

3 November 2025



Croma Security Solutions Group Plc

("CSSG", "Croma", "the "Company" or the "Group")

Final Results

Delivered on Target and Scaling the Company for the Future

Croma (AIM:CSSG), the AIM listed innovation and service-focused security solutions provider, is pleased to announce its final results for the twelve months to 30 June 2025 ("FY25" or the "Period").

Group Highlights

- Group revenue for the Period of £9.63 million, up 10% (FY24: £8.74 million)
- EBITDA up 10% to £1.17 million (FY24: £1.06 million)
- EBITDA margin of 12.1% (FY24: 12.1%)
- Acquired two locksmith and security businesses in Peterborough and Leeds
- Strong balance sheet with no borrowings and cash of £4.3 million as at 30 June 2025 (FY24: £2.14 million)
- Proposed final dividend of 2.4 p per share (FY24: 2.3 p)

Outlook

- Trading in FY26 is on track with the new stores performing well
- A further £1.24 million is due in staged payments by June 2026 as part of the consideration for the sale of Vigilant following the recent £0.43 million payment in September 2025
- Expanded management team with key new hires to support accelerated growth plan
- The pipeline of potential acquisitions had grown significantly, positioning the Group well to meet its target of acquiring 3-5 stores per annum

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Q&A with CEO Roberto Fiorentino

Croma CEO, Roberto Fiorentino commented:

"I am pleased to report another successful year of growth for the Croma Group. Our strategy of acquiring family-owned locksmith businesses and integrating them into our network of security centres continues to drive profitability and increase our scale. We have made, and will continue to make, significant investments in expanding our management team, positioning the Company to accelerate the pace of acquisitions and capitalise on the imminent pipeline of opportunities. The next few months should see a run of acquisitions which together with continued organic growth will deliver a step-up in turnover."

For further information visit www.cssgplc.com or contact:

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CEO's Statement - "A year of steady growth"

Introduction

I am pleased to report another successful year for Croma Security Solutions, with the Group delivering positive organic growth and a robust trading performance, despite a challenging economic environment. This performance underlines the resilience of our business model and the successful execution of our strategy.

Security continues to be a priority for both businesses and consumers alike as criminal activity remains an ongoing concern in daily life. Croma is positioned to be part of the solution, focused on crime prevention, the protection of individuals and property, and providing expert guidance on security protocols and compliance with relevant laws. Reflecting this, our total revenues grew by 10% with both our Fire & Security and Locksmiths divisions contributing positively.

Strategy

Formulated two years ago following the divestment of Vigilant in 2023, we have continued our growth strategy of establishing a national security network and remained focused on strengthening our core operations and expanding our network of Security Centres. Our balance sheet remains strong, with cash proceeds from the sale of Vigilant being received steadily, supporting the Group's ability to identify and acquire suitable locksmith stores for conversion to becoming Croma security centres. The pipeline of potential high-quality acquisition opportunities is expanding, driven by growing recognition of the Croma brand as a credible acquirer within the locksmith industry. This increased awareness has led to a rise in inbound enquiries. At the same time, the executive team's ability to swiftly identify and evaluate strategically aligned opportunities is further accelerating this growth.

The opportunity ahead lies in executing the stated strategy and scaling the business to drive Group profitability. To realise this, it became evident that the executive management team required additional support to capitalise on the growing acquisition pipeline and deliver the targeted expansion rate of three to five acquisitions per year. As a Board, we have committed to investing further in talent, with additional senior hires in Operations, Sales, HR and Administration.

Acquisitions

During the year under review, we completed two strategic acquisitions: Meridian Security Systems Ltd in February 2025 for £150,000 and Benn Lock & Safe in April 2025 for £200,000. In addition to the acquisition of Meridian, we acquired the freehold retail property for a market value of £275,000. Meridian is a well-established, family run locksmith business based in Horsforth, Leeds, extending the Croma network presence in the North and is in easy reach of the Group's security centre in Bury just 40 miles away. Benn Lock & Safe, a well-established, Peterborough based locksmith and security provider will be consolidated with our existing Croma Security Centre located just two miles away, creating immediate cost savings and synergies. These acquisitions not only expand our geographic reach but also enhance our service capabilities and customer offering.

