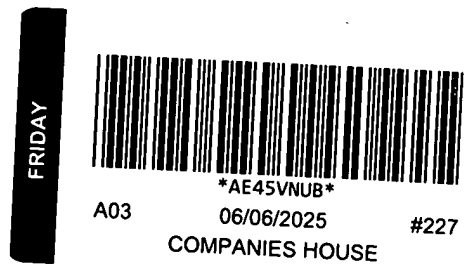


COMPANY REGISTRATION NUMBER: 00047152

JAMES DAWSON & SON, LIMITED
FINANCIAL STATEMENTS
31 DECEMBER 2024



JAMES DAWSON & SON, LIMITED
FINANCIAL STATEMENTS
YEAR ENDED 31 DECEMBER 2024

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JAMES DAWSON & SON, LIMITED
OFFICERS AND PROFESSIONAL ADVISERS

The board of directors

Mr E J-P Andrieux
Mrs L A Feasby
Mr S P Lutz (resigned 14.06.24)
Mr I Peart (resigned 31.08.24)
Mr M G Dickinson (appointed 01.10.24)
Mr P J Peck (appointed 27.02.25)

Registered office

Campbell Road
Stoke-On-Trent
Staffordshire
England
ST4 4EY

Auditor

Constantin
25 Hosier Lane
London
United Kingdom
EC1A 9LQ

JAMES DAWSON & SON, LIMITED
STRATEGIC REPORT
YEAR ENDED 31 DECEMBER 2024

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

Principal activity

Late in 2024, the business structured itself into three distinct product families to benefit our customers. The business focuses on the manufacture of the following products:

Air and Fluid Handling designs and manufactures advanced silicone and organic rubber hoses, as well as thermoplastic ducting, for demanding applications across industries like construction, agriculture, mining, and power generation.

Industrial Motion provides customized solutions that drive sustainable growth for businesses worldwide. We are a leading supplier of belting and power transmission solutions which improve efficiency and productivity for our customers.

High-Tech Coated Fabrics produces unreinforced sheeting for highly regulated industries, such as transportation. Leveraging expertise across the product development lifecycle, we create customised solutions for customers' demanding application requirements, whether for flexible heaters, laser curtains or gangway bellows.

Business review and future developments

The realignment above aims to simplify interactions, reduce complexity and build greater trust with our customers. By partnering with our customers this way, we anticipate that this will help to drive profitable growth in the future.

2024 turnover was marginally down compared to 2023 primarily due to a change in the categorisation of recharges within the wider group. Positively, margins were maintained due to continued stability in raw material and energy costs in the year. Interest costs significantly reduced during the year as a result of an £8,000,000 Share Capital injection on 2 May 2024 which allowed the Company to pay back loans to its ultimate parent Compagnie Generale des Etablissements Michelin SCA. This further strengthened the Company Balance Sheet, positioning the Business well for the future.

Principal risks and uncertainties

Key markets

A substantial downturn in one or more key markets could have a material adverse impact on the Company's profitability, cashflow and the carrying value of its assets. The markets in which the Company operates are continually monitored and assessed. The Company continues to identify and develop opportunities outside its traditional areas of operation where its expertise can be put to use.

Competitor activity

Commercial activity by competitors, or changes in their products or technology, could impact upon the Company's market share and profitability. The company has a diverse product range which provides natural protection and helps reduce fluctuations in earnings. The business model emphasises products that are performance-critical and which generally represent only a small proportion of the cost of a customer's finished item.

JAMES DAWSON & SON, LIMITED
STRATEGIC REPORT
YEAR ENDED 31 DECEMBER 2024

Raw materials

In periods of high demand, supplier difficulties, or supplier loss, availability of raw materials may become constrained which could increase the susceptibility to uncontrollable and rapid movements in price which could have implications for the cost and the overall profitability of the Company's business. In certain circumstances the loss of a supplier or supplier quality failing could lead to an inability to produce our goods in a timely or efficient manner or may necessitate product re-engineering and/or product re-validation if alternative raw materials are required. The company has generally been able to pass on increases in raw material prices to customers, either through price escalation clauses or through negotiation.

Technology and intellectual property

These technologies and intellectual property rights need to be kept current through continuous improvement and research & development and are susceptible to theft, infringement, loss and replication by competitors. This could lead to loss of competitive advantage, loss of brand premium and loss of business. Our pipeline of new products and opportunities also requires successful commercialisation and allocation of resources. The company's products, materials and processes are continually developed and enhanced through research & development. Intellectual property rights are actively registered, managed and enforced by the Company and designs, formulae, specifications and techniques are physically safeguarded and the company uses non-disclosure and non-compete agreements.

Key personnel

A lack of new talent, inability to retain and develop existing talent, or replace retiring senior management could hinder our operations and our growth strategy. A loss of key personnel, with associated intellectual property and know-how, could also disrupt production or even strategy. Appropriate steps are taken to recruit, retain and incentivise key people in technical roles. Established recruitment and development programmes are operated.

Adequacy of operations

A loss of production or systems capability at a facility, or quality failings in products or procedures, could affect reputation and accreditations, lead to an inability to supply customers, reduce volumes and/or increase claims made against the businesses under guarantees and warranties. The Company continues to invest in development to establish strong quality standards and methodologies. There are robust procedures and policies for reviewing, negotiating and accepting terms and conditions of trade. The company uses third party advisors where appropriate.

Tariffs

Significant changes to global tariffs could have an impact on the company given the markets in which the business operates. The company continues to assess this evolving situation.

Financial key performance indicators

The key performance indicators are operating profit before exceptional items, operating margin before exceptional items and net assets. James Dawson & Son, Limited's operating profit in the year ended 31 December 2024 was £2,521,000 (2023: £2,279,000). This resulted in an operating margin of 7.1% (2023: 6.2%). Net assets were £20,101,000 at 31 December 2024 (2023: £10,222,000). This increase was due to the profit after tax of £1,879,000 (2023: £587,000) and the share capital injection of £8,000,000 in May 2024. Profit after tax increased by £1,292,000, due to a decrease in interest charges (£640,000 lower in 2024 because the loans were paid off following the share capital injection) and a tax adjustment in respect of prior periods (£661,000 in 2024).

JAMES DAWSON & SON, LIMITED
STRATEGIC REPORT
YEAR ENDED 31 DECEMBER 2024

Section 172(1) Statement

In accordance with the Companies Act 2006 (the 'Act') (as amended by the Companies (Miscellaneous Reporting) Regulations 2018), the Directors provide this statement describing how they have had regard to the matters set out in section 172(1) of the Act, when performing their duty to promote the success of the Company, under section 172.

