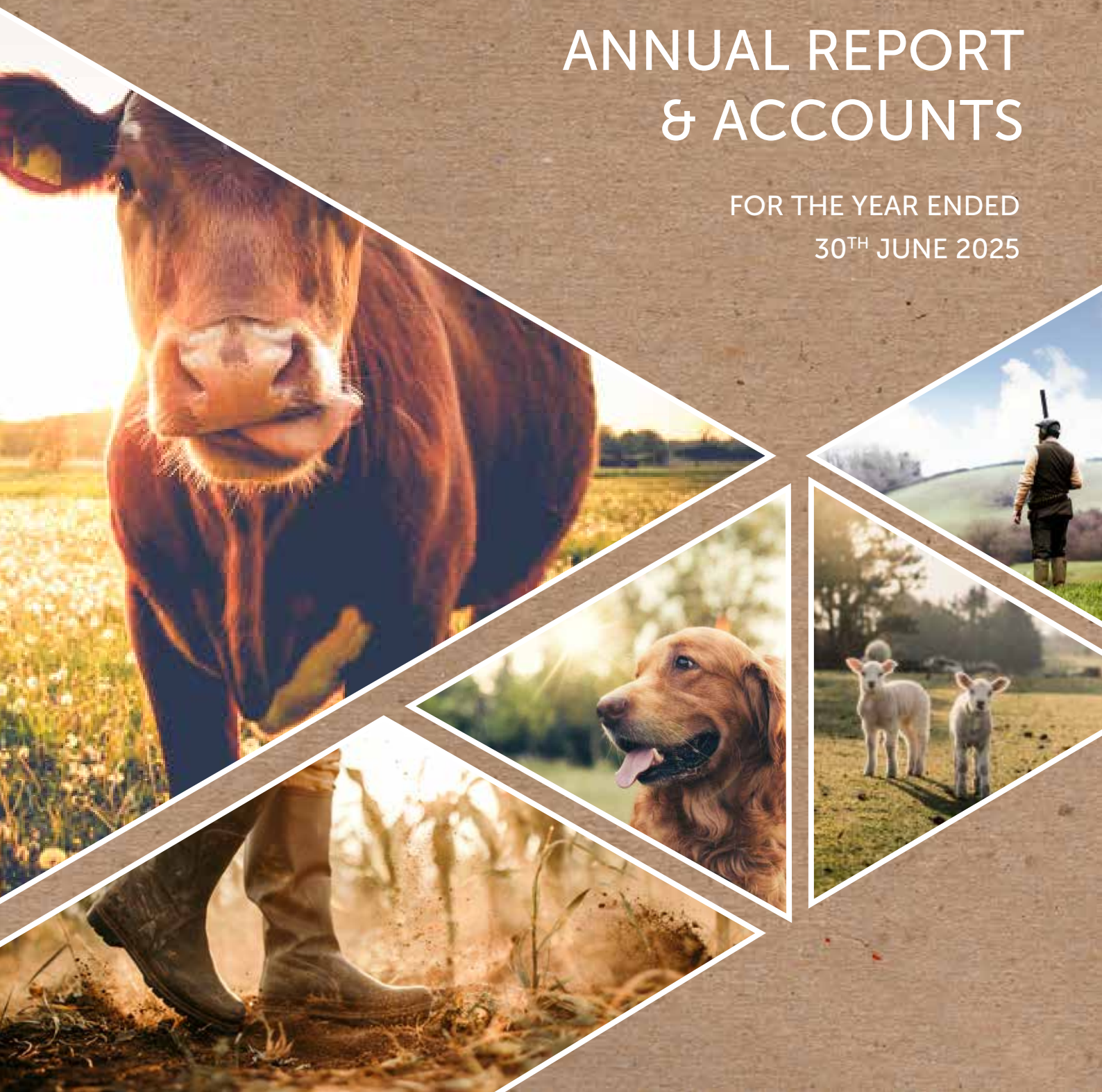


MOLE AVON
COUNTRY STORES

2025

ANNUAL REPORT
& ACCOUNTS

FOR THE YEAR ENDED
30TH JUNE 2025



Our Year In NUMBERS



**DIRECT
SALES**

£6M

2.8m litres of fuel (+27%)
3,600 tonnes of fertiliser

TOTAL SALES

£31.5m

+2.4%

HARDWARE

+23%

Continuation in growth from previous year following continued product innovation, focus on price and brand led retailing.

SEASONAL

+5%

Wet autumn and winter season along with hot dry spring positively impacted on garden product sales.

**FARM &
SMALLHOLDER**

+1%

Supplies like wrap were not in demand, but the weather drove demand for alternative products like water piping.

HOUSEHOLD

+0%

Range rationalisation accompanied by a difficult year with the basic range resulting in flat sales year on year.

FOOD & DRINK

+0%

Strong Crediton Cafe sales growth year on year despite general depression in UK food & drink sales.

PET & BIRD

-1%

Despite selling 23,000 more units sales levelled after 7 years of continuous growth due to customers buying at lower price points.

EQUESTRIAN

-3%

A difficult year across all areas with the exception of horse bedding. The category underwent a full product proposition review.

**CLOTHING &
FOOTWEAR**

-7%

A difficult year with increased discounting from all retailers coupled with a dry season impacting wellington sales.

