

Company registration number 02367406 (England and Wales)

WELIN LAMBIE LIMITED
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

WELIN LAMBIE LIMITED

COMPANY INFORMATION

Directors Mr B W Dunscombe
Mr T K F Leung
Mr Christopher McVicker (Appointed 20 March 2025)

Company number 02367406

Registered office Britannia House
Old Bush Street
Brierley Hill
West Midlands
United Kingdom
DY5 1UB

Auditor bk plus Audit Limited
Azzurri House
Walsall Road
Aldridge
Walsall
England
WS9 0RB

Bankers National Westminster Bank Plc
Merry Hill Centre
Brierley Hill
West Midlands
DY1 1LW

WELIN LAMBIE LIMITED

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WELIN LAMBIE LIMITED

STRATEGIC REPORT

FOR THE YEAR ENDED 31 DECEMBER 2024

The directors present the strategic report for the year ended 31 December 2024.

Review of the business

The principal activity of the company during the year is that of supplying highly reliable, technically superior davit systems in defense and commercial applications. Welin Lambie Limited will leverage the substantial installed base & customer familiarity to be the preferred supplier of critical davit systems.

During 2024 the company identified that incorrect UK export declarations had been made to HMRC. HMRC were immediately notified and following an investigation a settlement was agreed and paid in 2025. No further payments regarding this matter are due.

Principal risks and uncertainties

The U.S. defence market drives 98% of revenue, but this financial year has brought significant challenges. Market uncertainty and new U.S. tariffs have increased costs and operational pressures, highlighting the need for strategic adjustments to maintain performance.

Global expansion is needed. Relying solely on the U.S. market limits growth. We must expand Welin's presence internationally by growing our installed base and targeting high-potential markets. Work is already in progress to identify and prioritize non-U.S. opportunities to expand Welin's presence internationally.

Potential financial risks that the company could be exposed to are:

Operational risks

The company's operations include long term contracts where anticipated outcomes may alter with the passage of time. The company has procedures in place for the continuous monitoring and evaluation of all contracts to ensure problems are identified at an early stage.

The tender approval processes and contract acceptance protocols reflect the company's attitude to risk and every effort is made to assess the financial covenants of all partners involved with a contract.

The success of the company is very dependent upon the recruitment and retention of good quality staff and the company seeks to make itself the preferred employer in the sector.

The company has developed and maintains strong relationships with all stakeholders such as suppliers, sub-contractors and financiers to provide a solid base for the operational activities of the company.

Competitive risks

The company's business involves contracts that are subject to competitive tender and contracts are secured on the basis of technical, financial and performance criteria. The company recognises the need for strong relationships with customers and the importance of successful contract delivery to gain a competitive advantage in the open market.

Market risk

The risk of competitive displacement is mitigated through long-term preferred supplier agreements with key clients and by continually enhancing the Company's value proposition through innovation, service excellence, and client-centric strategies.

Key performance indicators

For the year ended 31 December 2024 performance is reported using the following key performance indicators which has been described in our report above:

Turnover - £10,262,282 (2023 £10,247,503)

Profit /(loss) before taxation - Loss £591,292 (2023 Profit £1,905,893)

Profit before exceptional costs and taxation - £2,640,470 (2023 Profit £1,905,893)

Net assets - £5,186,108 (2023 £6,464,823)

GP 53.3% (2023 52.93%)

WELIN LAMBIE LIMITED

STRATEGIC REPORT (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2024

On behalf of the board

Mr B W Dunscombe
Director

19 December 2025

WELIN LAMBIE LIMITED

DIRECTORS' REPORT

FOR THE YEAR ENDED 31 DECEMBER 2024

The directors present their annual report and financial statements for the year ended 31 December 2024.

Principal activities

The principal activity of the company continued to be that of marine engineers.

Results and dividends

The results for the year are set out on page 8.

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

Directors

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

Mr J D Barefield	(Resigned 20 March 2025)
Mr J A McFadyen	(Resigned 1 March 2024)
Mr B W Dunscombe	
Mr T K F Leung	
Mr C P Ferrer	(Appointed 1 March 2024 and resigned 10 April 2025)
Mr Christopher McVicker	(Appointed 20 March 2025)

C McVicker was appointed as a director after 31st December 2024 but prior to the date of this report.

