

Company Number: 426343

Lagan Operations & Maintenance Limited
Abridged Financial Statements
for the financial year ended 31 March 2025

Lagan Operations & Maintenance Limited CONTENTS

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Lagan Operations & Maintenance Limited DIRECTORS AND OTHER INFORMATION

| | |
|--------------------------|--|
| Directors | S Loughlin D Ramsey J Moynihan P O'Neill |
| Company Secretary | D Agnew |
| Company Number | 426343 |
| Registered Office | Kilcloony Ballinasloe Co. Galway H53 YP83 Ireland |
| Business Address | 21-23 Sydenham Road Belfast Co. Antrim BT3 9HA Northern Ireland |
| Auditors | Cooper Parry Audit (Ireland) Limited 36-38 Northland Row Dungannon Co. Tyrone BT71 6AP Northern Ireland |
| Bankers | Danske Bank Donegal Square West Belfast Co. Antrim BT1 6JS Northern Ireland |
| Solicitors | Tughans The Ewart 3 Bedford Street Belfast Co. Antrim BT2 7EP Northern Ireland |

Lagan Operations & Maintenance Limited

DIRECTORS' RESPONSIBILITIES STATEMENT

for the financial year ended 31 March 2025

The directors are responsible for preparing the Directors' Report and the financial statements in accordance with applicable Irish law and regulations.


Irish 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 the Companies Act 2014 and FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", applying Section 1A of that Standard, issued by the Financial Reporting Council. 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 assets, liabilities and financial position of the company as at the financial year end date and of the profit or loss of the company for the financial year and otherwise comply with the Companies Act 2014.

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

- select suitable accounting policies for the company financial statements and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether the financial statements have been prepared in accordance with applicable accounting standards, identify those standards, and note the effect and the reasons for any material departure from those standards; 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 ensuring that the company keeps or causes to be kept adequate accounting records which correctly explain and record the transactions of the company, enable at any time the assets, liabilities, financial position and profit or loss of the company to be determined with reasonable accuracy, enable them to ensure that the financial statements and Directors' Report comply with the Companies Act 2014 and enable the financial statements to be readily and properly audited. 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.

Signed on behalf of the board


5B966DB259954AE...
S Loughlin
Director

29 September 2025

Signed by:


0A4DD7068F954FD...
J Moynihan
Director

29 September 2025

INDEPENDENT AUDITOR'S SPECIAL REPORT TO THE DIRECTORS OF LAGAN OPERATIONS & MAINTENANCE LIMITED

pursuant to section 356(1) and 356(2) of the Companies Act 2014

Opinion

In our opinion the directors are entitled under section 352 of the Companies Act 2014 to annex the abridged financial statements to the annual return of Lagan Operations & Maintenance Limited ('the company') and those abridged financial statements have been properly prepared pursuant to the provisions of section 353 of that Act (exemptions available to small companies).

Basis of opinion

We have examined :

- (i) the abridged financial statements for the financial year ended 31 March 2025 on pages 9 to 16 which the directors of Lagan Operations & Maintenance Limited propose to annex to the annual return of the company; and
- (ii) the financial statements to be laid before the Annual General Meeting, which form the basis for those abridged financial statements.

The scope of our work for the purpose of this report was limited to confirming that the directors are entitled to annex abridged financial statements to the annual return and that those abridged financial statements have been properly prepared, pursuant to section 353 of the Companies Act 2014, from the financial statements to be laid before the Annual General Meeting.

Respective responsibilities of directors and auditors

It is your responsibility to prepare abridged financial statements which comply with section 352 of the Companies Act 2014. It is our responsibility to form an independent opinion that the directors are entitled under section 352 of the Companies Act 2014 to annex abridged financial statements to the annual return of the company and that those abridged financial statements have been properly prepared pursuant to sections 352 and 353 of that Act and to report our opinion to you.

This report is made solely to the company's directors, as a body, in accordance with section 356(2) of the Companies Act 2014. Our work has been undertaken so that we might state to the directors those matters we are required to state to them in our report under section 356(2) of the Companies Act 2014 and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the directors for our work, for this report, or for the opinions we have formed.