FORECOURT

5.9m Litres of fuel sold. **+17%**

NEW MEMBER ACCOUNTS

+15%

Registration number: 01116775

Mole Avon Trading Limited

Annual Report and Financial Statements

for the Year Ended 30 June 2025



WESTCOTTS

CHARTERED ACCOUNTANTS
& BUSINESS ADVISERS

MOLE AVON TRADING LIMITED

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MOLE AVON TRADING LIMITED

COMPANY INFORMATION

Chairman	J A T Lee OBE DL
Directors	A Birmingham
Non-Executive	S D Crang
	P Glanvill
	L J Heywood
	G J Mortimer
	E F Priest
	M J Scarrott FCCA BIAC
	J A H Wymer
Company secretary	S W Gillanders PhD
Registered office	Mole Avon Centre Joseph Locke Way Crediton Devon EX17 3FD
Auditors	Westcotts (SW) LLP Plym House 3 Longbridge Road Plymouth Marsh Mills Devon PL6 8LT

MOLE AVON TRADING LIMITED

STRATEGIC REPORT FOR THE YEAR ENDED 30 JUNE 2025

The directors present their strategic report for the year ended 30 June 2025.

Review of Business

We are pleased to present our report for the 2024/25 financial year.

Over recent years there have been several external factors of economic performance that have affected UK-wide consumer and business confidence. We were not immune and because of these, this year has been a tale of two halves. The first six months continued with the trend highlighted last year with inflation in some product lines and deflation in others being a major factor. The cost-of-living crisis and geopolitical turmoil continued to impact on the UK economy which effected our revenue as retail customers tended to reduce the average number of products in their baskets and purchase products at lower price points. These external factors also put profit pressure on our agricultural customers' businesses, which had an impact on our margins.

However, during the second half of the year we saw revenue increasing. We focused on product innovation and availability, at very competitive prices, ensuring that we could make sustainable profits whilst still supporting our retail and farming customers. This resulted in a significant turnaround in our performance, increasing turnover to £31.5m, up 2.4% on the previous year. This was achieved despite our turnover in the first 5 months being down 10% on the previous year. This 2.4% growth in sales, given the economic background and the performance in the first half of the year, is a very satisfactory result.

During the previous year we invested in our forecourt, improving pump speeds and re-laying the convenience store whilst also moving to NISA to improve our product offering, giving us access to the CO-OP brand. This was a huge success and sales on the forecourt rose by 8% on the previous year, despite the price per litre of fuel falling by 7%. In the year we sold almost 6 million litres of fuel, a 17% increase on the previous year. This makes us one of the highest volume independent forecourts in the South West.

Sales in our core farm supplies category showed a 1% growth in volume despite uncertainty in the sector. It was welcomed to see the price of fertilizer stabilize which allowed our core farming customers to plan their purchases with more certainty.

Within the retail side of the business, our 7 retail product categories achieved year-on-year sales growth. Seasonal products, our second biggest category, had a 3% increase in sales as advantageous seasonal weather in spring/summer drove strong demand for our gardening and outdoor living offering, whilst Hardware grew by 21% year on year following a focus on innovation, brand sales, spot promo buys and volume purchases to achieve better buyer discounts. During the year we invested in stock holdings in brands like Milwaukee and staged several sales-focused events, including a very successful visit by Milwaukee's Big Red Truck.

We have several concession agreements with suppliers, such as Tog24, who sell their branded clothing through our stores. These arrangements offer our customers unique brands which do not require us to invest in stock, therefore mitigating all stock risk. The profit from these concession sales fall straight to the bottom line and supports our administrative overhead. Total income in the year from concessions was £102,000 and this continues to grow with new partners and services, like In-Post lockers, joining us.

MOLE AVON TRADING LIMITED

STRATEGIC REPORT FOR THE YEAR ENDED 30 JUNE 2025 (CONTINUED)

As highlighted in last year's report and with the continued economic uncertainty, we were not expecting a dramatic increase in sales this year. Through range reviews and negotiations with our suppliers we kept a focus on our competitive retail pricing which resulted in our gross margin percentage increasing by 2.3% and this, combined with our increase in sales revenue, increased cash margins by £484,000, or 9%.

Administrative costs for the year increased by £419,000, an increase of 8.9% compared to the previous year. Breaking this increase down, 77% can be attributed to changes made in the Chancellor's budget and outside our sphere of control; namely the increase in wage rates driven by the increase in national minimum wage, the employer's national insurance contribution increases and the reduction in the rates rebate for retail and hospitality businesses, post Covid. In all our other administrative costs we managed to limit year-on-year growth to 1.6% (below the average inflation rate). Whilst we continue to focus on operational efficiencies to improve productivity and manage our supply base to limit excessive price rises, we foresee our cost base rising further in the coming year due to external factors. This means we must drive sales revenue and control margins to continue to be able to deliver value to our shareholders and members.

EBITDA for the year is £787,000, which represents an increase of £124,000 compared to the previous year. £415,000 of this increase came from increased sales volume and improved gross margin. Other income, including rebate and concession income, added a further £63,000. Administrative cost increases reduced this by £354,000.

Profits before tax for the year are £339,000, which represents an increase of £116,000 compared to the previous year. A reduction in headline inflation has enabled the Bank of England to reduce base rates, which resulted in our payable interest falling by £16,000.