The Directors always aim to act in the best interests of the Company, and to be fair and balanced in its approach. The needs of different stakeholders are always considered as well as the consequences of any decision in the long-term and the importance of our internally published high standards of business conduct. More specific information is given in sub-paragraphs (a) to (f), which correspond to the individual factors disclosed under Section 172(1).

a. Long-term decision making

The Directors delegate day-to-day management and decision making to its senior management team, but it maintains oversight of the Company's performance. In addition to this, any major decisions with long-term implications, including significant new business initiatives, would need approval of the Michelin Group, to ensure that the business decisions taken locally are in alignment with the long-term strategy of the Group. Any decisions approved either locally or by the Michelin Group, are then implemented, with subsequent oversight from the Directors to ensure management act in accordance with the agreed strategy. Processes are in place to ensure that the Directors receive all relevant information to enable it to make well-judged decisions in support of the Company's long-term success, including management KPI's, risk management policies and a robust suite of internal controls, all underpinned by internal audit.

b. Stakeholders: Employees

Our people are essential to our success, future growth, and our aim to build leading positions in our long-term markets. We continue to invest substantial time and effort to employ, train, develop and retain employees who are passionate about our business and have up-to-date knowledge and world class expertise in our key functional areas. Hearing their views on what we do well, and what we can do better, is an important driver for improvement and retaining our best talent. With this in mind, we communicate regularly with our employees through quarterly "Town Talk" briefings as well as an internal newsletter. An annual Employee Engagement Survey takes place facilitated by Michelin with targeted improvements reflecting the feedback. We also have an employee recognition scheme to award and recognise those employees who go above and beyond what would normally be expected of them. We meet monthly with the Trade Union representatives to ensure that employees remain engaged and to highlight and discuss any concerns they might have. A works council is in place, focused on Employee wellbeing, engagement and community both within the business and the local area. This is run by the employees themselves.

c. Stakeholders: Customers, Suppliers, Others

We aim to be fair and ethical in dealings with all our external stakeholders, including our suppliers, customers and other business partners, in line with our published Code of Conduct and ethical policies. We endeavour to pay suppliers to agreed terms and be a collaborative and responsive partner, and suppliers undergo regular audits from our representatives to ensure we hold those companies we deal with to the highest standards of stewardship. With customers, our goal is to act as partners in order to understand their needs and collaborate effectively in order to provide the products and services they need in order to succeed. Each customer has a dedicated account manager, backed by an internal customer service and sales administration team in order to facilitate this relationship and ensure smooth operation, day-to-day.

JAMES DAWSON & SON, LIMITED
STRATEGIC REPORT
YEAR ENDED 31 DECEMBER 2024

We also encourage external customer audits to ensure our own internal processes and policies continue to meet their high standards and we maintain an internal quality system accredited to ISO9001. The sales and customer service teams update and report regular KPI's and customer visit reports which assist in maintaining and developing our understanding of current customer needs. We closely monitor market intelligence and trends which enables us to predict likely future needs. This helps us focus the application of our internal Research & Development resources to develop new products and services that will be of benefit to our customers.

d. Stakeholders: Community & Environment

Contributing positively to our local and global communities and environments is a responsibility and an opportunity and we believe strongly that our business is sustainable and environmentally friendly wherever possible. We actively seek new products which contribute to a better environment, for example products used in vehicle emission reductions, products used in electrical vehicle application and products used in green energy production. We are accredited to ISO14001 and as such carry out numerous internal audits throughout the year. We also support local charities and community events each year, facilitated by the works council.

e. Reputation for high standards of business conduct

The Directors are responsible for developing the culture across the Company, which promotes integrity and transparency. The Company has established comprehensive systems of corporate governance, and approves policies and procedures which promote corporate responsibility and ethical behaviour, and these are implemented within the Company.

f. Acting fairly as between members of the Company

The Directors aim to understand the views of its sole shareholder and always to act in their best interests. In order to do this, the Directors work closely with the shareholder to ensure operations, strategy and performance are aligned with the long-term objectives of the shareholder, while complying with the Articles of Association of the Company, and in line with the highest standards of conduct as laid out in Group policies.

This report was approved by the board of directors on 04 June 2025 and signed on behalf of the board by:

Signed by:

A15C01CB7435484
Mr M G Dickinson
Director

Registered office:
Campbell Road
Stoke-On-Trent
Staffordshire
England
ST4 4EY

JAMES DAWSON & SON, LIMITED
DIRECTORS' REPORT
YEAR ENDED 31 DECEMBER 2024

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

Directors

The Directors who served during the year were:

Mr E J-P Andrieux
Mrs LA Feasby
Mr S P Lutz (resigned 14.06.24)
Mr I Peart (resigned 31.08.24)
Mr M G Dickinson (appointed 01.10.24)
Mr P J Peck (appointed 27.02.2025)

Results and dividends

The profit for the year, after taxation, amounted to £1,879,000 (2023: £587,000). No interim dividend for the year ended 31 December 2024 was paid during the period (2023: £nil). This equated to a total dividend of £nil (2023: £nil). The directors do not propose a final dividend (2023: £nil).

Going concern

The company made a profit in the year to 31 December 2024 of £1,879,000 and secured an injection of £8,000,000 share capital on 2 May 2024, resulting in net assets of £20,101,000 at 31 December 2024.

The injection of £8,000,000 share capital on 2 May 2024 allowed the Company to pay back loans to its ultimate parent Compagnie Generale des Etablissements Michelin SCA.

The directors consider that adopting the going concern basis in preparing the financial statements is appropriate.

Future developments

Principal activities and future developments are set out in the Strategic report on page 2.

Financial risk management

In the normal course of business, the Company is exposed to certain financial risks, principally foreign exchange risk, interest rate risk, liquidity risk and credit risk. These risks are managed locally along with Michelin Group Treasury in accordance with risk management policies that are designed to minimise the potential adverse effects of these risks on financial performance.

JAMES DAWSON & SON, LIMITED

DIRECTORS' REPORT

YEAR ENDED 31 DECEMBER 2024

Research and development

Research and development expenditure is incurred in order to advance quality levels and enhance the range of the company's principal products. This is progressing to plan.

Employee engagement

Details regarding employee engagement can be found in the Section 172(1) Statement within the Strategic report.