Other Information required by the Companies Act 2014

On 29 September 2025 we reported to the members on the company's financial statements for the financial year ended 31 March 2025 and our report was as follows:

"Report on the audit of the financial statements

Opinion

We have audited the financial statements of Lagan Operations & Maintenance Limited ('the company') for the financial year ended 31 March 2025 which comprise the Income Statement, the Statement of Financial Position, the Statement of Changes in Equity and the related notes to the financial statements, including the summary of significant accounting policies set out in note 2. The financial reporting framework that has been applied in their preparation is Irish Law and FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", issued in the United Kingdom by the Financial Reporting Council, applying Section 1A of that Standard.

In our opinion the financial statements:

- give a true and fair view of the assets, liabilities and financial position of the company as at 31 March 2025 and of its profit for the financial year then ended;
- have been properly prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", applying Section 1A of that Standard; and
- have been properly prepared in accordance with the requirements of the Companies Act 2014.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (Ireland) (ISAs (Ireland)) and applicable law. Our responsibilities under those standards are described below 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 financial statements in Ireland, including the Ethical Standard for Auditors (Ireland) issued by the Irish Auditing and Accounting Supervisory Authority (IAASA), 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.

INDEPENDENT AUDITOR'S SPECIAL REPORT TO THE DIRECTORS OF LAGAN OPERATIONS & MAINTENANCE LIMITED

pursuant to section 356(1) and 356(2) of the Companies Act 2014

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 the date when the financial statements are authorised for issue.

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

Other Information

The 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.

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 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. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2014

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

- the information given in the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report has been prepared in accordance with applicable legal requirements.

We have obtained all the information and explanations which, to the best of our knowledge and belief, are necessary for the purposes of our audit.

In our opinion the accounting records of the company were sufficient to permit the financial statements to be readily and properly audited and the financial statements are in agreement with the accounting records.

Matters on which we are required to report by exception

Based on 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 directors' report.

The Companies Act 2014 requires us to report to you if, in our opinion, the requirements of any of sections 305 to 312 of the Act, which relate to disclosures of directors' remuneration and transactions are not complied with by the Company. We have nothing to report in this regard.

Respective responsibilities

Responsibilities of directors for the financial statements

As explained more fully in the Directors' Responsibilities Statement set out on page 4, the directors are responsible for the preparation of the financial statements in accordance with the applicable financial reporting framework that give a true and fair view, and for such internal control as they 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, if applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the company or to cease operation, or has no realistic alternative but to do so.

INDEPENDENT AUDITOR'S SPECIAL REPORT TO THE DIRECTORS OF LAGAN OPERATIONS & MAINTENANCE LIMITED pursuant to section 356(1) and 356(2) of the Companies Act 2014

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 (Ireland) 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 contained in the appendix to this report, located at page 8, which is to be read as an integral part of our report.

The purpose of our audit work and to whom we owe our responsibilities

Our report is made solely to the company's shareholders, as a body, in accordance with section 391 of the Companies Act 2014. Our audit work has been undertaken so that we might state to the company's shareholders 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 any responsibility to anyone other than the company and the company's shareholders, as a body, for our audit work, for this report, or for the opinions we have formed."

Signed by:

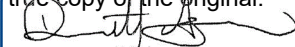


Mr Ryan Falls FCA
for and on behalf of
COOPER PARRY AUDIT (IRELAND) LIMITED
Statutory Auditor
36-38 Northland Row
Dungannon
Co. Tyrone
BT71 6AP
Northern Ireland

29 September 2025

We certify that the auditor's report on pages 5 - 7 made pursuant to section 356(1) of the Companies Act 2014 is a true copy of the original.

Signed by:



D Agnew
Secretary

29 September 2025

Signed by:



S Loughlin
Director

29 September 2025

Lagan Operations & Maintenance Limited

APPENDIX TO THE INDEPENDENT AUDITOR'S REPORT

Further information regarding the scope of our responsibilities as auditor

As part of an audit in accordance with ISAs (Ireland), 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.

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.