Taken together this ensured that top-line sales were up 2.4%, and profit before tax up 52%. This was supported by additional sources of income and controlling expenses within our control. It is worth reflecting that if it hadn't been for cost increases imposed upon the business, our profit before tax would have been £612,000. This highlights the opportunity for growth available to your company and the effort and control that our Chief Executive, Mike Haines, our leadership team, and all our company colleagues have put into steering it through the current economic conditions. In acknowledging the challenges that our business and teams have and continue to face, I express, on behalf of the board, our continued appreciation to our colleagues for their flexibility, fortitude and ongoing support of our customers.

Membership significantly grew in the year, up by 15%, in difficult conditions, demonstrating that Mole Avon continues to be the rural supplier of choice. The company's website became fully transactional last year and this year we have seen sales made through the web increase by 124%. This is on top of 220% growth last year. Our customers are using both the click and collect facility to ensure that they can reserve stock at the stores before they travel to collect and they are buying from the website for delivery direct.

The website opens our customer base to people and businesses not within a reasonable travelling distance of our stores and makes most of our products available nationwide. We have seen increasing numbers of customers from outside Devon transacting with us through the website and included in our 3 year business plan, we have clear goals for how this sales channel should grow over the next few years.

Over many years there has been ongoing and serious disruption to the world economy because of the impact and cost of mitigating the Covid pandemic and the war in The Ukraine. This has been compounded by political uncertainty and the imposition of trade barriers and tariffs. Despite being a medium-sized business which focuses on our core customer base in the South West, events around the world can have a profound impact on your business.

MOLE AVON TRADING LIMITED

STRATEGIC REPORT FOR THE YEAR ENDED 30 JUNE 2025 (CONTINUED)

UK agriculture, balancing the need for sustainable food production with pressures from climate change, skilled labour shortages, and rising costs, continues its transition to adapt to post- Brexit trade realities. While the sector remains a cornerstone of the rural economy, profitability is under strain from volatile global markets and consumer demand for affordable food while at the same time there is growing innovation in regenerative farming, digital technology, and diversification as the industry seeks resilience for the future.

Improved incomes from sheep and beef appear to be stabilising as a result of continuing short supply, milk prices continue to be changeable. Despite the impact of the Ukraine war, the medium-term price for cereals remains low and will continue to be a challenge for the British agricultural sector. Despite the hostile political environment in which we operate, the Directors believe that by focusing on growing our retail offerings, extending our sales channels through the development of the website and seeking new opportunities, we can support our shareholders, members and customers in the years ahead.

Principal Risks and Uncertainties

The directors have assessed the risks and uncertainties which could have an impact on the company's long-term performance. The company has an extensive risk management structure in place which is designed to highlight business risks at an early stage so that they may be managed within the business cycle. The principal risks facing the business are reviewed half yearly by the board through an Audit and Risk Committee. A risk register has been compiled to identify these risks. The register also identifies the key controls in place to mitigate the risks faced. The broad categories of risk are identified as follows:

Financial Risks

Credit risk is the risk that the company fails to recover the amounts due under a trade account agreement. To mitigate this risk the company undertakes an assessment of the credit worthiness of each new trade account. Appropriate and timely action is taken to minimise the potential loss to the company from customers that have difficulty paying their account.

Market risk is the risk that the customer's buying needs change dramatically either because of changing competitor offerings drawing customers away or reduced customer buying power slowing demand. To mitigate this risk we stay close to our customer needs through the local community and our shop floor staff and frequently review the businesses trading performance.

Liquidity risk is the risk that the company will encounter difficulty in meeting obligations associated with financial liabilities. The company mitigates this risk by regularly reviewing cash flow and the banking facilities in addition to regular reviews of the financial performance against budget.

Overhead risk is the risk that senior management do not control overhead expenses resulting in loss of profitability. To mitigate this risk the business sets budget for costs and performance against budget is monitored monthly and the business has a process in place for authorising overhead cost invoices prior to them being paid.

Interest rate risk is the risk that an increase in interest rates could have an adverse impact on profitability. To mitigate this risk a quarterly review of the financial position of the company is undertaken by the Financial Controller.

MOLE AVON TRADING LIMITED

STRATEGIC REPORT FOR THE YEAR ENDED 30 JUNE 2025 (CONTINUED)

Regulatory Risks

The company is subject to laws and regulations, including those that relate to employment matters, health and safety, pensions, corporate governance, the Companies Act 2006 and FRS102. Failure to comply with these laws and regulations could affect the company's ability to operate. The company engages a variety of professional advisers to undertake audits and inspections to test compliance with regulations within their fields of expertise and provide training to ensure that staff are aware of regulations.

Commercial Risks

As a retail and wholesale business, there is a risk that the company will not realise the carrying value of stock. A provision is made to cover any net realisable value issues within stock including obsolete and damaged stock.

There is also a risk that the company fails to generate sufficient margin on sales to cover the administrative expenses. To mitigate this risk regular reviews of gross margins achieved by product category and by store are undertaken to ensure that the company continues to trade profitably.

General Risks

General risks include loss of assets from fire, flood and theft. The level of insurance cover is reviewed annually and, in the event of significant change during the year to the asset values insured, the level of cover is updated accordingly. A variety of measures are in place to safeguard against theft, including security systems and reviews of gross margins achieved.

Fraud risks could result in company assets being misappropriated resulting in a loss to the company. To mitigate the risk of fraud, an appropriate segregation of duties has been established, accounting records are reviewed regularly including reconciliations of control accounts and the financial performance is regularly reviewed.