Business relationships

Details regarding business relationships can be found in the Section 172(1) Statement within the Strategic report.

Disabled employees

The Company's employment policies and practices are designed to meet local conditions and regulations and support the principles of the Universal Declaration of Human Rights. It ensures it recruits and retains a competent and diverse workforce. Equal opportunities mean employing the best people for the business from the widest pool of candidates regardless of gender, race, age, caste, origin, religion, disability, sexual orientation or any other status protected by law. These principles and practices are also applied when undertaking rationalisations and reorganisations.

The Company strives to provide an inclusive and diverse workplace environment in which all employees are treated with dignity and respect at all times. The Company does not discriminate on the grounds of disability and continues to recognise its social and statutory duties to disabled persons and does all that is practicable to meet this responsibility.

Full and fair consideration is given to the recruitment, training, career development and promotion of disabled persons. If an employee becomes disabled whilst employed by the Company, wherever possible, he or she will continue to be employed in the same job. If this action is not practicable or possible then every effort will be made to find suitable alternative employment. In these circumstances, retraining would be made available using Company resources as well as by contact with local disabilities employment advisors.

Disclosure of information to auditor

Each of the persons who are Directors at the time when this Directors' Report is approved has confirmed that:

- so far as the Director is aware, there is no relevant audit information of which the Company's auditor is unaware, and
- the Director has taken all the steps that ought to have been taken as a Director in order to be aware of any relevant audit information and to establish that the Company's auditor is aware of that information.

JAMES DAWSON & SON, LIMITED
DIRECTORS' REPORT
YEAR ENDED 31 DECEMBER 2024

James Dawson and Son Limited 2024 Simplified Energy and Carbon Reporting (SECR)

In compliance with 'The Companies Act 2006' (Strategic Report and Directors' Report) in particular Part 7A to Schedule 7 'Dealing with energy and carbon disclosures by large unquoted companies'. Please find below the disclosure of energy and CO2 information for James Dawson and Son, Limited for the 2024 financial year. This SECR report includes information relating to greenhouse gas emissions (scope 1 and 2), energy consumption data for fuels, electricity and transport and a CO2e intensity ratio (tCO2e (Tonnes) per material processed (Tonnes)). The declaration identifies some of the energy saving measures implemented by the James Dawson and Son, Limited sites. The company generated 2,032.48 tonnes of CO2e and consumed 10,789,772 kWh of energy within the 2024 financial year. Reductions were generated as a result of the more efficient generation and use of steam.

Greenhouse Gas Emissions

Table 1 identifies CO2 emissions for James Dawson and Son, Limited for the period (1 January 2024 to 31 December 2024 and compares this to energy data from 2023 over an equivalent period)

Description	Scope	2024	2023
		tCO2	tCO2
All Direct Emissions from the activities undertaken within the control of James Dawson and Son, Limited. Including fuel combustion such as gas boilers, fleet vehicles.	Scope 1	1,546.58	1,634.88
Indirect Emissions from the purchase of electricity, steam or cooling by James Dawson and Son, Limited.	Scope 2	485.90	522.51
Total		2,032.48	2,157.39

Table 1 – James Dawson and Son, Limited CO2 Emissions

Energy Consumption

Table 2 identifies energy consumption (kWh) for James Dawson and Son, Limited for the period (1 January 2024 to 31 December 2024 and compares this to energy data from 2023 over an equivalent period)

Utility	2024	2023
	(kWh)	(kWh)
Electricity	2,346,772	2,523,297
Gas	8,406,634	8,838,871
Transport	36,366	56,797
Total	10,789,772	11,418,965

Table 2 – James Dawson and Son, Limited Energy Consumption

JAMES DAWSON & SON, LIMITED

DIRECTORS' REPORT

YEAR ENDED 31 DECEMBER 2024

CO2 Intensity Ratio

Table 3 identifies CO2e emissions per tonne of material processed at James Dawson and Son, Limited for the 2024 financial year and compares this to energy data from 2023 over an equivalent period.

Description	2024	2023
CO2(tonnes) per Material Processed (Tonnes)	1.822	1.374

Table 3 – James Dawson and Son, Limited CO2e (Tonnes) Emissions per Material processed (Tonnes)


Energy Efficiency Measures

- 1) New variable speed drive compressor to replace previous fixed speed (Moorlands).
- 2) Replacement of all the malfunctioning steam traps (Boultham)
- 3) Replacement of missing lagging from the steam cycle (Boultham)
- 4) Transport - the replacement of diesel van with electric replacement

Methodology

The methodology for the reporting of SECR was taken from the Department of Business Energy and Industrial Strategy (BEIS) with specific instruction from 'Environmental Reporting Guidelines: Including streamlined energy and carbon reporting guidance (March 2019)'. CO2 conversion factors and calorific convertors were generated via 'UK Government GHG Conversion Factors for Company Reporting 2024 and 2023'. All utility information (electricity and natural gas) was generated from utility invoices. The transportation consumption was taken from information generated from the accounting systems operating at James Dawson and Son, Limited.

This report was approved by the board of directors on 04 June 2025 and signed on behalf of the board by:

Signed by:

A15CD1CB7435464...

Mr M G Dickinson
 Director

Registered office:
 Campbell Road
 Stoke-On-Trent
 Staffordshire
 England
 ST4 4EY

JAMES DAWSON & SON, LIMITED
DIRECTORS' RESPONSIBILITIES STATEMENT
YEAR ENDED 31 DECEMBER 2024

The Directors are responsible for preparing the Strategic Report, the Directors' 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 applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 101 'Reduced Disclosure Framework'. Under company law the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of the profit or loss of the Company for that period.

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

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and to 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.

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

JAMES DAWSON & SON, LIMITED
INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF JAMES DAWSON
& SON, LIMITED
YEAR ENDED 31 DECEMBER 2024

Report on the audit of the financial statements

Opinion

In our opinion the financial statements of James Dawson & Son, Limited (the 'company'):

- give a true and fair view of the state of the company's affairs as at 31 December 2024 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 101 "Reduced Disclosure Framework"; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements which comprise:

- the statement of income and retained earnings;
- the statement of financial position;
- the statement of changes in equity; and
- the related notes 1 to 21, which include a statement of 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 101 "Reduced Disclosure Framework" (United Kingdom Generally Accepted Accounting Practice).

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 Financial Reporting Council's (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.