Following the acquisition of three freehold properties for £1.03 million, our property portfolio now comprises of a positive balance of freehold and leasehold properties. The Board believes that ownership of freehold properties is a strategic advantage, providing long-term security, potential rental income, and the flexibility to adapt premises to support the Group's evolving operational needs. All freehold properties are currently unencumbered, which gives us a valuable platform for raising investment capital, should future opportunities require it.

The Croma model, which focuses on the integration of Locksmiths and Fire & Security services through our network, is now firmly established across the Group. With an aim of acquiring three to five locksmith businesses each year and adding them into our network, we are moving into the next phase of growth.

The Board

I am also pleased to confirm the appointment of new Non-Executive Chairman, John Wakefield, together with Andy Wrennscott as a Non-Executive Director. Both John and Andy are highly experienced public company Board Directors.

John and Andy as Non-Executive Directors. Both John and Andy are highly experienced public company Board Directors and bring considerable financial and commercial expertise to the business. Their appointments will commence on 1 November 2025, following the decision by Jo Haigh to step down from being the Chair and leave the Company in September and Steve Naylor's decision to not seek re-election as a Non-Executive Director at the upcoming AGM in December. We thank both Jo and Steve for their contributions to the business and hope they have success in their future endeavours. As part of their new roles John will also Chair the remuneration committee and Andy will Chair the audit committee.

Dividend

Reflecting the ongoing strength of the business and our commitment to delivering shareholder value, the Board will be proposing a dividend of 2.4p for the year. Subject the approval of shareholders at the Annual General Meeting to be held on 1 December 2025, the final dividend will be paid on 17 December 2025 to all shareholders on the register at the close of business on 5 December 2025. The shares will be marked ex-dividend on 4 December 2025.

Outlook

We have started the new financial year well, and with a very strong pipeline of acquisition opportunities lined-up and close to completion, we expect these new stores, as they are acquired and integrated into the business, will drive a step-up in Group revenues.

Overall, I am excited about where we are as a business and, more importantly, where we are heading. The next few months should see a run of acquisitions which together with continued organic growth will deliver a step-up in turnover. We have a proven strategy, a clear focus, and the resources in place to deliver sustainable long-term growth.

Roberto Fiorentino - CEO

31 October 2025

Financial and Operational Review

The Directors present the Group Strategic Report for Croma Security Solutions Group PLC and its subsidiary companies for the year ended 30 June 2025.

Group sales were up 10% to £9.63 million, (FY24 £8.74 million), reflecting acquisitions made during the year as well as organic growth within the core businesses of 5%.

Gross margin for the year was 43.4% (FY24: 45.8%). The reduction reflects a stock adjustment for the acquired businesses to align with our existing provision policy.

EBITDA on the trading businesses before central costs for the year was £1.92 million (FY24: £1.73 million), an increase of 11%. Adjusting for central Group overheads, EBITDA was up 10.4% at £1.17 million (FY24: £1.06 million).

Group net profit from operations for the year was £0.79 million (FY24: £0.54 million), an increase of 46.3% and EPS increased by 44.8% to 5.72p (FY24: 3.95p).

The solid underlying cash generation enabled us to end the year with no borrowings and cash and cash equivalents of £4.33 million (FY24: £2.14 million). Our cash position and no bank debt allow us to continue our stated strategy of acquiring locksmiths and building out our security centres network where there is scope to enhance the offering and deliver synergies.

Croma Locksmiths

Croma Locksmiths delivers comprehensive security solutions to both commercial and residential customers. As of the financial year end, the business operated 18 centres. Following the addition of two new sites during the year, a strategic post-year-end consolidation of the two Peterborough locations and two of the three Southampton branches has since reduced the total number of centres to 16. This streamlined footprint is expected to enhance operational efficiency, reduce overheads, and improve service delivery across the network.

