

Group Strategic Report, Report of the Directors and
Audited Consolidated Financial Statements for the Year Ended 31 December 2025
for
Langford Group Ltd

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for the Year Ended 31 December 2025

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Group Strategic Report
for the Year Ended 31 December 2025

The directors present their strategic report of the company and the group for the year ended 31 December 2025.

REVIEW OF BUSINESS

The directors are pleased to report a successful year for the group

The group has generated £14,582,641 (2024: £13,896,858) of turnover generating a profit before tax of £986,106 (2024: £954,302).

At the period end the group had shareholders funds of £4,238,564 (2024: £3,931,802) including distributable profits of £4,198,564 (2024: £3,891,802). The directors therefore believe the group's position to be satisfactory, especially as the group's current assets exceed its current liabilities by £2,358,845 (2024: £2,083,642).

The directors believe that there is a strong foundation to build the business further with sound strategic planning and investment opportunities.

PRINCIPAL RISKS AND UNCERTAINTIES

The directors consider that the main risks facing the group are market conditions within the UK construction industry and geopolitical risks adversely affecting the UK economy and global supply chains.

The group aims to mitigate these risk by continuing to differentiate its proposition by delivering consistently high quality products and service levels, coupled with a strategy of continuous improvement and investment.

ON BEHALF OF THE BOARD:

Mr N Smerdon - Director

28 July 2026

Report of the Directors
for the Year Ended 31 December 2025

The directors present their report with the financial statements of the company and the group for the year ended 31 December 2025.

PRINCIPAL ACTIVITY

The principal activity of the group in the year under review was that of the sale of flooring materials.

DIVIDENDS

The total distribution of dividends for the year ended 31 December 2025 will be £398,400.

DIRECTORS

The directors shown below have held office during the whole of the period from 1 January 2025 to the date of this report.

Mr N Smerdon
Mr A Gibson
Mr R Gibson
Mr E Smerdon
Mr R J Smerdon

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.

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 ought to have taken as a director in order to make himself aware of any relevant audit information and to establish that the group's auditors are aware of that information.

AUDITORS

Drummond Laurie CA are deemed to be reappointed under section 487(2) of the Companies Act 2006.

ON BEHALF OF THE BOARD:

Mr N Smerdon - Director

28 July 2026

Opinion

We have audited the financial statements of Langford Group Ltd (the 'parent company') and its subsidiaries (the 'group') for the year ended 31 December 2025 which comprise the Consolidated Statement of 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 31 December 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 two, 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.

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.

Based on our understanding of the company, we identified that the principal risks of non-compliance with laws and regulations related to fraudulent manipulation of the financial statements, including the risk of override of controls, to reduce profits and tax liabilities. We determined that the most likely method of manipulation would be the posting of inappropriate journal entries. Audit procedures performed by the audit engagement team consisted of a review of large and unusual journal entries, challenging assumptions and judgements made by management in significant accounting estimates, discussions with management related to known or suspected instances of non-compliance with laws and regulations, review of Board minutes where available, and an evaluation of management controls designed to prevent and detect irregularities.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. 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.

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
Langford Group Ltd

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.

Craig Clinton (Senior Statutory Auditor)
for and on behalf of Drummond Laurie CA
Statutory Auditor
Unit 5
Gateway Business Park
Beancross Road
Grangemouth
FK3 8WX

29 July 2026

Consolidated Statement of Comprehensive Income
for the Year Ended 31 December 2025

