Total assets less current liabilities			4,301,940		3,071,935
Creditors: amounts falling due after more than one year	**15**		(709,503)		(625,359)
Provisions for liabilities					
Provisions	**17**	(300,650)		(300,650)	
Deferred tax liability	**18**	(77,440)		(104,277)	
			(378,090)		(404,927)
Net assets			3,214,347		2,041,649
Capital and reserves					
Called up share capital	**20**		100		100
Profit and loss reserves			3,214,247		2,041,549
Total equity			3,214,347		2,041,649

These financial statements have been prepared in accordance with the provisions relating to medium-sized companies.

The financial statements were approved by the board of directors and authorised for issue on 21 September 2026 and are signed on its behalf by:

R Hester
Director

Company Registration No. 02793607

Vegetarian Express Limited

Statement of Changes in Equity

For the year ended 31 March 2026

	Share capital	Profit and loss reserves	Total
	£	£	£
Balance at 1 April 2024	100	1,352,232	1,352,332
Year ended 31 March 2025:			
Profit and total comprehensive income	-	689,317	689,317
Balance at 31 March 2025	100	2,041,549	2,041,649
Year ended 31 March 2026:			
Profit and total comprehensive income	-	1,172,698	1,172,698
Balance at 31 March 2026	100	3,214,247	3,214,347

1 Accounting policies

Company information
Vegetarian Express Limited is a private company limited by shares incorporated in England and Wales. The registered office is Unit 7a St Albans Road, Watford, United Kingdom, WD24 7RY.

1.1 Accounting convention

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

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

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

This company is a qualifying entity for the purposes of FRS 102, being a member of a group where the parent of that group prepares publicly available consolidated financial statements, including this company, which are intended to give a true and fair view of the assets, liabilities, financial position and profit or loss of the group. The company has therefore taken advantage of exemptions from the following disclosure requirements:

- Section 7 'Statement of Cash Flows': Presentation of a statement of cash flow and related notes and disclosures;
- Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instrument Issues: Interest income/expense and net gains/losses for financial instruments not measured at fair value; basis of determining fair values; details of collateral, loan defaults or breaches, details of hedges, hedging fair value changes recognised in profit or loss and in other comprehensive income;
- Section 33 'Related Party Disclosures': Compensation for key management personnel.

The financial statements of the company are consolidated in the financial statements of VEL Group Topco Limited. These consolidated financial statements are available from its registered office, 7a Odhams Trading Estate, St. Albans Road, Watford, Herts, United Kingdom, WD24 7RY.

1.2 Going concern

The results for the year reflect improvement over the prior year. Turnover has increased to £23.4m (2025: £21.8m) with a profit for the year before tax of £1.2m compared with £0.7m in 2025. At the balance sheet date, the company had net assets of £3.2m (2025: £2.0m), and net current assets of £2.8m (2025: £1.7m) both an increase on prior year.

The directors have produced future forecasts to March 2030 which are based upon levels of funding currently in place for the company.

The forecasts show that the company will continue to be able to repay its liabilities as they fall due for a period of at least 12 months from the date of approval of the financial statements. The company is currently trading inline with the latest forecasts, which do not indicate the need for any additional funding in the next 12 months.

Accordingly, the directors have prepared the financial statements on a going concern basis.

1 Accounting policies **(Continued)**

1.3 Turnover

Turnover is recognised to the extent that it is probable that the economic benefits will flow to the company and the turnover can be reliably measured. Turnover is measured as the fair value of the consideration received or receivable, excluding discounts, rebates, value added tax and other sales taxes. The following criteria must also be met before turnover is recognised:

Sale of goods

Turnover from the sale of goods is recognised when all of the following conditions are satisfied:

- the company has transferred the significant risks and rewards of ownership to the buyer;
- the company retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the goods sold;
- the amount of turnover can be measured reliably;
- it is probable that the company will receive the consideration due under the transaction; and,
- the costs incurred or to be incurred in respect of the transaction can be measured reliably

In practice these conditions are satisfied on delivery, hence this is the point of revenue recognition.

1.4 Intangible fixed assets other than goodwill

Intangible assets acquired separately from a business are recognised at cost and are subsequently measured at cost less accumulated amortisation and accumulated impairment losses.

Intangible assets acquired on business combinations are recognised separately from goodwill at the acquisition date where it is probable that the expected future economic benefits that are attributable to the asset will flow to the entity and the fair value of the asset can be measured reliably; the intangible asset arises from contractual or other legal rights; and the intangible asset is separable from the entity.