There is a risk that a customer could suffer a loss or injury due to goods supplied from or whilst visiting a company branch. To mitigate this, public liability insurance is in place and is reviewed regularly by the Financial Controller.

IT Risks

Computer systems may fail and cause business disruption to trading and the completeness of record keeping. This risk is mitigated by contracting specialist third party providers to support our IT systems, a regular review of IT security and making regular backups of company data. The risk to our business from cyber-attacks is increasing year on year and we have completed a root and branch review of our IT security and have implemented enhanced IT security. We have updated our procedures to further restrict access to our systems and improved ongoing security and monitoring. Cyber security, however, is an ongoing process with criminals constantly updating the tools they use to access systems and to this end we constantly keep our IT security under review.

Reputational Risks

There is a risk that the reputation of the company could be damaged, and profitability impacted by operational problems, the loss of key staff or complaints not handled effectively. To mitigate this, the Board regularly reviews operational procedures, staff cover and complaints to ensure they are being dealt with appropriately.

MOLE AVON TRADING LIMITED

STRATEGIC REPORT FOR THE YEAR ENDED 30 JUNE 2025 (CONTINUED)

Key Performance Indicators	2025 £'000	2024 £'000	Percentage Increase/ (Decrease)
Turnover	31,531	30,779	2.4%
Gross profit	5,530	5,024	10.1%
Profit before tax	339	223	52.0%
EBITDA	787	663	18.7%

Governance

The Board is comprised of a Non-Executive Chairman and a further eight Non-Executive Directors. Board meetings are attended by the Company Secretary, Chief Executive Officer, Chief Operating Officer and other Executives who comprise the leadership team. The Non-Executive Directors have a broad depth of skills and experience together with long-standing knowledge of the company and the sector in which we operate which enables them to execute their respective duties and responsibilities effectively.

The Board is collectively responsible for the long-term success and strategic direction of the Company. The company strategy and business model are developed by the Chief Executive Officer and the senior leadership team and approved by the Board. The leadership team, led by the Chief Executive Officer, is responsible for implementing the strategy and managing the business at an operational level.

The Company is controlled through the Board, which has established committees for Strategic Development, Audit and Risk, Community and Membership, People and Performance, and Remuneration, to which it delegates clearly defined responsibilities.

Strategic Development Committee

Members: John Lee (Chair), Alan Birmingham, George Mortimer and Chief Executive Officer.

The committee reviews the current company strategy and operational planning frameworks and assists the Board to fulfil its responsibilities in respect of future opportunities and business development proposals.

Audit and Risk Committee

Members: Margaret Scarrott (Chair), Alan Birmingham, Stuart Crang, Paul Glanvill, Chief Executive Officer and Chief Operating Officer

The Audit and Risk Committee has an agenda linked to the Company's financial calendar. It monitors and reviews the integrity of the financial statements, oversees the relationship with the external auditor and oversees the internal control and risk management systems ensuring effective risk management, considering both opportunities and threats, throughout the organisation.

MOLE AVON TRADING LIMITED

STRATEGIC REPORT FOR THE YEAR ENDED 30 JUNE 2025 (CONTINUED)

The Community and Membership Committee

Members: Les Heywood (Chair), Liz Priest, John Lee, George Mortimer, Chief Executive Officer and relevant executives.

The Community and Membership Committee supports the Board and leadership team in developing the interaction with its members, shareholders and engagement with the wider community. The committee oversees the Share register and manages our attendance at Agricultural Shows and in store events. The committee is keen to listen to customers' feedback on product ranges, pricing, product development opportunities and their shopping experience and will be organising further member events during the current trading year.

The People and Performance Committee

Members: Liz Priest (Chair), John Lee, Jo Wymer, Chief Executive Officer and Chief Operating Officer.

The People and Performance Committee supports the Board and Leadership team in the delivery of the People agenda detailed in the 3-year strategic plan. The committee monitors, reviews and advises on the key activities of company structure, managing people and training and development. The committee reports to the Board any proposed changes to our Terms & conditions, annual pay reward and future succession planning.

The Remuneration Committee

Members: Jo Wymer (Chair), John Lee and Chief Executive Officer

The Remuneration and Governance Committee meets formally to consider and make recommendations to the Board regarding the remuneration policy for the Chief Executive Officer and leadership team, board governance and matters arising from the Board effectiveness work.

MOLE AVON TRADING LIMITED


STRATEGIC REPORT FOR THE YEAR ENDED 30 JUNE 2025 (CONTINUED)

Conclusion

As we commented on last year, UK agriculture is in a period of change. It is clear that all farming entities are going to be impacted by policy and societal changes and the issues that climate change have started to present. The challenge at an individual farm level will be to address these issues and take advantage of the opportunities they realise whilst managing the threats to continue to generate income and profits. The challenge at Mole Avon will be to ensure we are able to assist our farming members and customers on this journey and continue to provide exceptional service.

We would like to take this opportunity to thank all our shareholders, members and customers for their continued support during the year.

Approved and authorised by the Board on 18/4/25 and signed on its behalf by:



.....
S W Gillanders PhD
Company secretary



.....
J A T Lee OBE DL
Chairman

MOLE AVON TRADING LIMITED

DIRECTORS' REPORT FOR THE YEAR ENDED 30 JUNE 2025

The directors present their report and the financial statements for the year ended 30 June 2025.