	Notes	31.12.25 £	31.12.24 £
TURNOVER		14,582,641	13,896,858
Cost of sales		<u>(10,640,307)</u>	<u>(10,236,331)</u>
GROSS PROFIT		3,942,334	3,660,527
Administrative expenses		<u>(2,967,241)</u>	<u>(2,671,920)</u>
		975,093	988,607
Other operating income		<u>34,617</u>	<u>3,334</u>
OPERATING PROFIT	4	1,009,710	991,941
Interest receivable and similar income		<u>29,175</u>	<u>31,248</u>
		1,038,885	1,023,189
Interest payable and similar expenses	5	<u>(52,779)</u>	<u>(68,887)</u>
PROFIT BEFORE TAXATION		986,106	954,302
Tax on profit	6	<u>(280,944)</u>	<u>(249,573)</u>
PROFIT FOR THE FINANCIAL YEAR		705,162	704,729
OTHER COMPREHENSIVE INCOME		<u>-</u>	<u>-</u>
TOTAL COMPREHENSIVE INCOME		<u>705,162</u>	<u>704,729</u>
FOR THE YEAR			
Profit attributable to:			
Owners of the parent		<u>705,162</u>	<u>704,729</u>
Total comprehensive income attributable to:			
Owners of the parent		<u>705,162</u>	<u>704,729</u>

The notes form part of these financial statements

Consolidated Balance Sheet
31 December 2025

	Notes	31.12.25 £	31.12.24 £
FIXED ASSETS			
Intangible assets	9	24,796	89,982
Tangible assets	10	2,512,198	2,581,376
Investments	11	-	-
		<u>2,536,994</u>	<u>2,671,358</u>
CURRENT ASSETS			
Stocks	12	2,191,570	2,096,746
Debtors	13	2,190,708	1,965,830
Cash at bank		<u>1,917,876</u>	<u>1,790,253</u>
		6,300,154	5,852,829
CREDITORS			
Amounts falling due within one year	14	<u>(3,941,309)</u>	<u>(3,769,187)</u>
NET CURRENT ASSETS		<u>2,358,845</u>	<u>2,083,642</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		4,895,839	4,755,000
CREDITORS			
Amounts falling due after more than one year	15	(504,672)	(654,177)
PROVISIONS FOR LIABILITIES	19	<u>(152,603)</u>	<u>(169,021)</u>
NET ASSETS		<u>4,238,564</u>	<u>3,931,802</u>
CAPITAL AND RESERVES			
Called up share capital	20	40,000	40,000
Retained earnings	21	<u>4,198,564</u>	<u>3,891,802</u>
SHAREHOLDERS' FUNDS		<u>4,238,564</u>	<u>3,931,802</u>

The financial statements were approved by the Board of Directors and authorised for issue on 28 July 2026 and were signed on its behalf by:

Mr N Smerdon - Director

Company Balance Sheet
31 December 2025

	Notes	31.12.25 £	31.12.24 £
FIXED ASSETS			
Intangible assets	9	-	-
Tangible assets	10	-	-
Investments	11	<u>40,003</u>	<u>40,003</u>
		<u>40,003</u>	<u>40,003</u>
CREDITORS			
Amounts falling due within one year	14	<u>(3)</u>	<u>(3)</u>
NET CURRENT LIABILITIES		<u>(3)</u>	<u>(3)</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>40,000</u>	<u>40,000</u>
CAPITAL AND RESERVES			
Called up share capital	20	<u>40,000</u>	<u>40,000</u>
SHAREHOLDERS' FUNDS		<u>40,000</u>	<u>40,000</u>
Company's profit for the financial year		<u>398,400</u>	<u>552,333</u>

The financial statements were approved by the Board of Directors and authorised for issue on 28 July 2026 and were signed on its behalf by:

Mr N Smerdon - Director

Consolidated Statement of Changes in Equity
for the Year Ended 31 December 2025

	Called up share capital £	Retained earnings £	Total equity £
Balance at 1 January 2024	40,000	3,739,406	3,779,406
Changes in equity			
Dividends	-	(552,333)	(552,333)
Total comprehensive income	-	704,729	704,729
Balance at 31 December 2024	<u>40,000</u>	<u>3,891,802</u>	<u>3,931,802</u>
Changes in equity			
Dividends	-	(398,400)	(398,400)
Total comprehensive income	-	705,162	705,162
Balance at 31 December 2025	<u>40,000</u>	<u>4,198,564</u>	<u>4,238,564</u>