JAMES DAWSON & SON, LIMITED
INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF JAMES DAWSON
& SON, LIMITED
YEAR ENDED 31 DECEMBER 2024

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 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.

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.

A further description of our responsibilities for the audit of the financial statements is located on the FRC's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

JAMES DAWSON & SON, LIMITED
INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF JAMES DAWSON
& SON, LIMITED
YEAR ENDED 31 DECEMBER 2024

Extent to which the audit was considered capable of detecting irregularities, including fraud

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

We considered the nature of the company's industry and its control environment, and reviewed the company's documentation of their policies and procedures relating to fraud and compliance with laws and regulations. We also enquired of management and the directors about their own identification and assessment of the risks of irregularities, including those that are specific to the company's business sector.

We obtained an understanding of the legal and regulatory frameworks that the company operates in, and identified the key laws and regulations that:

- had a direct effect on the determination of material amounts and disclosures in the financial statements. These included UK Companies Act, pension legislation, tax legislation; and
- do not have a direct effect on the financial statements but compliance with which may be fundamental to the company's ability to operate or to avoid a material penalty.

We discussed among the audit engagement team regarding the opportunities and incentives that may exist within the organisation for fraud and how and where fraud might occur in the financial statements.

As a result of performing the above, we identified the greatest potential for fraud in the following areas, and our specific procedures performed to address it are described below:

Revenue recognition – cut-off revenue: we tested the cut-off of revenue by making samples selections from sales made before and after the year end. We vouched sales to supporting documentation to substantiate the sales alongside the requirements of IFRS 15 to determine whether the revenue was recognised in the appropriate period, being in 2023 or in 2024. We assessed the design and implementation of management's control around the cut-off of revenue.

In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override. In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments; assessed whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluated the business rationale of any significant transactions that are unusual or outside the normal course of business.

In addition to the above, our procedures to respond to the risks identified included the following:

- reviewing financial statement disclosures by testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- enquiring of management concerning actual and potential litigation and claims, and instances of non-compliance with laws and regulations; and
- reading minutes of meetings of those charged with governance and reviewing the correspondence with HMRC.

JAMES DAWSON & SON, LIMITED
INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF JAMES DAWSON
& SON, LIMITED
YEAR ENDED 31 DECEMBER 2024

Report on other legal and regulatory requirements

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.

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 any material misstatements in the strategic report or the directors' report.

Matters on which we are required to report by exception

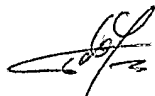
Under the Companies Act 2006 we are required to report in respect of the following matters if, in our opinion:

- 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.

We have nothing to report in respect of these matters.

Use of our report

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Thierry de Gennes ACA (Senior Statutory Auditor)
For and on behalf of Constantin, Chartered Accountants and Statutory Auditor
25 Hosier Lane
London
EC1A 9LQ
Date: 4 June 2025

JAMES DAWSON & SON, LIMITED
STATEMENT OF INCOME AND RETAINED EARNINGS
YEAR ENDED 31 DECEMBER 2024

	Note	2024 £000	2023 £000
Turnover	3	35,269	36,579
Cost of sales		(25,326)	(26,789)
Gross profit		9,943	9,790
Distribution costs		(2,811)	(3,113)
Administrative expenses		(4,611)	(4,398)
Operating profit	4	2,521	2,279
Other interest receivable and similar income	7	–	38
Interest payable and similar expenses	8	(182)	(822)
Profit before taxation		2,339	1,495
Tax on profit	9	(460)	(908)
Profit for the financial year and total comprehensive income		<u>1,879</u>	<u>587</u>
Retained earnings at the start of the year		5,711	5,124
Retained earnings at the end of the year		<u>7,590</u>	<u>5,711</u>


All the activities of the company are from continuing operations.

The notes on pages 18 to 32 form part of these financial statements.

JAMES DAWSON & SON, LIMITED
STATEMENT OF FINANCIAL POSITION
YEAR ENDED 31 DECEMBER 2024

	Note	2024 £000	2023 £000
Fixed assets			
Intangible assets	10	649	1,154
Tangible assets	11	11,641	11,001
		<u>12,290</u>	<u>12,155</u>
Current assets			
Stocks	12	3,188	3,570
Debtors	13	12,787	6,874
Cash at bank and in hand		55	1,501
		<u>16,030</u>	<u>11,945</u>
Creditors: amounts falling due within one year	14	6,433	8,545
Net current assets/ (liabilities)		<u>9,597</u>	<u>3,400</u>
Total assets less current liabilities		21,887	15,555
Creditors: amounts falling due after more than one year	15	1,582	5,139
Provisions			
Other provisions	17	204	194
Net assets		<u>20,101</u>	<u>10,222</u>
Capital and reserves			
Called up share capital	19	9,011	1,011
Share premium account	20	2,998	2,998
Revaluation reserve	20	502	502
Profit and loss account	20	7,590	5,711
Shareholders funds		<u>20,101</u>	<u>10,222</u>

These financial statements were approved by the board of directors and authorised for issue on 04 June 2025, and are signed on behalf of the board by:

Signed by:

58271FE21722400...

Mr P J Peck
 Director

Company registration number: 00047152

The notes on pages 18 to 32 form part of these financial statements.

JAMES DAWSON & SON, LIMITED
STATEMENT OF CHANGES IN EQUITY
YEAR ENDED 31 DECEMBER 2024

	Called up share capital £000	Share premium account £000	Revaluation reserve £000	Profit and loss account £000	Total £000
At 1 January 2023	1,011	2,998	502	5,124	9,635
Profit for the year	—	—	—	587	587
Total comprehensive income for the year	—	—	—	587	587
At 31 December 2023	1,011	2,998	502	5,711	10,222
Profit for the year	—	—	—	1,879	1,879
Total comprehensive income for the year	—	—	—	1,879	1,879
Issue of shares	8,000	—	—	—	8,000
Total investments by and distributions to owners	8,000	—	—	—	8,000
At 31 December 2024	9,011	2,998	502	7,590	20,101

The notes on pages 18 to 32 form part of these financial statements.

JAMES DAWSON & SON, LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 DECEMBER 2024

1. General information

The company is a private company limited by shares, registered in England and Wales. The address of the registered office is Campbell Road, Stoke-On-Trent, Staffordshire, ST4 4EY, England.

2. Accounting policies

Basis of preparation

The financial statements have been prepared under the historical cost convention, as modified by financial assets and liabilities at fair value through profit or loss, unless otherwise specified within these accounting policies and in accordance with Financial Reporting Standard 101 'Reduced Disclosure Framework'.