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

Software	4 years

1.5 Tangible fixed assets

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

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

Leasehold land and buildings	over the terms of the lease
Plant and equipment	4 years
Fixtures and fittings	4 years
Motor vehicles	3 to 5 years

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

1 Accounting policies **(Continued)**

1.6 Impairment of fixed assets

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

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

1.7 Stock

Stock are stated at the lower of cost and estimated selling price less costs to complete and sell. Cost is based on the cost of purchase on a first in, first out basis.

At each reporting date, an assessment is made for impairment. Any excess of the carrying amount of stock over its estimated selling price less costs to complete and sell is recognised as an impairment loss in profit or loss. Reversals of impairment losses are also recognised in profit or loss.

1.8 Cash and cash equivalents

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

1.9 Financial instruments

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

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

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

Basic financial assets

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

1 Accounting policies **(Continued)**

Other financial assets

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

Impairment of financial assets

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

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

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

Derecognition of financial assets

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

Classification of financial liabilities

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

Basic financial liabilities

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

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

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

1 Accounting policies **(Continued)**

Other financial liabilities

Derivatives, including interest rate swaps and forward foreign exchange contracts, are not basic financial instruments. Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently re-measured at their fair value. Changes in the fair value of derivatives are recognised in profit or loss in finance costs or finance income as appropriate, unless hedge accounting is applied and the hedge is a cash flow hedge.

Debt instruments that do not meet the conditions in FRS 102 paragraph 11.9 are subsequently measured at fair value through profit or loss. Debt instruments may be designated as being measured at fair value through profit or loss to eliminate or reduce an accounting mismatch or if the instruments are measured and their performance evaluated on a fair value basis in accordance with a documented risk management or investment strategy.

Derecognition of financial liabilities

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

1.10 Equity instruments

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

1.11 Taxation

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

Current tax

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

Deferred tax

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

1.12 Provisions

Provisions are recognised when the company has a legal or constructive present obligation as a result of a past event, it is probable that the company will be required to settle that obligation and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the reporting end date, taking into account the risks and uncertainties surrounding the obligation. Where the effect of the time value of money is material, the amount expected to be required to settle the obligation is recognised at present value. When a provision is measured at present value, the unwinding of the discount is recognised as a finance cost in profit or loss in the period in which it arises.

1 Accounting policies **(Continued)**

1.13 Employee benefits

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

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

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

1.14 Retirement benefits

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

1.15 Leases

Leases are classified as finance leases whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessees. All other leases are classified as operating leases.

Assets held under finance leases are recognised as assets at the lower of the assets fair value at the date of inception and the present value of the minimum lease payments. The related liability is included in the balance sheet as a finance lease obligation. Lease payments are treated as consisting of capital and interest elements. The interest is charged to profit or loss so as to produce a constant periodic rate of interest on the remaining balance of the liability.

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

1.16 Foreign exchange

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

2 Judgements and key sources of estimation uncertainty

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

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

Key sources of estimation uncertainty
There are key assumptions concerning future, and other key sources of estimation uncertainty at the end of the reporting period, that have significant risk of causing material adjustment to the carrying value of assets and liabilities within the next reporting period, these include:

- Useful economic life of tangible fixed assets
- Recoverability of stock
- Recoverability of trade debtors
- Assessment of dilapidations provision

3 Turnover

All turnover arose within the United Kingdom and arose from the only principal activity of the company.

4 Operating profit

Operating profit for the year is stated after charging:	2026 £	2025 £
Exchange differences	3,770	5,361
Depreciation of owned tangible fixed assets	383,881	305,413
Amortisation of intangible assets	143,125	173,115
Operating lease charges	429,209	495,209

5 Auditor's remuneration

Fees payable to the company's auditor and associates:	2026 £	2025 £
For audit services		
Audit of the financial statements of the company	34,150	32,500
For other services		
Taxation compliance services	5,550	5,300
All other non-audit services	2,450	2,310
	8,000	7,610

6 Employees

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

	2026 Number	2025 Number
	130	126

Their aggregate remuneration comprised:

	2026 £	2025 £
Wages and salaries	4,930,478	4,395,455
Social security costs	625,969	453,516
Pension costs	130,480	117,240
	5,686,927	4,966,211

7 Directors' remuneration

	2026 £	2025 £
Remuneration for qualifying services	312,552	343,735
Company pension contributions to defined contribution schemes	10,621	10,312
	323,173	354,047

The number of directors for whom retirement benefits are accruing under defined contribution schemes amounted to 2 (2025 - 2).

