



LANGLEY

2025

Langley Holdings plc

Annual Report & Accounts 2025

World-class **engineering solutions**
for world-class clients, building
mutually beneficial long-term relationships.



LANGLEY



Chairman, CEO and Gladiator Sailing Team Boss, Anthony Langley at the helm of TP52 Gladiator in strong breeze during the ROLEX TP52 World Championship CASCAIS, Portugal, July 1-6.

In common with all Langley businesses, the 52 Super Series represents the forefront of technology in its field, attracts talented people dedicated to achieving excellence through teamwork and is conducted with the highest standards of integrity.

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At a glance

Langley Holdings plc is a diverse, globally operating engineering group headquartered in the United Kingdom.

The group's principal subsidiaries are based in Germany, France, Italy, Norway and the United Kingdom, with a substantial presence in the United States and more than 90 sales and service companies worldwide.

Established in 1975 by the current Chairman and CEO, Anthony Langley, the group is financially independent and remains in family ownership.

The group employs over 5,000 people worldwide.

Revenues

€1.3bn

Profit Before Tax

€152m

Net Assets

€1.0bn

Manufacturing Sites

18

Subsidiaries

90+

Employees

5,422

Divisions

The group operates across three distinct divisions, each catering to diverse markets worldwide.



**POWER
SOLUTIONS
DIVISION**

**PRINT
TECHNOLOGIES
DIVISION**

**DIVERSE
INDUSTRIALS
DIVISION**

Power Solutions

The Power Solutions Division comprises Bergen Engines, Piller Power Systems and Marelli Motori groups, based in Norway, Germany and Italy respectively.

The individual groups serve a wide spectrum of customers and markets, together they are focused on the rapidly emerging AI data centre sector at the heart of Langley's sustainability goals.

Revenue 2025
€793m

Forecast 2026
€1,346m

Orders on hand
€1,952m

Employees
2,496



ABOVE: ON LAND, 15 Bergen gas engines power Ironbridge magnetite mine in Western Australia, integrating 170MW of medium speed genset power with 150mw solar power.



Bergen Engines

Est. 1855

Bergen Engines produces liquid and gas fuelled medium-speed engines for marine and land-based power generation and marine propulsion applications.

The company can trace its Norwegian roots back to 1855. For over 75 years, Bergen Engines have designed and manufactured engines that have become synonymous with efficiency, reliability and innovation.

A Rolls-Royce company since 1999, Bergen Engines was acquired by Langley on 31st December, 2021.

www.bergenengines.com

BERGEN
ENGINES
ON LAND. AT SEA.

Piller Power Systems

Est. 1909

Piller is Europe's leading producer of uninterrupted power supply (UPS) systems for mission-critical power applications such as data centres and semi-conductor manufacturing. Piller also manufactures ground power systems for civil and military airports and on-board electrical systems for naval vessels.

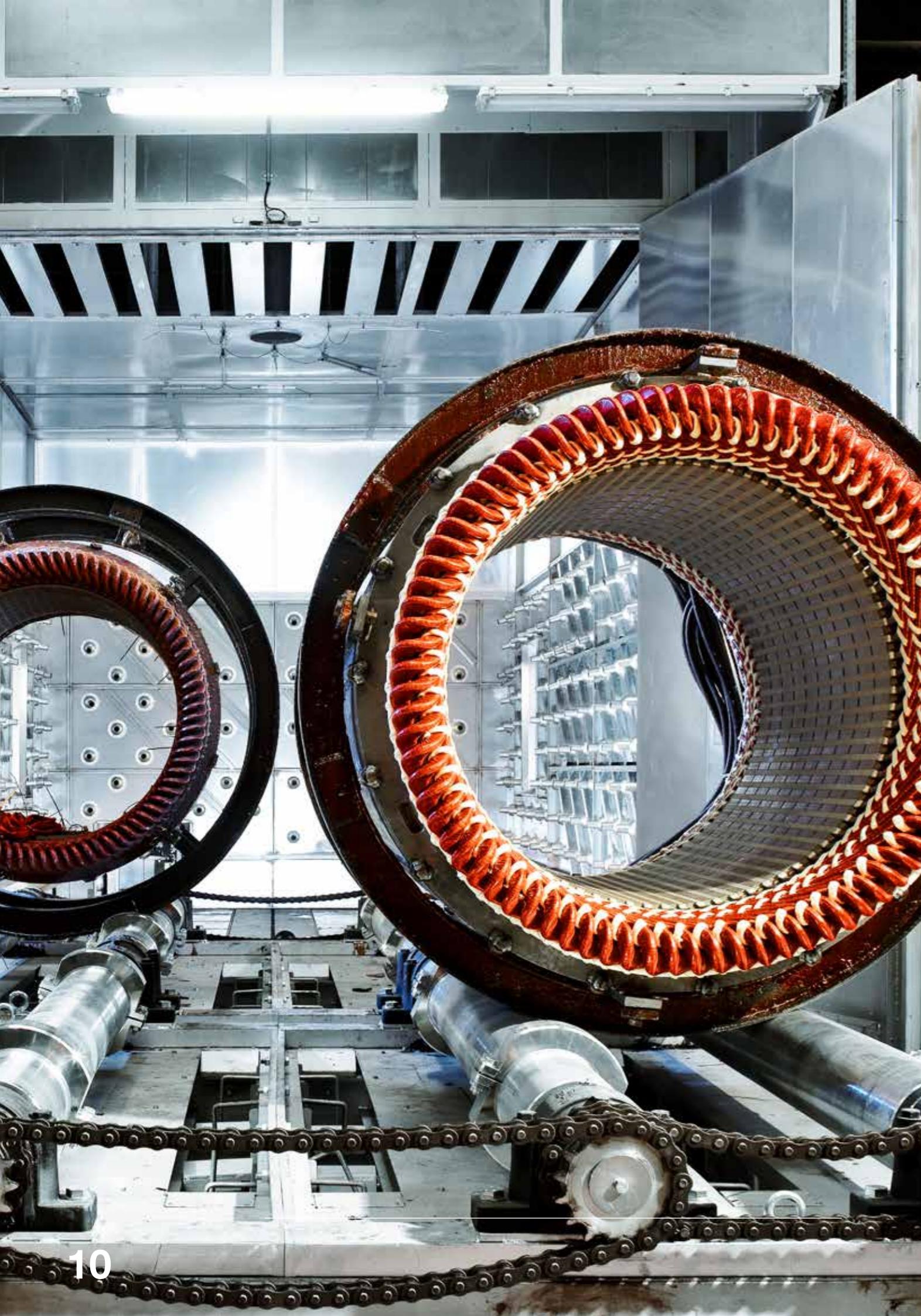
Acquired by Langley in 2004, Piller is headquartered at Osterode am Harz, near Hanover, in Germany.

In 2016 Piller acquired the formerly NASDAQ listed Texas energy storage specialist, Active Power Inc. Active Power produces battery-free UPS for data centres, healthcare, industrial and manufacturing applications.

www.piller.com www.activepower.com



ABOVE: SHIELDX™: Advanced power conditioning engineered for high-intensity AI computing environments, built on Piller's proven Dynamic Power Conditioning and Stabilization (DPCS) technology.



Marelli Motori

Est. 1891

Marelli Motori is a leading Italian manufacturer of generators, frequency converters and electric motors. Founded in northern Italy, the company enjoys worldwide brand recognition in the marine, oil & gas, power generation, co-generation, hydro and other industrial sectors.

The company is headquartered in Arzignano, near Verona, and has extensive manufacturing facilities in Italy with subsidiaries in Germany, Malaysia, South Africa, USA and the United Kingdom. Marelli Motori was acquired by Langley Holdings in May 2019.

www.marellimotori.com



MarelliMotori
Powering the future®

Print Technologies

The Print Technologies Division comprises Manroland Sheetfed, the iconic German press builder and Druck Chemie group, together with BluePrint, the specialist print chemicals producers and distributors, based in Germany and Belgium respectively.

Revenue 2025
€271m

Forecast 2026
€342m

Orders on hand
€32m

Employees
1,615



ABOVE: The technology behind the award winning ROLAND 700 Evolution offers many advances features that give printers unprecedented levels of efficiency, productivity and quality.

Manroland Sheetfed

Est. 1871

Manroland Sheetfed is a leading German manufacturer of offset litho sheetfed printing presses. Offering the very latest in print technology, Manroland is a watchword for quality and reliability to printers around the world.

The Manroland Sheetfed group was acquired by Langley in 2012. The company is headquartered and produces all of its iconic presses in Offenbach am Main, near Frankfurt.

www.manrolandsheetfed.com

manroland
sheetfed

WE ARE PRINT.®



Druck Chemie

Est. 1971

DC Druck Chemie is a leading German supplier of chemicals, consumables, and services for the printing and graphics industry. Founded in 1971, the group operates subsidiaries across Europe and in Brazil.

Acquired by Langley Holdings in 2014, it has expanded through acquisitions including BluePrint Products and HiTech Chemicals (2020), the Dutch producer PCO Europe (2023) and more recently, WS Print in 2025.

www.druckchemie.com



DRUCK  **CHEMIE**
PRINT LIQUIDS TECHNOLOGY

blueprint
products

 **PRINT**

Diverse Industrials

The Diverse Industrials Division encompasses a variety of different industrial businesses located in Germany, France and the UK.

Key companies within this division include Claudius Peters, specialists in material handling and processing; ARO Welding Technologies, the world's leading producer of resistance welding equipment for the automotive sector; Bradman Lake, experts in packaging machinery solutions; Reader Cement Products, the UK's largest independent manufacturer of blended cement products; and Clarke Chapman, suppliers to the nuclear, defense, and rail sectors.

In January 2026, Clayton Equipment Ltd was acquired by Clarke Chapman Ltd a British heavy engineering company founded in 1864. Formerly part of Rolls-Royce, the Clayton business now operates as Clayton Locomotives Ltd continuing operations from its Burton-on-Trent site.

Revenue 2025
€275m

Forecast 2026
€285m

Orders on hand
€85m

Employees
1,311



ABOVE: A Clayton CBD 80t locomotive at Sellafield nuclear complex in the UK.
Credit: HM Government.

Claudius Peters

Est. 1906

Claudius Peters produces innovative materials handling and processing systems for the global gypsum, cement, alumina and steel industries.

The Claudio Peters Aerospace Division produces 'stringers', crucial longitudinal strengtheners for aircraft fuselages. These components have been supplied to Airbus since 1984.

Claudius Peters is headquartered near Hamburg, in Germany and was acquired by Langley in 2001.

www.claudiuspeters.com



ARO Technologies

Est. 1949

ARO Welding Technologies SAS is widely regarded as the world's leading producer of resistance welding equipment to the automotive industry.

The company was acquired by Langley Holdings in 2006 and is headquartered in Château-du-Loir near Tours, in the Loire region of France.

The company also produces in Detroit in the United States and in Wuhan, China.

www.arotechnologies.com



Bradman Lake

Est. 1948

Bradman Lake provides innovative packaging machinery solutions, principally to the food industry.

The company's customers include some of the best known household names in the industry.

The Bradman Lake Group was acquired by Langley in 2007.

www.bradmanlake.com



Reader Cement

Est. 1985

Reader Cement Products is the UK's leading independent manufacturer of dry blended packed cement products.

The company produces approximately 10 million waterproof recycled bags of its products each year for the construction and home improvement markets.

The company's principal manufacturing facility and headquarters are located in the East Midlands region of the UK.

www.reader.co.uk



Clarke Chapman

Est. 1864

Clarke Chapman is a specialist materials handling equipment producer, principally for the UK nuclear, defence and rail sectors.

The company's headquarters and manufacturing facilities are located at Gateshead, in the Northeast of England. The business was acquired by Langley from Rolls-Royce plc in 2000.

In January 2026, Clayton Equipment Ltd was acquired by Clarke Chapman Ltd. Formerly part of Rolls-Royce, the business now operates as Clayton Locomotives Ltd from its Burton-on-Trent site.

www.clarkechapman.co.uk



**CLARKE
CHAPMAN**
We can handle it.

Clayton Locomotives

Est. 1931

Clayton Locomotives Ltd is a leading UK manufacturer of advanced rail solutions.

Acquired by Langley Holdings in January 2026, the company specialises in designing and producing bespoke locomotives for mining, tunnelling, metro, and mainline railways. Known for its commitment to innovation and sustainability, Clayton focuses on low and zero-emission technologies, including diesel, battery, trolley-powered and hybrid locomotives.

www.claytonlocomotives.co.uk



Clayton™

Global Locations

3

Principal Divisions

90+

Subsidiaries Worldwide

18

Manufacturing Sites



Argentina Buenos Aires | Asia Pacific Singapore | Australia Sydney | Bangladesh Dhaka | Belgium Brussels, Kruibeke, Wemmel | Brazil São Paulo, Valinhos | Bulgaria Sofia | Canada Toronto | Chile Santiago | China Beijing, Chengdu, Guangzhou, Hong Kong, Shanghai, Shenzhen, Wuhan | Croatia Zagreb | Czech Republic Prague, Kuřim | Denmark Ballerup, Nørresundby | Finland Vantaa | France Château-du-Loir, Mulhouse, Paris, Soppe-Le-Bas | Germany Elze, Frankfurt, Hamburg, Osterode, Stuttgart | Hungary Budapest | India Mumbai, New Delhi | Indonesia Jakarta | Ireland Dublin | Italy Arzignano, Bergamo, Genova, Milan | Japan Saitama | Malaysia Shah Alam | Mexico Mexico City, Puebla, Queretaro | Netherlands Amsterdam, Helmond, Zwijndrecht | Norway Hordvik | Peru Lima | Poland Nadarzyn, Gniezno | Portugal Sintra | Romania Bucharest, Sibiu | Slovakia Bratislava | South Africa Cape Town, Johannesburg | Spain Barcelona, Madrid, Tarragona | Sweden Fjärås, Trollhättan | Taiwan New Taipei City | Thailand Bangkok | United Kingdom Various Locations | Uruguay Montevideo | USA Austin TX, Dallas TX, Detroit MI, New York, Norcross GA, Rock Hill SC, Westmont IL

IFRS Annual Report & Accounts 2025

Company Information

DIRECTORS:	A J Langley – Chairman B J Langley W A Langley M J Neale
COMPANY SECRETARY:	P Sexton
REGISTERED OFFICE:	Enterprise Way Retford Nottinghamshire DN22 7HH United Kingdom
REGISTERED IN ENGLAND NUMBER:	01321615
AUDITOR:	Saffery LLP 71 Queen Victoria Street London EC4V 4BE United Kingdom
PRINCIPAL BANKERS:	Barclays Bank plc PO Box 3333 One Snowhill Snowhill Queensway Birmingham B4 6GN United Kingdom
	Deutsche Bank AG Adolpshsplatz 7 20457 Hamburg Germany
	Commerzbank AG Sand 5-7 21073 Hamburg Germany

Key Highlights

Year Ended 31 December 2025

	Year ended 31 December 2024	Year ended 31 December 2025	Forecast 31 December 2026
	€'000	€'000	€'000
REVENUE	1,203,142	1,338,729	1,973,000
PROFIT BEFORE TAX	124,446	152,260	282,400
NET ASSETS	1,001,376	1,026,484	1,164,164
CASH AND CASH EQUIVALENTS	396,678	650,630	768,300
ORDERS ON HAND	930,422	2,069,436	1,980,012
EMPLOYEES	5,237	5,422	5,936

5-Year Trading Summary



Chairman's Review

Year Ended 31 December 2025



In the 12 months to 31 December 2025, the group reported a profit before tax (PBT) of €152.3 million (2024: €124.4 million) on revenues of €1,338.7 million (2024: €1,203.1 million). Net assets were €1,026.5 million (2024: €1,001.4 million) and net cash €650.6 million (2024: €396.7 million). There was a shareholder dividend and other distributions of €78.2 million during the year (2024: €60.0 million). Orders on hand at the year-end were €2,069.4 million (2024: €930.4 million).

2025 was a record year for the group, despite significant losses at our German print machinery business. Overall the group recorded a profit before tax (PBT) of €152.3 million, after a loss in the print machinery business of €43.2 million, on revenues of €1.34 billion.

Orders on hand, cash and net assets also hit new highs. The year end order book at €2.1 billion was more than double that of a year ago and at the half way 2025. The cash position climbed to €560 million at the close, this after shareholder dividends and other distributions of €78.2 million in the period. Net assets stood at €1.0 billion.

In all 2025 was a satisfactory trading year, despite the poor print machinery business result. The group's strong financial performance overall was due principally to our power solutions division, whilst other businesses performed more or less in line with expectations.

Power Solutions

In 2025 power solutions was the group's principal driver, accounting for the majority of revenues and PBT. This trend is set to continue as the group pivots further to the energy sector in 2026.

The AI boom triggered a surge in energy demand and infrastructure development throughout 2025 that is expected to continue well into the next decade and our power solutions offering is central to that demand.

Already, our capacity to produce the largest Bergen Engines and Marelli generators for behind-the-meter (BTM) data centre power is sold out for 2026 and all but for 2027. Despite ramping up production significantly, demand is currently outstripping supply several times over.

The ramp up will continue in 2026 and 2027, to reach maximum capacity in 2028. Part of this ramp up will include multi-purposing our majorly underutilised print machinery building facility in Germany, the largest production facility in the group.

[Bergen Engines AS](#) was the biggest single contributor. Bergen subsidiaries in Spain, Italy, Denmark, Belgium, the UK, Bangladesh and India all performed largely in line with expectations, principally servicing the installed base of land engines. There were good wins in Central America for the Mexican daughter company and further orders for the Ukraine.

The marine division out of Norway also contributed positively but it was Bergen USA that saw the main impact of AI data centre demand with over 1.5GW of orders received into the factory for BTM power in the second half alone, accounting for much of the sharp increase in the group's order backlog to €2.1 billion at year end.

[Piller Group GmbH](#) also had another remarkably good year, once again breaking previous records for revenues, PBT and order intake. Strong demand from governmental, defence, pharmaceuticals and chip manufacturing sectors were the main drivers. Piller subsidiaries in the UK, France, Italy, Spain, Singapore and India all reached or exceeded targets, Germany, Australia and the USA significantly so.

2025 also saw something of a renaissance for Piller in the data centre sector. Over the twenty years or so of our stewardship, there has been a trend away from Piller technology in favour of cheaper alternatives, leaving Piller's Gold Standard solutions to ultra mission critical applications such as central banks, other major financial institutions and governmental agencies.

However, with the advent of AI and BTM power has come hitherto unknown phenomena: those of highly erratic load profiles and load steps as generators come on and offline. AI load profiles are being found to wreak havoc with battery solutions, whereas Piller flywheel technology handles the erratic profiles caused

Chairman's Review (continued)

Year Ended 31 December 2025

by AI compute with ease, as well as comfortably managing load steps in a sector where premium quality power is paramount.

In 2025 this technology was packaged as SHIELDX™, a standard off-the-shelf product available to the sector for both our own BTM solution and others. Significant orders have already been received.

Active Power Inc, the Austin TX flywheel UPS producer, a stand-alone business within the Piller group, also had an excellent year due largely to an AI data centre project in Finland in collaboration with Piller Germany. Shortly after the year end the same customer placed a much larger order for an AI data centre in the USA for delivery this year. 2026 looks set to be another record year for Active Power, the former NASDAQ business we acquired in 2016.

Marelli Motori Srl, our Italian generators and electric motors producer, made a solid contribution to the division. Subsidiaries in Germany and the USA contributed materially to a strong performance by the Italian business, South Africa and Malaysia less so but contributed, nonetheless.

The Italian factory also began to ramp up production in 2025 to meet AI data centre demand. At 90,000 square metres, almost 1,000,000 square feet, under one roof, Marelli operates one of the largest manufacturing facilities in the group and utilisation has been steadily increasing such that the business,

loss making when it was acquired in 2019, is now trading profitably. That trajectory is set to continue.

Print Technologies

Manroland Sheetfed GmbH, the German printing press builder, had another difficult year with mounting losses. The board has concluded that the situation is unsustainable and is currently considering its options. We are conscious, however, that a great many printing businesses, the vast majority of them privately owned SMEs, rely on Manroland presses and it is our goal that whatever solution we ultimately decide upon, the installed base will continue to be supported.

In June 2025, Manroland Sheetfed and Heidelberger Druckmaschinen (Heidelberg), one of the other two big German press builders and the market leader, announced a strategic commercial partnership. This agreement sees Heidelberg re-entering the Very Large Format (VLF) offset press market, a segment it exited several years ago. By selling a rebranded version of Manroland's technology, Heidelberg is now incorporating Manroland's VLF platform into its own Prinect digital ecosystem. The partnership focuses on the growing packaging segment. First customer deliveries are expected in 2026.