Directors of the company

The directors who held office during the year were as follows:

J A T Lee OBE DL - Chairman

A Birmingham

S D Crang

P Glanvill

L J Heywood

G J Mortimer

E F Priest

M J Scarrott FCCA BIAC

J A H Wymer

Dividends

The directors do not recommend the payment of a dividend.

Important non adjusting events after the financial period

As disclosed in note 23 to the accounts, on 30th September, the company acquired some of the assets and goodwill of a Honiton garden centre business.

Disclosure of information to the auditors

Each director has taken steps that they ought to have taken as a director in order to make themselves aware of any relevant audit information and to establish that the company's auditors are aware of that information. The directors confirm that there is no relevant information that they know of and of which they know the auditors are unaware.

MOLE AVON TRADING LIMITED

DIRECTORS' REPORT FOR THE YEAR ENDED 30 JUNE 2025 (CONTINUED)

STATEMENT OF DIRECTORS' RESPONSIBILITIES

The directors acknowledge their responsibilities 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 apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- 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 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.

Approved and authorised by the Board on 18/11/25 and signed on its behalf by:



S W Gillanders PhD
Company secretary



J A T Lee OBE DL
Chairman

MOLE AVON TRADING LIMITED

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF MOLE AVON TRADING LIMITED

Opinion

We have audited the financial statements of Mole Avon Trading Limited (the 'company') for the year ended 30 June 2025, which comprise the Statement of Comprehensive Income, Statement of Financial Position, Statement of Changes in Equity, Statement of Cash Flows, and Notes to the Financial Statements, including a summary of 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 30 June 2025 and of its profit 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 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 director's 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 original financial statements were 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 directors are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. 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.

In connection with our audit of the financial statements, 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. 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.

MOLE AVON TRADING LIMITED

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF MOLE AVON TRADING LIMITED (CONTINUED)

We have nothing to report in this regard.

Opinion on other matter 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 Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and Directors' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our 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 and the Directors' Report.

We have nothing to report in respect of the following matters where 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 Statement of Directors' Responsibilities [set out on page 10], 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 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.

MOLE AVON TRADING LIMITED

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF MOLE AVON TRADING LIMITED (CONTINUED)

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 identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial and sector experience and through discussion with the directors and other management. We communicated identified laws and regulations throughout our team, and remained alert to any indications of non-compliance throughout the audit.
- The company is subject to laws and regulations that govern the preparation of the financial statements, including financial reporting legislation, and other companies legislation. The company is also subject to other laws and regulations where the consequences of non-compliance could have a material impact on the amounts or disclosures within the financial statements, including employment, anti-bribery, anti-money laundering and certain aspects of companies legislation.
- Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. In any audit, there remains a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

As part of an audit in accordance with ISAs (UK), we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

MOLE AVON TRADING LIMITED

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF MOLE AVON TRADING LIMITED (CONTINUED)

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the company to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the company audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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.



.....
Shona Godefroy FCCA (Senior Statutory Auditor)
For and on behalf of Westcotts (SW) LLP, Statutory Auditor

Plym House
3 Longbridge Road
Plymouth
Marsh Mills
Devon
PL6 8LT

Date: 27 November 2025
.....

MOLE AVON TRADING LIMITED

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2025

	Note	2025 £'000	2024 £'000
Turnover	3	31,531	30,779
Cost of sales		<u>(26,001)</u>	<u>(25,755)</u>
Gross profit		5,530	5,024
Administrative expenses		(5,141)	(4,722)
Other operating income	4	<u>34</u>	<u>18</u>
Operating profit	5	<u>423</u>	<u>320</u>
Other interest receivable and similar income	6	64	67
Interest payable and similar expenses	7	<u>(148)</u>	<u>(164)</u>
		<u>(84)</u>	<u>(97)</u>
Profit before tax		339	223
Tax on profit	11	<u>(117)</u>	<u>(44)</u>
Profit for the financial year		<u>222</u>	<u>179</u>

The above results were derived from continuing operations.

The company has no recognised gains or losses for the year other than the results above.

MOLE AVON TRADING LIMITED

(REGISTRATION NUMBER: 01116775)

STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2025

	Note	2025 £'000	2024 £'000
Fixed assets			
Tangible assets	12	8,148	8,306
Other financial assets	13	<u>7</u>	<u>5</u>
		<u>8,155</u>	<u>8,311</u>
Current assets			
Stocks	14	3,497	3,480
Debtors	15	1,496	1,546
Cash at bank and in hand		<u>1,822</u>	<u>2,145</u>
		6,815	7,171
Creditors: Amounts falling due within one year	16	<u>(3,362)</u>	<u>(3,937)</u>
Net current assets		<u>3,453</u>	<u>3,234</u>
Total assets less current liabilities		11,608	11,545
Creditors: Amounts falling due after more than one year	16	(2,128)	(2,294)
Provisions for liabilities	17	<u>(335)</u>	<u>(328)</u>
Net assets		<u><u>9,145</u></u>	<u><u>8,923</u></u>
Capital and reserves			
Called up share capital		20	20
Share premium reserve	20	24	24
Other reserves	20	819	819
Profit and loss account	20	<u>8,282</u>	<u>8,060</u>
Shareholders' funds		<u><u>9,145</u></u>	<u><u>8,923</u></u>