The highest paid director recieved remuneration of £164,568 (2025: £192,500). The prior year remuneration is inclusive of bonuses related to the NVM transaction.

The value of the company's contributions paid to a defined contribution pension scheme in respect of the highest paid director amounted to £5,948 (2025: £5,775).

During the year there were no directors (2025: 0) who did not receive remuneration directly from the company.

There are 9 key management personnel in the company other than the Directors. Total key management personnel's remuneration was £690,092 (2025: £749,697).

8 Interest payable and similar expenses

	2026	2025
	£	£
Interest on invoice finance arrangements	70,876	78,659
Interest on finance leases and hire purchase contracts	57,839	56,097
	128,715	134,756

9 Taxation

	2026	2025
	£	£
Current tax		
Adjustments in respect of prior periods	8,253	-
Deferred tax		
Origination and reversal of timing differences	(26,837)	5,461
Total tax (credit)/charge	(18,584)	5,461

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

	2026	2025
	£	£
Profit before taxation	1,154,114	694,778
Expected tax charge based on the standard rate of corporation tax in the UK of 25.00% (2025: 25.00%)	288,529	173,695
Tax effect of expenses that are not deductible in determining taxable profit	4,855	10,734
Adjustments in respect of prior years	8,253	-
Group relief	(321,660)	(179,761)
Fixed asset differences	1,439	793
Taxation (credit)/charge for the year	(18,584)	5,461

10 Intangible fixed assets

	Software £
Cost	
At 1 April 2025	1,327,774
Additions	112,011
At 31 March 2026	1,439,785
Amortisation and impairment	
At 1 April 2025	1,024,898
Amortisation charged for the year	143,125
At 31 March 2026	1,168,023
Carrying amount	
At 31 March 2026	271,762
At 31 March 2025	302,876

11 Tangible fixed assets

	Leasehold land and buildings £	Plant and equipment £	Fixtures and fittings £	Motor vehicles £	Total £
Cost					
At 1 April 2025	795,468	116,241	550,530	1,834,184	3,296,423
Additions	-	27,326	37,822	432,198	497,346
Disposals	-	-	-	(76,378)	(76,378)
At 31 March 2026	795,468	143,567	588,352	2,190,004	3,717,391
Depreciation and impairment					
At 1 April 2025	768,627	75,610	373,322	1,006,163	2,223,722
Depreciation charged in the year	3,377	17,602	78,068	284,834	383,881
Eliminated in respect of disposals	-	-	-	(76,378)	(76,378)
At 31 March 2026	772,004	93,212	451,390	1,214,619	2,531,225
Carrying amount					
At 31 March 2026	23,464	50,355	136,962	975,385	1,186,166
At 31 March 2025	26,841	40,631	177,208	828,021	1,072,701

11 Tangible fixed assets **(Continued)**

Included within tangible fixed assets are assets held under finance leases or hire purchase contracts, as follows:

	2026	2025
	£	£
Plant and equipment	46,626	36,809
Motor vehicles	897,527	714,135
	944,153	750,944

12 Stock

	2026	2025
	£	£
Food ingredients	1,550,647	1,725,705

The carrying value of stocks are stated net of impairment losses totalling £95,265 (2025: £161,602)

Impairment reversal totalling £31,743 (Impairment loss in 2025: £322,079) were recognised in the profit and loss.

13 Debtors

Amounts falling due within one year:	2026	2025
	£	£
Trade debtors	2,446,702	1,910,874
Corporation tax recoverable	-	8,253
Amounts owed by group undertakings	3,157,319	975,920
Other debtors	148,426	249,359
Prepayments and accrued income	339,992	280,832
	6,092,439	3,425,238

Amounts owed by group undertakings are unsecured, interest free and repayable on demand.

An impairment loss of £40,150 (2025: £56,892) was recognised against trade cebtors.

14 Creditors: amounts falling due within one year

	Notes	2026 £	2025 £
Obligations under finance leases	16	270,494	266,701
Trade creditors		1,454,647	1,389,346
Amounts owed to group undertakings		1,109,443	1,109,443
Taxation and social security		131,357	112,938
Other creditors		1,724,461	981,099
Accruals and deferred income		644,009	608,976
		5,334,411	4,468,503

Amounts due in relation to finance leases are secured by fixed and floating charges over assets the lease relates to.