Druck Chemie GmbH, the division's print chemicals group, also based in Germany, performed well, the market reasonably stable over the last year. Both

Druck Chemie and BluePrint in Belgium performed ahead of their targets. Druck Chemie subsidiaries in France and Italy fell short of target although contributed very positively, whilst outposts in Poland, the Czech Republic, Switzerland and Benelux were largely in line with targets; Brazil broke even, Spain posted a loss although disappointing, not material to the overall Druck Chemie group result.

The business is largely unaffected by the dearth of investment in new presses, but the sector is undergoing transition in Europe, Druck Chemie group's principal market, to higher value lower volume digital print. Notwithstanding, e-commerce is driving volume production in the packaging sector.

During the period Druck Chemie acquired the business and assets of W S Print, a print chemicals producer in Nuremberg, adding silicone production to its product portfolio. The business has integrated well.

Diverse Industrials

The Diverse Industrials Division comprises:

- **Claudius Peters GmbH** – German materials handling and machinery specialist, principally to the cement, gypsum and steel industries. Aircraft components producer.
- **ARO Welding Technologies SAS** – French automotive welding equipment producer.

- **Clarke Chapman Ltd** – UK specialist lifting and handling equipment producer, principally to the UK nuclear, defence and railway sectors.
- **Clayton Locomotives Ltd** – UK locomotive and railway equipment producer.
- **Bradman Lake Group Ltd** – UK/US food packaging machinery producer.
- **Reader Cement Products Ltd** – UK cement blending and packaging.

Claudius Peters GmbH managed a nominal profit overall for the year on historically low revenue, the headquarters negating over-budget contributions from its US, Italian and French subsidiaries. Outposts in Spain, the UK, Brazil, India and China also contributed positively in line with expectations, as did the aircraft stringer division.

A surge in infrastructure investment in the USA is expected to benefit Claudio Peters and in 2026 the German headquarters business is focusing on opportunities in this market. Massive infrastructure expenditure is coming and Claudio Peters' best-in-class technologies in cement, gypsum and steel production are all expected to be in demand.

ARO Welding Technologies SAS, headquartered in France, posted a moderately satisfactory result, despite difficult market conditions. The company principally serves the European and US automotive manufacturers, with outposts across Europe and production facilities both sides of the pond.

Chairman's Review (continued)

Year Ended 31 December 2025

Sales during the period were again largely for electric vehicle (EV) lines. However, EV sales have slowed significantly in the US as incentives have been stripped away. Record EV sales in Europe have largely been driven by cheap Chinese imports and incentives. Although tariffs into the US are troublesome to ARO, they are at least stopping floods of cheap imports into the US, giving ARO's US customers opportunity to regroup. There is no such respite in Europe.

Despite some new players in the market are attracted to ARO's superior technology and quality, the company's fortunes are inextricably linked to the western manufacturers.

Clarke Chapman Ltd, based in the northeast of England, had another very solid year. The company is principally engaged with projects for the UK nuclear and defence sectors and on long-term maintenance contracts for the UK rail network. Shortly after the close Clarke Chapman acquired the assets of Clayton Equipment Ltd. This world-renowned locomotive builder, originally founded in 1931 and, like Clarke Chapman a former Rolls-Royce company, began trading as Clayton Locomotives Ltd in January 2026.

Bradman Lake Group Ltd, our UK/US food packaging machinery producer, had another good year, exceeding its budgeted profit target despite a slight shortfall in revenue. Order intake was weaker in the fourth quarter but there is time to catch up. A similar performance is expected in 2026.

[Reader Cement Products Ltd](#) reported another very good trading performance, setting yet another record for PBT as the capacity increase in a third packing line and improvements to storage and logistics took effect. There was something of a slow towards year end, but this is considered seasonal and 2026 looks set to be another good year for Reader.

Conclusion and Outlook

2025 was a very satisfactory year for the group overall, despite losses in the print machinery business, which will be addressed in 2026. Print chemicals did well and diverse industrials all contributed positively and have good prospects, albeit not on the scale of the power division companies.

The year closed with a record order book of €2.1 billion, the vast majority in the power solutions division and 2026 will see the group pivot even further to the power sector. Our companies have world class technology in this area, demand for power is unprecedented and they are at the centre of that demand.

Forecasts for the year indicate a step-change in activity in 2026, together with a corresponding increase in profitability. I believe this is very realistic considering the opening order book and the measures currently under way to ramp up production.

The board will continue to seek further opportunities to develop the group by acquisition, whilst continuing

to operate our existing businesses for the long term. It is this long-term, inter-generational thinking, together with the hard work, loyalty and commitment of our many employees, numbering 5,422 around the world at the end of 2025, that make the group the success that it is today and gives me confidence in the future of our business.

Anthony J Langley

Chairman & CEO

6th February, 2026

Directors' Report

Year ended 31 December 2025



LANGLEY

The Directors present their report together with the audited Accounts of the Group for the year ended 31 December 2025.

PRINCIPAL ACTIVITY

The principal activity of the Company continued to be that of a holding Company for a number of trading subsidiaries organised in divisions and business units engaged principally in the design, manufacture, supply and servicing of capital equipment. The specific activities of the subsidiary undertakings are as disclosed in note 39 to the accounts.

RESULTS AND DIVIDENDS

The results of the Group for the year are set out on page 21. The profit attributable to the shareholder for the financial year was €103,008,000 (2024 – €94,894,000).

Dividends of €60,000,000 were paid to the ordinary shareholder during the year (2024 – €60,000,000).

Financial risk management, research and development and the Group's employment policy is considered within the Strategic Report.

POLICY ON THE PAYMENT OF CREDITORS

The Group seeks to maintain good relations with all of its trading partners. In particular, it is the Group's policy to abide by the terms of payment agreed with each of its suppliers. The average number of days' purchases included within trade creditors for the Group at the year-end was 38 days (2024 – 44 days).

INFORMATION CONTAINED IN THE STRATEGIC REPORT

The Group has chosen in accordance with Companies Act 2006 s 414C(11) to set out in the Group's Strategic Report the 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:

- Principal risks and uncertainties
- Future events
- Employee engagement
- Business relationships

DIRECTORS' INTERESTS

The directors of the Company in office during the year and up to the date of signature of the accounts and their beneficial interests in the issued share capital of the Company were as follows:

	At 31 Dec 2024 Ordinary shares of £1 each	At 31 Dec 2023 Ordinary shares of £1 each
A J Langley (Chairman)	60,100,010	60,100,010
B J Langley	–	–
W A Langley	–	–
M J Neale	–	–
The shareholding of Mr A J Langley represents 100% of the issued share capital of the Company.		

Directors' Report (continued)

Year ended 31 December 2025

STREAMLINED ENERGY AND CARBON REPORT

Langley Holdings plc is committed to making careful assessments of its levels of energy consumption and impact of carbon dioxide emissions on the environment. Energy usage covered in this disclosure covers the Company and is primarily the electricity consumption within our office buildings, and fuel used for business mileage.

Energy usage has been calculated based on gas and electricity meter readings, extrapolated where readings were not available. Fuel used in respect of both reimbursed business mileage and in respect of vehicles owned by the Company have been taken from expense claims and have been extrapolated where data was not available.

Langley Holdings Plc is committed to reducing its environmental impact and promoting energy efficiency. Investments have been made to reduce our energy consumption. We will continue to explore and invest in new technologies and practices that will help us reduce our energy usage and decrease our carbon footprint.

Energy usage has been calculated based on gas and electricity meter readings. Fuel used in respect of both business mileage and vehicles owned by the Group have been taken from mileage readings.

Energy consumption derives from the following fuel types:

	Consumption (KwH)	Consumption %	Equivalent greenhouse emission (tonnes)	Greenhouse gas emissions (%)
31 December 2025				
Transportation (derv/petrol)	146,178	61.18%	25.61	60.67%
Natural gas	48,063	20.12%	8.78	20.80%
Electricity	44,700	18.70%	7.82	18.53%
Total	238,941	100.00%	42.21	100.00%
31 December 2024				
Transportation (derv/petrol)	68,821	41.97%	16.81	47.82%
Natural gas	51,716	31.54%	9.44	26.86%
Electricity	43,442	26.49%	8.90	25.32%
Total	163,979	100.00%	35.15	100.00%
Intensity ratio:				
		2025	2024	
Total energy consumption (KwH)		238,941	163,979	
Associated GHG emissions (tCO ₂ e)		42.21	35.15	
Turnover excluding dividends from subsidiaries (€'000)		15,448	10,828	
Intensity ratio (tCO ₂ per €'000)		0.0027	0.0032	

The carbon emissions have been calculated in accordance with the Greenhouse Gas (GHG) Protocol. Conversion factors to convert the raw energy and transport figures to Tonnes CO₂ Greenhouse Gas Emissions are taken from the most recent (2019) Department for Business Energy and Industrial Strategy publication:

<https://www.gov.uk/government/collections/government-conversion-factors-for-company-reporting>.

A more detailed disclosure on the Group's ESG policies is included in the Non-Financial and Sustainability Information

Directors' Report (continued)

Year ended 31 December 2025



DISCLOSURE OF INFORMATION TO AUDITORS

In the case of each person who was a Director at the time this report was approved:

- so far as that Director was aware there was no relevant available information of which the Company's auditors were unaware; and
- that Director had taken all steps that the Director ought to have taken as a Director to make himself or herself aware of any relevant audit information and to establish that the Company's auditors were aware of that information.

This confirmation is given and should be interpreted in accordance with the provision of s418 of the Companies Act 2006.

AUDITORS

The auditors, Saffery LLP indicated their willingness to continue in office.

STATEMENT OF DIRECTORS' RESPONSIBILITIES

The directors are responsible for preparing the Strategic Report, Directors' Report and the Accounts in accordance with applicable law and regulations.

Company law requires the directors to prepare Accounts for each financial year. Under that law the directors have elected to prepare the Group and Parent Company accounts in accordance with applicable law and international accounting standards (IAS) as adopted in the United Kingdom. Under Company law the directors must not approve the accounts unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of the Group and of the profit or loss of the Group for that period.

In preparing these accounts, 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 IASs as adopted by the United Kingdom have been followed subject to any material departures disclosed and explained in the Accounts; and
- prepare the accounts on the going concern basis unless it is inappropriate to presume that the Group 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 the Group and enable them to ensure that the accounts 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.

The directors are responsible for the maintenance and integrity of the corporate and financial information included on the Group's website. Legislation in the United Kingdom governing the preparation and dissemination of accounts may differ from legislation in other jurisdictions.

By order of the Board

BERNARD J LANGLEY

Director
Langley Holdings PLC
Registered in England and Wales
Company number 01321615

6th February, 2026

Strategic Report

Year ended 31 December 2025



The directors present their Strategic Report for the year ended 31 December 2025 to provide a review of the Group's business, principal risks and uncertainties and performance and position alongside key performance indicators.

(a) Development performance and position

The Directors are satisfied with the trading results of the Group for the year. The Chairman's Review on pages 26 to 31 contains an analysis of the development and performance of the Group during the year and its position at the end of the year.

(b) Principal risks and uncertainties

is in place and is designed to identify, manage and mitigate business risks. However, it is recognised that to identify, manage and mitigate risks is not the same as to eliminate them entirely. The Group ensures that it limits its exposure to any downturn in its traditional trading sector by continuing to diversify its activities, identifying opportunities for existing product offerings into new markets and for new products for all markets. The Group has a wide range of customers which limits exposure to any material loss of revenue. The Group's exposure to the volatility of exchange rates is mitigated through its geographical spread of operations.

(c) Going Concern

The Group's position are set out in the Chairman's Review on pages 26 to 31. The financial position of the Group, its cash flows and liquidity position are also described in the Chairman's Review. In addition, note 31 to the accounts includes the Group's policies and processes for managing its capital, financial risk management objectives, financial instruments, and exposures to credit risk and interest rate risk.

The Group's subsidiaries are for the most part either market leaders or niche operators in their particular field and operate across numerous different geographic areas and industries. None of the subsidiaries are reliant on any individual supplier or customer and the Group has considerable financial resources. Consequently, the directors believe that the Group is well placed to manage its business risks successfully and thus they continue to adopt the going concern basis of accounting in preparing the annual accounts..

(d) Financial Risk Management

Prudent liquidity risk management implies maintaining sufficient cash on deposit and the availability of funding through an adequate amount of committed credit facilities. The directors are satisfied that cash levels retained in the business, committed credit facilities and surety lines are more than adequate for future foreseeable requirements. Further details are set out in note 31 to the accounts

(e) Section 172 Disclosures

Overview of how the Board performed its duties:

Shareholder

The shareholder is a member of the Board, which allows the other directors to liaise directly with the shareholder at Board meetings.

Employees

The Company and Group has a well-developed structure through which it engages regularly with employees. Board members perform regular site visits and meetings are held on operational sites throughout the year which provides an opportunity for the directors to engage directly with employees on a variety of topics.

Strategic Report (continued)

Year ended 31 December 2025

Customers

Key employees within each division are in regular contact with our principal customers. In addition, in order to help directors to develop their understanding of the Group's relationship with key customers, business unit reporting is submitted monthly to the Board detailing new orders and any customer issues.

Suppliers

Key employees within each division are in regular contact with our principal suppliers and develop relationships with companies in our supply chains. Any issues for Board consideration would be reported in the monthly business unit report.

Community and environment

The Board recognises the importance of leading a Company and Group that not only generates value for the shareholder but also contributes to wider society. Langley Holdings match any charitable donations made by employees and immediate families of the employees.

As a multi-disciplined engineering and manufacturing Group, the Board recognise that environmental and climate risks could impact the Group directly, and are committed to reducing the environmental impact of our operations and products, and minimising the environmental footprint.

Culture

The long-standing Group philosophy commits to carrying out business with the utmost integrity and to the highest ethical standards. Langley culture is forged not from short-term profits, or from creating 'shareholder value' by buying and selling companies, but from long-term development of businesses. This not only gives employees the will to excel, but also fosters confidence amongst many customers, suppliers and other stakeholders.

(f) Key performance indicators (KPIs)

The Board uses a number of tools to monitor the Group's performance including a review of key performance indicators (KPIs) on a regular and consistent basis across the Group. Examples of KPIs currently used include:

Targets

- Regular monthly monitoring of sold and developed contract margins
- Orders on hand
- Cash held

2025 2024

€'000 €'000

Orders on hand	2,069,436	930,422
Cash held	505,796	396,678

The Board also considers the following non-financial key performance indicator:

- Staff turnover

These are reviewed monthly through information provided to the Board and details are shown on page 24. Analysis using the above KPIs is presented in the Chairman's review.

Strategic Report (continued)

Year ended 31 December 2025



Strategic Report (continued)

Year ended 31 December 2025

(g) Research and development

The Group is committed to innovation and technical excellence. The Group, through its divisions, maintains a programme of research and development to ensure that it remains at the forefront of respective technologies in its key sectors.

(h) Employment Policy

The Group is committed to a policy of recruitment and promotion on the basis of aptitude and ability, without discrimination of any kind, and to training for the existing and likely needs of the business.

It is the Group's policy to keep its employees informed on matters affecting them and actively encourage their involvement in the performance of the Group. The directors are in regular contact with local and divisional management who maintain day-to-day responsibility for employee engagement and related decision making.

The Company gives full and fair consideration to application for employment by the Group made by disabled persons, having regard to their particular aptitudes and abilities. The Group also gives full and fair consideration to employees of the Group who have become disabled persons during their period of employment, including arranging appropriate training.

(i) Non-Financial and Sustainability Information Statement

The Board recognises the significance of environmental sustainability and the potential implications of climate change and sudden, large-scale environmental events. After performing a preliminary assessment, the Board has concluded that the direct and indirect risks associated with climate change are not anticipated to have a substantial impact on our business in the near future. Among others, the initial analysis considered the following key points:

Industry Analysis

We are aware that the industries in which our Group companies operate are influenced by changing regulatory frameworks, changing consumer preferences, and a growing awareness of environmental sustainability. The initial analysis of industry trends and benchmarks indicates that these sectors do not presently face immediate, significant climate-related risks.

Geographical Exposure

The production facilities within Langley Holdings Group operate primarily out of Europe and the United States. Our analysis of geographical exposure indicates that the regions in which our production facilities are located do not currently face significant climate challenges that would substantially affect our operations.

Facilities Risk

Our dedication to proactive risk reduction plays a role in maintaining our facilities, where we carefully consider potential natural events. To protect against potential negative financial consequences of climate-related challenges, the Group invests in comprehensive property and business interruption insurance policies, serving as key financial safeguards in the event of unforeseen natural disasters.

Operational Resilience

Our operations are designed to withstand a variety of external factors, among them potential climate-related risks. Our capability to adapt to changing environmental conditions is based on robust infrastructure, efficient supply chain management, and business continuity planning. Whilst our current assessment is that climate-related risks are not material in the short to medium term, we recognize the dynamic nature of the business environment. As a part of our commitment to sustainability and effective risk management, the Board remains open to periodic re-evaluation and adjustments to our risk framework, including climate considerations when necessary.

Introduction to Climate-Related Financial Disclosure

This climate-related financial disclosure is provided in accordance with Sections 414CA and 414CB of the Companies Act 2006, which require certain UK companies to include climate-related financial information within their Strategic Report. These provisions are aligned with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and require disclosure of governance, strategy, risk management, and metrics and targets relating to climate-related risks and opportunities.

As part of our commitment to transparency and sustainable growth, this climate-related financial disclosure addresses how we identify, assess, and manage climate-related risks and opportunities that could impact our financial performance and strategic direction. Recognizing the significant effects of climate change on global and business environments, we have integrated climate-related considerations into our broader risk management and governance frameworks.

This disclosure aligns with our efforts to remain resilient and responsive to both physical and transitional climate risks, such as extreme weather events, regulatory changes, and shifts in market demands for sustainable products. It outlines our approach to mitigating potential impacts on operations, ensuring regulatory compliance, and leveraging emerging opportunities for long-term value creation. Our Board of Directors and ESG Steering Committee play an active role in overseeing climate-related initiatives, underscoring our commitment to sustainable practices and accountability.

Double Materiality Assessment Update

During 2025, the Group initiated its first Double Materiality Assessment (DMA) as an internal analytical exercise, developed with reference to the concepts and disclosure expectations set out in the Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS).

The DMA was prepared internally by the Group, drawing on in-house knowledge of its business model, operations and risk profile. The methodology and initial outcomes were subsequently reviewed by external sustainability advisors, who also performed an independent gap analysis against relevant CSRD and ESRS disclosure requirements.

The assessment framework was designed to address both:

- Impact materiality – how the Group's activities affect the environment and society, and
- Financial materiality – how sustainability-related matters affect the Group's financial performance, position and future prospects.

Within this framework, the Group identified and analysed key impacts, risks and opportunities (IROs) across relevant environmental, social and governance topics, including, in particular:

- climate change
- pollution and resource use
- workforce-related matters
- value chain considerations

Strategic Report (continued)

Year ended 31 December 2025

Governance Arrangements for Assessing and Managing Climate-Related Risks and Opportunities

The Board of Directors, consisting of three members under the leadership of the Chairman, collectively oversees the strategic direction and operational management of the Group. The Board ensures that climate-related risks are considered within the broader context of the Group's strategic and operational planning. To strengthen the governance of environmental, social, and governance (ESG) issues, including climate-related risks, the Group has established an ESG Steering Committee. The committee meets quarterly and discusses a wide variety of topics related to the company's sustainability, ethical practices, and governance. Key issues covered during a typical meeting are:

- Sustainability initiatives
- Environmental compliance
- Diversity, equity and inclusion
- Employee welfare and labour practices
- Community engagement and social impact
- Corporate governance practices
- Risk management
- Ethical conduct and compliance

This committee is also responsible for the oversight and integration of ESG considerations into the Group's decision-making processes.

Divisional General Managers, who are responsible for the day-to-day operations of their respective subsidiaries, report on ESG issues, including climate-related risks and opportunities, directly to the ESG Steering Committee. The ESG Steering Committee reviews these reports, ensures that they align with the Group's broader strategic objectives, and then presents relevant findings and recommendations to the Board of Directors.

Risk Assessment Teams

Each major subsidiary has a dedicated Risk Assessment Team responsible for evaluating various risks, including climate-related ones. Key responsibilities of these teams include:

- **Identifying Climate-Related Risks and Opportunities:**
Assessing how climate change could impact the subsidiary's operations, financial performance, and strategic objectives.
- **Evaluating Potential Impacts:**
Analysing the potential physical and transitional risks associated with climate change, such as extreme weather events, regulatory changes, and shifts in market demands.
- **Reporting and Monitoring:**
Regularly reporting their findings and recommendations to the General Manager, who in turn communicates these to the Board of Directors.