The division recorded a good trading period with sales up 10% to £5.62 million (FY24: £5.10 million, and EBITDA of £1.12 million also up 12% from £1.00 million).

The security centres are all former locksmith stores and have been converted into a network, servicing not only local communities but also national accounts. Larger commercial customers within this division encompass a broad range of industries including travel, leisure, utilities, housing associations, student housing, healthcare and defence.

Demand continues to be driven by replacement and upgrade cycles, heightened safety concerns, and innovation through technology partnerships such as ASSA/Abloy electronic and mechanical locking solutions and ILOQ. The day-to-day sales over the counter in the individual security centres are made up of relatively low costs items such as locks, padlocks, key cutting services and security fittings. Of the division's principal sectors, retail, FM, housing associations, healthcare and utilities generated the most activity during the year under review.

The innovative mobile phone powered door lock called ILOQ, is a popular choice in the student accommodation market. Croma is a preferred supplier of ILOQ in the UK and continues to develop this enterprising product across the UK.

Known for its well-established customer base built from decades of consistent and high-quality service to individuals and businesses. The division acts as a natural gateway to our Fire & Security services, providing an integrated solution for our customers. Typically, corporate security spend allocates around 20% to locksmith services and 80% to Fire & Security, a dynamic that positions us well for cross-selling opportunities.

Croma Fire and Security

Croma Fire and Security provide a full range of electronic security solutions and services to commercial and individual customers and has strong commercial relationships across the public health and hospitality sectors.

Croma Fire and Security recorded sales for the year of £4.09 million (FY24: £3.80 million) up 8%. EBITDA for the period was up 11% to £0.81 million (FY24: £0.73 million).

Operating out of Southampton, Bury (Manchester), Peterborough and Leeds, an experienced team of specialist engineers supports a range of commercial and domestic customers.

The Fire & Security division delivered a solid performance this year, as usual benefitting from the support and lead generation from our Locksmiths network. The team continued to expand the products on offer, this year saw the introduction of an Industrial doors division covering all types of doors and motorised doors and shutters which has already generated a strong response from key customers.

Similarly, the division expanded its working relationship with the market leading AJAX intruder alarm business. The system is fast to install, provides accurate external sensors able to differentiate between a human and another object, and operates from a single app. Installation is also quicker making it more cost efficient for the customer, a clear advantage in the current environment. All these factors combine to make it a compelling offer for new installations, and the Division has been collaborating successfully with AJAX on further upgrades and developments to the system. Recently the addition of fully compliant Fire systems that operate within the AJAX eco system complete the already highly impressive AJAX offering.

In May 2024, Croma formed a partnership with bSafe the personal security App which offers round the clock protection using voice activated technology. The product is being made available widely through mobile device manufacturers at source but provides a valuable addition for Croma clients where remote support may be needed over and above the immediate panic facilities provided for clients in properties.

A key progression during the year was the investment on the soon to be completed software upgrade to the Division's computer systems. The new platform being installed, like the one successfully installed for the locksmith division, will drive efficiencies across the business, standardising quotations, monitoring time on projects, collect and store sales data more efficiently and support staff training.

Proceeds from Vigilant sale

In June 2023, the Group sold its manned guarding business Vigilant for £6.5 million, in order to focus on the Group's core businesses, Croma Locksmiths and Croma Fire & Security. The proceeds from the Vigilant sale are staggered over 10 quarterly instalments from 31 March 2024. As of the date of these accounts, from the total £6.5 million consideration, £4.9 million has been received with a further £1.7 million to be received quarterly by June 2026.