Qualifying third party indemnity provisions

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

Future developments

As a business we anticipate a good trading performance for 2025. As a company we keep a tight control over new customers to minimise credit risk, in addition to the loyal customer base we already have

The company has suitable contracts in place to sustain the trading position of the business for the next few years, and the company is well established and has a strong loyalty in place that the directors are confident that they can meet any future challenges

Independent Auditor

The auditors, BK Plus Audit Limited, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Statement of directors' responsibilities

The directors are responsible for preparing the annual report and the financial statements in accordance with applicable law and regulations.

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

In preparing these financial statements, the directors are required to:

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

WELIN LAMBIE LIMITED

DIRECTORS' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2024

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

Statement of disclosure to auditor

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

Medium-sized companies exemption

This report has been prepared in accordance with the provisions applicable to companies entitled to the medium-sized companies exemption.

On behalf of the board

Mr B W Dunscombe
Director

19 December 2025

WELIN LAMBIE LIMITED

INDEPENDENT AUDITOR'S REPORT TO THE MEMBER OF WELIN LAMBIE LIMITED

Opinion

We have audited the financial statements of Welin Lambie Limited (the 'company') for the year ended 31 December 2024 which comprise the profit and loss account, the statement of comprehensive income, the balance sheet, the statement of changes in equity, the statement 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 United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 December 2024 and of its loss for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The directors are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

WELIN LAMBIE LIMITED

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBER OF WELIN LAMBIE LIMITED (CONTINUED)

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of directors

As explained more fully in the directors' responsibilities statement, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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:

- enquiry of management as to any knowledge of actual, suspected or alleged fraud
- enquiry of management as to any actual or potential litigation
- enquiry of management of any instances of non-compliance with laws and regulations
- performing audit work over the risk of management override of controls
- evaluating significant transactions outside the normal course of trade

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://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 company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in a Report of the Auditors and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

WELIN LAMBIE LIMITED

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBER OF WELIN LAMBIE LIMITED (CONTINUED)

Andrew Williams FCCA (Senior Statutory Auditor)

For and on behalf of bk plus Audit Limited, Statutory Auditor

Chartered Certified Accountants

Azzurri House

Walsall Road

Aldridge

Walsall

WS9 0RB

England

19 December 2025

WELIN LAMBIE LIMITED

PROFIT AND LOSS ACCOUNT

FOR THE YEAR ENDED 31 DECEMBER 2024

	Notes	2024 £	2023 £
Turnover	3	10,236,137	10,247,503
Cost of sales		(4,788,027)	(4,823,718)
		<hr/>	<hr/>
Gross profit		5,448,110	5,423,785
Administrative expenses		(2,851,300)	(3,521,472)
Exceptional item	4	(3,231,762)	-
		<hr/>	<hr/>
Operating (loss)/profit	5	(634,952)	1,902,313
Interest receivable and similar income	8	17,510	3,580
		<hr/>	<hr/>
(Loss)/profit before taxation		(617,442)	1,905,893
Tax on (loss)/profit	9	(658,730)	(453,015)
		<hr/>	<hr/>
(Loss)/profit for the financial year		<u>(1,276,172)</u>	<u>1,452,878</u>

The profit and loss account has been prepared on the basis that all operations are continuing operations.

The notes on pages 13 to 25 form part of these financial statements.

WELIN LAMBIE LIMITED

STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 31 DECEMBER 2024

	2024	2023
	£	£
(Loss)/profit for the year	(1,276,172)	1,452,878
Other comprehensive income	-	-
Total comprehensive income for the year	<u>(1,276,172)</u>	<u>1,452,878</u>

The notes on pages 13 to 25 form part of these financial statements.

WELIN LAMBIE LIMITED

BALANCE SHEET

AS AT 31 DECEMBER 2024

		2024		2023	
	Notes	£	£	£	£
Fixed assets					
Tangible assets	10		1,085,544		1,020,404
Investments	11		1		1
			<u>1,085,545</u>		<u>1,020,405</u>
Current assets					
Stocks	13	414,014		339,254	
Debtors	14	7,093,468		5,501,499	
Cash at bank and in hand		1,642,894		806,585	
		<u>9,150,376</u>		<u>6,647,338</u>	
Creditors: amounts falling due within one year	15	<u>(1,750,701)</u>		<u>(1,161,259)</u>	
Net current assets			<u>7,399,675</u>		<u>5,486,079</u>
Total assets less current liabilities			<u>8,485,220</u>		<u>6,506,484</u>
Provisions for liabilities					
Provisions	17	3,231,762		-	
Deferred tax liability	18	64,807		41,661	
		<u>(3,296,569)</u>		<u>(41,661)</u>	
Net assets			<u>5,188,651</u>		<u>6,464,823</u>
Capital and reserves					
Called up share capital	20		21,133		21,133
Capital redemption reserve			28,866		28,866
Profit and loss reserves			5,138,652		6,414,824
Total equity			<u>5,188,651</u>		<u>6,464,823</u>

The notes on pages 13 to 25 form part of these financial statements.

