

REPORT FOR THE YEAR ENDED 31 DECEMBER 2025 BY ADRIAN JOHN WILLIAMS (CHAIRMAN)

Principal activities

The principal activities of the group during the year were database management, lead generation and investment in UK equities.

Business review and future developments

Our group continues to benefit from a continuing focus on compliance by our larger customers and we have more contracts with Blue Chip companies to supply their data and lead generation needs than ever. To support this, the group expanded its range of data-driven services, including the development of a new data solution which launched in 2025. We expect to continue to grow our share of larger company sales.

Turnover has decreased by 19% to £7,055k (2024: £8,669k) but the operating loss this year is lower at £449k (2024: operating loss of £689k). The loss before tax of £1,193k compares to a prior year profit (2024: £497k) which is driven mostly by reductions in the market price of the listed investments.

Our investment activities in UK equities have generated dividend income of £118k and there was a recognisable capital value loss of £861k in the year. In spite of this year's result, the long-term success of our equity investments is a significant factor in the group's continuing strong net cash position. The net cash surplus, after deducting any bank debt from the group's total cash, plus realisable financial investments held at fair value decreased to a combined total of £4,234k (2024 £5,168k).

Risks and uncertainties

The challenges created by the Covid 19 pandemic are now mostly behind us and were mitigated successfully, largely by the ability of key workers to work from home. Additional safe working practices have been implemented that mean the business would be more resilient should a similar pandemic occur in future.

Business risk may arise from legislative changes and this situation is constantly under review.

Other major risks include leakage of database details and cyber attacks. The group has this risk constantly under review and has all the latest versions of all relevant protections in place.

Liquidity, interest rate and cash flow risk

The directors do not consider credit or currency risk to be significant given the group's pattern of trading in this market. The group has not used any financial hedges.

The company places any surplus cash on short term deposits or in publicly traded investments.

KPIs

The price and volume of data and lead generation products are the key drivers for gross profit.

Adrian John Williams
Chairman, Ross on Wye

1st September 2026