The financial statements are prepared in sterling, which is the functional currency of the entity.

Accounting developments

A number of other new standards, amendments or interpretations have been published but are not mandatory for the year ended 31 December 2024 and consequently have not yet been applied in preparing the financial statements. None of these are expected to have a material impact on the results or net assets of the Company.

Going concern

Details regarding the going concern basis can be found within the Directors' report on page 6.

Finance costs

Finance costs are charged to profit or loss over the term of the debt using the effective interest method so that the amount charged is at a constant rate on the carrying amount. Issue costs are initially recognised as a reduction in the proceeds of the associated capital instrument.

Dividends

Equity dividends are recognised when they become legally payable. Interim equity dividends are recognised when paid. Final equity dividends are recognised when approved by the shareholders at an annual general meeting.

Disclosure exemptions

The Company has taken advantage of the following disclosure exemptions under FRS 101:

- the requirements of IFRS 7 Financial Instruments: Disclosures
- the requirements of paragraphs 30 and 31 of IAS 8 Accounting Policies, Changes in Accounting Estimates and Errors
- the requirements of paragraph 17 and 18A of IAS 24 Related Party Disclosures
- the requirements in IAS 24 Related Party Disclosures to disclose related party transactions entered into between two or more members of a group, provided that any subsidiary which is a party to the transaction is wholly owned by such a member

JAMES DAWSON & SON, LIMITED
NOTES TO THE FINANCIAL STATEMENTS *(continued)*
YEAR ENDED 31 DECEMBER 2024

2. Accounting policies *(continued)*

Interest income

Interest income is recognised in profit or loss using the effective interest method.

Judgements and key sources of estimation uncertainty

The application of the Company's accounting policies requires management to make certain assumptions, estimates and judgements that may affect the reported amounts of assets, liabilities, income and expenses. These are based on historical experience and any other factors, including expectations of future events, that are considered appropriate and these are continually reviewed. Subsequent actual results may however differ from these estimates and judgements. None of the assumptions, estimates and judgements are considered to be critical.

Revenue recognition

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Company and the revenue can be reliably measured. Revenue is measured as the fair value of the consideration received or receivable, excluding discounts, rebates, value added tax and other sales taxes.

Revenue from the sale of goods is recognised on the satisfaction of performance obligations, such as the transfer of a promised good, identified in the contract between the Company and the customer. A receivable is recognised when the goods are delivered as this is the point in time that the consideration is unconditional because only the passage of time is required before the payment is due.

Income tax

Current tax is the tax expected to be payable on taxable profit for the period using tax rates that have been enacted or substantively enacted by the balance sheet date, together with any adjustments in respect of previous years. Taxable profit differs from profit as reported in the income statement because it excludes items of income or expense that are not taxable or deductible or are taxable or deductible in other years.

Deferred tax is recognised using the liability method for temporary differences between the carrying amounts of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profit, unless specifically exempt. Deferred tax assets are recognised only to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilised. Deferred tax is calculated using tax rates that are expected to apply in the period when the liability is settled or the asset realised. The resulting charge or credit is recognised in the income statement except when it relates to items recognised directly in equity, in which case the charge or credit is also recognised directly in equity.

JAMES DAWSON & SON, LIMITED
NOTES TO THE FINANCIAL STATEMENTS *(continued)*
YEAR ENDED 31 DECEMBER 2024

2. Accounting policies *(continued)*

Goodwill

Goodwill represents the excess of the cost of a business combination over the company's interest in the fair value of the identifiable assets and liabilities at the date of acquisition. Goodwill is initially recognised as an asset at cost and is subsequently measured at cost less any accumulated impairment losses. The carrying amount of goodwill is reviewed for impairment annually, or more frequently when events or changes in circumstances indicate that the carrying amount may be impaired. Any impairment is recognised in the income statement and is not subsequently reversed. Any excess of the company's interest in the fair value of the identifiable assets and liabilities of the acquired entity over cost is recognised immediately in the income statement. On disposal, the attributable amount of goodwill is included in the profit or loss on disposal.

Intangible assets

Intangible assets are initially recognised at cost. After recognition, under the cost model, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

Amortisation

Amortisation is calculated so as to write off the cost of an asset, less its estimated residual value, over the useful life of that asset as follows:

Goodwill	-	annual impairment review
Software	-	3 – 5 years

If there is an indication that there has been a significant change in amortisation rate, useful life or residual value of an intangible asset, the amortisation is revised prospectively to reflect the new estimates.

Research and development

In the research phase of an internal project it is not possible to demonstrate that the project will generate future economic benefits and hence all expenditure on research shall be recognised as an expense when it is incurred. Intangible assets are recognised from the development phase of a project if and only if certain specific criteria are met in order to demonstrate the asset will generate probable future economic benefits and that its cost can be reliably measured. The capitalised development costs are subsequently amortised on a straight-line basis over their useful economic lives, which range from 3 to 6 years.

If it is not possible to distinguish between the research phase and the development phase of an internal project, the expenditure is treated as if it were all incurred in the research phase only.

JAMES DAWSON & SON, LIMITED
NOTES TO THE FINANCIAL STATEMENTS *(continued)*
YEAR ENDED 31 DECEMBER 2024

2. Accounting policies *(continued)*

Tangible assets

Tangible fixed assets under the cost model are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

At each reporting date the company assesses whether there is any indication of impairment. If such indication exists, the recoverable amount of the asset is determined which is the higher of its fair value less costs to sell and its value in use. An impairment loss is recognised where the carrying amount exceeds the recoverable amount.

Depreciation

Land is not depreciated. Depreciation on other assets is charged so as to allocate the cost of assets less their residual value over their estimated useful lives, using the straight-line method. The estimated useful lives range as follows:

Freehold property	-	40 years
Long leasehold property	-	Length of lease
Plant and machinery	-	3 – 10 years
Motor vehicles	-	3 – 4 years
Equipment	-	2 – 5 years

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or if there is an indication of a significant change since the last reporting date.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in profit or loss.

Stocks

Stocks are stated at the lower of cost and net realisable value, being the estimated selling price less costs to complete and sell. Cost is based on the cost of purchase on a first in, first out basis. Work in progress and finished goods include labour and attributable overheads.

At each balance sheet date, stocks are assessed for impairment. If stock is impaired, the carrying amount is reduced to its selling price less costs to complete and sell. The impairment loss is recognised immediately in profit or loss.