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

The financial statements were approved by the board of directors and authorised for issue on 19 December 2025 and are signed on its behalf by:

Mr B W Dunscombe
Director

Company registration number 02367406 (England and Wales)

WELIN LAMBIE LIMITED

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 DECEMBER 2024

	Share capital	Capital redemption reserve	Profit and loss reserves	Total
	£	£	£	£
Balance at 1 January 2023	21,133	28,866	4,961,946	5,011,945
Year ended 31 December 2023:				
Profit and total comprehensive income	-	-	1,452,878	1,452,878
Balance at 31 December 2023	21,133	28,866	6,414,824	6,464,823
Year ended 31 December 2024:				
Loss and total comprehensive income	-	-	(1,276,172)	(1,276,172)
Balance at 31 December 2024	21,133	28,866	5,138,652	5,188,651

The notes on pages 13 to 25 form part of these financial statements.

WELIN LAMBIE LIMITED

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 DECEMBER 2024

	Notes	2024		2023	
		£	£	£	£
Cash flows from operating activities					
Cash generated from/(absorbed by) operations	24		1,007,767		(329,477)
Income taxes refunded/(paid)			19,263		(549,323)
Net cash inflow/(outflow) from operating activities			<u>1,027,030</u>		<u>(878,800)</u>
Investing activities					
Purchase of tangible fixed assets		(204,204)		(139,083)	
Interest received		17,510		3,580	
Net cash used in investing activities			<u>(186,694)</u>		<u>(135,503)</u>
Net increase/(decrease) in cash and cash equivalents			<u>840,336</u>		<u>(1,014,303)</u>
Cash and cash equivalents at beginning of year			802,558		1,816,861
Cash and cash equivalents at end of year			<u><u>1,642,894</u></u>		<u><u>802,558</u></u>
Relating to:					
Cash at bank and in hand			1,642,894		806,585
Bank overdrafts included in creditors payable within one year			-		(4,027)
			<u><u>-</u></u>		<u><u>(4,027)</u></u>

The notes on pages 13 to 25 form part of these financial statements.

WELIN LAMBIE LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2024

1 Accounting policies

Company information

Wellin Lambie Limited is a private company limited by shares incorporated in England and Wales. The registered office is Britannia House, Old Bush Street, Brierley Hill, West Midlands, United Kingdom, DY5 1UB.

1.1 Accounting convention

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

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

The financial statements have been prepared on a going concern basis, under historical cost convention.

The principal accounting policies adopted in the preparation of the financial statements are set out below and have remained unchanged from the previous year and have been consistently applied within the same accounts.

1.2 Going concern

At the time of approving the financial statements, the directors have a reasonable expectation that the company has 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.

The directors have prepared profit and cash flow forecasts for the company for a period of at least 12 months from the date of approval of the financial statements. Based on this review, along with assessing the latest financial performance of the company in FY24, the directors consider the company to have sufficient resources to continue trading for a period of at least 12 months from the date of approval of the financial statements, being able to meet its liabilities as and when they fall due.

The business did achieve a loss in FY24, but only because of the exceptional expense in the financial period, which is considered an isolated incident. Excluding this, the business has achieved healthy profits in the current and preceding financial period.

Because of the reasons set out above, the directors have adopted the going concern basis in preparing the financial statements and have concluded that there are no material uncertainties present in relation to going concern.

WELIN LAMBIE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2024

1 Accounting policies (Continued)

1.3 Turnover

Turnover includes:

(a) Sale of goods/parts

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

(b) Rendering of services

Turnover is recognised on completion of the service.

(c) Long Term Contracts

Turnover also includes revenue in relation to long term contracts calculated by reference to the stage of completion. This is measured by the proportion that contract costs incurred to date bear to the estimated total contract costs. Where a contracts costs will exceed turnover, the expected loss is recognised as an expense immediately.