Company Statement of Changes in Equity
for the Year Ended 31 December 2025

	Called up share capital £	Retained earnings £	Total equity £
Balance at 1 January 2024	40,000	-	40,000
Changes in equity			
Dividends	-	(552,333)	(552,333)
Total comprehensive income	-	552,333	552,333
Balance at 31 December 2024	<u>40,000</u>	<u>-</u>	<u>40,000</u>
Changes in equity			
Dividends	-	(398,400)	(398,400)
Total comprehensive income	-	398,400	398,400
Balance at 31 December 2025	<u>40,000</u>	<u>-</u>	<u>40,000</u>

Consolidated Cash Flow Statement
for the Year Ended 31 December 2025

	Notes	31.12.25 £	31.12.24 £
Cash flows from operating activities			
Cash generated from operations	1	1,173,809	2,170,983
Interest paid		(27,025)	(43,247)
Interest element of hire purchase payments paid		(25,754)	(25,640)
Tax paid		(214,859)	(460,963)
Net cash from operating activities		<u>906,171</u>	<u>1,641,133</u>
Cash flows from investing activities			
Purchase of tangible fixed assets		(35,899)	(1,232,563)
Sale of tangible fixed assets		19,154	4,697
Interest received		29,175	31,248
Net cash from investing activities		<u>12,430</u>	<u>(1,196,618)</u>
Cash flows from financing activities			
Loan repayments in year		(110,252)	(158,367)
Capital repayments in year		(239,940)	27,894
Amount introduced by directors		752,584	1,043,492
Amount withdrawn by directors		(794,970)	(593,457)
Equity dividends paid		(398,400)	(552,333)
Net cash from financing activities		<u>(790,978)</u>	<u>(232,771)</u>
Increase in cash and cash equivalents		<u>127,623</u>	<u>211,744</u>
Cash and cash equivalents at beginning of year	2	1,790,253	1,578,509
Cash and cash equivalents at end of year	2	<u><u>1,917,876</u></u>	<u><u>1,790,253</u></u>

The notes form part of these financial statements

Notes to the Consolidated Cash Flow Statement
for the Year Ended 31 December 2025

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

	31.12.25	31.12.24
	£	£
Profit before taxation	986,106	954,302
Depreciation charges	397,036	346,557
Loss/(profit) on disposal of fixed assets	3,768	(4,697)
Finance costs	52,779	68,887
Finance income	(29,175)	(31,248)
	<u>1,410,514</u>	<u>1,333,801</u>
(Increase)/decrease in stocks	(94,824)	205,997
(Increase)/decrease in trade and other debtors	(271,874)	165,404
Increase in trade and other creditors	<u>129,993</u>	<u>465,781</u>
Cash generated from operations	<u><u>1,173,809</u></u>	<u><u>2,170,983</u></u>

2. **CASH AND CASH EQUIVALENTS**

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

Year ended 31 December 2025

	31.12.25	1.1.25
	£	£
Cash and cash equivalents	<u>1,917,876</u>	<u>1,790,253</u>

Year ended 31 December 2024

	31.12.24	1.1.24
	£	£
Cash and cash equivalents	<u>1,790,253</u>	<u>1,578,509</u>

Notes to the Consolidated Cash Flow Statement
for the Year Ended 31 December 2025

3. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.1.25 £	Cash flow £	Other non-cash changes £	At 31.12.25 £
Net cash				
Cash at bank	<u>1,790,253</u>	<u>127,623</u>		<u>1,917,876</u>
	<u>1,790,253</u>	<u>127,623</u>		<u>1,917,876</u>
Debt				
Finance leases	(383,475)	239,940	(249,696)	(393,231)
Debts falling due within 1 year	(205,320)	12,044	-	(193,276)
Debts falling due after 1 year	<u>(280,520)</u>	<u>98,208</u>	<u>-</u>	<u>(182,312)</u>
	<u>(869,315)</u>	<u>350,192</u>	<u>(249,696)</u>	<u>(768,819)</u>
Total	<u>920,938</u>	<u>477,815</u>	<u>(249,696)</u>	<u>1,149,057</u>

1. **STATUTORY INFORMATION**

Langford Group Ltd is a private company, limited by shares, domiciled in England, registration number 13167708. The registered office is Langley Sutton Court, Sutton Lanc, Langley, England, SL3 8AR.