JAMES DAWSON & SON, LIMITED
NOTES TO THE FINANCIAL STATEMENTS *(continued)*
YEAR ENDED 31 DECEMBER 2024

2. Accounting policies *(continued)*

Finance leases and hire purchase contracts

A contract is or contains a lease if it conveys to the lessee the right to use an asset for an agreed period of time in return for a payment or a series of payments. Lease liabilities correspond to the present value of future lease payments, discounted at the rate implicit in the lease or an incremental borrowing rate. For contracts that include both lease components and non-lease components (such as services), only the lease component is taken into account in calculating the respective liability. The specific credit risk of the lessee is used as the discount rate if it can be determined. If the implicit rate cannot be readily determined, the company uses its average incremental borrowing rate when reflecting its interest rate policy, in line with industry practices and generally related to outstanding lease liability. After initial recognition, carrying value of the lease liability is measured at reflecting interest on unpaid leases.

Right of use assets corresponding to leased property, plant and machinery and vehicles are initially measured at cost, corresponding to the sum of present value of outstanding lease payments at commencement date of leases, less accumulated depreciation over shorter of useful life and term length at end date.

Leases with a term not exceeding 12 months or concerning low value assets are not recognized on balance sheet. The payments relating to these leases are expensed on a straight-line basis over duration of contracts. Variable lease payments are expenses in period in which triggering event or situation occurs.

Provisions

Provisions are made where an event has taken place that gives the Company a legal or constructive obligation that probably requires settlement by a transfer of economic benefit, and a reliable estimate can be made of the amount of the obligation.

Provisions are charged as an expense to profit or loss in the year that the Company becomes aware of the obligation, and are measured at the best estimate at the Balance Sheet date of the expenditure required to settle the obligation, taking into account relevant risks and uncertainties.

When payments are eventually made, they are charged to the provision carried in the Balance Sheet.

JAMES DAWSON & SON, LIMITED
NOTES TO THE FINANCIAL STATEMENTS *(continued)*
YEAR ENDED 31 DECEMBER 2024

2. Accounting policies *(continued)*

Financial instruments

The Company recognises financial instruments when it becomes a party to the contractual arrangements of the instrument. Financial instruments are de-recognised when they are discharged or when the contractual terms expire. The Company's accounting policies in respect of financial instruments transactions are explained below:

Financial assets and financial liabilities are initially measured at fair value.

Financial assets

The Company recognises its financial assets into one of the categories discussed below, depending on the purpose for which the asset was acquired. Other than the financial assets in a qualifying hedging relationship, the Company's accounting policy for each category is as follows:

Fair value through profit or loss

This category comprises only in-the-money derivatives. These are carried in the Balance sheet at fair value with changes in fair value recognised in the Income statement.

Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They arise principally through the provision of goods and services to customers (e.g. trade receivables), but also incorporate other types of contractual monetary asset.

They are initially recognised at fair value plus transaction costs that are directly attributable to their acquisition or issue, and are subsequently carried at amortised cost using the effective interest rate method, less provision for impairment.

Impairment provisions are recognised when there is objective evidence (such as significant financial difficulties on the part of the counterparty or default or significant delay in payment) that the Company will be unable to collect all of the amounts due under the terms receivable, the amount of such a provision being the difference between the net carrying amount and the present value of the future expected cash flows associated with the impaired receivable. For trade receivables, which are reported net, such provisions are recorded in a separate allowance account with the loss being recognised within administrative expenses in the Income statement. On confirmation that the trade receivable will not be collected, the gross carrying value of the asset is written off against the associated provision.

Financial liabilities

Fair value through profit or loss

The Company comprises only out-of-the-money derivatives. They are carried in the Balance sheet at fair value with changes in fair value recognised in the Income statement.

At amortised cost

Financial liabilities at amortised cost including bank borrowings are initially recognised at fair value net of any transaction costs directly attributable to the issue of the instrument. Such interest bearing liabilities are subsequently measured at amortised cost using the effective interest rate method, which ensures that any interest expense over the period to repayment is at a constant rate on the balance of the liability carried into the Balance sheet.

JAMES DAWSON & SON, LIMITED
NOTES TO THE FINANCIAL STATEMENTS *(continued)*
YEAR ENDED 31 DECEMBER 2024

2. Accounting policies *(continued)*

Defined contribution plans

The Company operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the Company pays fixed contributions into a separate entity. Once the contributions have been paid the Company has no further payment obligations. The contributions are recognised as an expense in profit or loss when they fall due. Amounts not paid are shown in accruals as a liability in the Balance Sheet. The assets of the plan are held separately from the Company in independently administered funds.

Defined benefits pension plan

Where the risks of a defined benefit plan are shared between entities under common control, the net defined benefit cost is recognised in the financial statements of the Group entity which is legally responsible for the plan and all other Group entities recognise a cost equal to their contribution payable for the period.

The amount charged to the Income statement account represents contributions payable to the scheme in respect of the accounting period.

Foreign currency translation

Functional and presentation currency

The Company's functional and presentational currency is Pounds Sterling because that is the currency of the primary economic environment in which the Company operates.

Transactions and balances

Foreign currency transactions are translated into the functional currency using the spot exchange rates at the dates of the transactions.

At each period end foreign currency monetary items are translated using the closing rate. Non-monetary items measured at historical cost are translated using the exchange rate at the date of the transaction and non-monetary items measured at fair value are measured using the exchange rate when fair value was determined.

Foreign exchange gains and losses resulting from the settlement of transactions and from the translation at period-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in profit or loss except when deferred in other comprehensive income as qualifying cash flow hedges.