Approved and authorised by the Board on 12/11/25 and signed on its behalf by:



 J A T Lee OBE DL
 Chairman

MOLE AVON TRADING LIMITED

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

	Share capital £'000	Share premium £'000	Members' capital Levy £'000	Profit and loss account £'000	Total £'000
At 1 July 2024	20	24	819	8,060	8,923
Profit for the year	-	-	-	222	222
At 30 June 2025	20	24	819	8,282	9,145

	Share capital £'000	Share premium £'000	Members' capital levy £'000	Profit and loss account £'000	Total £'000
At 1 July 2023	20	24	819	7,881	8,744
Profit for the year	-	-	-	179	179
At 30 June 2024	20	24	819	8,060	8,923

MOLE AVON TRADING LIMITED

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2025

	Note	2025 £'000	2024 £'000
Cash flows from operating activities			
Profit for the year		222	179
Adjustments to cash flows from non-cash items			
Depreciation and amortisation	5	299	277
Finance income	6	(64)	(67)
Finance costs	7	148	164
Income tax expense	11	117	44
		722	597
Working capital adjustments			
(Increase)/decrease in stocks	14	(19)	162
Decrease/(increase) in debtors	15	28	(284)
(Decrease)/increase in creditors	16	(697)	963
Cash generated from operations		34	1,438
Income taxes received/(paid)	11	32	(136)
Net cash flow from operating activities		66	1,302
Cash flows from investing activities			
Interest received	6	64	67
Acquisitions of tangible assets		(141)	(512)
Net cash flows from investing activities		(77)	(445)
Cash flows from financing activities			
Interest paid	7	(148)	(164)
Repayment of bank borrowings		(164)	(151)
Net cash flows from financing activities		(312)	(315)
Net (decrease)/increase in cash and cash equivalents		(323)	542
Cash and cash equivalents at 1 July		2,145	1,603
Cash and cash equivalents at 30 June		1,822	2,145

The notes on pages 19 to 29 form an integral part of these financial statements.

MOLE AVON TRADING LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2025

1 General information

The company is a private company limited by share capital, incorporated in England and Wales.

The address of its registered office is:

Mole Avon Centre
Joseph Locke Way
Crediton
Devon
EX17 3FD

Principal activity

The principal activity of the company is the supply of goods to the agricultural and rural community.

2 Accounting policies

Summary of significant accounting policies and key accounting estimates

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

Statement of compliance

These financial statements were prepared in accordance with Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland and the Companies Act 2006'.

Basis of preparation

These financial statements have been prepared using the historical cost convention except that as disclosed in the accounting policies certain items are shown at fair value.

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

Going concern

The financial statements have been prepared on a going concern basis.

Judgements

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Accounting estimates and assumptions are made concerning the future and, by their nature, will rarely equal the related actual outcome.

MOLE AVON TRADING LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2025 (CONTINUED)

2 Accounting policies (continued)

Revenue recognition

Turnover comprises the fair value of the consideration received or receivable for the sale of goods and provision of services in the ordinary course of the company's activities. Turnover is shown net of value added tax, returns, rebates and discounts.

The company recognises revenue when:

The amount of revenue can be reliably measured;
it is probable that future economic benefits will flow to the entity;
and specific criteria have been met for each of the company's activities.

Tax

The tax expense for the period comprises current and deferred tax. Tax is recognised in profit or loss, except that a change attributable to an item of income or expense recognised as other comprehensive income is also recognised directly in other comprehensive income.

The current income tax charge is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the reporting date in the countries where the company operates and generates taxable income.

Deferred tax is recognised in respect of all timing differences between taxable profits and profits reported in the financial statements.

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

Deferred tax is measured using the tax rates and laws that have been enacted or substantively enacted by the reporting date and that are expected to apply to the reversal of the timing difference.

Tangible assets

Tangible assets are stated in the statement of financial position at cost, less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

The cost of tangible assets includes directly attributable incremental costs incurred in their acquisition and installation.

Depreciation

Depreciation is charged so as to write off the cost of assets, other than land and properties under construction over their estimated useful lives, as follows:

Asset class

Freehold

Long leasehold

Equipment and vehicles

Fixtures and fittings

Depreciation method and rate

Equal instalments over 50 years

Equal instalments over 999 years and 50 years

Equal instalments over 2 to 10 years

Equal instalments over 3 to 20 years

MOLE AVON TRADING LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2025 (CONTINUED)

2 Accounting policies (continued)

Impairment

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

Fixed asset investments

Fixed asset investments are initially recorded at cost, and subsequently stated at cost less any accumulated impairment losses. Listed investments are measured at fair value with changes in fair value being recognised in profit or loss.

Cash and cash equivalents

Cash and cash equivalents comprise cash at bank and in hand, demand deposits with banks, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value. In the statement of financial position, bank overdrafts are shown within borrowing or current liabilities

Stocks

Stocks are measured at the lower of cost and estimated selling price less costs to complete and sell. Costs include all costs of purchase, costs of conversion and other costs incurred in bringing the stocks to their present location and condition. .

The cost of finished goods and work in progress comprises direct materials and, where applicable, direct labour costs and those overheads that have been incurred in bringing the inventories to their present location and condition. At each reporting date, stocks are assessed for impairment. If stocks are 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.