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.

Basis of consolidation

The consolidated financial statements incorporate the financial statements of the company and all group undertakings. These are adjusted, where appropriate, to conform to group accounting policies. Acquisitions are accounted for under the acquisition method and goodwill on consolidation is capitalised and written off over five years from the year of acquisition. The results of companies acquired or disposed of are included in the profit and loss account after or up to the date that control passes respectively. As a consolidated profit and loss account is published, a separate profit and loss account for the parent company is omitted from the group financial statements by virtue of section 408 of the Companies Act 2006.

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.

Critical accounting judgements and key sources of estimation uncertainty

The group makes 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 outlined below.

1. Useful lives of depreciable assets (Property, Plant and Equipment)

Management reviews the useful lives and residual values of depreciable assets at each reporting date, based on the expected utility of the assets. Uncertainties in these estimates relate to technological obsolescence and changes in usage, which could impact future depreciation charges.

2. Impairment of trade receivables

The group estimates the provision for expected credit losses (or impairment) of trade receivables. This requires assumptions regarding the likelihood of collection and the credit risk profile of customers based on past experience and forward-looking economic factors.

3. Inventory valuation and provisions

Management reviews the net realisable value (NRV) of inventory to assess potential impairment. Estimates are applied when determining the selling price less costs to sell, and judgements are required regarding obsolescence, physical damage, and shifting consumer demand.

Turnover

Turnover represents net invoiced sales of flooring materials, excluding value added tax. Sales are recognised at the point at which the goods are delivered or the service is complete.

Goodwill

Goodwill has been fully amortised over the expected useful life of the asset.

2. ACCOUNTING POLICIES - continued

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.

Brand costs are being amortised evenly over their estimated useful life of five years.

Tangible fixed assets and depreciation

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.

Freehold property	- 2% on cost
Plant and machinery	- 33% on cost, 25% on cost and 10% on cost
Fixtures and fittings	- 33% on cost
Motor vehicles	- 25% on reducing balance

Tangible fixed assets are stated at cost less depreciation. Cost represent purchase price together with any incidental costs of acquisition.

The directors have considered the residual value of all tangible fixed assets, apart from land & buildings, to be immaterial and therefore these tangible fixed assets are depreciated to nil value.

Land is not depreciated and buildings will be depreciated at 2% when active use has been confirmed.

Stocks

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items. Cost is represented by purchase price.

Financial instruments

Basic financial assets (including trade and other debtors, cash and bank balances) and basic financial liabilities (including trade and other creditors) are initially measured at the transaction price. They are subsequently measured at amortized cost using the effective interest method, less any provision for impairment.

Taxation

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

Current or deferred taxation assets and liabilities are not discounted.

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

Deferred tax

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

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

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

Notes to the Consolidated Financial Statements - continued
for the Year Ended 31 December 2025

2. ACCOUNTING POLICIES - continued

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.

Pension costs and other post-retirement benefits

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

Provisions

Provisions are recognised when the company has a legal or constructive obligation as a result of a past event, it is probable that an outflow of resources will be required to settle the obligation, and the amount has been reliably estimated. Provisions are not recognised for future operating losses. Provisions are discounted where the time value of money is material.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Cash and cash equivalents

Cash and cash equivalents include cash at bank and in hand and highly liquid interest-bearing securities with maturities of three months or less. In the cash-flow statement, cash and cash equivalents are shown net of bank overdrafts, which are included as current borrowings in liabilities on the balance sheet.