Lagan Operations & Maintenance Limited

STATEMENT OF FINANCIAL POSITION



as at 31 March 2025

| | Notes | 2025 € | 2024 € |
|--|-------|--------------------|--------------------|
| Non-Current Assets | | | |
| Property, plant and equipment | 7 | 340,158 | 104,746 |
| Financial assets | 8 | 538 | 538 |
| Non-Current Assets | | 340,696 | 105,284 |
| Current Assets | | | |
| Inventories | 9 | 344,945 | 351,488 |
| Debtors | 10 | 2,490,032 | 1,328,021 |
| Cash and cash equivalents | | 4,309,221 | 7,580,950 |
| | | 7,144,198 | 9,260,459 |
| Payables: amounts falling due within one year | 11 | (3,114,547) | (5,217,178) |
| Net Current Assets | | 4,029,651 | 4,043,281 |
| Total Assets less Current Liabilities | | 4,370,347 | 4,148,565 |
| Capital and Reserves | | | |
| Called up share capital presented as equity | | 100 | 100 |
| Retained earnings | | 4,370,247 | 4,148,465 |
| Equity attributable to owners of the company | | 4,370,347 | 4,148,565 |

The financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime and in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", applying Section 1A of that Standard.

We as Directors of Lagan Operations & Maintenance Limited, state that -

The company has relied on the specified exemption contained in section 352 Companies Act 2014. The company has done so on the grounds that it is entitled to the benefit of that exemption as a small company and confirm that the abridged financial statements have been properly prepared in accordance with section 353 Companies Act 2014 and the small companies' regime.

Signed by: **Approved by the board on 29 September 2025 and signed** Signed by: **on its behalf by:**
 
 5B966DB259954AE... 0A4DD7068F954FD...
S Loughlin **J Moynihan**
 Director Director

Lagan Operations & Maintenance Limited

STATEMENT OF CHANGES IN EQUITY

as at 31 March 2025

| | Called up share capital € | Retained earnings € | Total € |
|-------------------------------|------------------------------------|---------------------------|------------------|
| At 1 April 2023 | 100 | 3,495,983 | 3,496,083 |
| Profit for the financial year | - | 2,652,482 | 2,652,482 |
| Payment of dividends | - | (2,000,000) | (2,000,000) |
| At 31 March 2024 | 100 | 4,148,465 | 4,148,565 |
| Profit for the financial year | - | 1,721,782 | 1,721,782 |
| Payment of dividends | - | (1,500,000) | (1,500,000) |
| At 31 March 2025 | 100 | 4,370,247 | 4,370,347 |

Lagan Operations & Maintenance Limited

NOTES TO THE ABRIDGED FINANCIAL STATEMENTS

for the financial year ended 31 March 2025

1. General Information

Lagan Operations & Maintenance Limited is a company limited by shares incorporated and registered in Ireland. The registered number of the company is 426343. The registered office of the company is Kilcloony, Ballinasloe, Co. Galway, H53 YP83, Ireland. The principal activities of the company are that of the operation and maintenance of roads, highways, buildings, small scale civil engineering and building works and specialist material supply and equipment related to road construction, improvements and maintenance such as asphaltic concrete, road salt and traffic management. The financial statements have been presented in Euro (€) which is also the functional currency of the company.

2. Summary of Significant Accounting Policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the company's financial statements.

Statement of compliance

The financial statements of the company for the financial year ended 31 March 2025 have been prepared in accordance with the provisions of FRS 102 Section 1A (Small Entities) and the Companies Act 2014.

Basis of preparation

The financial statements have been prepared on the going concern basis and in accordance with the historical cost convention except for certain properties and financial instruments that are measured at revalued amounts or fair values, as explained in the accounting policies below. Historical cost is generally based on the fair value of the consideration given in exchange for assets. The financial reporting framework that has been applied in their preparation is the Companies Act 2014 and FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" Section 1A, issued by the Financial Reporting Council.

The company qualifies as a small company as defined by section 280B of the Companies Act 2014 in respect of the financial year, and has applied the rules of the 'Small Companies Regime' in accordance with section 280C of the Companies Act 2014 and Section 1A of FRS 102.

Turnover

A majority of the turnover is related to long-term contracts and contracts for on-going services, turnover represents the value of work done in the year, including estimates of amounts not invoiced. Turnover in respect of long-term contracts and contracts for on-going services is recognised by reference to the stage of completion.