Group financials

| 2025 | 2024 |
|------|------|
|------|------|

The Group financials can be summarised as follows:

| | | |
|--|----------|----------|
| Revenue | £9,633k | £8,737k |
| Gross profit | £4,180k | £3,999k |
| Gross margin % | 43.39% | 45.77% |
| Administrative expenses | £3,643k | £3,395k |
| EBITDA | £1,166k | £1,061k |
| Operating profit | £596k | £607k |
| Profit for the year | £786k | £543k |
| Basic earnings per share | 5.72p | 3.95p |
| Net assets | £15,728k | £15,224k |
| Cash generated from operations | £632k | £723k |
| Cash and cash equivalents | £4,328k | £2,142k |
| Dividend per share in relation to the year | 2.4p | 2.3p |

| | Croma Locksmiths £000s | Croma Fire & Security £000s | Central £000s | Total £000s |
|--------|------------------------------|--------------------------------------|------------------|----------------|
| EBITDA | 1,115 | 808 | (757) | 1,166 |

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED JUNE 2025

| | Notes | 2025 £000s | 2024 £000s |
|--|-------|---------------|---------------|
| Revenue | | 9,633 | 8,737 |
| Cost of sales | | (5,453) | (4,738) |
| Gross profit | | 4,180 | 3,999 |
| Administrative expenses | | (3,643) | (3,395) |
| Other operating income | | 59 | 3 |
| Operating profit | | 596 | 607 |
| Analysed by: | | | |
| Earnings before interest, tax, depreciation, impairment and amortisation of intangible assets (EBITDA) | | 1,166 | 1,061 |
| Amortisation | | (85) | (62) |
| Depreciation | | (485) | (392) |
| Operating profit | | 596 | 607 |
| Financial expenses | | (32) | (27) |
| Financial income | | 261 | 217 |
| Profit before tax | | 825 | 797 |
| Tax | 5 | (39) | (254) |
| Profit for the period | | 786 | 543 |
| Profit and total comprehensive income for the period attributable to owners of the parent | | 786 | 543 |
| Earnings per share | | | |
| Basic earnings per share (pence) from total operations | 6 | 5.72 | 3.95 |
| Diluted earnings per share (pence) from total operations | 6 | 5.71 | 3.95 |

CONSOLIDATED STATEMENT OF FINANCIAL POSITION AT 30 JUNE 2025

| 2025 £000s | 2024 £000s |
|---------------|---------------|
|---------------|---------------|

Assets

| Non current assets | | |
|--|---------------|---------------|
| Goodwill | 5,274 | 5,042 |
| Other intangible assets | - | 85 |
| Property, plant and equipment | 3,582 | 2,576 |
| Right-of-use assets | 525 | 552 |
| Other receivables | - | 1,651 |
| Total non current assets | 9,381 | 9,906 |
| Current assets | | |
| Inventories | 1,551 | 1,203 |
| Trade and other receivables | 3,161 | 4,818 |
| Cash and cash equivalents | 4,328 | 2,142 |
| | 9,040 | 8,163 |
| Total assets | 18,421 | 18,069 |
| Liabilities | | |
| Current liabilities | | |
| Trade and other payables | (1,840) | (1,876) |
| Lease liabilities | (149) | (114) |
| | (1,989) | (1,990) |
| Non current liabilities | | |
| Provisions | (111) | (161) |
| Deferred tax | (174) | (217) |
| Lease liabilities | (419) | (477) |
| Total non current liabilities | (704) | (855) |
| Total liabilities | (2,693) | (2,845) |
| Net assets | <u>15,728</u> | <u>15,224</u> |
| Equity attributable to owners of the parent | | |
| Share capital | 794 | 794 |
| Treasury shares | (929) | (946) |
| Share premium | 6,150 | 6,133 |
| Merger reserve | 2,139 | 2,139 |
| Capital redemption reserve | 51 | 51 |
| Retained earnings | 7,523 | 7,053 |
| Total equity | <u>15,728</u> | <u>15,224</u> |