The insights from Risk Assessment Teams are integrated into the Group's overall risk management and strategic planning, ensuring climate-related risks and opportunities are considered alongside other business risks. This approach supports informed decision-making aligned with the Group's long-term objectives.

Strategic Report (continued)

Year ended 31 December 2025



Managing Climate-Related Risks and Opportunities

Groups approach to managing climate-related risks and opportunities follows a 7 step process:

- 1 Collection of climate related issues
- 2 Identification of climate related risks and opportunities that influence business strategies and goals
- 3 Assessing the degree of impact of climate-related risks and opportunities
- 4 Assessing the materiality of risks and opportunities
- 5 Formulating appropriate countermeasures (risk prevention, risk mitigation, opportunity exploitation, acceptance)
- 6 Implementation of countermeasures
- 7 Monitoring and feedback



As part of our commitment to sustainable business practices and responsible corporate governance, we have integrated processes for identifying, assessing, and managing climate-related risks into our overall risk management framework. This integration is crucial for ensuring that our business remains resilient and capable of adapting to changing environmental conditions.

Identification of Climate-Related Risks

Our approach to identifying climate-related risks involves a thorough analysis of both physical and transitional risks

To systematically identify these risks, we engage in the following activities:

- **Environmental Scanning:** We continuously monitor reports, regulatory developments, and market trends related to climate change.
- **Stakeholder Engagement:** We collaborate with stakeholders, including customers, suppliers, and industrial experts, to gain insights into emerging climate-related risks and opportunities.

Strategic Report (continued)

Year ended 31 December 2025



Strategic Report (continued)

Year ended 31 December 2025

Assessment of Climate-Related Risks

Once identified, climate-related risks are assessed using a risk assessment process that evaluates the likelihood and potential impact of each risk on our operations. This assessment process includes:

- **Quantitative Analysis:** We may use scenario analysis to quantify the potential financial impact of physical and transitional risks.
- **Qualitative Analysis:** We assess the potential operational, reputational, and regulatory implications of climate-related risks through qualitative analysis.
- **Risk Prioritization:** Risks are prioritized based on their potential impact and likelihood, allowing us to focus our resources on the most significant risks.

Management of Climate-Related Risks

To effectively manage climate-related risks, we have implemented a range of strategies and actions that are integrated into our overall risk management process:

- **Risk Mitigation Plans:** For high-priority risks, we develop and implement specific mitigation plans, which may include investments in resilient infrastructure, supply chain diversification, and energy efficiency initiatives.
- **Regular Monitoring and Reporting:** For high-priority risks, we develop and implement specific mitigation plans, which may include investments in resilient infrastructure, supply chain diversification, and energy efficiency initiatives.

Integration into Overall Risk Management

Our climate-related risk management processes are fully integrated into the Group's overall risk management framework. This integration is achieved through:

- **Governance:** Climate-related risks are overseen by our ESG Steering Committee.
- **Risk Register:** Climate-related risks are included in our centralized risk register, which is reviewed and updated regularly as part of our risk management process.
- **Cross-Functional Collaboration:** We foster collaboration between different Langley Businesses, involving internal experts from departments, such as finance and operations, to ensure a holistic approach to risk management.
- **Training and Awareness:** We provide ongoing training and awareness programs to our employees to enhance their understanding of climate-related risks and their role in managing these risks.

The Group identifies the following principle climate-related risks and opportunities which arise in connection with its operations. The Board is systematically assessing and addressing these risks and opportunities, taking into account different time horizons.

Climate-Related Risks	1-5 years	5-20 years
Physical Risks	Extreme weather events	Rising temperatures
	Infrastructure damage	
Transition Risks	Stricter regulations	Market risks
	Litigation risks	
	Supply chain disruptions	

Climate-Related Opportunities	1-5 years	5-20 years
Resource Efficiency	Energy-efficient technologies	
	Renewable energy sources	
	Waste reduction	
Innovation and market expansion	Energy from hydrogen	Strategic acquisitions
	More sustainable products and services	Strategic partnerships
	Technological leadership	
Regulatory Incentives	Subsidies and grants	
	Tax benefits	

The Group's business model and strategy, which focus on intrinsic growth and acquisitions, are poised to be significantly influenced by the identified climate-related risks and opportunities. This dual approach to growth integrates considerations from both the immediate and long-term climate scenarios presented.

In the short term (1-5 years), the Group faces physical risks such as extreme weather events that could disrupt operations and damage infrastructure. This necessitates immediate strategic adjustments, such as investing in resilient infrastructure and developing robust disaster recovery plans to ensure business continuity. Additionally, the transition risks, including stricter regulations and potential litigation, require the Group to enhance its compliance frameworks and adopt best practices in environmental management to mitigate legal and regulatory exposures.

On the opportunity front, the short-term horizon presents substantial benefits from adopting energy-efficient technologies and waste reduction practices. These initiatives not only align with the growing market demand for sustainability but also offer cost savings that can enhance the Group's profitability. By capitalizing on regulatory incentives like subsidies and grants, the Group can offset some of the costs associated with these improvements, thereby supporting its intrinsic growth strategy.

Looking towards the medium to long term (5-20 years), the Group realizes that it needs to address rising global temperatures, which could impact operational efficiency and worker productivity. This long-term view also includes anticipating market risks and supply chain disruptions that might arise from broader climate impacts. To navigate these challenges, the Group integrates climate resilience into its strategic planning, re-evaluating the supply chain to include more local sourcing and more intercompany trading.

The long-term opportunities, however, present a transformative potential for the business model, particularly through embracing renewable energy sources and pioneering technological advancements, such as 100% hydrogen and other sustainable fuel engines being developed by Bergen Engines A.S., or the new greener clinker cooler being developed by Claudius Peters GmbH. These innovations will not only open new markets but also attract a more environmentally conscious customer base. Strategic acquisitions become particularly crucial in this phase, allowing the Group to incorporate firms with different sustainable products and technologies, and by joining efforts and exchanging technologies and ideas accelerating growth and market expansion.

Strategic Report (continued)

Year ended 31 December 2025

The analysis of the resilience of the Group's business model and strategy under different climate-related scenarios highlights Board's commitment for proactive and adaptive measures.

	Potential impact	Risk response
Extreme weather events	<ul style="list-style-type: none">• Disruption in manufacturing and distribution operations• Potential delays• Increased operational costs	<ul style="list-style-type: none">• Investment in robust infrastructure• Modernisation of production facilities• Development of comprehensive disaster recovery plans• Comprehensive property policy and access to internal funding• Establishing emergency response protocols
Stricter regulations and litigation risks	<ul style="list-style-type: none">• Increasing compliance costs• Penalties for accidental environmental damage• Price competition from Asian manufacturers not burdened by costs of environmental compliance	<ul style="list-style-type: none">• Enhance compliance framework and adopt industry best practices• Regular audits, staff training, and proactive engagement with regulatory bodies• Cost control and investment in new technologies• Comprehensive liability and environmental damage policy
Rising temperatures	<ul style="list-style-type: none">• Increased cooling costs• Strain on energy resources	<ul style="list-style-type: none">• Investing in solar panels or increased use of renewable energy.• Replacing traditional lighting with LED lighting• Upgrading facilities for better thermal efficiency• Upgrading to high efficiency A/C systems• Implement passive ventilation and cooling techniques.• Investment in smart thermostats and energy management systems
Market and supply chain disruptions	<ul style="list-style-type: none">• Market shifts toward sustainable products• Material availability and costs	<ul style="list-style-type: none">• Shifts towards local suppliers• Diversification of suppliers and markets• Inventory management and safety stock• Insurance policies• Financial hedging• Scenario planning• Increasing purchases of sustainable products

Strategic Report (continued)

Year ended 31 December 2025



Targets and Key Performance Indicators (KPIs)

The Group remains attentive to developments in sustainability reporting regulations and standards and aims to respond in a proportionate and appropriate manner to any applicable requirements. The work performed in connection with the Double Materiality Assessment (DMA) provides a structured reference framework that can be used to support future sustainability and climate-related reporting. The outcomes of the DMA contribute to the Group's understanding of environmental and climate-related risks and opportunities. These insights are being considered within the Group's risk management and strategic planning processes, and may, over time, support the development of relevant policies, targets, KPIs and management actions where appropriate.

These targets are expected to align with our strategic objectives and regulatory requirements. Once established, these targets will guide our sustainability initiatives and ensure continuous improvement.

To monitor performance against these forthcoming targets, the Group will develop and implement a set of Key Performance Indicators (KPIs). These KPIs will likely include metrics related to energy consumption, greenhouse gas emissions, waste reduction, water usage, and the adoption of renewable energy sources. The KPIs will be regularly reviewed and reported to ensure transparency and accountability in our sustainability efforts.

By order of the Board

BERNARD J LANGLEY

Director
Langley Holdings PLC
Registered in England and Wales
Company number 01321615
6th February, 2026

Independent Auditor's Report to the Member

Year ended 31 December 2025

Opinion

We have audited the financial statements of Langley Holdings plc (the 'parent company') and its subsidiaries (the 'group') for the year ended 31 December 2025 which comprise the consolidated income statement, the consolidated statement of other comprehensive income, the consolidated and company statements of financial position, the consolidated and company statements of changes in equity, the consolidated and company statements of cash flows 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 UK-adopted international accounting standards.

In our opinion the financial statements:

- give a true and fair view of the state of affairs of the group and of the parent company as at 31 December 2025 and of the group's profit for the year then ended;
- have been properly prepared in accordance with UK-adopted international accounting standards; 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 group and the parent 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 group or 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 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. 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.

Independent Auditor's Report to the Member (continued)

Year ended 31 December 2025



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 the 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 Group and the Parent 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 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 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 group 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.

Independent Auditor's Report to the Member (continued)

Year ended 31 December 2025

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the group and parent company 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.

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 specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud are detailed below.

Identifying and assessing risks related to irregularities:

We assessed the susceptibility of the group and parent company's financial statements to material misstatement and how fraud might occur, including through discussions with the directors, discussions within our audit team planning meeting, updating our record of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the group and parent company by discussions with directors, communication with component auditors and by updating our understanding of the sectors in which the group and parent company operate.

Laws and regulations of direct significance in the context of the group and parent company include The Companies Act 2006, and UK Tax legislation as well as similar laws and regulations prevailing in each country in which we identified a material component.

Other laws and regulations that do not have a direct effect on the financial statements, but where compliance may be fundamental to the group and parent company's ability to operate or avoid a material penalty include anti-bribery legislation, health and safety legislation and employment law.

We identified revenue recognition, the valuation of investment properties, provisioning of work in progress and management override of controls to be the areas most susceptible to the risk of material misstatement due to fraud or non-compliance.

Audit response to risks identified

We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of group and parent company financial statement disclosures. We reviewed the parent company's records of breaches of laws and regulations, minutes of meetings and correspondence with relevant authorities to identify potential material misstatements arising. We discussed the parent company's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or knowledge of any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether

Independent Auditor's Report to the Member (continued)

Year ended 31 December 2025



judgements made in making accounting estimates gave rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's review included ensuring that the team had approached their work with appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

As group auditors, our assessment of matters relating to non-compliance with laws or regulations and fraud differed at group and component level according to their particular circumstances. Our communication with component auditors included a request to identify instances of non-compliance with laws and regulations and fraud that could give rise to a material misstatement of the group financial statements in addition to our risk assessment.

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

Use of our report

This report is made solely to the parent company's member, 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 parent company's member 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 parent company and the parent company's member, for our audit work, for this report, or for the opinions we have formed..

Alistair Hunt (Senior Statutory Auditor)

for and on behalf of Saffery LLP

Statutory Auditors
71 Queen Victoria Street
London
EC4V 4BE

Consolidated Income Statement

Year ended 31 December 2025

	Notes	2025 €'000	2024 €'000
REVENUE			
2	1,338,729	1,203,142	
Cost of sales		(841,881)	(776,642)
GROSS PROFIT		496,848	426,500
Distribution costs		(102,548)	(97,857)
Administrative expenses		(259,852)	(225,016)
Other income	3	7,946	12,261
OPERATING PROFIT	4	142,394	115,888
Finance income	5	10,435	9,167
Finance costs	6	(569)	(609)
PROFIT BEFORE TAXATION		152,260	124,446
Income tax expense	10	(49,252)	(29,552)
PROFIT FOR THE YEAR		103,008	94,894

All profit for the year is attributable to the equity holder of the Parent Company.

All amounts relate to continuing operations.

The notes on pages 56 to 118 form part of these accounts

Consolidated Statement of Other Comprehensive Income

Year ended 31 December 2025

	Notes	2025 €'000	2024 €'000
Profit for the year		103,008	94,894
Other comprehensive income:			
Items which will not be reclassified to profit and loss			
Re-measurement loss on defined benefit pension schemes	9	55	-
Deferred tax loss relating to re-measurement of defined benefit pension scheme	27	(14)	-
Fair value gain on revaluation of investment property		-	1,480
Deferred tax on revaluation of investment property	29	-	(370)
Items which may be reclassified to profit and loss			
Exchange differences on translation of foreign operations	36	(17,941)	(625)
Other comprehensive income for the year		(17,900)	485
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		85,108	95,379

All comprehensive income for the year is attributable to the equity holder of the Parent Company.

The notes on pages 56 to 118 form part of these accounts

Consolidated Statement of Financial Position

Year ended 31 December 2025

NON-CURRENT ASSETS	Note	2025 €'000	2024 €'000
Intangible assets	12	11,217	12,729
Property, plant and equipment	13	283,771	294,294
Investments	14	14	14
Investment properties	15	60,239	58,269
Trade and other receivables	16	3,180	3,703
Deferred income tax assets	29	41,133	60,825
		399,554	429,834
CURRENT ASSETS			
Inventories	17	447,835	458,296
Trade and other receivables	18	258,336	258,179
Current income tax recoverable	20	5,874	8,659
Current asset investments	21	144,834	-
Cash and cash equivalents	22	505,796	396,678
		1,362,675	1,121,812
CURRENT LIABILITIES			
Current borrowings	22	-	-
Current income tax liabilities	23	16,454	14,643
Trade and other payables	24	513,753	408,613
Provisions	25	29,391	25,363
		559,598	448,619
NET CURRENT ASSETS		803,077	673,193
TOTAL ASSETS LESS CURRENT LIABILITIES		1,202,631	1,103,027
NON-CURRENT LIABILITIES			
Provisions	25	11,667	10,821
Trade and other payables	26	121,914	43,215
Retirement benefit obligations	27	6,849	7,085
Non-current income tax liabilities	28	348	373
Deferred income tax liabilities	29	35,369	40,157
		176,147	101,651
NET ASSETS		1,026,484	1,001,376
EQUITY			
Share capital	34	71,227	71,227
Merger reserve	35	4,491	4,491
Translation reserve	36	(50,446)	(32,505)
Retained earnings		1,001,212	958,163
TOTAL EQUITY		1,026,484	1,001,376

Approved by the Board of Directors, and authorised for issue on 6th February 2026 and signed on its behalf by:

BERNARD J LANGLEY
Director

The notes on pages 56 to 120 form part of these accounts
Director

WILLIAM A LANGLEY

Consolidated Statement of Changes in Equity

Year ended 31 December 2025

	Share Capital €'000	Merger Reserve €'000	Translation Reserve €'000	Retained Earnings €'000	Total €'000
AT 1 JANUARY 2024	71,227	4,491	(31,880)	922,159	965,997
Profit for the year	-	-	-	94,894	94,894
Currency exchange difference arising on retranslation	-	-	(625)	-	(625)
Re-measurement of defined benefit schemes net of deferred tax	-	-	-	-	-
Fair value gain on revaluation of investment property net of deferred tax	-	-	-	1,110	1,110
TOTAL COMPREHENSIVE INCOME	-	-	(625)	96,004	95,379
Dividends Paid	-	-	-	(60,000)	(60,000)
AT 31 DECEMBER 2024	71,227	4,491	(32,505)	958,163	1,001,376
Profit for the year	-	-	-	103,008	103,008
Currency exchange difference arising on retranslation	-	-	(17,941)	-	(17,941)
Re-measurement of defined benefit schemes net of deferred tax	-	-	-	41	41
TOTAL COMPREHENSIVE INCOME	-	-	(17,941)	103,049	85,108
Dividends paid	-	-	-	(60,000)	(60,000)
AT 31 DECEMBER 2025	71,227	4,491	(50,446)	1,001,212	1,026,484

Company Statement of Financial Position

Year ended 31 December 2025

		2025		2024	
	Note	€'000	€'000	€'000	€'000
NON-CURRENT ASSETS					
Property, plant and equipment	13	21,396		23,777	
Investments	14	208,720		219,546	
Investment properties	15	16,244		16,477	
		246,360		259,800	
CURRENT ASSETS					
Inventories	17	–	23		
Trade and other receivables	18	86,544	84,157		
Current income tax recoverable	20	2,085	4,581		
Cash and cash equivalents	21	41,188	38,005		
		129,817	126,766		
CURRENT LIABILITIES					
Trade and other payables	24	27,286	25,770		
Provisions	25	9,105	30,000		
		36,391	55,770		
NET CURRENT ASSETS					
Total assets less current liabilities		93,426	70,996		
		339,786	330,796		
NON-CURRENT LIABILITIES					
Deferred income tax liabilities	29	1,884	1,905		
NET ASSETS					
		337,902	328,891		
EQUITY					
Share capital	34	71,227	71,227		
Merger reserve	35	4,491	4,491		
Translation reserve	36	(15,158)	755		
Retained earnings		277,342	252,418		
TOTAL EQUITY		337,902	328,891		

During the year ended 31 December 2025, the Company generated a profit of €84,924,000 (2024 – loss of €161,741,000).
Approved by the Board of Directors and authorised for issue on 6th February 2026 and signed on its behalf by:

BERNARD J LANGLEY
Director

WILLIAM A LANGLEY
Director

The notes on pages 56 to 120 form part of these accounts

Company Statement of Changes in Equity

Year ended 31 December 2025



	Share Capital	Merger Reserve	Translation Reserve	Retained Earnings	Total
	€'000	€'000	€'000	€'000	€'000
AT 1 JANUARY 2024	71,227	4,491	(12,663)	474,159	537,214
Loss for the year	–	–	–	(161,741)	(161,741)
Currency exchange differences arising on retranslation	–	–	13,418	–	13,418
TOTAL COMPREHENSIVE INCOME	–	–	13,418	(161,741)	(148,323)
Dividends paid	–	–	–	(60,000)	(60,000)
AT 31 DECEMBER 2024	71,227	4,491	755	252,418	328,891
Profit for the year	–	–	–	84,924	84,924
Currency exchange differences arising on retranslation	–	–	(15,913)	–	(15,913)
TOTAL OTHER COMPREHENSIVE INCOME	–	–	(15,913)	84,924	69,011
Dividends paid	–	–	–	(60,000)	(60,000)
AT 31 DECEMBER 2025	71,227	4,491	(15,158)	277,342	337,902

Consolidated Statement of Cash Flows

Year ended 31 December 2025

	Note	2025 €'000	2024 €'000	2024 €'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Cash generated from operations	37	368,111	201,532	
Bank and loan interest paid		(307)	(272)	
Interest received		10,435	9,167	
Income taxes paid		(29,728)	(28,962)	
NET CASH GENERATED FROM OPERATING ACTIVITIES		348,511	181,465	
CASH FLOWS FROM INVESTING ACTIVITIES				
Acquisition of subsidiary, net of cash acquired		–	10,447	
Purchase of intangible assets	12	(466)	(542)	
Purchase of property, plant and equipment	13	(21,529)	(33,377)	
Proceeds from sale of property, plant and equipment		1,082	10,160	
Decrease / (increase) in current asset investments		(144,834)	–	
NET CASH USED IN INVESTING ACTIVITIES		(165,747)	(13,312)	
CASH FLOWS FROM FINANCING ACTIVITIES				
Repayment of bank loans		–	(60)	
Principal payment of lease liabilities		(3,625)	(3,349)	
Dividends paid		(60,000)	(60,000)	
NET CASH USED IN FINANCING ACTIVITIES		(63,625)	(63,409)	
Net increase/(decrease) in cash and cash equivalents		119,139	104,744	
Cash and cash equivalents at 1 January		396,678	290,329	
Effects of exchange rate changes on cash and cash equivalents		(10,021)	1,605	
Cash and cash equivalents at 31 December		505,796	396,678	
CASH AND CASH EQUIVALENTS CONSISTS OF:				
Cash in hand, at bank and short-term deposits	21	505,796	396,678	

The notes on pages 58 to 118 form part of these accounts

Company Statement of Cash Flows

Year ended 31 December 2025

	Note	2025 €'000	2024 €'000	2024 €'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Cash (used in)/generated from operations	37	(22,229)	3,390	
Interest received		7,065	9,771	
Income taxes received / (paid)		2,358	(3,498)	
NET CASH GENERATED FROM OPERATING ACTIVITIES		(12,806)	9,663	
CASH FLOWS FROM INVESTING ACTIVITIES				
Purchase of property, plant and equipment	13	(1,436)	(8,579)	
Loans made to group entities		(44,277)	(39,601)	
Loans repaid by made to group entities		25,763	57,957	
Dividends received from investments		95,369	24,870	
Proceeds from sale of property, plant and equipment	29	1,919		
NET CASH GENERATED FROM INVESTING ACTIVITIES		75,448	36,566	
Dividends paid		(60,000)	(60,000)	
NET CASH USED IN INVESTING ACTIVITIES		(60,000)	(60,000)	
Net increase / (decrease) in cash and cash equivalents		2,642	(13,771)	
Cash and cash equivalents at 1 January		38,005	52,021	
Effects of exchange rate changes on cash and cash equivalents		541	(245)	
Cash and cash equivalents at 31 December		41,188	38,005	
CASH AND CASH EQUIVALENTS CONSISTS OF:				
Cash in hand, at bank and short-term deposits	21	41,188	38,005	

The notes on pages 56 to 118 form part of these accounts

Notes to the Accounts

Year ended 31 December 2025



Notes to the Accounts (continued)

Year ended 31 December 2025

1 ACCOUNTING POLICIES

a Basis of preparation

Langley Holdings plc (registered number 01321615) is a public limited Company incorporated in England and Wales and limited by shares. The address of its registered office is Enterprise Way, Retford, Nottingham, DN22 7HH.