All the above elements of turnover are exclusive of value added tax.

1.4 Tangible fixed assets

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

Tangible fixed assets are stated at cost less accumulated depreciation and accumulated impairment losses.

Land and buildings	Straight line over 50 years
Fixtures and fittings	33% on reducing balance
Plant and Machinery	20% on reducing balance
Motor vehicles	33% on reducing balance

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

A subsidiary is an entity controlled by the company. Control is the power to govern the financial and operating policies of the entity so as to obtain benefits from its activities.

1.5 Impairment of fixed assets

Assets not measured at fair value are reviewed for any indication that the asset may be impaired at each balance sheet date. If such indication exists, the recoverable amount of the asset, or the asset's cash generating unit, is estimated and compared to the carrying amount. Where the carrying amount exceeds its recoverable amount, an impairment loss is recognised in profit or loss unless the asset is carried at a revalued amount where the impairment loss is a revaluation decrease.

1.6 Stocks

Stocks are stated at the lower of cost and net realisable value after making due allowance for obsolete and slow moving stock.

Long term work in progress is assessed on a contract by contract basis and, where the outcome of the contract can be determined with a reasonable degree of accuracy, the relevant turnover and related costs are accounted for in the profit and loss account as contract activity progresses.

WELIN LAMBIE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2024

1 Accounting policies **(Continued)**

1.7 Cash and cash equivalents

All monies included, including funds held at call at banks and cash floats held by employees.

1.8 Financial instruments

Other financial assets

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

Impairment of financial assets

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

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

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

Derecognition of financial assets

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

Other financial liabilities

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

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

Derecognition of financial liabilities

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

WELIN LAMBIE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2024

1 Accounting policies (Continued)

1.9 Share capital

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

1.10 Taxation

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

Current tax

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

Deferred tax

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

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

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

1.11 Provisions

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

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

1.12 Retirement benefits

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

Rentals paid under operating leases are charged to profit or loss on a straight line basis over the period of the lease.

1.13 Exceptional items

The company classifies certain one-off charges or credits that have a material impact on the company's financial results as 'exceptional items'. These are disclosed separately to provide further understanding of the financial performance of the company.

WELIN LAMBIE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2024

1 Accounting policies (Continued)

1.14 Foreign exchange

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

1.15 Debtors and creditors receivable/payable within one year

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

1.16 Investment and subsidiary companies

The investment in subsidiary companies is shown at cost less impairment. The subsidiary company has remained dormant throughout the period under review.

1.17 Research and development

Expenditure on research is written off against profits in the year in which it is incurred.

2 Judgements and key sources of estimation uncertainty

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

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

Critical judgements

The following are the critical judgement and key sources of estimation of uncertainty that the directors have made in the process of applying the company's accounting policies and that have the most significant effect on the amounts recognised in the financial statements:

Trade debtors and payments on account in relation to long term contracts:

The directors determine the costs to complete contracts at the year end. These costs are included in calculating the work certified at the year end and in turn affects the turnover, assets and liabilities reported in the financial statements.

The costs to complete include both material purchases and labour costs. The estimated costs to complete are based on the directors assessment of the contracts stage of completion and other information available at the year end. All of these estimates are based on historical experience.

WELIN LAMBIE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2024

3	Turnover and other revenue	2024	2023
		£	£
	Turnover analysed by geographical market		
	UK	202,653	201,183
	North America	10,033,484	10,046,320
		<u>10,236,137</u>	<u>10,247,503</u>
		2024	2023
		£	£
	Other revenue		
	Interest income	17,510	3,580
		<u>17,510</u>	<u>3,580</u>
4	Exceptional item	2024	2023
		£	£
	Expenditure		
	Export settlement	3,231,762	-
		<u>3,231,762</u>	<u>-</u>
	During 2024 the company identified that historic incorrect UK export declarations had been made to HMRC. HMRC were immediately notified and following an investigation a settlement was agreed and paid in 2025. No further payments regarding this matter are due.		
5	Operating (loss)/profit	2024	2023
		£	£
	Operating (loss)/profit for the year is stated after charging:		
	Fees payable to the company's auditor for the audit of the company's financial statements	44,615	20,906
	Depreciation of owned tangible fixed assets	139,064	130,929
		<u>183,679</u>	<u>151,835</u>
6	Directors' remuneration	2024	2023
		£	£
	Remuneration for qualifying services	279,878	276,246
	Company pension contributions to defined contribution schemes	7,044	7,044
		<u>286,922</u>	<u>283,290</u>