3. EMPLOYEES AND DIRECTORS

	31.12.25	31.12.24
	£	£
Wages and salaries	2,018,065	1,815,935
Social security costs	182,001	146,763
Other pension costs	110,954	25,185
	<u>2,311,020</u>	<u>1,987,883</u>

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

	31.12.25	31.12.24
Employees	<u>47</u>	<u>48</u>

The average number of employees by undertakings that were proportionately consolidated during the year was 47 (2024 - 43).

	31.12.25	31.12.24
	£	£
Directors' remuneration	47,706	47,694
Directors' pension contributions to money purchase schemes	<u>85,113</u>	<u>112</u>

Notes to the Consolidated Financial Statements - continued
for the Year Ended 31 December 2025

4. **OPERATING PROFIT**

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

	31.12.25	31.12.24
	£	£
Depreciation - owned assets	143,176	120,423
Depreciation - assets on hire purchase contracts	188,675	164,944
Loss/(profit) on disposal of fixed assets	3,768	(4,697)
Goodwill amortisation	-	23,750
Development costs amortisation	65,186	65,185

5. **INTEREST PAYABLE AND SIMILAR EXPENSES**

	31.12.25	31.12.24
	£	£
Other loan interest	27,025	43,247
Hire purchase	25,754	25,640
	<u>52,779</u>	<u>68,887</u>

6. **TAXATION**

Analysis of the tax charge

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

	31.12.25	31.12.24
	£	£
Current tax:		
UK corporation tax	297,362	243,197
Deferred tax	(16,418)	6,376
Tax on profit	<u>280,944</u>	<u>249,573</u>

Reconciliation of total tax charge included in profit and loss

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

	31.12.25	31.12.24
	£	£
Profit before tax	<u>986,106</u>	<u>954,302</u>
Profit multiplied by the standard rate of corporation tax in the UK of 25 % (2024 - 25 %)	246,527	238,576
Effects of:		
Expenses not deductible for tax purposes	27,851	6,233
Income not taxable for tax purposes	-	(1,174)
Capital allowances in excess of depreciation	-	(439)
Depreciation in excess of capital allowances	22,984	-
Deferred tax movement	(16,418)	6,377
Total tax charge	<u>280,944</u>	<u>249,573</u>

Notes to the Consolidated Financial Statements - continued
for the Year Ended 31 December 2025

7. **INDIVIDUAL STATEMENT OF COMPREHENSIVE INCOME**

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

8. **DIVIDENDS**

	31.12.25 £	31.12.24 £
Ordinary A - J shares of £1 each		
Final	<u>398,400</u>	<u>552,333</u>

9. **INTANGIBLE FIXED ASSETS**

Group

	Goodwill £	Development costs £	Totals £
COST			
At 1 January 2025			
and 31 December 2025	<u>950,000</u>	<u>325,928</u>	<u>1,275,928</u>
AMORTISATION			
At 1 January 2025	950,000	235,946	1,185,946
Amortisation for year	-	65,186	65,186
At 31 December 2025	<u>950,000</u>	<u>301,132</u>	<u>1,251,132</u>
NET BOOK VALUE			
At 31 December 2025	-	24,796	24,796
At 31 December 2024	-	89,982	89,982

Notes to the Consolidated Financial Statements - continued
for the Year Ended 31 December 2025

10. TANGIBLE FIXED ASSETS

Group

	Freehold property £	Plant and machinery £	Fixtures and fittings £	Motor vehicles £	Totals £
COST					
At 1 January 2025	1,921,306	283,666	511,726	723,221	3,439,919
Additions	27,235	-	3,971	254,389	285,595
Disposals	-	(22,090)	-	(66,111)	(88,201)
At 31 December 2025	<u>1,948,541</u>	<u>261,576</u>	<u>515,697</u>	<u>911,499</u>	<u>3,637,313</u>
DEPRECIATION					
At 1 January 2025	27,745	131,865	373,025	325,908	858,543
Charge for year	30,037	60,378	98,518	142,918	331,851
Eliminated on disposal	-	(22,090)	-	(43,189)	(65,279)
At 31 December 2025	<u>57,782</u>	<u>170,153</u>	<u>471,543</u>	<u>425,637</u>	<u>1,125,115</u>
NET BOOK VALUE					
At 31 December 2025	<u>1,890,759</u>	<u>91,423</u>	<u>44,154</u>	<u>485,862</u>	<u>2,512,198</u>
At 31 December 2024	<u>1,893,561</u>	<u>151,801</u>	<u>138,701</u>	<u>397,313</u>	<u>2,581,376</u>