CONSOLIDATED STATEMENT OF CASHFLOWS FOR THE YEAR ENDED 30 JUNE 2025

| | 2025 £000s | 2024 £000s |
|---|---------------|---------------|
| Cash flows from operating activities | | |
| Profit before taxation | 825 | 797 |
| Depreciation, amortisation and impairment losses | 570 | 454 |
| (Profit) on sale of property, plant and equipment | (2) | - |
| Net changes in working capital | (335) | (136) |
| Interest payable | 32 | 27 |
| Interest receivable | (261) | (217) |
| Corporation tax paid | (197) | (202) |
| Net cash generated from operations | <u>632</u> | <u>723</u> |
| Cash flows from investing activities | | |
| Purchase of businesses net of cash acquired | (336) | (73) |
| Purchase of property, plant and equipment | (1,288) | (793) |
| Proceeds on disposal of discontinued operations | 3,363 | 538 |
| Proceeds on disposal of property, plant and equipment | 2 | - |

| | | |
|---|--------------|--------------|
| Net cash from/(used) in investing activities | 1,741 | (328) |
| Cash flows from financing activities | | |
| Payments to reduce lease liabilities | (134) | (117) |
| Treasury shares sale proceeds/(acquired) | 34 | (168) |
| Financial income (net) | 229 | 190 |
| Dividends paid | (316) | (302) |
| Net cash used in financing activities | (187) | (397) |
| Increase/(decrease) in cash and cash equivalents | 2,186 | (2) |
| Cash and cash equivalents at beginning of period | <u>2,142</u> | <u>2,144</u> |
| Cash and cash equivalents at end of period | 4,328 | 2,142 |

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2025

| | Share capital | Capital redemption reserve | Treasury shares | Share premium | Merger reserve | Retained earnings | Total equity |
|--------------------------------|---------------|----------------------------|-----------------|---------------|----------------|-------------------|---------------|
| | £000s | £000s | £000s | £000s | £000s | £000s | £000s |
| Balance at 1 July 2023 | 794 | 51 | (778) | 6,133 | 2,139 | 6,812 | 15,151 |
| Treasury shares acquired | - | - | (168) | - | - | - | (168) |
| Profit for the year | - | - | - | - | - | 543 | 543 |
| Dividends paid | - | - | - | - | - | (302) | (302) |
| Balance at 30 June 2024 | 794 | 51 | (946) | 6,133 | 2,139 | 7,053 | 15,224 |
| Treasury shares sold | - | - | 17 | 17 | - | - | 34 |
| Profit for the year | - | - | - | - | - | 786 | 786 |
| Dividends paid | - | - | - | - | - | (316) | (316) |
| Balance at 30 June 2025 | <u>794</u> | <u>51</u> | <u>(929)</u> | <u>6,150</u> | <u>2,139</u> | <u>7,523</u> | <u>15,728</u> |

NOTES FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED JUNE 2025

1. Basis of preparation

The Group financial statements have been prepared under the historical cost convention and approved by the Directors in accordance with UK-adopted International Accounting Standards.

While the financial information included in this preliminary announcement has been prepared in accordance with UK-adopted International Accounting Standards, this announcement does not itself contain sufficient information to comply with UK-adopted International Accounting Standards.

This announcement does not constitute statutory accounts of the Group for the years ended 30 June 2024 or 30 June 2025.

The financial information has been extracted from the statutory accounts of the Company for the year ended 30 June 2025. The auditors reported on those accounts; their report was unqualified and did not include references to any matters to which the auditors drew attention by way of emphasis without qualifying their report and did not contain a statement under either Section 498 (2) or Section 498 (3) of the Companies Act 2006.

The accounts for the year ended 30 June 2024 have been delivered to the Registrar of Companies,

whereas those for the year ended 30 June 2025 will be delivered to the Registrar of Companies following the Company's Annual General Meeting.

The Annual Report will be posted to all shareholders who have requested a copy on shortly and will be available on request from Unit 7 & 8 Fulcrum 4, Solent Way, Whiteley, Hampshire PO15 7FT and on the Company website at <http://www.cssgplc.com/investors/>. The Annual Report contains full details of the principal accounting policies adopted in the preparation of these financial statements.