Borrowings

Interest-bearing borrowings are initially recorded at fair value, net of transaction costs. Interest-bearing borrowings are subsequently carried at amortised cost, with the difference between the proceeds, net of transaction costs, and the amount due on redemption being recognised as a charge to the statement of comprehensive income over the period of the relevant borrowing.

Interest expense is recognised on the basis of the effective interest method and is included in interest payable and similar charges.

Borrowings are classified as current liabilities unless the company has an unconditional right to defer settlement of the liability for at least twelve months after the reporting date.

MOLE AVON TRADING LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2025 (CONTINUED)

2 Accounting policies (continued)

Provisions

Provisions are recognised when the entity has an obligation at the reporting date as a result of a past event; it is probable that the entity will be required to transfer economic benefits in settlement and the amount of the obligation can be estimated reliably. Provisions are recognised as a liability in the statement of financial position and the amount of the provision as an expense.

Provisions are initially measured at the best estimate of the amount required to settle the obligation at the reporting date and subsequently reviewed at each reporting date and adjusted to reflect the current best estimate of the amount that would be required to settle the obligation. Any adjustments to the amounts, previously recognised are recognised in profit or loss unless the provision was originally recognised as part of the cost of an asset. When a provision is measured at the present value of the amount expected to be required to settle the obligation, the unwinding of the discount is recognised in finance costs in profit or loss in the period it arises.

Leases

Lease payments are recognised as an expense over the lease term on a straight line basis. The aggregate benefit of lease incentives is recognised as a reduction to expense over the lease term, on a straight line basis.

Defined contribution pension obligation

A defined contribution plan is a pension plan under which fixed contributions are paid into a pension fund and the company has no legal or constructive obligation to pay further contributions even if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods.

Contributions to defined contribution plans are recognised as employee benefit expense when they are due. If contribution payments exceed the contribution due for service, the excess is recognised as a prepayment.

Financial instruments

Recognition and measurement

A financial asset or a financial liability is recognised only when the company becomes party to the contractual provisions of the instrument.

Basic financial instruments are initially recognised at the transaction price, unless the arrangement constitutes a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

3 Turnover

The turnover and profit before taxation are attributable to the one principal activity of the company.

The analysis of the company's turnover for the year from continuing operations is as follows:

	2025 £'000	2024 £'000
Sale of goods	<u>31,531</u>	<u>30,779</u>

MOLE AVON TRADING LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2025 (CONTINUED)

4 Other operating income

The analysis of the company's other operating income for the year is as follows:

	2025 £'000	2024 £'000
Rental income	<u>34</u>	<u>18</u>

5 Operating profit

Arrived at after charging/(crediting)

	2025 £'000	2024 £'000
Depreciation expense	299	277
Audit of the financial statements	17	16
Taxation compliance services	2	1
All other non-audit services	<u>1</u>	<u>1</u>

6 Other interest receivable and similar income

	2025 £'000	2024 £'000
Interest income on bank deposits	<u>64</u>	<u>67</u>

7 Interest payable and similar expenses

	2025 £'000	2024 £'000
Interest on bank overdrafts and borrowings	<u>148</u>	<u>164</u>

8 Staff costs

The aggregate payroll costs (including directors' remuneration) were as follows:

	2025 £'000	2024 £'000
Wages and salaries	3,070	2,921
Social security costs	268	206
Pension costs, defined contribution scheme	<u>130</u>	<u>115</u>
	<u>3,468</u>	<u>3,242</u>

MOLE AVON TRADING LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2025 (CONTINUED)

8 Staff costs (continued)

The average number of persons employed by the company (including directors) during the year, analysed by category was as follows:

	2025 No.	2024 No.
Production	136	134
Administration and support	30	30
	<u>166</u>	<u>164</u>

9 Directors' remuneration

The directors' remuneration for the year was as follows:

	2025 £'000	2024 £'000
Remuneration	<u>38</u>	<u>38</u>

10 Auditors' remuneration

	2025 £'000	2024 £'000
Audit of the financial statements	<u>17</u>	<u>16</u>
Other fees to auditors		
Taxation compliance services	2	1
All other non-audit services	<u>1</u>	<u>1</u>
	<u>3</u>	<u>2</u>

	2025 £	2024 £
--	-----------	-----------

11 Taxation

Tax charged/(credited) in the statement of comprehensive income

	2025 £	2024 £
Current taxation		
UK corporation tax	111	(21)
Deferred taxation		
Arising from origination and reversal of timing differences	<u>6</u>	<u>65</u>
Tax expense in the income statement	<u>117</u>	<u>44</u>

MOLE AVON TRADING LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2025 (CONTINUED)

11 Taxation (continued)

The tax on profit before tax for the year is the same as the standard rate of corporation tax in the UK (2024 - the same as the standard rate of corporation tax in the UK) of 25% (2024 - 25%).