The financial statements of both the Group and the Company have been prepared in accordance with the requirements of the Companies Act 2006 and UK-adopted international accounting standards.

The financial statements are prepared in euro, which is the functional currency of the majority of the Group. Monetary amounts in these financial statements are rounded to the nearest €1,000.

The financial statements have been prepared on a historical cost basis, except for the measurement of investment property and measurement of defined benefit pension schemes which are measured at fair value.

Adoption of new and revised standards

During the financial year, the Group has adopted the following new IFRSs (including amendments thereto) and IFRIC interpretations, that became effective for the first time.

- Lack of Exchangeability (Amendments to IAS 21)

The adoption has not had any material impact on the disclosures or amounts reported in the financial statements.

Standards issued but not yet effective:

At the date of authorisation of these financial statements, the following standards and interpretations relevant to the Group and which have not yet been applied in these financial statements, were in issue but not yet effective.

- Annual Improvements to IFRS Accounting Standards – Volume 11
- Classification and Measurement of Financial Instruments (Amendments to IFRS 7 and IFRS 9)
- Contracts Referencing Nature-dependent Electricity (Amendments to IFRS 9 and IFRS 7)
- IFRS 18 – Presentation and Disclosure in Financial Statements

The above is effective for periods beginning on or after 1 January 2025.

The above will not be effective until periods beginning on or after 1 January 2026 at the earliest.

The directors are evaluating the impact that this standard will have on the financial statements of the Group.

At the date of authorisation of these financial statements, the following standards and interpretations relevant to the Group and which have not been applied in these financial statements, have not been endorsed for use in the UK and will not be adopted until such time as endorsement is confirmed.

- IFRS 19 – Subsidiaries without Public Accountability: Disclosures
- Translating financial information into hyperinflationary currencies (Amendments to IAS

If endorsed, each of the above will not be effective until periods beginning on or after 1 January 2027.

The directors are evaluating the impact that these standards will have on the financial statements of the Group.

1 ACCOUNTING POLICIES (continued)

b Going concern

At the time of approving the financial statements the directors, taking into consideration the strong net assets position of the Group and Company including significant cash balances and no external debt, have a reasonable expectation that the Company and Group have adequate resources to continue in operational existence for the foreseeable future. Thus the directors continue to adopt the going concern basis of accounting in preparing the financial statements.

c Consolidation

Group controls an investee when it is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. The results of subsidiaries acquired or sold are included in the Consolidated Financial Statements from the effective date of acquisition or up to the effective date of disposal, as appropriate.

Where necessary, adjustments are made to the results of acquired subsidiaries to bring their accounting policies into line with those used by other members of the Group. All intra-Group transactions, balances, income and expenses are eliminated on consolidation.

The Company does not hold interests in associates or joint ventures.

Acquisitions are accounted for using the acquisition method of accounting. Assets, liabilities and contingent liabilities of acquired companies are measured at fair value at the date of acquisition. Any excess or deficiency between the cost of acquisition and fair value is treated as positive goodwill or a gain on bargain purchase as described below.

The Company has taken advantage of the exemption granted by Section 408 of the Companies Act 2006 from presenting its own Income Statement. The profit (2024: loss) generated by the Company is disclosed under the Company Statement of Financial Position.

d Goodwill

When the fair value of the consideration for an acquired undertaking exceeds the fair value of its separable net assets, the difference is treated as purchased goodwill and is recognised as an asset at cost and reviewed for impairment annually. Any impairment is recognised immediately in the Consolidated Income Statement and is not reversed in subsequent years.

Where the fair value of the separable net assets exceeds the fair value of the consideration for an acquired undertaking the difference is credited to the Consolidated Income Statement in the year of acquisition.

e Intangible assets

Assets that have an indefinite useful life are not subject to amortisation and are reviewed for impairment annually and when there are indications that the carrying value may not be recoverable. Assets that are subject to amortisation are reviewed for impairment wherever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the carrying amount of the asset exceeds its recoverable amount. A reversal of impairment is recognised when the carrying amount of the asset is exceeded by its recoverable amount to the extent of previous impairments made. The recoverable amount is the higher of the fair value less costs to sell and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units).

The amortisation on those intangible assets that do not have an indefinite useful life is charged to administrative expenses in the Income Statement and is calculated as follows:

Patents and licenses	2 to 10 years straight line
Customer contracts	5 years straight line

Notes to the Accounts (continued)

Year ended 31 December 2025

1 ACCOUNTING POLICIES (continued)

f Property, plant and equipment

Property, plant and equipment is stated at cost of purchase, net of depreciation and any impairment provision. Depreciation and any impairment provisions, are charged to administrative expenses in the Income Statement and is calculated as follows:

Freehold land	Not depreciated
Freehold buildings	25 to 50 years straight line
Vehicles	4 to 20 years straight line
Plant and machinery	4 to 33 years straight line
Computers	3 to 8 years straight line
Right-of-use assets	Straight line over the lease term

g Investment properties

Freehold land and buildings are transferred to investment property when they are no longer used to facilitate the principal activity of the Group. At this point, they are transferred at fair value to investment property, with the revaluation on transfer, and any subsequent revaluations, recognised in the income statement.

Investment properties are properties which are held to earn rental income and/or for capital appreciation. Investment properties are measured at fair value which reflects market conditions at the statement of financial position date. Any gains or losses arising from changes in fair value are recognised in the income statement in the period in which they arise. Fair value is derived from expected rental yields that can be gained from the property, net of associated costs where relevant.

Rental income from investment property is accounted for as other income.

In accordance with IAS 40 'Investment Property', no depreciation is provided in respect of investment properties held under the fair value model.

h Financial instruments

Financial assets and financial liabilities are recognised in the Consolidated Statement of Financial Position when the Group becomes a party to the contractual provisions of the instrument.

Trade receivables and contract assets

Trade receivables and contract assets do not carry any interest and are initially measured at their fair value, and subsequently at their amortised cost, as reduced by appropriate allowances for expected credit losses. Trade receivables and contract assets are impaired when the asset meets one of the following criteria:

- i The financial asset is credit-impaired; or
- ii Credit losses are expected on the asset. Any loss allowance relating to trade receivables has been calculated with reference to historical experience in the recoverability of such receivables, taking into consideration current conditions and forecasts of future economic conditions.

Borrowings

Interest-bearing loans and overdrafts are recorded initially when the proceeds are received. Finance charges are accounted for at amortised cost using the effective interest rate method.

Trade payables

Trade payables are non-interest bearing and are initially measured at their fair value and subsequently at their amortised cost.

Notes to the Accounts (continued)

Year ended 31 December 2025

1 ACCOUNTING POLICIES (continued)

i Investments

Investments represent the Parent Company's holdings in its subsidiaries and are presented as non-current assets and stated at cost less any impairment in value. Any impairment is charged to the Company Income Statement through administrative expenses.

j Inventories and work in progress

Inventories are valued at the lower of cost and net realisable value. Cost is calculated as follows:

Raw materials and consumables – average cost is used in divisions where the prices of inputs fluctuate, and first in first out is used in divisions where the cost of inputs generally increases steadily. This method results in a better matching of costs and revenue and results in a more accurate value of stock at the year-end.

Finished goods – cost of raw materials, spares and machinery construction including labour together with attributable overheads.

Work in progress – cost of raw materials and labour together with attributable overheads.

Net realisable value is based on estimated selling price less further costs to completion and disposal.

Where the group applies standard costing as the basis for measurement of inventories, under and over recovery of production overheads can occur where actual production levels differ to those budgeted within the standard costing. It is the Group's policy to account for any differences arising within administrative expenses in the Consolidated income statement.

k Revenue recognition

Revenue is derived from the trading activities of the company's subsidiaries, the individual activities of which are disclosed in note 39. The Group has two primary revenue streams, being revenue from capital contracts to deliver new goods or equipment, and revenue from the sale of aftermarket goods or services beyond any initial contract.

Revenue is recognised in accordance with the transfer of promised goods or services to customers (ie when the customer gains control of the goods/service) and is measured as the consideration which the Group expects to be entitled to in exchange for those goods or services. Consideration is typically fixed on the agreement of a contract, payment terms are agreed on a contract by contract basis.

Contracts include promises to transfer goods and/or services to a customer which are typically indistinct and hence are accounted for together in a single performance obligation. Where multiple performance obligations exist within one contract, the transaction price is allocated between each performance obligation on the basis of past experience, with reference to stand-alone selling prices of each component.

A good or service is distinct if the customer can benefit from the good or service on its own or together with other resources that are readily available to the customer and the entity's promise to transfer the goods or service to the customer is separately identifiable from other promises in the contract.

Notes to the Accounts (continued)

Year ended 31 December 2025

1 ACCOUNTING POLICIES (continued)

Revenue recognition (continued)

The Group recognises revenue when (or as) it satisfies a performance obligation by transferring a promised good or service to a customer. A performance obligation is satisfied over time when the vendor's performance creates an asset with no alternative use for the vendor and the customer has an obligation to pay the vendor for performance to date.

The above-mentioned criterion is commonly met for the Bergen Engines, Bradman Lake, Claudio Peters, Clarke Chapman, Marelli and Piller sub-groups as their trade involves the building of highly specific machinery, and hence revenue is recognised over time.

The Group uses either output methods or input methods to measure the progress towards completion of a performance obligation satisfied over time, depending on which method is considered to faithfully depict the entity's performance.

Output methods recognise revenue on the basis of direct measurement of the value to the customer of the goods or services transferred to date relative to the remaining goods or services promised under the contract. The output method used by Group companies is based on milestones reached.

Input methods recognise revenue on the basis of the entity's efforts or inputs to the satisfaction of a performance obligation relative to the total expected inputs to the satisfaction of that performance obligation. The input method used by Group companies is based on costs incurred to date.

If revenue is recognised over a period of time, the Group presents as a contract asset the gross amount due from customers for contract work for all contracts in progress for which costs incurred plus recognised profits (less recognised losses) exceeds progress billings. Progress billings not yet paid by customers and retentions are included within 'trade and other receivables'. The Group presents as a liability the gross amount due to customers for contract work for all contracts in progress for which progress billings exceed costs incurred plus recognised profits (less recognised losses). Contract asset and liability balances fluctuate due to the timing and mix of contracts held across the Group.

Contracts are deemed to be complete, and hence performance obligations fully satisfied, post customer acceptance of the goods. Amounts disclosed as current deferred income reflect revenue that will be recognised on performance obligations that will be satisfied within one year.

Sale of goods

The ARO, Manroland and Druck Chemie sub-groups recognise revenue at the point in time that goods are transferred to a customer, which is the point in time that the customer gains control of the goods. This is due to the nature of goods being fairly standardised and hence specific contract accounting does not apply.

Revenue from standalone maintenance and service contracts across all subgroups is recognised over the time period spanned by the contract, as this is considered to best depict the customer's consumption of the benefit of this arrangement. Standard warranties included within contracts are accounted for in accordance with note 1r.

The aggregate amount of the transaction price allocated to the performance obligations that are unsatisfied, or partially unsatisfied, as of the end of the reporting period is disclosed in note 2. This revenue will be recognised in the next accounting period.

Notes to the Accounts (continued)

Year ended 31 December 2025

1 ACCOUNTING POLICIES (continued)

I Taxes

Income tax expense represents the sum of the income tax currently payable and deferred income tax.

Deferred income tax is provided, using the liability method, on temporary differences between the tax bases of assets and liabilities and their carrying amounts in the accounts. Deferred income tax assets are recognised to the extent that it is probable that future taxable profits will be available against which the deductible temporary differences can be utilised. Deferred tax has been calculated at the rate expected to apply at the time at which temporary differences are forecast to reverse, based on tax rates which have been substantively enacted at the statement of financial position date.

Current and deferred income tax assets and liabilities are offset when the income taxes are levied by the same taxation authority and when there is a legally enforceable right to offset them. Deferred tax assets are accounted for within non-current assets and are not discounted.

m Foreign currencies

Transactions and balances

it operates. Transactions in currencies other than the entities functional currency (foreign currencies) are recorded at the rates of exchange prevailing on the dates of the transactions. At each year end, monetary assets and liabilities that are denominated in foreign currencies are retranslated at the rates prevailing at the year end. Non-monetary assets and liabilities carried at fair value that are denominated in foreign currencies are translated at the rates prevailing at the date when the fair value was determined. Gains and losses arising on retranslation are included in net profit or loss for the period.

Accounts of overseas operations

On consolidation, exchange differences arising from the translation of the net investment in foreign operations are taken to other comprehensive income.

Goodwill and fair value adjustments arising on the acquisition of a foreign entity are treated as assets and liabilities of the foreign entity and translated at the closing rate

Preparation of Financial Statements

These Financial Statements have been presented in euro because the majority of the Group's trade is conducted in this currency. Income and expense items are translated at the average exchange rates for the period unless exchange rates fluctuate significantly. Assets and liabilities are translated at the closing exchange rate. Exchange differences arising are classified as equity. Monetary amounts in these financial statements are rounded to the nearest €1,000. The average exchange rate during the year was €1.17 (2024 - €1.18, 2023 - €1.15) to the Pound Sterling. The opening exchange rate was €1.21 (2024 - €1.15, 2023 - €1.13) to the Pound Sterling and the closing exchange rate was €1.15 (2024 - €1.21, 2023 - €1.15) to the Pound Sterling

Notes to the Accounts (continued)

Year ended 31 December 2025

1 ACCOUNTING POLICIES (continued)

n Cash and cash equivalents

Cash and cash equivalents comprise cash in hand, cash at bank and short-term deposits with banks and similar financial institutions with a maturity of three months or less, and bank overdrafts.

o Current asset investments

Current asset investments consist of fixed-term deposits with banks that have original maturities of more than three months but less than twelve months.

These investments are initially measured at fair value and are subsequently measured at amortised cost using the effective interest method, less any allowance for expected credit losses.

While these deposits are highly liquid, they do not meet the criteria for cash equivalents under IAS 7 due to their maturity profile. Consequently, movements in these investments are classified as investing activities within the Statement of Cash Flows.

p Post-employment benefit obligations

For defined benefit post-employment schemes, the difference between the fair value of the scheme assets (if any) and the present value of the scheme liabilities is recognised as an asset or liability in the Statement of Financial Position.

Any asset recognised is restricted, if appropriate, to the present value of any amounts the Group expects to recover by way of refunds from the plan or reductions in future contributions. Re-measurements of the net surplus/ deficit arising in the year are taken to the Statement of Comprehensive Income.

Other movements in the net surplus or deficit are recognised in the Income Statement, including the current service cost and any past service cost. The net interest cost on the net defined benefit liability is also charged to the Income Statement. The amount charged to the Income Statement in respect of these schemes is included within operating costs. Any changes required following the Guaranteed Minimum Pension (GMP) equalisation, which is determined by a third-party actuary, are charged, or credited to the Income Statement.

The most significant assumptions used in accounting for pension schemes are the discount rate and the mortality assumptions. The discount rate is used to determine the interest cost and net present value of future liabilities. The discount rate used is the yield on high quality corporate bonds with maturity and terms that match those of the post-employment obligations as closely as possible. Where there is no developed corporate bond market in a country, the rate on government bonds is used. Each year, the unwinding of the discount on the net liabilities is charged to the Consolidated Income Statement as the interest cost. The mortality assumption is used to project the future stream of benefit payments, which is then discounted to arrive at a net present value of liabilities.

Valuations of liabilities are carried out using the projected unit method.

The values attributed to scheme liabilities are assessed in accordance with the advice of independent qualified actuaries.

The Group's contributions to defined contribution pension schemes are charged to the Income Statement in the period to which the contributions relate.

Notes to the Accounts (continued)

Year ended 31 December 2025

1 ACCOUNTING POLICIES (continued)

q Leases

Assets and liabilities arising from a lease are initially measured on a present value basis. Lease payments to be made under reasonably certain extension options are also included in the measurement of the liability. Lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, the lessee's incremental borrowing rate is used, being the rate that the individual lessee would have to pay to borrow the funds necessary to obtain as asset of a similar value to the right-of-use asset in a similar economic environment with similar terms, security and conditions.

Lease payments are allocated between principal and finance cost. The finance cost is charged to profit or loss at constant periodic rate over the term of the lease.

Right-of-use assets are depreciated over the shorter of the asset's useful life and the lease term (including any reasonably certain extension options) on a straight-line basis.

Short term leases for which the underlying asset is of low value (less than €5,000) are expensed on a straight-line basis.

On adoption of IFRS 16, the Group elected not to reassess whether a contract is or contains a lease at the date of initial application.

r Rental income from investment properties

Rental income from investment properties is credited to the Consolidated Income Statement on a straight-line basis over the lease term.

s Provisions

A provision is recognised in the Consolidated Statement of Financial Position when the Group has a present legal or constructive obligation as a result of a past event, and it is probable that an outflow of economic benefits will be required to settle the obligation. If the effect is material, provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and, where appropriate, the risks specific to the liability.

The Group provides warranties to cover rectifications for certain products. A warranty provision is recognised at the point that the sale is complete and such a clause is included in the sales contract. Management value these provisions in line with the clauses in the contract and use historical warranty claim data to guide assumptions about future warranty claims. The provision is released when either the warranty works are completed, or the legal obligation expires. Discounting is not applied to these provisions as the directors do not consider this to be material.

Other provisions consist of restructuring provisions, credit losses, onerous contracts and other smaller claims. Restructuring provisions are recognised at the point that there is a constructive, or legal, obligation. These are valued based on the costs attributable to the related restructure, including redundancies and relocation costs. Any changes in the plan to restructure are recognised as additions to the provisions. Credit losses when the Company has provided guarantees to Group components and funding has been committed to secure the going concern.

Notes to the Accounts (continued)

Year ended 31 December 2025

1 ACCOUNTING POLICIES (continued)

s Provisions (continued)

Onerous contracts are recognised when management identify that an agreement will be loss making to the Group. These are valued based on the excess costs that the Group expect to incur to fulfil its obligations, these include labour and other materials that the Group expects to incur.

t Dividend policy

Dividend distribution to the Company's Shareholder is recognised as a liability in the Group's accounts in the period in which the dividends are approved. Approval is obtained from the Company's directors for interim dividends and the Shareholder for final dividends.

u Research and development

Research expenditure is charged to the Income Statement in the period in which it is incurred. Development expenditure is capitalised when the criteria for recognising an asset is met. Other development expenditure is recognised in the Income Statement as incurred.

v Government grants

Government grants are initially recognised when there is reasonable assurance that the grant conditions will be met and the grants will be received. Grants are recognised as income to match the related costs, for which they are intended to compensate, on a systematic basis.

w Critical accounting judgements and key sources of estimation uncertainty

The preparation of the accounts in conformity with UK-adopted international accounting standards requires management to make estimates and judgements that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities at the date of the accounts. The areas where the most judgement and estimation are required are highlighted below.

Critical accounting judgements

i Revenue recognition

Revenue is recognised in accordance with the satisfaction of performance obligations. A performance obligation is satisfied over time, and hence revenue is recognised over time, when an asset is created with no alternative use for the vendor. This requires the application of judgement to determine whether the asset is sufficiently specialised that it would have no alternative use, considering factors such as whether there are restrictions on redirecting the asset to another customer, the extent of modifications that may be required to make the asset useable by another customer, the broader market demand for similar assets and any regulatory restrictions which may severely limit the asset's use.