2. Accounting policies

The accounting policies applied by the Group in this report are the same as those applied by the Group in the consolidated financial statements for the year ended 30 June 2025 and the year ended 30 June 2024. The directors expect similar accounting policies for the year ended 30 June 2026.

| 3. Segmental reporting | Croma Fire and Security £000s | Croma Locksmiths (Locks) £000s | Central £000s | Total £000s |
|---|--|---|------------------|----------------|
| 2025 Business Segments | | | | |
| Segment revenues | 4,087 | 5,615 | - | 9,702 |
| Inter-segment revenue | (22) | (47) | - | (69) |
| Revenue from external customers | 4,065 | 5,568 | - | 9,633 |
| Gross profit | 1,918 | 2,262 | - | 4,180 |
| Administrative expenses | (1,110) | (1,208) | (757) | (3,075) |
| Amortisation | - | (85) | - | (85) |
| Depreciation | (202) | (283) | - | (485) |
| Other operating income | - | 59 | - | 59 |
| Profit/(loss) on disposal | - | 2 | - | 2 |
| Operating profit/(loss) | 606 | 747 | (757) | 596 |
| EBITDA | 808 | 1,115 | (757) | 1,166 |
| Segment assets | 4,155 | 8,409 | 5,857 | 18,421 |
| Segment (liabilities) | (932) | (920) | (841) | (2,693) |
| Segment net assets | 3,223 | 7,489 | 5,016 | 15,728 |
| Additions to non-current assets | 155 | 1,199 | - | 1,354 |
| The difference between the segments revenue and consolidated income revenue is due to internal sales between the segments of £69k | | | | |
| 2024 Business Segments | | | | |
| Segment revenues | 3,799 | 5,095 | - | 8,894 |
| Inter-segment revenue | (81) | (76) | - | (157) |
| Revenue from external customers | 3,718 | 5,019 | - | 8,737 |
| Gross profit | 1,998 | 2,072 | - | 4,070 |
| Administrative expenses | (1,270) | (1,076) | (666) | (3,012) |
| Amortisation | - | (60) | (2) | (62) |
| Depreciation | (174) | (218) | - | (392) |
| Other operating income | - | 3 | - | 3 |
| Operating profit/(loss) | 554 | 721 | (668) | 607 |
| EBITDA | 728 | 999 | (666) | 1,061 |
| Segment assets | 2,740 | 6,037 | 9,292 | 18,069 |
| Segment (liabilities) | (1,003) | (1,131) | (711) | (2,845) |
| Segment net assets | 1,737 | 4,906 | 8,580 | 15,224 |
| Additions to non-current assets | 239 | 668 | 7 | 914 |

The difference between the segments revenue and consolidated income revenue is due to internal sales between the segments of £157k

| 4. Expenses | 2025 | 2024 |
|--|--------------|--------------|
| | £000s | £000s |
| Amount of inventory expensed as cost of sales | 3,752 | 3,387 |
| Depreciation - owned assets | 348 | 239 |
| Depreciation - right of use assets | 137 | 153 |
| Amortisation | 85 | 62 |
| Auditors' remuneration: | | |
| Audit of parent company and consolidated financial information | 69 | 60 |

| 5. Taxation | 2025 | 2024 |
|--------------------|--------------|--------------|
| | £000s | £000s |

Analysis of the tax charge in the year

Current year tax charge

| | | |
|--|-------|-----|
| UK corporation tax charge on profit for the year | 248 | 191 |
| Adjustments for prior periods | (166) | - |
| Total current tax | 82 | 191 |

Deferred tax (note 24)

| | | |
|-------------------------------|------|----|
| Current year | (32) | 63 |
| Adjustments for prior periods | (11) | - |
| Total deferred tax | (43) | 63 |

Tax on profit on ordinary activities

39 **254**

Factors affecting the tax charge for the year

2025 **2024**
£000s **£000s**

| | | |
|---|-----------|------------|
| Profit before taxation | 825 | 797 |
| Profit multiplied by the standard rate of taxation in the UK of 25% | 206 | 199 |
| Effects of: | | |
| Expenses not deductible for tax purposes | 10 | 55 |
| Adjustments for prior years | (177) | - |
| Total tax charge for the year | 39 | 254 |

6. Earnings per share

The calculation of basic earnings per share ("EPS") is based on the profit attributable to ordinary shareholders, from continuing operations, divided by the weighted average number of shares in issue during the year, calculated on a daily basis.