15 Creditors: amounts falling due after more than one year

	Notes	2026 £	2025 £
Obligations under finance leases	16	709,503	625,359

16 Finance lease obligations

Future minimum lease payments due under finance leases:	2026 £	2025 £
Within one year	270,494	297,960
In two to five years	709,503	703,946
	979,997	1,001,906

Finance lease payments represent rentals payable by the group for certain motor vehicles and items of plant and machinery. Leases include purchase options at the end of the lease period, and no restrictions are placed on the use of the assets. The average lease term is 5 years. All leases are on a fixed repayment basis and no arrangements have been entered into for contingent rental payments.

17 Provisions for liabilities

	2026 £	2025 £
Dilapidations	300,650	300,650

17 Provisions for liabilities **(Continued)**

Movements on provisions:

	Dilapidations £
At 1 April 2025 and 31 March 2026	300,650

Dilapidations provision

This is a provision which has built up to reflect the cost of returning the company's rented property to its original form. While it is probable that some costs will be incurred however, there is some uncertainty over the amount payable, and the current provision is considered prudent by management.

18 Deferred taxation

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

Balances:	Liabilities 2026 £	Liabilities 2025 £
Accelerated capital allowances	85,800	107,916
Short term timing differences	(8,360)	(3,639)
	77,440	104,277

Movements in the year:	2026 £
Liability at 1 April 2025	104,277
Credit to profit or loss	(26,837)
Liability at 31 March 2026	77,440

19 Retirement benefit schemes

Defined contribution schemes	2026 £	2025 £
Charge to profit or loss in respect of defined contribution schemes	130,480	117,240

The Group operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the Group in an independently administered fund. Contributions totalling £26,237 (2025: £24,491) were payable to the fund at the Balance Sheet date and are included in other creditors.

20 Share capital

	2026	2025	2026	2025
Ordinary share capital	**Number**	**Number**	**£**	**£**
Issued and fully paid				
Ordinary shares of £1 each	100	100	100	100

There is a single class of ordinary shares. There are no restrictions on dividends and the repayment of capital.

21 Reserves

Profit and loss account

Includes all current and prior periods retained profits and losses.

22 Operating lease commitments

As lessee

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

	2026	2025
	£	**£**
Within 1 year	407,476	390,664
Years 2-5	1,226,451	1,248,166
After 5 years	560,000	840,000
	2,193,927	2,478,830

23 Financial commitments, guarantees and contingent liabilities

Lloyds Bank Commercial Finance Limited has a fixed and floating charge over the assets of the business.

NvM PE Limited has a fixed and floating charge over the assets of the business.

Lloyds Bank Plc has a fixed and floating charge over the assets of the business.

24 Capital commitments

Amounts contracted for but not provided in the financial statements:

	2026	2025
	£	**£**
Acquisition of tangible fixed assets	414,240	-

25 Related party transactions

As a wholly owned subsidiary, the company is exempt from the requirement to disclose transactions with other members of the group headed by VEL Group Topco Limited.

The Company incurred management fees of £134,212 (2025: £105,280) payable to NVM GP LLP, a controlling party. There were also out of pocket expenses to NvM GP LLP directors in the period of £6,945 (2025: £455). At the year end £Nil (2025: £Nil) was outstanding in respect of these amounts.

The Company also incurred out of pocket expenses of £70 (2025: £147) in relation to Duncan Gibson, a shareholder, in the year. At the year end £Nil (2025: £Nil) was outstanding in respect of these amounts.

26 Ultimate controlling party

The immediate parent at the balance sheet date is Vegetarian Express Bidco Limited. The ultimate parent company is VEL Group Topco Limited, a company incorporated in England and Wales. The registered office of VEL Group Topco Limited is 7a Odhams Trading Estate, St. Albans Road, Watford, Herts, WD24 7RY.

The ultimate controlling party is NVM Private Equity LLP by virtue of their majority shareholding and voting rights in the ultimate parent company, VEL Group Topco Limited.

The largest and smallest group of undertakings for which group accounts have been drawn up is that headed by VEL Group Topco Limited. Copies of the group accounts are available to the public and can be obtained from Companies House, Crown Way, Cardiff, Wales. CF14 3UZ.

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.