The input and output methods used by the Group to measure the amount of revenue to be recognised is based on costs incurred to date relative to total expected costs, which requires significant judgement. Contracts can be highly bespoke and hence historical cost information is not always useful in estimating future costs, which are estimated based on time and material costs anticipated to complete the contract. Revenue recognised from capital contracts in the year totalled €806,771,000 (2024 - €633,934,000). The Group's policies for the recognition of revenue and profit are set out above.

Notes to the Accounts (continued)

Year ended 31 December 2025

1 ACCOUNTING POLICIES (continued)

w Critical accounting judgements and key sources of estimation uncertainty (continued)

ii Investment property valuation

Determining the fair value of investment properties requires significant estimates to be made, with reference to third party information and market conditions. The Group engages valuation experts to assist with fair valuing the investment properties. The valuation of investment properties is disclosed in note 15.

iii. Pensions

The determination of the pension cost and defined benefit obligation of the Group's defined benefit pension schemes depends on the selection of certain assumptions which include the discount rate, inflation rate, salary growth and mortality rates. Differences arising from actual experiences or future changes in assumptions will be reflected in subsequent periods. See note 9 for further details.

iv. Property, plant and equipment depreciation

The property, plant and equipment used within the Group have estimated service lives of between 3 and 33 years, with the exception of property which has an estimated service life of 50 years, and the depreciation charge is clearly sensitive to the lives allocated to the various types of asset. The incremental borrowing rate used for discounting right of use assets is based on the expected interest rate available to the Group to borrow on similar terms for a similar period as the lease.

v. Impairment of assets

Property, plant and equipment, intangible assets and investments in subsidiaries are reviewed for impairment if events or changes in circumstances indicate that the carrying amount may not be recoverable. When a review for impairment or reversal of impairment is conducted, the recoverable amount of an asset or a cash-generating unit is determined based on value-in-use calculations prepared on the basis of management's assumptions and estimates. These assumptions and estimates comprise the level of anticipated future cashflows, the period over which they will be derived and the application of an appropriate discount rate which reflects both the time value of money and the risks specific to the asset for which the future cash flow estimates have not been adjusted.

vi. Income taxes

The Group is subject to income taxes in numerous jurisdictions. Significant estimation is required in determining the provision for income taxes in each territory. There are many transactions and calculations for which the ultimate tax determination is uncertain during the ordinary course of business. The Group recognises liabilities for anticipated tax audit issues based on estimates of whether additional taxes will be due. Where the final tax outcome of these matters is different from the amounts which were initially recorded, such differences will impact the income tax and deferred tax provision in the period to which such determination is made. See notes 10 and 29 for further information.

vii. Provisions

Provision is made for liabilities that are uncertain in timing or amount of settlement. These include provisions for rectification and warranty claims as well as for specific claims, credit losses, redundancy and restructuring. Calculations of these provisions are based on cash flows relating to these costs estimated by management supported by the use of external consultants where needed and discounted at an appropriate rate where the impact of discounting is material. See note 25 for details.

viii. Deferred tax asset

The Group recognises deferred tax assets for losses to the extent that it is probable that future taxable profits will be available against which the deferred tax assets can be utilised. See note 29 for further information.

Notes to the Accounts (continued)

Year ended 31 December 2025

2 REVENUE

An analysis of the Group's revenue between each significant category is as follows:

	2025 €'000	2024 €'000
Revenue from capital contracts	739,964	633,934
Aftermarket	598,765	569,208
	1,338,729	1,203,142

The aggregate amount of the transaction price allocated to performance obligation that are unsatisfied, or partially unsatisfied, at the reporting date was €1,699,491,000 (2024: €513,900,000). 48% (2024: 80%) of the unsatisfied, or partially unsatisfied, performance obligations are expected to be recognised as revenue in 2026.

Contract assets and contract liabilities recognised are disclosed in note 19.

An analysis of the Group's revenue by geographical region is as follows:

	2025 €'000	2024 €'000
UK	84,847	70,883
Germany	193,538	162,751
Other Europe	545,774	471,184
North America	156,593	140,856
South & Central America	93,273	79,795
Asia	183,724	205,081
Rest of world	80,980	72,592
	1,338,729	1,203,142

Notes to the Accounts (continued)

Year ended 31 December 2025

3 OTHER INCOME

	2025 €'000	2024 €'000
Other operating income	5,103	12,261
Gain on revaluation of investment properties (note 15)	2,843	-
Total other income	7,946	12,261

4 OPERATING PROFIT

	2025 €'000	2024 €'000
Operating profit has been arrived at after charging / (crediting):		
Directors' emoluments (note 7)	13,033	2,023
Depreciation of owned assets (note 13)	26,954	21,216
Depreciation of right-of-use assets (note 13)	3,072	3,390
(Gain) / loss on fair value movements arising on investment properties (note 15)	(2,843)	2,492
Impairment of owned assets (note 13)	218	-
Amortisation of intangibles (note 12)	1,642	2,313
Government grants	(4,620)	(4,805)
Research and development costs	17,209	16,198
Profit on sale of property, plant, and equipment	(455)	(3,332)
Fees payable to the Group's auditor for the audit of the Group's accounts	392	377
Fees payable to the Group's auditor and its associates for other services		
– the auditing of Subsidiary accounts	656	611
– all other services	200	245
Fees paid by subsidiaries to secondary auditors for other services		
– the auditing of Subsidiary accounts	726	690
– other services relating to taxation compliance	427	454
– all other services	307	142
Impairment of trade receivables	1,609	2,088
Impairment of inventories	5,787	4,434
Cost of inventories recognised as an expense (included in cost of sales)	565,180	529,703
Net gain on foreign currency translation	1,526	625

Notes to the Accounts (continued)

Year ended 31 December 2025

5 FINANCE INCOME

	2025 €'000	2024 €'000
Bank interest receivable	9,856	8,670
Other interest	579	497
	10,435	9,167

6 FINANCE COSTS

	2025 €'000	2024 €'000
Interest relating to lease liabilities	262	337
Other interest	307	272
	569	609

7 KEY MANAGEMENT PERSONNEL COMPENSATION

	2025 €'000	2024 €'000
Salaries and short-term employee benefits	14,834	2,293
Post-employment benefits	3	3
	14,837	2,296

All of the above key management personnel compensation relates to Directors.

Directors' emoluments

	2025 €'000	2024 €'000
Aggregate emoluments as Directors of the Company	13,030	2,020
Value of Group pension contributions to money purchase schemes	3	3
	13,033	2,023
Emoluments of the highest paid Director	6,394	895
	No.	No.
Number of Directors who are accruing benefits under money purchase pension schemes	2	2

Notes to the Accounts (continued)

Year ended 31 December 2025

8 EMPLOYEE NUMBERS AND COSTS

The average number of persons employed by the Group (including Directors) during the year was as follows:

	2025 No.	2024 No.
Management, office and sales	2,641	2,418
Manufacturing and direct labour	2,774	2,822
	5,415	5,240

The aggregate payroll costs of these persons were as follows:

	2025 €'000	2024 €'000
Wages and salaries	332,933	310,446
Social security costs	68,850	63,400
Other pension costs	8,808	7,690
	410,591	381,536

The average number of persons employed by the Company (including Directors) during the year was as follows:

	2025 No.	2024 No.
Management, office and sales	25	27

The aggregate payroll costs of these persons were as follows:

	2025 €'000	2024 €'000
Wages and salaries	13,707	2,663
Social security costs	1,903	354
Other pension costs	230	126
	15,740	3,143

Notes to the Accounts (continued)

Year ended 31 December 2025

9 POST-EMPLOYMENT BENEFITS

The table below outlines where the Group's post-employment amounts and activity are included in the Accounts.

	2025 €'000	2024 €'000
Statement of financial position obligations for:		
Defined pension benefits	(5,309)	(5,487)
Post-employment medical benefits	(1,540)	(1,598)
Liability in the statement of financial position	(6,849)	(7,085)
Income statement (charge)/credit included in operating expenses for:		
Defined pension benefits	22	(82)
Post-employment medical benefits	-	-
	22	(82)
	2025 €'000	2024 €'000
Re-measurements (charge)/credit for:		
Defined pension benefits	27	(109)
Post-employment medical benefits	-	-
	27	(109)

The income statement charge included within operating expenses includes current service costs, net interest costs and past service costs.

a) Defined benefit pension schemes

The Group operates defined benefit pension plans in the UK (one defined benefits scheme and one hybrid scheme) and Eurozone under broadly similar regulatory frameworks. All of the plans are final salary pension plans, which provide benefits to members in the form of a guaranteed level of pension payable for life. The level of benefits provided depends on members' length of service and their salary in the final years leading up to retirement. Pensions in payment are generally updated in line with inflation. The plans face broadly similar risks, as described below. UK benefit payments are from trustee-administered funds and Eurozone benefit payments are from unfunded plans where the Group meets the benefit payment obligation as it falls due. Assets held in UK trusts are governed by UK regulations and practice, as is the nature of the relationship between the Group and the trustees (or equivalent) and their composition. Responsibility for governance of the schemes – including investment decisions and contribution schedules – lies jointly with the Group and the boards of trustees. The boards of trustees must be composed of representatives of the Group and scheme participants in accordance with the schemes' regulations.

Notes to the Accounts (continued)

Year ended 31 December 2025

9 POST-EMPLOYMENT BENEFITS (continued)

a) Defined benefit pension schemes (continued)

The amounts recognised in the statement of financial position are determined as follows:

	2025 €'000	2024 €'000
Present value of funded obligations	(11,700)	(12,300)
Fair value of plan assets	13,858	14,493
Net surplus on funded plans	2,158	2,193
Present value of unfunded obligations	(4,851)	(5,021)
Total deficit of defined benefit pension plans	(2,693)	(2,828)
Impact of asset ceiling	(2,616)	(2,659)
Liability in the statement of financial position	(5,309)	(5,487)

The UK hybrid scheme has a surplus that is not recognised on the basis that future economic benefits are not available to the entity in the form of a reduction in future contributions or a cash refund.

The amount recognised in the income statement:

	2025 €'000	2024 €'000
Current service cost	(1)	45
Net interest (income)/cost	34	37
	33	82

The above amounts are included as an employee cost within administrative expenses.

Notes to the Accounts (continued)

Year ended 31 December 2025



Notes to the Accounts (continued)

Year ended 31 December 2025

9 POST-EMPLOYMENT BENEFITS (continued)

a) Defined benefit pension schemes (continued)

Re-measurement of the net defined benefit liability to be shown in other comprehensive income:

	2025 €'000	2024 €'000
Gain / (loss) from changes in financial assumptions	170	788
(Loss) / gain from changes in demographic assumptions	(137)	(144)
Experience (losses)	(211)	(99)
Return/(loss) on assets, excluding interest income	135	(717)
Exchange adjustments	(110)	(41)
Change in the effect of the asset ceiling excluding interest income	180	104
	27	(109)

Changes in present value of obligations:

	2025 €'000	2024 €'000
Present value of obligations at start of the year	(17,321)	(22,133)
On acquisition	-	-
Current service cost	1	(45)
Interest cost	(632)	(617)
Actuarial gain/(loss) on scheme liabilities based on:		
- Changes in financial assumptions	112	1,086
- Changes in demographic assumptions	(171)	210
- Changes in experience	(159)	46
- Benefits paid	1,027	4,685
Plan contributions	(15)	-
Exchange differences	609	(553)
Present value of obligation at end of the year	(16,551)	(17,321)

9 POST-EMPLOYMENT BENEFITS (continued)

a) Defined benefit pension schemes (continued)

Changes in the fair value of scheme assets:

	2025 €'000	2024 €'000
Fair value of scheme assets at the start of the year	14,493	14,173
Interest income	735	641
Re-measurement of scheme assets	283	(287)
Contributions by employers	-	-
Benefits paid	(882)	(678)
Exchange differences	(771)	644
Fair value of scheme assets at the end of the year	13,858	14,493

The significant actuarial assumptions were as follows:

	2025 UK	2024 Eurozone	2025 UK	2024 Eurozone
Rate of increase in salaries	-	3.5%	-	3.5%
Discount rate	5.10-5.45%	1.00-4.50%	5.30-5.45%	1.00-4.50%
Inflation	2.95%	5.75-7.00%	3.45%	5.75-7.00%
The inflation assumption shown for the UK is for the Retail Price Index. The assumption for the Consumer Price Index at 31 December 2025 was 2.00-2.25% (2024: 2.25-3.00%).				
Assumptions regarding future mortality are set based on actuarial advice in accordance with published statistics and experience in each territory. These assumptions translate into an average life expectancy in years for a pensioner retiring at age 65:				
	2025	2024		
Retiring at the end of the reporting period:				
Male	21 - 22 years	21 - 22 years		
Female	24 - 25 years	24 - 25 years		
Retiring 20 years after the end of the reporting period:				
Male	23 - 24 years	23 - 24 years		
Female	25 - 26 years	25 - 26 years		

Notes to the Accounts (continued)

Year ended 31 December 2025

9 POST-EMPLOYMENT BENEFITS (continued)

a) Defined benefit pension schemes (continued)

The sensitivity of the defined benefit obligation to changes in the weighted principal assumptions is:

	Change in assumption	Increase in assumption	Decrease in assumption
Discount rate	0.25%	Decrease obligation by 1.8 – 2.3%	Increase obligation by 1.8 – 2.3%
Inflation	0.25%	Increase obligation by 0 – 1.7%	Decrease obligation by 0 – 1.7%
Life expectancy	1 year	Increase obligation by 3.5 – 4.0%	Decrease obligation by 3.5 – 4.0%

The above sensitivity analyses are based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated. When calculating the sensitivity of the defined benefit obligation to significant actuarial assumptions the same method (present value of the defined benefit obligation calculated with the projected unit credit method at the end of the reporting period) has been applied as when calculating the pension liability recognised within the statement of financial position.

The methods and types of assumptions used in preparing the sensitivity analysis did not change compared to the previous period.

b) Post-employment medical benefits

The Group operates a post-employment medical benefit scheme in the US. This scheme is unfunded. The method of accounting, significant assumptions and the frequency of valuations are similar to those used for defined benefit pension schemes set out above with the addition of actuarial assumptions relating to the long-term increase in healthcare costs of 3.0% a year and claim rates of 5.5%.

The amounts recognised in the statement of financial position are determined as follows:

	2025 €'000	2024 €'000
Present value of unfunded obligations	(1,540)	(1,598)
Liability in the statement of financial position	(1,540)	(1,598)

Notes to the Accounts (continued)

Year ended 31 December 2025

9 POST-EMPLOYMENT BENEFITS (continued)

b) Post-employment medical benefits (continued)

Changes in the present value of defined benefit obligations:

	2025 €'000	2024 €'000
Present value of obligation at the start of the year	(1,598)	(1,916)
The amount recognised in the income statement:		
Current service cost	(177)	(160)
Interest expense	(10)	(8)
	(187)	(168)
Re-measurements of the net defined benefit liability to be shown in other comprehensive income:		
Gain from change in demographic assumptions	35	58
Gain/(loss) from change in financial assumptions	(118)	40
	(83)	98
Other movement	177	35
Payments from scheme contributions – benefit payments	50	305
Exchange differences	101	48
Present value of obligations at the end of the year	(1,540)	(1,598)

c) Post-employment benefits (pension and medical)

Schemes' assets are comprised as follows:

	2025 Total €'000	2024 Total €'000	2024 %
Equity instruments	6,109	7,909	55%
Equities and equity funds	5,016	5,662	
Diversified growth fund	1,093	2,247	
Debt instruments	6,129	4,245	29%
Government	1,991	1,069	
Corporate bonds (investment grade)	4,138	3,176	
Other	1,438	2,220	15%
Cash and cash equivalents	182	119	1%
Total	13,858	14,173	100%

Notes to the Accounts (continued)

Year ended 31 December 2025

9 POST-EMPLOYMENT BENEFITS (continued)

c) Post-employment benefits (pension and medical) (continued)

Through its defined benefit pension schemes and post-employment medical plans, the Group is exposed to a number of risks, most of which are detailed below:

Asset volatility	The schemes' liabilities are calculated using a discount rate set with reference to corporate bond yields; if scheme assets underperform this yield, this will create a deficit. The UK schemes hold a significant proportion of equity instruments, which are expected to outperform corporate bonds in the long-term while providing volatility and risk in the short-term.
	The Group has reduced the level of investment risk by investing in assets that better match the liabilities. This has been done by the purchase of a mixture of government and corporate bonds. The government bonds represent investments in UK government securities only. The corporate bonds are global securities with an emphasis on the UK.
Changes in bond yield	A decrease in corporate bond yields will increase scheme liabilities, although this will be partially offset by an increase in the value of the schemes' bond holdings.
Inflation risk	Some of the Group pension obligations are linked to inflation, and higher inflation will lead to higher liabilities (although, in most cases, caps on the level of inflationary increases are in place to protect the schemes against extreme inflation). The majority of the schemes' assets are either unaffected by (fixed interest bonds) or loosely correlated with (equities) inflation, meaning that an increase in inflation will also increase the deficit.
Life expectancy	The majority of the schemes' obligations are to provide benefits for the life of the member, so increase in life expectancy will result in an increase in the scheme's liabilities. This is particularly significant in the UK schemes, where inflationary increases result in higher sensitivity to changes in life expectancy.
	With regard to the Eurozone defined benefit scheme, the Group ensures that the investment positions are managed within an asset-liability matching (ALM) framework that has been developed to achieve long-term investments that are in line with the obligations under the scheme. Within this framework, the Group's ALM objective is to match assets to the pension obligations by investing in long-term fixed interest securities with maturities that match the benefit payments as they fall due. The UK hybrid scheme currently has no asset-liability matching strategy. The Group has not changed the processes used to manage its risks from previous periods. The Group does not use derivatives to manage its risk. Investments are well diversified, such that the failure of any single investment would not have a material impact on the overall level of assets. A large portion of assets in 2025 consisted of equities and bonds, although the Group also invests in property, liability-driven investments, and cash.
	The last triennial valuations were completed on 5 April 2024 and 31 July 2024 for the defined benefits scheme and hybrid scheme respectively. The valuation for the defined benefits scheme is still ongoing as of the reporting date. The Group considers that the contribution rates set at the last valuation date are sufficient to eliminate the deficit over the agreed period.

Notes to the Accounts (continued)

Year ended 31 December 2025

9 POST-EMPLOYMENT BENEFITS (continued)

c) Post-employment benefits (pension and medical) (continued)

Expected contributions to post-employment benefit schemes for the year ended 31 December 2025 are €nil. The weighted average duration of the defined benefit obligation is 12 years.

d) Post-employment benefits (defined contribution schemes)

Contributions to defined contribution pension schemes, whereby the scheme assets and liabilities are held separately from those of the Group, totalled €8,786,000 (2024 – €7,520,000)..

10 INCOME TAX EXPENSE

(a) Charge for the year

	2025	2025
	€'000	€'000
Current income tax:		
corporation tax at 25.00% (2023 – 23.52%)	2,117	2,973
Overseas tax	32,003	26,230
Adjustments to prior year UK tax	(111)	(597)
Adjustments to prior year overseas tax	(722)	1,103
Other	1,026	(8)
Total current taxation	34,313	29,701
Deferred income tax:		
Movement in overseas deferred tax	15,061	(662)
Adjustments to prior year UK deferred tax	7	-
Movement in UK deferred tax	(129)	513
Total deferred taxation	14,939	(149)
Income tax expense / (credit)	49,252	29,552

Notes to the Accounts (continued)

Year ended 31 December 2025

10 INCOME TAX EXPENSE (continued)

(b) Factors affecting tax expense	2025 €'000	2024 €'000
Profit before taxation	152,260	124,446
Profit before taxation multiplied by the average rate of tax of 25% (2024 – 25%)	38,065	31,112
Expenses not deductible for tax purposes	7,123	2,276
Effect of foreign tax rates	(9,412)	(3,743)
Utilisation of brought forward losses	(24,106)	(11,917)
Deferred tax assets not recognised	9,322	4,137
Income not taxable	(73)	-
Other overseas taxes	7,405	5,291
Adjustment to tax charge in previous period	(858)	534
Recognition of previously unrecognised deferred tax losses	21,999	1,631
Exchange adjustment	(213)	231
Tax expense / (credit)	49,252	29,552

(c) Factors that may affect future tax charges

Pillar Two legislation has been enacted or substantively enacted in certain jurisdictions that the Group operates. The Group had UK tax losses of approximately €3,546,000 at 31 December 2025 (2024 – €4,212,000) available for carry forward against future trading profits. In addition, the Claudius Peters Group had overseas tax losses of approximately €14,494,000 at 31 December 2024 (2024 – €13,952,000), the Manroland Group €185,406,000. (2024 – €174,175,000), the Druck Chemie Group €4,103,000 (2024 – €3,890,000), the Marelli Group €25,396,000 (2024 – €39,815,000) and the Bergen Engines Group €25,630,000 (2024 – €118,456,000) available for carry forward against future trading profits. The Organisation for Economic Co-operation and Development (OECD)/G20 Inclusive Framework on Base Erosion and Profit Shifting published the Pillar Two model rules designed to address the tax challenges arising from the digitalisation of the global economy.