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

	Plant and machinery £	Fixtures and fittings £	Motor vehicles £	Totals £
COST				
At 1 January 2025	170,978	72,210	531,035	774,223
Additions	-	-	249,696	249,696
Disposals	(22,090)	-	(21,890)	(43,980)
Transfer to ownership	-	-	(21,890)	(21,890)
At 31 December 2025	<u>148,888</u>	<u>72,210</u>	<u>736,951</u>	<u>958,049</u>
DEPRECIATION				
At 1 January 2025	69,080	20,056	198,007	287,143
Charge for year	36,301	24,068	128,306	188,675
Eliminated on disposal	(22,090)	-	(12,848)	(34,938)
Transfer to ownership	-	-	(14,194)	(14,194)
At 31 December 2025	<u>83,291</u>	<u>44,124</u>	<u>299,271</u>	<u>426,686</u>
NET BOOK VALUE				
At 31 December 2025	<u>65,597</u>	<u>28,086</u>	<u>437,680</u>	<u>531,363</u>
At 31 December 2024	<u>101,898</u>	<u>52,154</u>	<u>333,028</u>	<u>487,080</u>

Notes to the Consolidated Financial Statements - continued
for the Year Ended 31 December 2025

11. **FIXED ASSET INVESTMENTS**

Company

Shares in
group
undertakings
£

COST

At 1 January 2025
and 31 December 2025

40,003

NET BOOK VALUE

At 31 December 2025
At 31 December 2024

40,003

40,003

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

Subsidiaries

Sasgo Limited

Registered office: Unit 14, Faraday Road, Glenrothes, Fife, Scotland, KY6 2RU
Nature of business: Flooring materials

Class of shares:	% holding
Ordinary A - J	100.00

Probond Products Ltd

Registered office: Unit 14, Faraday Road, Glenrothes, Fife, Scotland, KY6 2RU
Nature of business: Dormant

Class of shares:	% holding
Ordinary	100.00

Artech Products Ltd

Registered office: Unit 14, Faraday Road, Glenrothes, Fife, Scotland, KY6 2RU
Nature of business: Dormant

Class of shares:	% holding
Ordinary	100.00

Duraflor Products Ltd

Registered office: Unit 14 Faraday Road, Glenrothes, Fife, Scotland, KY6 2RU
Nature of business: Dormant

Class of shares:	% holding
Ordinary	100.00

12. **STOCKS**

	Group	
	31.12.25	31.12.24
	£	£
Finished goods	2,191,570	2,096,746

Notes to the Consolidated Financial Statements - continued
for the Year Ended 31 December 2025

13. **DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	Group	
	31.12.25	31.12.24
	£	£
Trade debtors	2,060,506	1,771,556
Other debtors	-	61,105
Tax	-	46,996
Prepayments	130,202	86,173
	<u>2,190,708</u>	<u>1,965,830</u>

14. **CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	Group		Company	
	31.12.25	31.12.24	31.12.25	31.12.24
	£	£	£	£
Bank loans and overdrafts (see note 16)	25,000	50,000	-	-
Other loans (see note 16)	168,276	155,320	-	-
Hire purchase contracts (see note 17)	189,089	172,036	-	-
Trade creditors	1,751,100	1,697,106	-	-
Amounts owed to group undertakings	-	-	3	3
Amounts owed to related parties	-	600	-	-
Tax	93,537	58,030	-	-
Social security and other taxes	42,773	33,519	-	-
VAT	126,017	63,543	-	-
Other creditors	3,814	4,866	-	-
Directors' current accounts	1,188,014	1,230,400	-	-
Accruals and deferred income	309,689	273,730	-	-
Deferred government grants	44,000	30,037	-	-
	<u>3,941,309</u>	<u>3,769,187</u>	<u>3</u>	<u>3</u>