Critical accounting judgements and key sources of estimation uncertainty

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. The key assumptions and other sources of estimation uncertainty that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are as follows:

- Contract revenue and costs are recognised when the outcome of a construction contract can be reliably estimated. The percentage of completion method is used to value revenue and costs at year end, these are included in the profit or loss account. At year end, the company reviews the recoverability of amounts already recognised as contract revenue. If, on the review of market conditions and conversations with the client, the debtor is not considered to be recoverable, the unrecoverable amount will be expensed in the year. When, on review of production schedules, it is deemed probable that total contract costs will exceed total contract revenue the expected loss is recognised as an expense immediately, with a corresponding provision for an onerous contract.

- Stocks are stated at the lower of cost and estimated selling price less costs to complete the sell. At each reporting date, stock are assessed for impairment and this value may vary depending on a number of factors.

Lagan Operations & Maintenance Limited

NOTES TO THE ABRIDGED FINANCIAL STATEMENTS

for the financial year ended 31 March 2025

Property, plant and equipment and depreciation

Property, plant and equipment are stated at cost or at valuation, less accumulated depreciation. The charge to depreciation is calculated to write off the original cost or valuation of property, plant and equipment, less their estimated residual value, over their expected useful lives as follows:

| | | |
|---------------------|---|-----------------------|
| Plant and machinery | - | 20%-50% Straight line |
| Motor vehicles | - | 25% Straight line |

The carrying values of tangible fixed assets are reviewed annually for impairment in periods if events or changes in circumstances indicate the carrying value may not be recoverable.

Financial assets

Investments held as fixed assets are stated at cost less provision for any permanent diminution in value. Income from other investments together with any related withholding tax is recognised in the Income Statement in the financial year in which it is receivable.

Inventories

Inventories are valued at the lower of cost and net realisable value. Inventories are determined on a first-in first-out basis. Cost comprises expenditure incurred in the normal course of business in bringing inventories to their present location and condition. Full provision is made for obsolete and slow moving items. Net realisable value comprises actual or estimated selling price (net of trade discounts) less all further costs to completion or to be incurred in marketing and selling.

Trade and other debtors

Trade and other debtors are initially recognised at fair value and thereafter stated at amortised cost using the effective interest method less impairment losses for bad and doubtful debts except where the effect of discounting would be immaterial. In such cases the receivables are stated at cost less impairment losses for bad and doubtful debts.

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 with original maturities of three months or less and bank overdrafts. In the Statement of Financial Position bank overdrafts are shown within Payables.

Trade and other payables

Trade and other payables are initially recognised at fair value and thereafter stated at amortised cost using the effective interest rate method, unless the effect of discounting would be immaterial, in which case they are stated at cost.

Employee benefits

The company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The company also operates a defined benefit pension scheme for its employees providing benefits based on final pensionable pay. The assets of this scheme are also held separately from those of the company, being invested with pension fund managers.

Taxation and deferred taxation

Current tax represents the amount expected to be paid or recovered in respect of taxable profits for the financial year and is calculated using the tax rates and laws that have been enacted or substantially enacted at the Statement of Financial Position date.

Deferred tax is recognised in respect of all timing differences that have originated but not reversed at the balance sheet date where transactions or events have occurred at that date that will result in an obligation to pay more tax in the future, or a right to pay less tax in the future. Timing differences are temporary differences between the company's taxable profits and its results as stated in the financial statements.

Deferred tax is measured on an undiscounted basis at the tax rates that are anticipated to apply in the periods in which the timing differences are expected to reverse, based on tax rates and laws that have been enacted or substantively enacted by the Statement of Financial Position date.

Lagan Operations & Maintenance Limited

NOTES TO THE ABRIDGED FINANCIAL STATEMENTS

for the financial year ended 31 March 2025

Foreign currencies

Monetary assets and liabilities denominated in foreign currencies are translated at the rates of exchange ruling at the Statement of Financial Position date. Non-monetary items that are measured in terms of historical cost in a foreign currency are translated at the rates of exchange ruling at the date of the transaction. Non-monetary items that are measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was determined. The resulting exchange differences are dealt with in the Income Statement.

Financial Instruments

The company only enters into basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other debtors and creditors, loans from banks and other third parties, loans to related parties and investments in ordinary shares.