The Group applies the mandatory exception to recognising and disclosing information about deferred tax assets and liabilities relating to Pillar Two income taxes, as provided in the amendments to IAS 12 issued in May 2023. .

11 ACQUISITIONS DURING THE PERIOD

On 29 July 2024, the Group acquired 100% of the issued share capital of Ex Gen Hydrogen Limited (formerly GKN Hydrogen Limited) and its subsidiary undertakings, for cash consideration of €1. Ex Gen Hydrogen specialises in advanced metal hydride hydrogen storage technology.

On 17 February 2025 the Group acquired the trade and assets of W S Print, a print chemicals producer in Nuremberg for an undisclosed sum.

On 8 January 2026 the Group acquired the trade and assets of Clayton Equipment Limited via its subsidiary Clayton Locomotives Limited for an undisclosed sum. Clayton Locomotives Limited is a newly incorporated subsidiary within the Clarke Chapman group.

Notes to the Accounts (continued)

Year ended 31 December 2025

12 INTANGIBLE ASSETS

GROUP	Positive Goodwill €'000	Patents and Licences €'000	Customer Contracts €'000	Total €'000
Cost				
At 1 January 2025	10,151	18,627	5,646	34,424
Additions	-	466	-	466
Disposal	-	(46)	-	(46)
Exchange adjustment	(315)	(27)	-	(342)
At 31 December 2025	9,836	19,020	5,646	34,502
Aggregate impairment and amortisation				
At 1 January 2025	-	17,178	4,517	21,695
Amortisation charge for the year	-	513	1,129	1,642
Disposal	-	(46)	-	(46)
Exchange adjustment	-	(6)	-	(6)
At 31 December 2025	-	- 17,639	5,646	23,285
Net book values				
At 31 December 2025	9,836	1,381	-	11,217
At 31 December 2024	10,151	1,449	1,129	12,729
GROUP	Positive Goodwill €'000	Patents and Licences €'000	Customer Contracts €'000	Total €'000
Cost				
At 1 January 2024	9,795	18,353	5,646	33,794
Additions	197	345	-	342
Disposal	-	(61)	-	(61)
Impairments	159	(10)	-	149
Exchange adjustment	(80)	(2)	-	(82)
At 31 December 2024	10,151	18,627	5,646	34,424
Aggregate impairment and amortisation				
At 1 January 2024	-	16,027	3,387	19,414
Amortisation charge for the year	-	1,183	1,130	2,313
Disposal	-	(57)	-	(57)
Exchange adjustment	-	25	-	25
At 31 December 2024	-	17,178	4,517	21,695
Net book values				
At 31 December 2024	10,151	1,449	1,129	12,729
At 31 December 2023	9,795	2,326	2,259	14,380

Notes to the Accounts (continued)

Year ended 31 December 2025

Notes to the Accounts (continued)

Year ended 31 December 2025

13 PROPERTY, PLANT AND EQUIPMENT

GROUP	Land & Buildings €'000	Plant & Machinery €'000	Vehicles €'000	Computers €'000	Total €'000
Cost					
At 1 January 2025	287,566	251,833	68,409	20,976	628,784
Additions – owned assets	2,277	11,935	5,102	2,215	21,529
Additions – right-of-use assets	3,901	-	254	-	4,155
Disposals	(1,721)	(5,154)	(2,729)	(488)	(10,092)
Reclassification	46	(135)	174	(85)	-
Exchange adjustments	(5,045)	(2,527)	(2,488)	(612)	(10,672)
At 31 December 2025	287,024	255,952	68,722	22,006	633,704
Depreciation					
At 1 January 2025	101,979	178,365	36,886	17,260	334,490
Charge for the year – owned assets	3,456	16,183	6,091	1,224	26,954
Charge for the year – right-of-use assets	2,850	91	127	4	3,072
Impairment	-	218	-	-	218
Disposals	(1,544)	(5,133)	(2,305)	(483)	(9,465)
Exchange adjustment	(1,619)	(1,764)	(1,425)	(528)	(5,336)
At 31 December 2025	105,122	187,960	39,374	17,477	349,933
Net book amount					
At 31 December 2025	181,902	67,992	29,348	4,529	283,771
At 31 December 2024	185,587	73,468	31,523	3,716	294,294

13 PROPERTY, PLANT AND EQUIPMENT (continued)

GROUP	Land & Buildings €'000	Plant & Machinery €'000	Vehicles €'000	Computers €'000	Total €'000
Cost					
At 1 January 2024	285,935	242,958	64,022	19,434	612,349
Additions – right-of-use assets	3,147	22,088	6,077	2,065	33,377
Additions – owned assets	1,876	-	27	22	1,925
Disposals	(1,475)	(10,411)	(3,567)	(618)	(16,071)
Transfers	(762)	-	-	-	(762)
Reclassification	28	6	-	(34)	-
Exchange adjustments	(1,183)	(2,808)	1,850	107	(2,034)
At 31 December 2024	287,566	251,833	68,409	20,976	628,784
Depreciation					
At 1 January 2023	97,196	173,693	33,229	33,229	320,506
Charge for the year – owned assets	3,761	10,707	5,527	1,221	21,216
Charge for the year – right-of-use assets	2,909	69	410	2	3,390
Disposals	(1,472)	(4,039)	(3,207)	(525)	(9,243)
Transfers	(617)	-	-	-	(617)
Reclassification	-	15	-	15	-
Exchange adjustment	202	(617)	927	189	(762)
At 31 December 2024	101,979	178,365	36,886	17,260	334,490
Net book amount					
At 31 December 2024	185,587	73,468	31,523	3,716	294,294
At 31 December 2023	188,739	69,265	30,793	3,046	291,843

Notes to the Accounts (continued)

Year ended 31 December 2025

Notes to the Accounts (continued)

Year ended 31 December 2025

13 PROPERTY, PLANT AND EQUIPMENT (continued)

COMPANY	Land & Buildings €'000	Plant & Machinery €'000	Vehicles €'000	Computers €'000	Total €'000
Cost					
At 1 January 2025	21,475	13,416	4,160	399	39,450
Additions	612	162	553	109	1,436
Disposals	-	-	(142)	(38)	(180)
Exchange adjustments	(1,057)	(662)	(204)	(20)	(1,943)
At 31 December 2025	21,030	12,916	4,367	450	38,763
Depreciation					
At 1 January 2025	7,560	5,658	2,064	391	15,673
Disposals	-	-	(142)	(38)	(180)
Charge for the year – owned assets	720	1,156	785	33	2,694
Exchange adjustments	(386)	(298)	(116)	(20)	(820)
At 31 December 2025	7,894	6,516	2,591	366	17,367
Net book amount					
At 31 December 2025	13,136	6,400	1,776	84	21,396
At 31 December 2024	13,915	7,758	2,096	8	23,777
Cost or valuation					
At 1 January 2024	19,602	7,347	3,603	375	30,927
Additions	1,017	6,762	788	12	8,579
Disposals	(41)	(1,030)	(396)	(5)	(1,472)
Exchange adjustments	897	337	165	17	1,416
At 31 December 2024	21,475	13,416	4,160	399	39,450

13 PROPERTY, PLANT AND EQUIPMENT (continued)

COMPANY	Land & Buildings €'000	Plant & Machinery €'000	Vehicles €'000	Computers €'000	Total €'000
Depreciation					
At 1 January 2024	6,579	5,772	1,750	368	14,469
Disposals	-	(1,021)	(396)	(5)	(1,422)
Charge for the year – owned assets	667	630	618	11	1,926
Exchange adjustments	314	277	92	17	700
At 31 December 2024	7,560	5,658	2,064	391	15,673
Net book amount					
At 31 December 2024	13,915	7,758	2,096	8	23,777
At 31 December 2023	13,023	1,575	1,853	7	16,458

Included within the Group plant and machinery are assets under construction totalling €52,881 (2024: €nil) which have not been depreciated. Included within freehold land and buildings is land with a carrying value of €15,552,000 (2024: €15,489,000) which is not depreciated. The above table also includes the Right of Use assets detailed in note 38.

At the reporting date the Group had capital commitments of €14,642,000 (2024: €5,375,000).

The Group undertakes an annual impairment assessment on its aircraft owing to the existence of impairment indicators. The valuation is assessed by third parties using parameters including aircraft type, age, and total flying time. In prior years, an impairment charge was subsequently recognised. In the prior year, the valuation determined that the market value of the aircraft had risen due to an increase in demand for private charter flights. No such impairment or reversal of impairment was recognised in 2025. The market value rose again but the uplift in valuation could not be recognised as the value cannot be carried above historical depreciated cost.

Notes to the Accounts (continued)

Year ended 31 December 2025

14 NON-CURRENT INVESTMENTS

	Group	Company
	Shares in unlisted undertakings €'000	Shares in group undertakings €'000
COST		
At 1 January 2025	14	286,528
Additions	-	-
Exchange adjustment	-	(14,129)
At 31 December 2025	14	272,399
IMPAIRMENT		
At 1 January 2025	-	66,982
Charge for year	-	-
Exchange adjustment	-	(3,303)
At 31 December 2025	-	63,679
CARRYING AMOUNT		
At 31 December 2025	14	208,720
At 31 December 2024	14	219,546
	Group	Company
	Shares in unlisted undertakings €'000	Shares in group undertakings €'000
COST		
At 1 January 2024	14	273,969
Additions	-	-
Working capital adjustment on previous acquisitions	-	-
Exchange adjustment	-	12,559
At 31 December 2024	14	286,528
IMPAIRMENT		
At 1 January 2024	-	45,506
Charge for year	-	19,391
Exchange adjustment	-	2,085
At 31 December 2024	-	66,982
CARRYING AMOUNT		
At 31 December 2024	14	219,546
At 31 December 2023	14	228,463

During the prior year, amounts totalling €30,000,000 were advanced to Manroland Sheetfed GmbH as loans. These amounts were incorrectly described in the prior-year note as a capital contribution. As the funding represented loan advances rather than equity, no investment impairment arose in relation to these transactions, and the previously reported capital contribution and impairment have been removed from this note in 2024.

The prior-year note incorrectly described €30,000,000 of loan funding as a capital contribution. The disclosure has been corrected.

There is no impact on profit or loss, net assets or equity therefore, the change is limited to this note.

A list of unlisted subsidiary companies at 31 December 2025 is provided in note 39.

Notes to the Accounts (continued)

Year ended 31 December 2025

15 INVESTMENT PROPERTIES

Group	2025 €'000	2024 €'000
Balance at the beginning of the year	58,269	58,370
Fair value (losses) / gains	2,843	(1,012)
Transfers from / (to) property, plant and equipment	-	145
Exchange adjustments	(873)	766
Balance at the end of the year	60,239	58,269
Company	2025 €'000	2024 €'000
Balance at the beginning of the year	16,477	15,755
Fair value gains	590	-
Exchange adjustments	(823)	722
Balance at the end of the year	16,244	16,477
During the year, the Group received rental income from their investment properties totalling €5,103,000 (2024 – €5,152,000) included in other income in note 3.		
16 NON-CURRENT TRADE AND OTHER RECEIVABLES		
Group	2025 €'000	2024 €'000
Trade receivables	396	316
Other receivables	2,086	2,699
Pension scheme prepayment	698	688
	3,180	3,703

An analysis of provisions for bad and doubtful debts along with the ageing of trade receivables that were past due but not impaired is included within note 18.

Notes to the Accounts (continued)

Year ended 31 December 2025

Notes to the Accounts (continued)

Year ended 31 December 2025

17 INVENTORIES

	Group		Company	
	2025	2024	2025	2024
	€'000	€'000	€'000	€'000
Raw materials	175,030	167,142	-	-
Work in progress	112,743	105,581	-	-
Finished goods	160,062	185,573	-	23
	447,835	458,296	-	23

18 CURRENT TRADE AND OTHER RECEIVABLES

	Group		Company	
	2025	2024	2025	2024
	€'000	€'000	€'000	€'000
Trade receivables	174,439	191,260	448	365
Retentions	731	2,002	-	-
Contract assets (note 19)	25,137	26,318	-	-
Amounts owed by Group undertakings	-	-	85,397	83,239
Directors' current accounts	109	63	109	63
Other receivables	23,350	10,755	-	-
VAT recoverable	5,717	7,351	347	161
Prepayments	28,853	20,430	243	329
	258,336	258,179	86,544	84,157

For terms and conditions relating to related party receivables, refer to note 33.

18 CURRENT TRADE AND OTHER RECEIVABLES (continued)

Trade and other receivables are disclosed net of provisions for bad and doubtful debts, an analysis of which is as follows:

	Group				
	2025	2024	€'000	€'000	
Balance at beginning of the year					12,009
Exchange differences					31
Charge / (credit) for the year					2,532
Unused amounts reversed					(1,894)
Balance at end of the year					12,678
					12,009

Trade receivables are non-interest bearing and are generally on 30–90 day terms.

No allowance for expected credit losses is recognised with the Company accounts.

At 31 December, the analysis of trade receivables that were not impaired is as follows:

	<30 days or not yet due	31-60 days	61-90 days	91-120 days	>121 days and more
		€'000	€'000	€'000	€'000
2025	142,675	14,628	3,964	4,628	21,675
2024	165,958	9,635	6,152	3,453	6,351

Group

Group	2025	2024
2025	142,675	14,628
2024	165,958	9,635

Company

Company	2025	2024
2025	63	46
2024	19	8

The Group has adopted a simplified approach to provide for estimated credit losses (ECLs) measuring the expected lifetime loss allowance at a probability weighted amount using historic data on the collection of receivables.

A breakdown of ECLs are disclosed in the table below, in which a default is defined as the failure to make a contractual payment.

Group	Current	1-30 days past due	31-60 days past due	61-90 days past due	91-120 days past due	>121 days past due
		€'000	€'000	€'000	€'000	€'000
Default rate	1.70%	0.93%	0.61%	2.66%	4.22%	43.75%
Gross carrying amount	114,306	29,620	13,335	4,023	2,703	23,420
Lifetime expected credit loss	(1,939)	(274)	(81)	(107)	(114)	(10,247)

Notes to the Accounts (continued)

Year ended 31 December 2025

Notes to the Accounts (continued)

Year ended 31 December 2025

19 CONTRACT ASSETS AND LIABILITIES

Group	Current			
	2025		2024	
	€'000	€'000	€'000	€'000
Contract assets	25,137	26,318		
Contract Liabilities	(257,656)	(67,835)		
Total	(232,519)	(41,517)		

During the year €54,757,000 of the opening contract liability was recognised as revenue. Net contract liabilities have increased by €190,990,000 (2024 - €34,335,000).

At the year-end the directors believe that no allowance for expected credit losses against contract assets is required due to the credit worthiness of companies dealt with.

20 CURRENT INCOME TAX RECOVERABLE

	Group		Company	
	2025	2024	2025	2024
	€'000	€'000	€'000	€'000
Income tax	5,874	8,659	2,085	4,581

21 CURRENT ASSET INVESTMENTS

	Group		Company	
	2025	2024	2025	2024
	€'000	€'000	€'000	€'000
Current asset investments	144,834	-	-	-

22 CASH AND CASH EQUIVALENTS

	Group		Company	
	2025	2024	2025	2024
	€'000	€'000	€'000	€'000
Cash in hand at bank	505,796	396,678	41,188	38,005

23 CURRENT INCOME TAX LIABILITIES

	Group		Company	
	2025	2024	2025	2024
	€'000	€'000	€'000	€'000
Income tax	16,454	14,643	-	-

24 CURRENT TRADE AND OTHER PAYABLES

	Group		Company	
	2025	2024	2025	2024
	€'000	€'000	€'000	€'000
Trade payables	87,893	92,643	877	487
Payments on account	106,029	110,494	-	-
Contract liabilities (note 19)	166,684	54,575	-	-
Amounts owed to Group undertakings	-	-	25,306	24,116
Accruals and deferred income	111,870	116,291	345	476
VAT payable	5,801	5,482	-	-
Other taxes and social security	12,677	10,366	241	90
Other payables	19,455	15,282	59	65
Lease liabilities	2,886	2,944	-	-
Directors' loan account	458	536	458	536
	408,613	351,617	27,286	25,770

Notes to the Accounts (continued)

Year ended 31 December 2025

25 PROVISIONS

GROUP	Warranty Provision €'000	Other Provision €'000	Total €'000
Balance at 1 January 2025	27,465	8,719	36,184
Additional provision recognised	21,478	4,026	25,504
Provision utilised during the year	(10,216)	(1,119)	(11,335)
Provision released during year	(3,326)	(5,474)	(8,800)
Foreign exchange difference	(474)	(21)	(495)
Balance at 31 December 2025	34,927	6,131	41,058
Current	24,053	5,338	29,391
Non-current	10,874	793	11,667
Balance at 1 January 2024	24,405	6,819	31,224
Additional provision recognised	16,570	5,509	22,079
Provision utilised during the year	(10,931)	(3,259)	(14,190)
Provision released during year	(2,524)	(151)	(2,675)
Foreign exchange difference	(55)	(199)	(254)
Balance at 31 December 2024	27,465	8,719	36,184
Current	18,788	6,575	25,363
Non-current	8,677	2,144	10,821

The warranty provision is arrived at using estimates from historical warranty data. The other provision includes specific claims and redundancy provisions. The provisions are expected to be utilised over the period 2025 to 2026.

Notes to the Accounts (continued)

Year ended 31 December 2025

25 PROVISIONS (continued)

COMPANY	ECL Provision €'000	Total €'000
Balance at 1 January 2025	30,000	30,000
Additional provision recognised	16,605	16,605
Provision utilised during the year	(37,500)	(37,500)
Provision released during year	-	-
Foreign exchange difference	-	-
Balance at 31 December 2025	9,105	9,105
Current	9,105	9,105
Non-current	-	-
Balance at 1 January 2024	-	-
Additional provision recognised	29,432	29,432
Provision utilised during the year	-	-
Provision released during year	-	-
Foreign exchange difference	568	568
Balance at 31 December 2024	30,000	30,000
Current	30,000	30,000
Non-current	-	-

The expected credit loss (ECL) provision relates to a specific provision relating to parental guarantees provided to one of the group subsidiaries.

Notes to the Accounts (continued)

Year ended 31 December 2025

26 NON-CURRENT TRADE AND OTHER PAYABLES

	Group	
	2025 €'000	2024 €'000
Trade payables	193	333
Contract liabilities (note 19)	90,972	13,260
Accruals and deferred income	17,855	17,587
Other payables	98	51
Lease liabilities	12,796	11,984
	121,914	43,215

27 RETIREMENT BENEFIT OBLIGATIONS

GROUP	2025 €'000	2024 €'000
At 1 January	7,085	11,216
Total expense recognised in the Consolidated Income Statement in the year	165	250
Actuarial (gains) / losses – financial assumptions	(52)	(828)
Actuarial losses / (gains) – demographic assumptions	102	86
Actuarial losses – experience	211	99
Return on assets	(135)	717
Interest expense	137	61
Changes in the effect of asset ceiling	(369)	(30)
Contributions paid	(35)	(39)
Payments from the plan	(322)	(4,312)
Exchange differences	62	(135)
At 31 December	6,849	7,085
Overseas unfunded defined benefit pension obligations	5,309	5,487
Overseas unfunded medical benefits obligations	1,540	1,598
Retirement benefit obligation in the Consolidated Statement of financial position	6,849	7,085

Notes to the Accounts (continued)

Year ended 31 December 2025

28 NON-CURRENT TAX LIABILITIES

	Group		Company	
	2025 €'000	2024 €'000	2025 €'000	2024 €'000
Other corporation tax overseas	348	373	–	–
	348	373	–	–

29 DEFERRED INCOME TAX

Deferred income tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when the deferred income taxes relate to the same fiscal authority.