The differences are reconciled below:

	2025 £	2024 £
Profit before tax	<u>339</u>	<u>223</u>
Corporation tax at standard rate	85	56
Tax increase/(decrease) from effect of capital allowances and depreciation	23	(64)
Effect of expense not deductible in determining taxable profit (tax loss)	9	4
Effect of tax losses	-	42
Further item of tax increase	<u>-</u>	<u>6</u>
Total tax charge	<u>117</u>	<u>44</u>

12 Tangible assets

	Freehold £'000	Long leasehold £'000	Fixtures and fittings £'000	Equipment & Vehicles £'000	Total £'000
Cost or valuation					
At 1 July 2024	3,435	4,934	1,574	1,908	11,851
Additions	<u>12</u>	<u>-</u>	<u>25</u>	<u>104</u>	<u>141</u>
At 30 June 2025	<u>3,447</u>	<u>4,934</u>	<u>1,599</u>	<u>2,012</u>	<u>11,992</u>
Depreciation					
At 1 July 2024	624	441	1,198	1,282	3,545
Charge for the year	<u>49</u>	<u>76</u>	<u>63</u>	<u>111</u>	<u>299</u>
At 30 June 2025	<u>673</u>	<u>517</u>	<u>1,261</u>	<u>1,393</u>	<u>3,844</u>
Carrying amount					
At 30 June 2025	<u>2,774</u>	<u>4,417</u>	<u>338</u>	<u>619</u>	<u>8,148</u>
At 30 June 2024	<u>2,811</u>	<u>4,493</u>	<u>376</u>	<u>626</u>	<u>8,306</u>

Long leasehold relates to a lease premium paid together with legal fees in respect of grant of a 999 year lease by Tesco Stores Limited on 25 May 2016 for land at Exeter Road, Crediton. The cost of the lease premium and associated costs are being amortised over the length of the lease.

MOLE AVON TRADING LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2025 (CONTINUED)

13 Other financial assets (current and non-current)

	Other financial assets £'000	Total £'000
Non-current financial assets		
Cost or valuation		
At 1 July 2024	5	5
Additions	<u>2</u>	<u>2</u>
At 30 June 2025	<u>7</u>	<u>7</u>
Impairment		
Carrying amount		
At 30 June 2025	<u><u>7</u></u>	<u><u>7</u></u>

In the year there was a share purchase addition of £100. The investment is included within investments at cost.

14 Stocks

	2025 £'000	2024 £'000
Finished goods and goods for resale	<u>3,497</u>	<u>3,480</u>

15 Debtors

	Note	2025 £'000	2024 £'000
Current			
Trade debtors		1,382	1,454
Other debtors		10	10
Prepayments		104	61
Income tax asset	11	<u>-</u>	<u>21</u>
		<u><u>1,496</u></u>	<u><u>1,546</u></u>

MOLE AVON TRADING LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2025 (CONTINUED)

16 Creditors

	Note	2025 £'000	2024 £'000
Due within one year			
Loans and borrowings	21	151	151
Trade creditors		2,597	2,978
Social security and other taxes		108	137
Other payables		88	89
Accruals		296	582
Corporation tax liability	11	122	-
		<u>3,362</u>	<u>3,937</u>
		<u>-</u>	<u>-</u>
Due after one year			
Loans and borrowings	21	<u>2,128</u>	<u>2,294</u>

Included within creditors: amounts falling due after more than one year is an amount of £1,522,979 (2024 £1,688,169) in respect of liabilities payable or repayable by instalments which fall due for payment after more than five years from the reporting date.

The loan that is repayable in more than 5 years is repayable by monthly instalments and is subject to an interest rate of 1.5% above the Bank of England Base Rate.

Banking loan facilities are secured via legal charges over the adjoining land at Exeter Road, Crediton, freehold land adjoining Woodmead Road and King Edward Road, Axminster and freehold land known as land adjoining Mole Avon Trading Limited, Okehampton, EX20 1QQ, Moorland Crest, Stockley, Okehampton and land at Exeter Road, Okehampton as well as a debenture over all assets of the company.

17 Provisions for liabilities

	Deferred tax £	Total £
At 1 July 2024	328	328
Additional provisions	<u>7</u>	<u>7</u>
At 30 June 2025	<u>335</u>	<u>335</u>

MOLE AVON TRADING LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2025 (CONTINUED)

18 Pension and other schemes

Defined contribution pension scheme

The company operates a defined contribution pension scheme. The pension cost charge for the year represents contributions payable by the company to the scheme and amounted to £130,000 (2024 - £115,000).

19 Share capital

Allotted, called up and fully paid shares

	2025		2024	
	No. '000	£ '000	No. '000	£ '000
Ordinary shares of £1.00 each of £1 each	20	20	20	20

20 Reserves

Profit and loss account

This reserve records retained earnings and accumulated losses.

Share premium account

This account represents the value in excess of par value received from shareholders on acquisition of share capital.

Other reserves

This represents the cumulative value of amounts received from members in exchange for their membership in the company.

MOLE AVON TRADING LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2025 (CONTINUED)

21 Loans and borrowings

Non-current loans and borrowings

	2025 £'000	2024 £'000
Bank borrowings	<u>2,128</u>	<u>2,294</u>

Current loans and borrowings

	2025 £'000	2024 £'000
Bank borrowings	<u>151</u>	<u>151</u>

22 Obligations under leases and hire purchase contracts

Operating leases

The total of future minimum lease payments is as follows:

	2025 £'000	2024 £'000
Not later than one year	52	55
Later than one year and not later than five years	<u>81</u>	<u>119</u>
	<u>133</u>	<u>174</u>

23 Non adjusting events after the financial period

On 30 September 2025, the company acquired a garden centre business for a total consideration of £837,500. This transaction occurred after the balance sheet date and is therefore a non-adjusting event under FRS 102. The financial effect of this acquisition will be reflected in next financial year's statements.



Registered Address

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