Debt instruments (other than those wholly repayable or receivable within one year), including loans and other accounts receivable and payable, are initially measured at present value of the future cash flows and subsequently at amortised cost using the effective interest method. Debt instruments that are payable or receivable within one year, typically trade debtors and creditors, are measured, initially and subsequently, at the undiscounted amount of the cash or other consideration expected to be paid or received. However, if the arrangements of a short-term instrument constitute a financing transaction, like the payment of a trade debt deferred beyond normal business terms or in case of an out-right short-term loan that is not at market rate, the financial asset or liability is measured, initially at the present value of future cash flows discounted at a market rate of interest for a similar debt instrument and subsequently at amortised cost, unless it qualifies as a loan from a director in the case of a small company, or a public benefit entity concessionary loan.

Investments in non-derivative instruments that are equity to the issuer are measured:

- at fair value with changes recognised in the Income Statement if the shares are publicly traded or their fair value can otherwise be measured reliably; and
- at cost less impairment for all other investments.

Financial assets that are measured at cost and amortised cost are assessed at the end of each reporting period for objective evidence of impairment. If objective evidence of impairment is found, an impairment loss is recognised in the Income Statement.

For financial assets measured at amortised cost, the impairment loss is measured as the difference between an asset's carrying amount and the present value of estimated cash flows discounted at the asset's original effective interest rate. If a financial asset has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the contract.

For financial assets measured at cost less impairment, the impairment loss is measured as the difference between an asset's carrying amount and best estimate of the recoverable amount, which is an approximation of the amount that the company would receive for the asset if it were to be sold at the Statement of Financial Position date.

Financial assets and liabilities are offset and the net amount reported in the Statement of Financial Position when there is an enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Ordinary share capital

The ordinary share capital of the company is presented as equity.

| | | |
|---|-----------------------------|-----------------------------|
| 3. Operating profit | 2025 | 2024 |
| | € | € |
| Operating profit is stated after charging/(crediting): | | |
| Depreciation of property, plant and equipment | 79,957 | 90,990 |
| Profit on foreign currencies | (103,819) | (166,171) |
| | <u> </u> | <u> </u> |
| 4. Income from investments | 2025 | 2024 |
| | € | € |
| Dividends from joint ventures | 1,480,000 | 2,115,000 |
| | <u> </u> | <u> </u> |

continued

Lagan Operations & Maintenance Limited

NOTES TO THE ABRIDGED FINANCIAL STATEMENTS

for the financial year ended 31 March 2025

| | | | |
|---|--------------------------------|---|-------------------|
| 5. Finance costs | | 2025 | 2024 |
| | | € | € |
| Interest | | - | 1,674 |
| | | <u> </u> | <u> </u> |
| 6. Employees | | | |
| The average monthly number of employees, including directors, during the financial year was 29 (2024 - 26). | | | |
| | | 2025 | 2024 |
| | | Number | Number |
| Employees | | 29 | 26 |
| | | <u> </u> | <u> </u> |
| 7. Property, plant and equipment | | | |
| | Plant and machinery | Motor vehicles | Total |
| | € | € | € |
| Cost | | | |
| At 1 April 2024 | 775,140 | 322,419 | 1,097,559 |
| Additions | 315,369 | - | 315,369 |
| Disposals | (14,000) | (43,187) | (57,187) |
| | <u> </u> | <u> </u> | <u> </u> |
| At 31 March 2025 | 1,076,509 | 279,232 | 1,355,741 |
| | <u> </u> | <u> </u> | <u> </u> |
| Depreciation | | | |
| At 1 April 2024 | 744,611 | 248,202 | 992,813 |
| Charge for the financial year | 22,170 | 57,787 | 79,957 |
| On disposals | (13,999) | (43,188) | (57,187) |
| | <u> </u> | <u> </u> | <u> </u> |
| At 31 March 2025 | 752,782 | 262,801 | 1,015,583 |
| | <u> </u> | <u> </u> | <u> </u> |
| Net book value | | | |
| At 31 March 2025 | 323,727 | 16,431 | 340,158 |
| | <u> </u> | <u> </u> | <u> </u> |
| At 31 March 2024 | 30,529 | 74,217 | 104,746 |
| | <u> </u> | <u> </u> | <u> </u> |
| 8. Financial fixed assets | | | |
| | | Other unlisted investments | Total |
| | | € | € |
| Investments | | | |
| Cost | | | |
| At 31 March 2025 | | 538 | 538 |
| | | <u> </u> | <u> </u> |
| Net book value | | | |
| At 31 March 2025 | | 538 | 538 |
| | | <u> </u> | <u> </u> |
| At 31 March 2024 | | 538 | 538 |
| | | <u> </u> | <u> </u> |

The company holds 49% of the ordinary share capital in Egis Lagan Holdings, and indirectly its subsidiary undertakings. Egis Lagan Holdings is registered and incorporated in Ireland, with a registered office at Clonkeen, Portlaoise, Co.Laois.