JAMES DAWSON & SON, LIMITED
NOTES TO THE FINANCIAL STATEMENTS *(continued)*
YEAR ENDED 31 DECEMBER 2024

3. Turnover

Turnover arises from:

	2024	2023
	£000	£000
Sale of goods	35,269	35,633
Commissions	-	946
	35,269	36,579

The turnover is attributable to the one principal activity of the company. An analysis of turnover by the geographical markets that substantially differ from each other is given below:

	2024	2023
	£000	£000
United Kingdom	8,723	9,224
Europe	13,016	15,140
Rest of World	13,530	12,215
	35,269	36,579

4. Operating profit

Operating profit or loss is stated after charging/crediting:

	2024	2023
	£000	£000
Amortisation of intangible assets	519	306
Depreciation of tangible assets	1,629	1,007
(Profit)/loss on disposal of tangible assets	(4)	6
Research and development expenditure written off	499	771
Foreign exchange differences	25	158
Fees payable for the audit of the financial statements	46	51

JAMES DAWSON & SON, LIMITED
NOTES TO THE FINANCIAL STATEMENTS *(continued)*
YEAR ENDED 31 DECEMBER 2024

5. Staff costs

The average number of persons employed by the company during the year, including the directors, amounted to:

	2024	2023
	No.	No.
Production staff	274	301
Distribution staff	56	49
Administrative staff	21	25
	<u>351</u>	<u>375</u>

The aggregate payroll costs incurred during the year, relating to the above, were:

	2024	2023
	£000	£000
Wages and salaries	12,188	11,649
Social security costs	1,233	1,219
Other pension costs	1,144	1,199
	<u>14,565</u>	<u>14,067</u>

6. Directors' remuneration

The directors' aggregate remuneration in respect of qualifying services was:

	2024	2023
	£000	£000
Remuneration	186	146
Company contributions to defined contribution pension plans	37	29
	<u>223</u>	<u>175</u>

Remuneration of the highest paid director in respect of qualifying services:

	2024	2023
	£000	£000
Aggregate remuneration	155	146
Company contributions to defined contribution pension plans	31	29
	<u>186</u>	<u>175</u>

In addition, remuneration for 3 (2023: 3) director(s) has been borne by other companies in the group. It is not practicable to allocate their remuneration between their services on behalf of the company and of the other group companies.

7. Other interest receivable and similar income

	2024	2023
	£000	£000
Interest from group undertakings	—	38
	<u>—</u>	<u>38</u>

JAMES DAWSON & SON, LIMITED
NOTES TO THE FINANCIAL STATEMENTS *(continued)*
YEAR ENDED 31 DECEMBER 2024

8. Interest payable and similar expenses

	2024	2023
	£000	£000
Interest on obligations under finance leases and hire purchase contracts	104	3
Interest due to group undertakings	70	803
Interest on bank overdrafts	8	16
	<u>182</u>	<u>822</u>

9. Tax on profit

Major components of tax expense

There is an unrecognised deferred tax asset of £1,624,000 (2023: £1,164,000) in respect of fixed asset timing differences. These are not recognised in these accounts due to no corporation tax being payable by the company for the foreseeable future due to losses in the wider group.

	2024	2023
	£000	£000
Current tax:		
UK current tax expense	1,121	661
Adjustments in respect of prior periods	(661)	247
Total current tax	<u>460</u>	<u>908</u>
Tax on profit	<u>460</u>	<u>908</u>

Reconciliation of tax expense

The tax assessed on the profit on ordinary activities for the year is lower than (2023: higher than) the standard rate of corporation tax in the UK of 25% (2023: 23.5%).

	2024	2023
	£000	£000
Profit on ordinary activities before taxation	<u>2,339</u>	<u>1,495</u>
Profit on ordinary activities by rate of tax	585	351
Adjustment to tax charge in respect of prior periods	(661)	310
Effect of expenses not deductible for tax purposes	536	247
Tax on profit	<u>460</u>	<u>908</u>

JAMES DAWSON & SON, LIMITED
NOTES TO THE FINANCIAL STATEMENTS *(continued)*
YEAR ENDED 31 DECEMBER 2024

9. Tax on profit (continued)

Pillar Two of the Organisation for Economic Co-Operation and Development's ("OECD's") Two Pillar Solution provides for the taxation of income of large groups at a minimum effective rate of 15% on a jurisdictional basis.

The Company is a wholly-owned subsidiary of Compagnie Générale des Etablissements Michelin, which is incorporated in France and is the ultimate parent undertaking for the Michelin Group. The Group is within scope of the OECD Pillar Two model rules.

Pillar Two legislation received Royal Assent on 11 July 2023 in the United Kingdom and applies to accounting periods beginning on or after 31 December 2023. As the Group's effective tax rate in the UK is above 15%, the Company does not suffer any additional Pillar Two top-up taxes by the application of Pillar Two.

The Company has applied the mandatory temporary exception to the requirements of IAS 12 under which a company does not recognise or disclose information about deferred tax assets and liabilities related to Pillar Two income taxes

10. Intangible assets

	Goodwill £000	Software £000	Total £000
Cost			
At 1 January 2024	4,110	2,276	6,386
Additions	-	14	14
At 31 December 2024	<u>4,110</u>	<u>2,290</u>	<u>6,400</u>
Amortisation			
At 1 January 2024	3,922	1,310	5,232
Charge for the year	188	331	519
At 31 December 2024	<u>4,110</u>	<u>1,641</u>	<u>5,751</u>
Carrying amount			
At 31 December 2024	<u>-</u>	<u>649</u>	<u>649</u>
At 31 December 2023	<u>188</u>	<u>966</u>	<u>1,154</u>

The carrying amounts of goodwill are reviewed for impairment annually, or more frequently when events or changes in circumstances indicate that the carrying amounts may be impaired. In addition, the carrying amounts of intangible assets acquired are reviewed for impairment when events or changes in circumstances indicate that the carrying amounts may be impaired. The recoverable amounts of CGUs are based on value in use calculations using cash flow projections discounted to calculate the net present value. The key assumptions used to determine the value in use relate to profits derived from sales volumes, selling prices and costs, growth rates and pre-tax discount rates.

JAMES DAWSON & SON, LIMITED
NOTES TO THE FINANCIAL STATEMENTS *(continued)*
YEAR ENDED 31 DECEMBER 2024

11. Tangible assets

	Freehold property £000	Long leasehold property £000	Plant and machinery £000	Motor vehicles £000	Equipment £000	Total £000
Cost						
At 1 Jan 2024	1,942	179	20,207	1	201	22,530
Additions	–	1,764	422	44	39	2,269
Disposals	–	–	(15)	–	–	(15)
At 31 Dec 2024	<u>1,942</u>	<u>1,943</u>	<u>20,614</u>	<u>45</u>	<u>240</u>	<u>24,784</u>
Depreciation						
At 1 Jan 2024	1,113	86	10,232	1	97	11,529
Charge for the year	38	183	1,357	6	45	1,629
Disposals	–	–	(15)	–	–	(15)
At 31 Dec 2024	<u>1,151</u>	<u>269</u>	<u>11,574</u>	<u>7</u>	<u>142</u>	<u>13,143</u>
Carrying amount						
At 31 Dec 2024	<u>791</u>	<u>1,674</u>	<u>9,040</u>	<u>38</u>	<u>98</u>	<u>11,641</u>
At 31 Dec 2023	<u>829</u>	<u>93</u>	<u>9,975</u>	<u>–</u>	<u>104</u>	<u>11,001</u>

Freehold property includes land at a cost of £325,000 (2023: £325,000) which is not subject to depreciation.