15. **CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR**

	Group	
	31.12.25	31.12.24
	£	£
Bank loans (see note 16)	-	25,000
Other loans (see note 16)	182,312	255,520
Hire purchase contracts (see note 17)	204,142	211,439
Deferred government grants	118,218	162,218
	<u>504,672</u>	<u>654,177</u>

Notes to the Consolidated Financial Statements - continued
for the Year Ended 31 December 2025

16. **LOANS**

An analysis of the maturity of loans is given below:

		Group	
		31.12.25	31.12.24
		£	£
Amounts falling due within one year or on demand:			
Bank loans		25,000	50,000
Other loans		168,276	155,320
		<u>193,276</u>	<u>205,320</u>
Amounts falling due between one and two years:			
Bank loans - 1-2 years		-	25,000
Other loans - 1-2 years		98,699	106,608
		<u>98,699</u>	<u>131,608</u>
Amounts falling due between two and five years:			
Other loans - 2-5 years		<u>83,613</u>	<u>148,912</u>

17. **LEASING AGREEMENTS**

Minimum lease payments fall due as follows:

Group

		Hire purchase contracts	
		31.12.25	31.12.24
		£	£
Net obligations repayable:			
Within one year		189,089	172,036
Between one and five years		<u>204,142</u>	<u>211,439</u>
		<u>393,231</u>	<u>383,475</u>

18. **SECURED DEBTS**

The following secured debts are included within creditors:

		Group	
		31.12.25	31.12.24
		£	£
Hire purchase contracts		393,231	383,475
Bank loans		<u>25,000</u>	<u>75,000</u>
		<u>418,231</u>	<u>458,475</u>

The bank loan is secured by way of a personal guarantee by the directors.

Amounts due on hire purchase are secured over the individual assets concerned.

Notes to the Consolidated Financial Statements - continued
for the Year Ended 31 December 2025

19. PROVISIONS FOR LIABILITIES

	Group	
	31.12.25	31.12.24
	£	£
Deferred tax	<u>152,603</u>	<u>169,021</u>
Group		
		Deferred tax
		£
Balance at 1 January 2025		169,021
Provided during year		<u>(16,418)</u>
Balance at 31 December 2025		<u>152,603</u>

20. CALLED UP SHARE CAPITAL

Allotted, issued and fully paid:				
Number:	Class:	Nominal value:	31.12.25	31.12.24
			£	£
40,000	Ordinary A - J	£1	<u>40,000</u>	<u>40,000</u>

21. RESERVES

Group				Retained earnings
				£
At 1 January 2025				3,891,802
Profit for the year				705,162
Dividends				<u>(398,400)</u>
At 31 December 2025				<u>4,198,564</u>
Company				
				Retained earnings
				£
Profit for the year				398,400
Dividends				<u>(398,400)</u>
At 31 December 2025				<u>-</u>

22. DIRECTORS' ADVANCES, CREDITS AND GUARANTEES

The following advances and credits to a director subsisted during the years ended 31 December 2025 and 31 December 2024:

	31.12.25	31.12.24
	£	£
Mr A Gibson		
Balance outstanding at start of year	-	139,247
Amounts repaid	-	(139,247)
Amounts written off	-	-
Amounts waived	-	-
Balance outstanding at end of year	<u>-</u>	<u>-</u>

23. RELATED PARTY DISCLOSURES

Other related parties

Other loans of £75,079 (2024: £48,712) relate to loans from family members and employees. Interest is payable at a rate of 2% above the Bank of England base rate. The total interest payment during the year was £3,675 (2024: £2,419).

24. ULTIMATE CONTROLLING PARTY

The ultimate controlling party is the Board of Directors.

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.