The calculation of diluted EPS is based on the basic EPS adjusted to allow for the issue of shares and the post-tax effect of dividends and interest on the assumed conversion of all other dilutive options and other potential ordinary shares.

| | 2025 £000s | 2024 £000s |
|--|---------------|---------------|
| <i>Numerator</i> | | |
| Earnings for the year used in basic and diluted EPS | 786 | 543 |
| <i>Denominator</i> | | |
| Weighted average number of shares used in basic EPS (000s) | 13,739 | 13,766 |
| Weighted average number of shares used in diluted EPS (000s) | 13,754 | 13,778 |
| | Pence | Pence |
| Basic EPS | 5.72 | 3.95 |
| Diluted EPS | 5.71 | 3.95 |

7. Business combinations (acquisitions)

As part of the Group's continuing strategy to expand the network of security centres, on 3 February 2025 Croma Locksmiths and Security Solutions Limited acquired a business comprising 100% of the share capital of Meridian Securities System Limited ("Meridian"), a well-established, family run locksmith business based in Horsforth, Leeds

| The fair value of net assets acquired is set out below: | £000's |
|---|--------|
| Purchase consideration (satisfied entirely by cash) | 150 |
| Less: the fair value of assets acquired | |
| Property, plant and equipment | (26) |
| Inventory | (105) |
| Trade and other receivables | (28) |
| Cash and cash equivalents | (7) |
| Add: the fair value of liabilities | |
| Trade and other payables | 155 |
| Goodwill | (139) |

Transaction costs of 11k relating to the acquisition of Meridian have been recognised as an expense and included within administrative expenses in the statement of profit or loss.

Meridian contributed £328k to the Group's revenue and made a loss of £32k for the period from the date of acquisition to the year-end date. The loss is due to one-off accounting adjustment to stock provision of £54k. Without the adjustment, Meridian would have delivered £22k profit before tax. If the acquisition of Meridian had been completed on the first day of the financial year, this would have added £784k to the Group's revenue and £33k to Group profit before tax.

The book values of the assets and liabilities acquired at the acquisition date were considered to be approximate of their fair values. In addition, the property was acquired by the vendor's SIPP for a value of £275,000.

In addition to the above acquisition, on 1 April 2025, the Group acquired the acquired a business comprising 100% of the share capital of Benn Lock and Safe Limited ("Benn Lock & Safe"), a well-established, Peterborough based locksmith and security provider.

| The fair value of net assets acquired is set out below: | £000's |
|---|--------|
| Purchase consideration (satisfied by cash and shares) | 200 |
| Less: the fair value of assets acquired | |
| Property, plant and equipment | (40) |
| Inventory | (76) |
| Trade and other receivables | (82) |
| Cash and cash equivalents | (7) |
| Add: the fair value of liabilities | |
| Trade and other payables | 98 |
| Goodwill | (93) |

Transaction costs of £8.5k relating to the business purchase of Benn Lock & Safe have been recognised as an expense and included within administrative expenses in the statement of profit or loss.

This addition contributed £146k to the Group's revenue and made a loss of £1k for the period from the date of acquisition to the year-end date. The loss is due to one-off accounting adjustment to stock provision of

£16k. Without the adjustment, Benn Lock and Safe Limited would have delivered £14k profit before tax. If the acquisition of Benn Lock & Safe had been completed on the first day of the financial year, this would have added £680k to the Group's revenue and £55k to Group profit before tax.

The book values of the assets and liabilities acquired at the acquisition date were considered to be approximate of their fair values.

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