	Group		Company	
	2025 €'000	2024 €'000	2025 €'000	2024 €'000
Deferred tax assets	41,133	60,825	–	–
Deferred tax liabilities	(35,369)	(40,157)	(1,884)	(1,905)
	5,764	20,668	(1,884)	(1,905)

The net movement on the deferred income tax account is as follows:

	Group		Company	
	2025 €'000	2024 €'000	2025 €'000	2024 €'000
At 1 January 2025	20,668	22,144	(1,905)	(1,132)
Income Statement expense	(14,939)	(583)	(74)	(708)
Movement on revaluation	–	(370)	–	–
Release to equity on actuarial loss	(29)	–	–	–
Exchange differences	64	(1,255)	95	(65)
At 31 December 2024	5,764	20,668	(1,884)	(1,905)

Notes to the Accounts (continued)

Year ended 31 December 2025

Notes to the Accounts (continued)

Year ended 31 December 2025

29 DEFERRED INCOME TAX (continued)

GROUP

The movement in net deferred tax assets and liabilities during the year is as follows:

	Accelerated tax depreciation €'000	Tax losses €'000	Short-term temporary differences €'000	Retirement benefit obligations €'000	Fair value gains €'000	Total €'000
At 1 January 2024	1,661	(43,960)	(3,449)	(1,963)	25,567	(22,144)
Charge/(credit) to income statement	628	1,460	(1,455)	67	(849)	(149)
Transfer to revaluation reserve	-	-	-	-	370	370
Exchange differences	22	1,836	(15)	(4)	(584)	1,255
At 31 December 2024	2,311	(40,664)	(4,919)	(1,900)	24,504	(20,668)
 Gross assets	 (2,646)	 (40,664)	 (15,615)	 (1,900)	 -	 (60,825)
Gross liabilities	4,957	-	10,696	-	24,504	40,157
 Charge/(credit) to income statement	 167	 23,277	 (5,130)	 (50)	 (3,3259)	 14,939
Transfer to revaluation reserve	-	-	-	-	-	-
Recognised in equity regarding re-measurement of defined benefit scheme	-	-	-	-	29	29
Exchange differences	10	827	(760)	86	(227)	(64)
At 31 December 2025	2,488	(16,560)	(10,809)	(1,864)	20,981	(5,764)
 Gross assets	 (1,929)	 (16,560)	 (20,780)	 (1,864)	 -	 (41,133)
Gross liabilities	4,417	-	9,971	-	20,981	35,369

29 DEFERRED INCOME TAX (continued)

COMPANY

Accelerated capital allowances
€'000

At 1 January 2024	1,132
Credit to income statement	708
Exchange differences	65
At 31 December 2024	1,905
 Charge to income statement	 74
Exchange differences	(95)
At 31 December 2025	1,884

Unprovided deferred taxation

	Group €'000	Company 2024 €'000	2025 €'000	2024 €'000
Other short term differences	228	80	-	-
Tax losses	50,735	47,778	-	-
Retirement benefit obligation	59	68	-	-
	50,022	47,926	-	-

Deferred tax has been calculated at the rate expected to apply at the time at which temporary differences are forecast to reverse, based on tax rates which have been substantively enacted at the reporting date.

No deferred tax asset has been recognised in respect of the above accelerated tax depreciation, other short term temporary differences, tax losses and retirement benefit obligations because there is uncertainty as to whether the Group will have sufficient relevant taxable profits to utilise these assets in the near future.

Notes to the Accounts (continued)

Year ended 31 December 2025

30 CONTINGENT LIABILITIES

The Company has guaranteed the bank facilities of UK subsidiaries and is party to a Group VAT registration. In view of net cash position held with the same UK bank within the Group, the directors believe that the likelihood of the guarantees being invoked is remote, therefore no contingent liability has been disclosed in these accounts.

31 FINANCIAL INSTRUMENTS

The Group and parent Company's principal financial instruments that arise directly from their operations are detailed below:

	Group		Company	
	2025 €'000	2024 €'000	2025 €'000	2024 €'000
Financial assets measured at amortised cost	226,248	233,413	85,954	83,667
Financial liabilities measured at amortised cost	(471,782)	(287,174)	(26,700)	(25,204)

The main purpose of these financial instruments is to fund the operations of the Group and the Company, as well as to manage their working capital, liquidity, and surplus funds.

The main risks arising from the Group's financial instruments are foreign currency risk, credit risk and interest rate risk. Liquidity risk is not considered to be a main risk to the Group given the Group's cash and cash equivalents balances.

Foreign currency risk

The Group is exposed to foreign currency risk on sales, purchases and borrowings that are denominated in a currency other than the functional currencies of individual Group entities (which are principally sterling, euro and US dollars).

The Group's presentational currency is euro and as a result, it is subject to foreign currency exchange translation risk in respect of the results and underlying net assets of its operations where the euro is not the functional currency of that operation.

Financial risk

The following table demonstrates the sensitivity to a reasonably possible change in the sterling to euro, US dollar to euro and other currencies to euro exchange rate, with all other variables held constant, of the Group's profit before tax due to changes in the fair value of monetary assets and liabilities.

Notes to the Accounts (continued)

Year ended 31 December 2025

31 FINANCIAL INSTRUMENTS (continued)

	Increase / decrease in sterling rate	Effect on profit before tax	Increase / decrease in US Dollar rate	Effect on profit before tax	Increase / decrease in other exchange rates	Effect on profit before tax
2024	+20%	(5,896)	+20%	(3,161)	+20%	(9,660)
	-20%	8,843	-20%	4,741	-20%	14,490
2023	+20%	2,224	+20%	(3,396)	+20%	(4,671)
	-20%	(3,335)	-20%	5,094	-20%	7,007

Credit risk

The Group trades only with recognised, creditworthy third parties. It is the Group's policy that all customers who wish to trade on credit terms are subject to credit verification procedures. In addition, receivable balances are monitored on an ongoing basis with the result that the Group's exposure to bad debt is not significant.

With respect to credit risk arising from the other financial assets of the Group, comprising of cash and cash equivalents, the Group's exposure to credit risk arises from default of the counterparty with a maximum exposure equal to the carrying amounts of these instruments.

The amount that best represents the Group's maximum exposure to credit risk at the end of the reporting period without taking account of any collateral held or other credit enhancements is expected to be the total value of trade receivables and contract assets.

Interest rate risk

The Group's exposure to the risk of changes in market interest rates relates primarily to the Group's money on deposit. Cash balances and current asset investments as at year-end total €650,630,000 (2024: €396,678,000) and interest earned on these balances averaged 1.51% (2024: 2.19%) during the year.

Capital risk management

The Group defines capital as being share capital plus reserves and manages capital to ensure adequate resources are retained for continued growth of the Group. Access to capital includes the retention of cash on deposit and availability of funding through agreed capital facilities. Long term deposits are used to obtain more favourable rates of return only when adequate cash resources are maintained on shorter term deposit for the Group's working capital requirements.

Notes to the Accounts (continued)

Year ended 31 December 2025

32 FAIR VALUE MEASUREMENTS

As at 31 December 2025 there were no significant differences between book values and fair values of financial assets and liabilities.

The following table categorises the Group's assets and liabilities held at fair value by the lowest level of the significant inputs used in determining their fair value:

- i Quoted prices (unadjusted) in active markets for identical assets or liabilities (level 1)
- ii Inputs other than quoted prices included within level 1 that are observable either directly (that is, as prices) or indirectly (that is, derived from prices) (level 2)
- iii Inputs for the asset or liability that are not based on observable market data (that is, unobservable inputs) (level 3)

The level in the fair value hierarchy within which the fair value measurement is categorised in its entirety is determined on the basis of the lowest level input that is significant to the fair value measurement in its entirety. For this purpose, the significance of an input is assessed against the fair value measurement in its entirety. If a fair value measurement uses observable inputs that require significant adjustment based on unobservable inputs, that measurement is a level 3 measurement.

GROUP	Level 1	Level 2	Level 3	Total
	2025	2025	2025	2025
Recurring fair value measurements	€'000	€'000	€'000	€'000
Freehold property – Investment properties	-	60,239	-	60,239

COMPANY	Level 1	Level 2	Level 3	Total
	2025	2025	2025	2025
Recurring fair value measurements	€'000	€'000	€'000	€'000
Freehold property – Investment properties	-	16,244	-	16,244

GROUP	Level 1	Level 2	Level 3	Total
	2024	2024	2024	2024
Recurring fair value measurements	€'000	€'000	€'000	€'000
Freehold property – Investment properties	-	58,269	-	58,269

COMPANY	Level 1	Level 2	Level 3	Total
	2024	2024	2024	2024
Recurring fair value measurements	€'000	€'000	€'000	€'000
Freehold property – Investment properties	-	16,477	-	16,477

Notes to the Accounts (continued)

Year ended 31 December 2025

32 FAIR VALUE MEASUREMENTS (continued)

For valuations based on a valuation technique the following information is provided about the technique used and significant inputs:

GROUP	Fair value at	Valuation	Significant
	31 Dec 2025	technique	input
Investment properties – Freehold property	60,239	Rental yields	Expected future rental income

COMPANY	Fair value at	Valuation	Significant
	31 Dec 2025	technique	input
Investment properties – Freehold property	16,244	Rental yields	Expected future rental income

GROUP	Fair value at	Valuation	Significant
	31 Dec 2024	technique	input
Investment properties – Freehold property	58,269	Rental yields	Expected future rental income

COMPANY	Fair value at	Valuation	Significant
	31 Dec 2024	technique	input
Investment properties – Freehold property	16,477	Rental yields	Expected future rental income

Notes to the Accounts (continued)

Year ended 31 December 2025

33 RELATED PARTY TRANSACTIONS

At 31 December 2025, the directors of the Company and their close family were owed €458,000 by the Company (2024: €536,000 owed by the Company). The maximum overdrawn balance during the year was €109,000 (2024: €63,000).

At the year-end two directors owed the Company €109,000 (2024: €63,000) in respect of amounts drawn for personal expenditure. No interest was charged on these balances and there are no other set terms.

During the year, the company paid €60,000,000 of dividends to the sole shareholder. In addition, the company paid €18,186,000 in one off bonuses to Langley family members.

During the year, the Company invoiced management charges of €13,976,000 (2024: €9,201,000) and provided funding to Group companies with the following amounts due from / (due to) subsidiaries at the year end.

COMPANY	Amount due from/(due to)		2025 €'000	2024 €'000		
	at the year end					
	2025 €'000	2024 €'000				
The ARO Group of companies	431	216				
The Bradman Lake Group of companies	(1,375)	43				
The Claudius Peters Group of companies	32,049	31,256				
The Piller Group of companies	(15,951)	149				
The Manroland Group of companies	178	(27)				
The Druck Chemie Group of companies	344	2,519				
Retford Investments LLC	12,672	15,345				
Langley Aviation Limited	15,544	18,866				
The Marelli Group of companies	4,878	6,499				
Bergen Engines Limited	877	389				
Other Group companies	10,455	(16,132)				
	60,091	59,123				

During the year, Langley Aviation Limited invoiced the Company €2,046,000 (2024: €2,390,000) in respect of the use of aircraft.

During the year, the Company received interest on loans to other Group companies of €5,120,000 (2024: €6,866,000) and dividends from other Group companies of €95,369,000 (2024: €24,870,000).

The Company has recorded a €nil impairment of receivables relating to amounts owed by subsidiary undertakings during the year (2024: €146,287,000).

During the year the Company recognised an impairment against investments in group companies of €nil (2024: €49,391,000).

The Company and Group are controlled by A J Langley, a Director of the Company.

Transactions between subsidiaries have been eliminated on consolidation and are disclosed in the individual Company accounts.

Notes to the Accounts (continued)

Year ended 31 December 2025

34 SHARE CAPITAL

	2025 €'000	2024 €'000
Authorised:		
60,100,010 ordinary shares of £1 each	71,227	71,224
Allotted, issued and fully paid:		
60,100,010 ordinary shares of £1 each	71,227	71,227

All shares rank equally for voting, dividend and capital distribution rights.

35 MERGER RESERVE

The merger reserve arose during the year ended 31 December 2013 on the business combination with Sheetfed Holdings Limited. The transaction qualified for merger relief under section 612 of the Companies Act 2006.

36 TRANSLATION RESERVE

The foreign currency translation reserve contains the accumulated foreign currency translation differences arising when the accounts of the Company and Group operations are translated from their own functional currency to the euro, being the presentation currency for the Group accounts.

Notes to the Accounts (continued)

Year ended 31 December 2025

37 CASH GENERATED FROM OPERATIONS

GROUP	2025 €'000	2024 €'000
Profit before taxation	152,260	124,446
Depreciation	30,026	24,605
Loss on sale of property, plant, and equipment	(455)	(3,332)
Amortisation of intangibles	1,642	2,313
Interest income	(10,435)	(9,167)
Revaluation of investment properties	(2,843)	2,492
Impairment of fixed assets	218	-
Interest expense	569	609
Other gains	-	(10,423)
Increase in inventories	10,461	(8,376)
Increase in trade and other receivables	366	15,298
Increase/ (decrease) in trade and other payables	188,006	67,823
Movement in retirement benefit obligations	(181)	(4,131)
Foreign exchange translation adjustments	(1,526)	(625)
Cash generated from operations	368,111	201,532
COMPANY	2025 €'000	2024 €'000
Loss before taxation	85,041	(161,200)
Depreciation of property, plant, and equipment	2,694	1,926
Impairment of investments	-	49,391
Revaluation of investment property	(590)	-
Movement in loan provision	17,494	146,287
Profit on sale of property, plant, and equipment	(29)	(1,869)
Dividend income received	(95,369)	(24,870)
Interest income	(7,065)	(9,771)
Increase in inventories	-	-
Decrease / (increase) in trade and other receivables	(1,952)	4,449
(Decrease) / increase in trade and other payables	(34)	(341)
(Decrease) / increase in provisions	(20,895)	-
Foreign exchange translation adjustments	(1,524)	(612)
Cash generated from / (used in) operations	(22,229)	3,390

Notes to the Accounts (continued)

Year ended 31 December 2025

38 LEASES

Leases as a lessee

The Group holds various leases primarily in relation to building for use in the trade. Depreciation charged on right-of-use assets is disclosed in note 13. Interest charges relating to lease liabilities are disclosed in note 6.

	2025 €'000	2024 €'000
Interest expense (included in finance cost)	262	337
Expenses relating to short term leases	624	597
Expenses relating to low value assets	570	502
Cash outflow for leases	3,625	3,349

The weighted average incremental borrowing rate applied to lease liabilities recognised in the consolidated statement of financial position at the date of initial application was 1%.

The carrying value of right-of-use assets at 31 December 2024 is broken down as follows:

GROUP	Freehold Land & Buildings €'000	Plant & Machinery €'000	Vehicles €'000	Computers €'000	Total €'000
Cost					
At 1 January 2025	27,460	413	619	22	28,586
Additions	3,901	-	254	-	4,155
Disposals	(588)	-	(348)	-	(936)
Exchange differences	(685)	(5)	(26)	-	(716)
At 31 December 2025	30,088	408	571	22	31,089

Depreciation

At 1 January 2025	10,755	276	578	-	11,611
Charge for the year	2,850	91	127	4	3,072
Disposals	(527)	-	(180)	-	(707)
Exchange differences	(293)	-	(26)	-	(319)
At 31 December 2025	12,785	367	499	6	13,657

Carrying value

At 31 December 2025	17,303	41	72	16	17,432
At 31 December 2024	16,705	137	113	20	16,975

Lease liabilities in relation to right-of-use assets fall due as follows:

	2025 €'000	2024 €'000
Due within 1 year	2,886	2,944
Due within 2-5 years	5,964	4,990
Due after more than 5 years	6,832	6,993
	15,682	14,927

Notes to the Accounts (continued)

Year ended 31 December 2025

39 SUBSIDIARY UNDERTAKINGS

A list of wholly owned unlisted subsidiary companies at 31 December 2025 is provided below. The registered office of each subsidiary is detailed in italics.

Company	Country of Registration	Principal Activity
Retford Investments LLC <i>3050 Southcross Blvd Rock Hill, SC 29730</i>	United States of America	Holder of real estate for other group companies
Marelli Motori SPA <i>Via Sabbionara 1 36071 Arzignano (VI)</i>	Italy	Design and manufacture of generators and electronic motors
CPVA GmbH <i>Muehlheimer Strase 341, 63075 Offenbach am Main</i>	Germany	Property rental
Sheetfed Holdings Limited <i>Enterprise Way, Retford, Nottinghamshire, DN22 7HH</i>	England	Parent company (see below)
Mikenboard Limited <i>Enterprise Way, Retford, Nottinghamshire, DN22 7HH</i>	England	Dormant Subsidiary
H Q Engineers Limited <i>Enterprise Way, Retford, Nottinghamshire, DN22 7HH</i>	England	Dormant Subsidiary
JND Wefco Limited <i>Enterprise Way, Retford, Nottinghamshire, DN22 7HH</i>	England	Dormant Subsidiary
Sail Cruising Limited <i>13 Church Street, St Johns, Antigua</i>	Antigua	Dormant Subsidiary
The Clarke Chapman Group Limited <i>PO Box 9, Saltmeadows Road, Gateshead, Tyne & Wear, NE8 1SW</i>	England	Design, manufacture, maintenance, refurbishment and repair of cranes and other mechanical handling equipment
JND Technologies Limited <i>Enterprise Way, Retford, Nottinghamshire, DN22 7HH</i>	England	Design, manufacture and refurbishment of process plant, road tankers and cementitious grouts
Reader Cement Products Limited <i>Enterprise Way, Retford, Nottinghamshire, DN22 7HH</i>	England	Processing of cementitious grouts

Notes to the Accounts (continued)

Year ended 31 December 2025

39 SUBSIDIARY UNDERTAKINGS (continued)

Company	Country of Registration	Principal Activity
Oakdale Homes Limited <i>Enterprise Way, Retford, Nottinghamshire, DN22 7HH</i>	England	House builders
Oakdale Properties Limited <i>Enterprise Way, Retford, Nottinghamshire, DN22 7HH</i>	England	Residential property
Claudius Peters Group GmbH <i>Schanzenstraße 40, DE-21614, Buxtehude</i>	Germany	Parent company (see below)
Piller Holding GmbH <i>Abgunst 24, 37520 Osterode</i>	Germany	Parent company (see below)
Piller Management GmbH <i>Abgunst 24, 37520 Osterode</i>	Germany	The sale and service of products for power supply.
Pressure Engineering International Limited <i>Enterprise Way, Retford, Nottinghamshire, DN22 7HH</i>	England	Dormant Subsidiary
Langley Aviation Limited <i>Enterprise Way, Retford, Nottinghamshire, DN22 7HH</i>	England	Aircraft Transport
ARO Welding Technologies SAS <i>1, Avenue de Tours, BP 40161, Château du Loir, 72500 Montval-sur-Loir</i>	France	All of the companies are involved in the design, manufacture, maintenance, repair and/or distribution of resistance welding equipment and control systems.
ARO Welding Technologies Inc <i>48500 Structural Drive, Chesterfield Township, MI 4805</i>	USA	
Bradman Lake Group Limited <i>Common Lane North, Beccles, Suffolk, NR34 9BP</i>	England	Parent company (see below)
Bergen Engines AS <i>Hordvikneset 125, Hordvik, Norway</i>	Norway	Parent company (see below)
Ex Gen Hydrogen Limited <i>Enterprise Way, Retford, Nottinghamshire, DN22 7HH</i>	England	Manufacturing of advanced metal hydride hydrogen storage technology

Notes to the Accounts (continued)

Year ended 31 December 2025

39 SUBSIDIARY UNDERTAKINGS (continued)

The following companies are wholly owned unlisted subsidiaries of ARO Welding Technologies SAS, at 31 December 2025:

Company	Country of Registration	Principal Activity
ARO Welding Technologies AB Grev Turegatan 21, 114 38 Stockholm	Sweden	All of the companies are involved in the design, manufacture, maintenance, repair and/or distribution of resistance welding equipment and control systems.
ARO Welding Technologies SA de CV Calle 43 B Sur 4720, Estrellas del Sur, Puebla	Mexico	
ARO Welding Technologies SAU C/ Cuzco, 26-28, nave 2 08030 Barcelona	Spain	
ARO Welding Technologies Limited Unit 3, Brookside Business Park, Cold Meece, Stone, Staffordshire, ST15 0RZ	England	
ARO Welding Technologies SA-NV Koningin Astridlaan 61, 1780 Wemmel	Belgium	
ARO Welding Technologies s.r.o Karloveská 63 84104 Bratislava	Slovakia	
ARO Welding Technologies GmbH Senefelderstraße 4 86368 Gersthofen	Germany	
ARO Welding Technologies (Wuhan) Co. Ltd Building N°1, 1st Floor, 2045 Innovation Valley WEDBI, 101 Quanli Second Road, WEDZ, 430056, Wuhan, Hubei	China	
ARO Welding Technologies Ltda Rua Silveira Martins, 305 Bairro Santa Terezinha 09210-520 Santo André - SP São Paulo	Brazil	

Notes to the Accounts (continued)

Year ended 31 December 2025

39 SUBSIDIARY UNDERTAKINGS (continued)

The following companies are wholly owned unlisted subsidiaries of Clarke Chapman Limited, at 31 December 2025:

Company	Country of Registration	Principal Activity
Clarke Chapman Facilities Management Limited Unit 106 Golborne Enterprise Park Kid Glove Road Golborne Warrington Cheshire, WA3 3GR	England	Provision of facilities management services
Clayton Locomotives Limited Enterprise Way, Retford, Nottinghamshire, DN22 7HH	England	Manufacture of railway locomotives
Clarke Chapman Aftermarket Limited Enterprise Way, Retford, Nottinghamshire, DN22 7HH	England	Dormant subsidiary
Clarke Chapman Machining Limited Enterprise Way, Retford, Nottinghamshire, DN22 7HH	England	Dormant subsidiary
Clarke Chapman Manufacturing Ltd Enterprise Way, Retford, Nottinghamshire, DN22 7HH	England	Dormant subsidiary
Mackley Pumps Limited Enterprise Way, Retford, Nottinghamshire, DN22 7HH	England	Dormant subsidiary
Cowans Sheldon Limited Enterprise Way, Retford, Nottinghamshire, DN22 7HH	England	Dormant subsidiary
Wellman Booth Limited Enterprise Way, Retford, Nottinghamshire, DN22 7HH	England	Dormant subsidiary
Stothert and Pitt Limited Enterprise Way, Retford, Nottinghamshire, DN22 7HH	England	Dormant subsidiary
Butterley Limited Enterprise Way, Retford, Nottinghamshire, DN22 7HH	England	Dormant subsidiary

The following companies are wholly owned unlisted subsidiaries of Bradman Lake Group Limited, at 31 December 2024:

Company	Country of Registration	Principal Activity
Bradman-Lake Limited Common Lane North, Beccles, Suffolk NR34 9BP	England	Both of the companies are involved in the design and manufacture of packaging equipment.
Bradman-Lake Inc 3050 Southcross Boulevard, Rock Hill, SC 29730	USA	

Notes to the Accounts (continued)

Year ended 31 December 2025

39 SUBSIDIARY UNDERTAKINGS (continued)

The following companies are wholly owned unlisted subsidiaries of Cladius Peters Group GmbH, at 31 December 2025:

Company	Country of Registration	Principal Activity
Claudius Peters Projects GmbH <i>Claudius Peters Projects GmbH, Schanzenstraße 40, DE-21614 Buxtehude</i>	Germany	All of the companies are involved in the design, manufacture, maintenance, refurbishment and repair of materials processing and handling equipment.
Claudius Peters Technologies SAS <i>Claudius Peters Technologies SAS 34, Avenue de Suisse, F-68316 Illzach</i>	France	
Claudius Peters (Italiana) S.r.l. <i>Via Verdi 2 1-24121 Bergamo</i>	Italy	
Claudius Peters Ibérica S.L.U. <i>Calle Menéndez Pidal, 43 - Ed B, 1^a planta 28036 Madrid</i>	Spain	
Claudius Peters (China) Limited <i>Unit 1705-1706, 17/F Laws Commercial Plaza, 788 Cheung Sha Wan Road, Lai Chi Kok, Kowloon</i>	Hong Kong	
Claudius Peters (UK) Limited <i>Westgate, Phoenix Way, Cirencester, Gloucestershire, GL7 1RY</i>	England	
Claudius Peters (Americas) Inc <i>445 W. President George Bush Hwy Richardson, TX 75080</i>	USA	
Claudius Peters do Brasil Ltda <i>Rua das Figueiras, 474 - 3º andar - Bairro Jardim 09080-300 - Santo André / SP</i>	Brazil	
Claudius Peters Romania srl <i>Str. Oituz Nr. 25C, et 2 550337 Sibiu</i>	Romania	
Claudius Peters (Beijing) Machinery Services Limited <i>7/G Hong Kong Macau Centre No 2 Chaoyangmen Bei Da Jie, Beijing 100027</i>	China	
Claudius Peters India Pvt. Limited <i>Office no. 701, 7th floor, Gujral House, Plot 167, CST Road, Kalina, Santacruz East, Mumbai, Maharashtra, 400098</i>	India	

Notes to the Accounts (continued)

Year ended 31 December 2025

39 SUBSIDIARY UNDERTAKINGS (continued)

Company	Country of Registration	Principal Activity
Claudius Peters Automation <i>Str. Oituz Nr. 25C, et 2 550337 Sibiu</i>	Romania	
Plant and Machinery Technical Germany Services GmbH <i>Schanzenstraße 40 DE-21614 Buxtehude</i>	Germany	
The following Company is a wholly owned unlisted subsidiary of Piller Holding GmbH, at 31 December 2025:		
Company	Country of Registration	Principal Activity
Piller Group GmbH <i>Abgunst 24, 37520 Osterode</i>	Germany	Holding Company
The following companies are wholly owned unlisted subsidiaries of Piller Group GmbH and its subsidiaries at 31 December 2025:		
Company	Country of Registration	Principal Activity
Piller Australia Pty Limited <i>2/3 Salisbury Road, Castle Hill, NSW 2154 Sydney</i>	Australia	All of the companies are involved in producing electrical machinery, specialising in high capacity uninterruptible power supply (UPS) systems. The Group is also involved in the production of converters for aircraft ground power and naval military applications.
Piller France SAS <i>1 Avenue du Président Pompidou CS 70073 – BAT A F-92508 Rueil-Malmaison Cedex</i>	France	
Piller Power Systems Inc <i>45 Wes Warren Drive, Middletown, New York 10941-2047</i>	USA	
Piller UK Limited <i>Westgate, Phoenix Way, Cirencester, Gloucestershire, GL7 1RY</i>	England	

Notes to the Accounts (continued)

Year ended 31 December 2025

Notes to the Accounts (continued)

Year ended 31 December 2025

39 SUBSIDIARY UNDERTAKINGS (continued)

Company	Country of Registration	Principal Activity
Piller Italia S.r.l.	Italy	
Centro Direzionale Colleoni Palazzo Pegaso 3 Viale Colleoni 25 20864 Agrate Brianza (MB)		
Piller Ibérica S.L.U.	Spain	
U, Paseo de la Habana, 202 Bis Bj E-28036 Madrid		
Piller Power Singapore Pte. Limited	Singapore	
25 International Business Park, 04-27/29 German Centre, Singapore 609916		
Piller Germany GmbH & Co KG	Germany	
Abgunst 24, 37520 Osterode		
Piller Power India Pvt Ltd	India	
Unit no 207, 02nd Floor, ABW Tower, MG Road, Gurugram, Haryana-122001, India		
Piller Power Beijing Co. Ltd.	China	
Rm 1301C, DRC Liangmaqiao Diplomatic Office Building, 19 Dongfang East Road, Chaoyang District, 100600 Beijing, PR China		
Active Power UK Inc.	USA	
2128 West Braker Lane, Austin, TX, USA		

39 SUBSIDIARY UNDERTAKINGS (continued)

Company	Country of Registration	Percentage Ownership	Principal Activity
Manroland Sheetfed GmbH	Germany	100%	Note 1
Muehlheimer Strasse 341, 63075 Offenbach am Main			
Manroland Deutschland GmbH	Germany	100%	Note 2
Muehlheimer Strasse 341, 63075 Offenbach am Main			
Manroland Sheetfed (UK) Limited	England	100%	Note 2
1st Floor, Southerton House, Boundary Business Court, 92-94 Church Road, Mitcham, Surrey, CR4 3TD			
Manroland Latina S.A.	Chile	100%	Note 2
Mariano Sanchez, Fontecilla No.374, Las Condes, Santiago de Chile, 7550296			
Manroland Latina S.A. de C.V	Mexico	99.9%	Note 2
Montes Urales No. 760 Int. 102 Col. Lomas de Chapultepec, C.P. 11000 Deleg. Miguel Hidalgo Cd. de México			
Manroland do Brasil Serviços Ltda	Brazil	99.9%	Note 2
Rua das Figueiras, 474 – 3 andar Edificio Eiffel Bairro Jardim, 09080-300, Santo Andre, SP			
Manroland Latina S.A.	Argentina	100%	Note 2
Av. Regimiento de Patricios 1054 C1265AEQ CABA, Buenos Aires			
Manroland Latina S.A.C	Peru	100%	Note 2
Av. Nicolás Ayllon 2941, El Agustino, 15022 Lima			
PT Manroland Indonesia	Indonesia	100%	Note 2
Management Building 2nd Floor, Jl Buncit Raya Kav.100, Jakarta			
Manroland Thailand Ltd	Thailand	100%	Note 2
22/6 Ladprao Soi 21 Jomphol, Jatujak Bangkok 10900			
Manroland Nordic Finland Oy	Finland	100%	Note 2
Koivupuiston tie 12, 01510 Vantaa			
Manroland Nordic Sverige AB	Sweden	100%	Note 2
Nohabgatan 12H, Byggnad 33, SE-461			

Notes to the Accounts (continued)

Year ended 31 December 2025



Notes to the Accounts (continued)

Year ended 31 December 2025

39 SUBSIDIARY UNDERTAKINGS (continued)

Company	Country of Registration	Percentage Ownership	Principal Activity
Manroland Inc 800 East Oak Hill Drive, Westmont, Illinois, 60559	USA	100%	Note 2
Manroland Sheetfed Pvt Ltd Building No.276, Block-A, Pocket-2, Sector-17, Dwarka, Near Bank Of Baroda Building, New Delhi, 110078	India	100%	Note 2
Manroland Canada Inc 9131 Keele Street, Suite A4 Vaughan, ON L4K 0G7	Canada	100%	Note 2
Manroland Malaysia Sdn. Bhd 1st Floor No.7 Jalan Tajuh Satu 27/29A Section 27 40400 Sha Alam Selangor	Malaysia	100%	Note 2
Manroland Japan Co. Ltd 2-3-4, Niizo-Minami, Toda-shi, Saitama 335-0026	Japan	100%	Note 2
Manroland (Korea) Ltd 570-1, Yeonnam-dong Mapo-gu 2nd Fl. Gaya Bldg. Seoul 121-869	Korea	100%	Note 2
Manroland (Taiwan) Ltd 17F-9, No. 738, Chung Cheng Road Chung-Ho District, New Taipei City 23511	Taiwan	100%	Note 2
Manroland (China) Limited Unit 1, 20/F Two Harbour Square 180 Wai Yip Street, Kwun Tong, Kowloon, Hong Kong	China	100%	Note 2
Guangzhou Printcom Printing Supplies Co. Ltd 1/F, 11# Building, Standard Industrial Garden, Taishi Industrial Park, Dongchung Town, Panyu District, 511475, Guangzhou	China	100%	Note 2
Manroland Printing Equipment (Shanghai) Co. Ltd Room 901, Bld A, HongKou Plaza, No. 388, West Jiang Wan Rd, Hong Kou District, Shanghai	China	100%	Note 2

39 SUBSIDIARY UNDERTAKINGS (continued)

Company	Country of Registration	Percentage Ownership	Principal Activity
Manroland Printing Equipment (Shenzhen) Ltd Room 101-106, Block C, Huahan Chuangxin Park, LangShan Road, Nanshan District, Shenzhen	China	100%	Note 2
Manroland Bulgaria EOOD Business Park Sofia 1 Mladost 4, Blok 14. Sofia 1715.	Bulgaria	100%	Note 2
Manroland Adriatic d.o.o. Kovinska 4A, 10000 Zagreb	Croatia	100%	Note 2
Manroland ROMANIA S.R.L Str. Ziduri Intre Vii 19, Corp C, Parter, Spatiu C-5, Sector 2, Bucuresti, 023321	Romania	100%	Note 2
Manroland Magyarorzag Kft. Táblás u. 36-38 1097 Budapest	Hungary	100%	Note 2
Manroland Polska Sp. z.o.o Wolica Aleja Katowicka 11 PL-05 830 Nadarzyn	Poland	100%	Note 2
Manroland Czech s.r.o Prumyslova 10/1428, Praha 10, 102 00	Czech Republic	100%	Note 2
Manroland France S.A.S Bat. M1 Les Aralias Paris Nord II 66 rue des Vanesses CS 53290 Villepinte 95958 Roissy CDG Cedex	France	100%	Note 2
Manroland Ireland Ltd Unit N2, North Ring Business Park, Santry, Dublin 9	Ireland	100%	Note 2
Manroland Iberica Sistemas S.L Centro de Negocios Eisenhower Avda. Sur Aeropuerto de Barajas, 24 – Edif. 5 – 5º C 28042 Madrid	Spain	100%	Note 2
Manroland Iberica Sistemas LDA Rua Do Murtal, 411 B, São Pedro Do Estoril, 2765-541	Portugal	100%	Note 2
Manroland Italia S.r.l. Via Lambretta 2 20090 Segrate (MI)	Italy	100%	Note 2

Notes to the Accounts (continued)

Year ended 31 December 2025

39 SUBSIDIARY UNDERTAKINGS (continued)

Company	Country of Registration	Percentage Ownership	Principal Activity
Manroland Benelux N.V. <i>Koningin Astridlaan, 61 1780 Wemmel</i>	Belgium	100%	Note 2
Manroland Nordic Norge A/S <i>Postboks 473 N-1473 Lørenskog</i>	Norway	100%	Note 2
Manroland Southern Africa (PTY) Ltd <i>15 Manhattan Street, Airport Industria, Cape Town 7490</i>	South Africa	100%	Note 2
Manroland IP GmbH <i>Muehlheimer Strasse 341, 63075 Offenbach am Main</i>	Germany	50%	Note 4
Manroland Sheetfed (Thailand) Co. Ltd <i>22/6 Ladprao Soi 21, Jomphol, Jatujak Bangkok 10900</i>	Thailand	100%	Note 2
Manroland Nordic Danmark ApS <i>Lautruphøj 1-3 2750, Ballerup, Hovedstaden, Denmark</i>	Denmark	100%	Note 2
Manroland Sheetfed Sales & Service GmbH <i>Muelheimer Strasse 341, 63075 Offenbach am Main</i>	Germany	100%	Note 2
Manroland Uruguay S.A. <i>Rincon 602. Office 601., 1100 Montevideo</i>	Uruguay	100%	Note 2
DC Druck Chemie GmbH <i>Wiesenstraße 10 D-72119 Ammerbuch-Altingen</i>	Germany	100%	Note 5
DC Green France SAS <i>(Ouest) Route du Prouau F-44980 Ste Luce Sur Loire</i>	France	100%	Note 5
DC Iberica SL Spain <i>C/ Tresols 11 bajos Apartdo de correos 109 E-08850 Gava (Barcelona)</i>	Spain	100%	Note 5
DC Druck Chemie Polska Sp.z.o.o. <i>Spichrzowa 16 62-200 Gniezno</i>	Poland	100%	Note 5
DC Druck Chemie s.r.o. <i>KAMP 1294 664 34 Kuřim</i>	Czech Republic	100%	Note 5
DC Druck Chemie SAS <i>(Est) Route de Bretten F-68780 Soppe le Bas</i>	France	100%	Note 5
DC Druck Chemie UK Limited <i>10th Floor, 133 Finnieston Street, Glasgow, G3 8HB</i>	Scotland	100%	Dormant
DC Druck Chemie Italia S.r.l. <i>Via Tirso, 12 20098 San Giuliano Milanese (MI)</i>	Italy	100%	Note 5

Notes to the Accounts (continued)

Year ended 31 December 2025

39 SUBSIDIARY UNDERTAKINGS (continued)

Company	Country of Registration	Percentage Ownership	Principal Activity
DC Druck Chemie Benelux BV <i>Gerstdijk 7 NL-5704 RG Helmond</i>	Belgium	100%	Note 5
DC Druck Chemie Brazil LTDA <i>Rua Rosa Belmira Ramos 151 13.275-400 Valinhos / Sao Paulo</i>	Brazil	100%	Note 5
DC Druck Chemie AG <i>Schöneich CH-6265 Roggliswil</i>	Switzerland	100%	Note 5
BluePrint Products NV <i>Zwaluweekstraat 14, 9150 Kruibeke</i>	Belgium	100%	Note 5

Note 1: The design, manufacture and sale of sheetfed offset litho printing presses and aftermarket services.
Note 2: The sale of sheetfed offset litho printing presses and aftermarket services.
Note 3: Property rental.
Note 4: Intellectual Property.
Note 5: The development, manufacture and supply of chemical and technical products and accessories for the printing industry, as well as providing waste processing and recycling services.

Notes to the Accounts (continued)

Year ended 31 December 2025

39 SUBSIDIARY UNDERTAKINGS (continued)

The following companies are wholly owned unlisted subsidiaries of Marelli Motori SPA at 31 December 2025:

Company	Country of Registration	Percentage Ownership	Principal Activity
Marelli USA Inc <i>Norcross Parkway, Suite 290 Norcross GA 30071</i>	USA	100%	All of the companies are involved in the design, and manufacture of generators and electric motors.
Marelli Motori Asia Sdn Bhd <i>No. 7, Jalan Tajuh Satu 27/29A, Section 27, 40400 Shah Alam, Selangor Darul Ehsan</i>	Malaysia	100%	
Marelli Asia Pacific Sdn Bhd <i>No. 7, Jalan Tajuh Satu 27/29A, Section 27, 40400 Shah Alam, Selangor Darul Ehsan</i>	Malaysia	100%	
Marelli Motori South Africa Ltd (Pty) <i>48 Director Rd, Spartan, Kempton Park, Johannesburg, 1619, South Africa</i>	South Africa	100%	
Marelli Motori Central Europe GmbH <i>Heilswannenweg 50, 31008 Elze</i>	Germany	100%	
Marelli UK Ltd <i>Building 2 Enterprise Way, Retford, Nottinghamshire, England, DN22 7HH</i>	England	100%	Dormant

Notes to the Accounts (continued)

Year ended 31 December 2025

39 SUBSIDIARY UNDERTAKINGS (continued)

The following companies are wholly owned unlisted subsidiaries of Bergen Engines AS at 31 December 2025:

Company	Country of Registration	Percentage Ownership	Principal Activity
Bergen Engines B.V. <i>Molenvliet 19, 3335 LH Zwijndrecht, Netherlands</i>	Netherlands	100%	All of the companies are involved in the design, manufacture and sale of reciprocating gas and diesel engines.
Bergen Engines Denmark AS. <i>Nørresundby, Amalienborgvej 39, Denmark</i>	Denmark	100%	
Bergen Engines India Private Limited <i>52-b (2nd Floor), Okhla Industrial Estate, Phase III, New Delhi 110020, India</i>	India	100%	
Bergen Engines Bangladesh Private Limited <i>Green Granduer, 6th Floor, Plot n.58 E, Kamal Ataturk Avenue Banani, C/A Dhaka, 1213, Bangladesh</i>	Bangladesh	100%	
Bergen Engines Limited <i>Moor Lane, Derby, Derbyshire, DE24 8BJ</i>	England	100%	
Bergen Engines SRL <i>13 Via Castel Morrone, 16161, Genoa Italy</i>	Italy	100%	
Bergen Engines S.L. <i>Calle Dinamarca s/n (esquina Calle Alemania), Polígono Industrial de Constanti, 43120 Constanti, Tarragona, Spain</i>	Spain	100%	
Bergen Engines Mexico <i>Avenida Industria Automotriz No.8, Huimilpan Queretaro, Qro, 76974, Mexico</i>	Mexico	100%	
Bergen Engines Mexico Administration <i>Avenida Industria Automotriz No.8, Huimilpan Queretaro, Qro, 76974, Mexico</i>	Mexico	100%	
Bergen Engines Inc <i>2128 West Braker Lane, Austin, TX, USA</i>	United States	100%	

Notes to the Accounts (continued)

Year ended 31 December 2025

39 SUBSIDIARY UNDERTAKINGS (continued)

The following companies are wholly owned unlisted subsidiaries of Ex Gen Hydrogen Limited at 31 December 2025:

Company	Country of Registration	Percentage Ownership	Principal Activity
GKN Hydrogen S.r.l <i>Bachla 6/C, 39030, Pfarzen (BZ)</i>	Italy	100%	
GKN Hydrogen Italy S.r.l. <i>Bachla 6/C, 39030, Pfarzen (BZ)</i>	Italy	100%	Dormant

The following subsidiaries have taken exemption from audit under s479a of Companies Act 2006:

ARO Welding Technologies Limited	(02184159)
Bergen Engines Limited	(07680531)
Bradman Lake Group Limited	(06287004)
Clarke Chapman Limited	(04120617)
Clarke Chapman Facilities Management Limited	(04120701)
Claudius Peters (UK) Limited	(01148578)
Druck Chemie UK Limited	(SC131877)
Ex Gen Hydrogen Limited	(13492526)
Manroland Sheetfed (UK) Limited	(07945398)
Marelli UK Limited	(01787809)
Oakdale Homes Limited	(02922110)
Oakdale Properties Limited	(07525468)
Piller UK Limited	(01234302)
Reader Cement Products Limited	(03025049)



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