WELIN LAMBIE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2024

6 Directors' remuneration (Continued)

Remuneration disclosed above include the following amounts paid to the highest paid director:

	2024 £	2023 £
Remuneration for qualifying services	141,232	149,213
Company pension contributions to defined contribution schemes	3,522	3,522
	<u>144,754</u>	<u>152,735</u>

7 Employees

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

	2024 Number	2023 Number
Directors	3	4
Admin	10	8
Direct	36	34
	<u>49</u>	<u>46</u>

Their aggregate remuneration comprised:

	2024 £	2023 £
Wages and salaries	2,200,400	2,166,971
Social security costs	222,135	226,672
Pension costs	106,727	80,555
	<u>2,529,262</u>	<u>2,474,198</u>

8 Interest receivable and similar income

	2024 £	2023 £
Interest income		
Interest on bank deposits	3,322	3,580
Other interest income	14,188	-
	<u>17,510</u>	<u>3,580</u>

	2024 £	2023 £
Investment income includes the following:		
Interest on financial assets not measured at fair value through profit or loss	3,322	3,580
	<u>3,322</u>	<u>3,580</u>

WELIN LAMBIE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2024

9 Taxation

	2024	2023
	£	£
Current tax		
UK corporation tax on profits for the current period	635,584	443,932
	<u>635,584</u>	<u>443,932</u>
Deferred tax		
Origination and reversal of timing differences	23,146	9,083
	<u>23,146</u>	<u>9,083</u>
Total tax charge	<u>658,730</u>	<u>453,015</u>

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

	2024	2023
	£	£
(Loss)/profit before taxation	(617,442)	1,905,893
	<u>(617,442)</u>	<u>1,905,893</u>
Expected tax (credit)/charge based on the standard rate of corporation tax in the UK of 25.00% (2023: 23.52%)	(154,361)	448,276
Tax effect of expenses that are not deductible in determining taxable profit	808,265	496
Depreciation on assets not qualifying for tax allowances	4,824	4,538
Rounding	2	1
Marginal Relief	-	537
Superdeduction	-	(833)
	<u>(154,361)</u>	<u>448,276</u>
Taxation charge for the year	<u>658,730</u>	<u>453,015</u>

10 Tangible fixed assets

	Land and buildings	Plant and machinery	Fixtures and fittings	Motor vehicles	Total
	£	£	£	£	£
Cost					
At 1 January 2024	1,680,758	543,435	888,059	135,041	3,247,293
Additions	-	203,110	1,094	-	204,204
	<u>1,680,758</u>	<u>746,545</u>	<u>889,153</u>	<u>135,041</u>	<u>3,451,497</u>
Depreciation and impairment					
At 1 January 2024	947,486	420,602	741,386	117,415	2,226,889
Depreciation charged in the year	19,296	65,189	48,763	5,816	139,064
	<u>966,782</u>	<u>485,791</u>	<u>790,149</u>	<u>123,231</u>	<u>2,365,953</u>

WELIN LAMBIE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2024

10 Tangible fixed assets (Continued)

	Land and buildings £	Plant and machinery £	Fixtures and fittings £	Motor vehicles £	Total £
Carrying amount					
At 31 December 2024	713,976	260,754	99,004	11,810	1,085,544
At 31 December 2023	733,272	122,833	146,673	17,626	1,020,404

11 Fixed asset investments

	Notes	2024 £	2023 £
Investments in subsidiaries	12	1	1

12 Subsidiaries

Name of undertaking	Registered office	Nature of business	Class of shares held	% Held Direct
Welin Lambie USA, LLC	Britannia House, Old Bush Street, Brierley Hill, West Midlands, DY5 1UB	Dormant	Ordinary	100.00

13 Stocks

	2024 £	2023 £
Raw materials and consumables	404,331	336,564
Finished goods and goods for resale	9,683	2,690
	414,014	339,254