The company held 2 property leases at 31 December 2024 (2023: 1). The 5 year lease on the sales office is due to expire on 14 October 2026, and the 10 year lease on the warehouse is due to expire on 20 February 2034.

Finance leases and hire purchase contracts

Included within the carrying value of tangible assets are the following amounts relating to assets held under finance leases or hire purchase agreements:

	Long leasehold property £000	Equipment £000	Total £000
At 31 December 2024	<u>1,674</u>	<u>98</u>	<u>1,772</u>
At 31 December 2023	<u>92</u>	<u>105</u>	<u>197</u>

Included below is the depreciation charged for each category of right of use asset:

	Long leasehold property £000	Equipment £000	Total £000
At 31 December 2024	<u>183</u>	<u>44</u>	<u>227</u>
At 31 December 2023	<u>41</u>	<u>41</u>	<u>82</u>

During the year £1,804,000 (2023: £27,000) of tangible fixed assets relating to right of use assets were capitalised.

JAMES DAWSON & SON, LIMITED
NOTES TO THE FINANCIAL STATEMENTS *(continued)*
YEAR ENDED 31 DECEMBER 2024

12. Stocks	2024	2023
	£000	£000
Raw materials and consumables	941	871
Work in progress	733	860
Finished goods and goods for resale	1,514	1,839
	<u>3,188</u>	<u>3,570</u>

Inventories are presented net of provision for inventory write downs, based on management's estimate of the net realisable value of inventories. The amount charged to the Income Statement in respect of write downs of inventories is £7,000 (2023: £904,000). The amount credited to the Income Statement in the year in respect of reversals of write downs of inventories is £12,000 (2023: £76,000), principally resulting from the subsequent sale of inventory previously written down. These amounts are classified within cost of sales in the Income Statement.

13. Debtors	2024	2023
	£000	£000
Trade debtors	5,618	6,213
Amounts owed by group undertakings	6,627	195
Prepayments and accrued income	486	417
Other debtors	56	49
	<u>12,787</u>	<u>6,874</u>

Amounts owed by group undertakings are unsecured and are all due within 12 months of the balance sheet date.

14. Creditors: amounts falling due within one year	2024	2023
	£000	£000
Trade creditors	2,151	2,124
Bank overdraft	170	-
Amounts owed to group undertakings	252	4,009
Accruals and deferred income	963	248
Corporation tax	1,989	1,529
Social security and other taxes	390	312
Obligations under finance leases and hire purchase contracts	240	73
Other creditors	278	250
	<u>6,433</u>	<u>8,545</u>

Amounts owed to group undertakings are unsecured and due within 12 months of the balance sheet date.

15. Creditors: amounts falling due after more than one year	2024	2023
	£000	£000
Amounts owed to group undertakings	-	5,000
Obligations under finance leases and hire purchase contracts	1,582	139
	<u>1,582</u>	<u>5,139</u>

Amounts owed to group undertakings are unsecured and due within 5 years of the balance sheet date.

JAMES DAWSON & SON, LIMITED
NOTES TO THE FINANCIAL STATEMENTS *(continued)*
YEAR ENDED 31 DECEMBER 2024

16. Lease liabilities and hire purchase contracts

The total future minimum lease payments under finance leases and hire purchase contracts are as follows:

	2024	2023
	£000	£000
Not later than 1 year	240	73
Later than 1 year and not later than 5 years	741	139
Later than 5 years	841	-
	<u>1,822</u>	<u>212</u>

The net cash outflow for lease liabilities amounted to £299,000 (2023: £59,000)

The company does not face a significant liquidity risk with regard to its lease liabilities. Lease liabilities are monitored by the directors of the company.

The following amounts in respect of leases, where the Company is a lessee, have been recognised in profit or loss:

	2024	2023
	£000	£000
Lease liability interest payable	104	3
Depreciation expense on right-of-use assets	<u>227</u>	<u>82</u>

Expenses relating to short-term leases were for leases that had less than 12 months remaining as at 1 January 2024.

17. Provisions

	Dilapidation expenses
	£000
At 1 January 2024	194
Additions	<u>10</u>
At 31 December 2024	<u>204</u>

Provisions represent the best estimate of obligations at the balance sheet date.

Provisions for dilapidation expenses relate to the costs associated with the handover of leased company premises to the lessor. The lease lapsed in 2022 but has been renewed for 10 years in 2024 and will expire in 2034.

JAMES DAWSON & SON, LIMITED
NOTES TO THE FINANCIAL STATEMENTS *(continued)*
YEAR ENDED 31 DECEMBER 2024

18. Pension commitments

The Company participates in the Fenner Pension Scheme, a defined benefit scheme operated by the Fenner Group. It is not possible to separately identify this Company's share of the assets and liabilities of the scheme on a consistent and reliable basis. Consequently payments made are treated as though they were payments to a defined contribution scheme and therefore are recognised in the Income statement as they are incurred. The Company also participates in the Fenner Retirement Plan, a defined contribution scheme. The pension cost for the year represents total contributions payable by the Company to both pension plans and amounted to £978,000 (2023: 1,199,000).

19. Called up share capital

Issued, called up and fully paid

	2024		2023	
	No.	£000	No.	£000
Ordinary shares of £0.25 each	36,044,000	9,011	4,044,000	1,011

20. Reserves

Ordinary share capital - This reserve records the sum of money raised through the issue of its common shares.

Share premium account - This reserve records the excess paid for the nominal value upon the issue of ordinary share capital.

Revaluation reserve - This reserve records the value of asset revaluations and fair value movements on assets recognised in other comprehensive income.

Profit and loss account - This reserve records retained earnings and accumulated losses.

21. Ultimate parent undertaking and controlling party

The immediate parent undertaking and controlling party is Fenner Group Holdings Limited.

The ultimate parent undertaking and the smallest and largest group to consolidate these financial statements is Compagnie Generale des Etablissements Michelin SCA. Copies of Compagnie Generale des Etablissements Michelin SCA's consolidated financial statements can be obtained from the company's registered office address which is 12 Cours Sablon, Clermont-Ferrand, Puy de Dome, France.