14 Debtors

	2024 £	2023 £
Amounts falling due within one year:		
Trade debtors	735,029	1,919,919
Gross amounts owed by contract customers	2,665,342	2,259,047
Corporation tax recoverable	-	19,263
Amounts owed by group undertakings	3,191,286	870,172
Other debtors	178,065	178,951
Prepayments and accrued income	323,746	254,147
	7,093,468	5,501,499

The amount due to group undertakings is unsecured, interest free, and repayable on demand

WELIN LAMBIE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2024

15 Creditors: amounts falling due within one year

	Notes	2024 £	2023 £
Bank loans and overdrafts	16	-	4,027
Trade creditors		725,786	832,461
Corporation tax		635,584	-
Other taxation and social security		50,305	70,040
Other creditors		15,667	11,887
Accruals and deferred income		323,359	242,844
		<u>1,750,701</u>	<u>1,161,259</u>

Amounts owed to group undertakings are unsecured, interest free, have no fixed date of repayment and are payable on demand.

16 Loans and overdrafts

	2024 £	2023 £
Bank overdrafts	-	4,027
	<u>-</u>	<u>4,027</u>
Payable within one year	-	4,027
	<u>-</u>	<u>4,027</u>

17 Provisions for liabilities

	2024 £	2023 £
Export settlement	3,231,762	-
	<u>3,231,762</u>	<u>-</u>
Refer to Exceptional item note 4		
Movements on provisions:		Export settlement
		£
Additional provisions in the year		3,231,762
		<u>3,231,762</u>

A settlement was agreed and paid in full in February 2025.

WELIN LAMBIE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2024

18 Deferred taxation

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

	Liabilities 2024 £	Liabilities 2023 £
Balances:		
Accelerated capital allowances	64,807	41,661
	<u>64,807</u>	<u>41,661</u>
Movements in the year:		2024 £
Liability at 1 January 2024		41,661
Charge to profit or loss		23,146
		<u>64,807</u>
Liability at 31 December 2024		<u>64,807</u>

The deferred tax liability set out above is expected to reverse within 12 months and relates to accelerated capital allowances that are expected to mature within the same period.

19 Retirement benefit schemes

	2024 £	2023 £
Defined contribution schemes		
Charge to profit or loss in respect of defined contribution schemes	106,727	80,555
	<u>106,727</u>	<u>80,555</u>

The company operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the company in an independently administered fund.

20 Share capital

	2024 Number	2023 Number	2024 £	2023 £
Ordinary share capital Issued and fully paid				
Ordinary Shares of £1 each	21,133	21,133	21,133	21,133
	<u>21,133</u>	<u>21,133</u>	<u>21,133</u>	<u>21,133</u>

21 Operating lease commitments

WELIN LAMBIE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2024

21 Operating lease commitments (Continued)

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

	2024	2023
	£	£
Within 1 year	16,000	35,756
Years 2-5	64,000	64,000
After 5 years	1,232,000	1,248,000
	<u>1,312,000</u>	<u>1,347,756</u>

22 Related Party Disclosures

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

23 Ultimate controlling party

The immediate parent company is Thorn Acquisitionco Limited. The registered office is the same as that given on the company information page.

The ultimate parent undertaking and controlling party is Accel Holdco L.P.

The consolidated financial statements are available from:

Fairbanks Morse, LLC
655 3rd Street, Suite 301
Beloit, WI 53511

24 Cash generated from/(absorbed by) operations

	2024	2023
	£	£
(Loss)/profit after taxation	(1,276,172)	1,452,878
Adjustments for:		
Taxation charged	658,730	453,015
Investment income	(17,510)	(3,580)
Depreciation and impairment of tangible fixed assets	139,064	130,929
Increase in provisions	3,231,762	-
Movements in working capital:		
Increase in stocks	(74,760)	(228,879)
Increase in debtors	(1,611,232)	(1,958,891)
Decrease in creditors	(42,115)	(174,949)
Cash generated from/(absorbed by) operations	<u>1,007,767</u>	<u>(329,477)</u>

WELIN LAMBIE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2024

25 Analysis of changes in net funds

	1 January 2024	Cash flows	31 December 2024
	£	£	£
Cash at bank and in hand	806,585	836,309	1,642,894
Bank overdrafts	(4,027)	4,027	-
	<u>802,558</u>	<u>840,336</u>	<u>1,642,894</u>

This document was delivered using electronic communications and authenticated in accordance with the registrar's rules relating to electronic form, authentication and manner of delivery under section 1072 of the Companies Act 2006.