The company holds 50% of the ordinary share capital in A-Way Lagan Infrastructure Services Limited, and indirectly its subsidiary undertakings. A-Way Lagan Infrastructure Services Limited, is registered and incorporated in Ireland, with a registered office at Kilcloony, Ballinasloe, Galway.

In the opinion of the directors, the value of the investment is not less than the book value shown above.

continued

Lagan Operations & Maintenance Limited

NOTES TO THE ABRIDGED FINANCIAL STATEMENTS

for the financial year ended 31 March 2025

| | | |
|-----------------------|-------------------|-------------------|
| 9. Inventories | 2025 | 2024 |
| | € | € |
| Consumables | 344,945 | 351,488 |
| | <u> </u> | <u> </u> |

The replacement cost of stock did not differ significantly from the figures shown.

| | | |
|---|-------------------|-------------------|
| 10. Debtors | 2025 | 2024 |
| | € | € |
| Trade debtors | 665,871 | 416,366 |
| Amounts recoverable on long term work-in-progress | 535,659 | 356,582 |
| Amounts owed by group undertakings | 1,048,605 | 28,217 |
| Amounts owed by related parties | 128,512 | 335,361 |
| Other debtors | - | 9,219 |
| Deferred tax asset | 107,908 | 178,799 |
| Taxation and social welfare | 3,477 | 3,477 |
| | <u> </u> | <u> </u> |
| | 2,490,032 | 1,328,021 |
| | <u> </u> | <u> </u> |

Amounts owed by group companies & related parties are unsecured, interest free and repayable on demand.

| | | |
|--|-------------------|-------------------|
| 11. Payables | 2025 | 2024 |
| Amounts falling due within one year | € | € |
| Trade payables | 386,753 | 380,975 |
| Amounts owed to group undertakings | 370,896 | 2,151,811 |
| Taxation and social welfare | 62,826 | 154,694 |
| Other creditors | 38,187 | 98,715 |
| Accruals | 2,255,885 | 2,029,362 |
| Deferred Income | - | 401,621 |
| | <u> </u> | <u> </u> |
| | 3,114,547 | 5,217,178 |
| | <u> </u> | <u> </u> |

Amounts owed to group companies & related parties are unsecured, interest free and repayable on demand.

| | | |
|-------------------------------|--------------------|-------------------|
| 12. Income Statement | 2025 | 2024 |
| | € | € |
| At 1 April 2024 | 4,148,465 | 3,495,983 |
| Profit for the financial year | 1,721,782 | 2,652,482 |
| Payment of dividends | (1,500,000) | (2,000,000) |
| | <u> </u> | <u> </u> |
| At 31 March 2025 | 4,370,247 | 4,148,465 |
| | <u> </u> | <u> </u> |

13. Capital commitments

The company had no material capital commitments at the financial year-ended 31 March 2025.

| | | |
|------------------------------------|-------------------|-------------------|
| 14. Directors' remuneration | 2025 | 2024 |
| | € | € |
| Remuneration | 181,511 | 173,607 |
| Pension contributions | 6,554 | 6,240 |
| | <u> </u> | <u> </u> |
| | 188,065 | 179,847 |
| | <u> </u> | <u> </u> |

Lagan Operations & Maintenance Limited

NOTES TO THE ABRIDGED FINANCIAL STATEMENTS

for the financial year ended 31 March 2025

15. Related party transactions

The company has availed of the exemption under FRS 102 Section 1A in relation to the disclosure of transactions with group undertakings.

During the year, the company rendered services totaling €2,634,134 (2024: €2,410,854) to related parties and received dividends totaling €1,480,000 (2024: €2,115,000). In addition, the company made purchases of €73,366 (2024: €Nil) from related parties. At 31 March 2025, there are amounts owed to the company totaling €128,512 (2024: €335,361) and amounts owed by the company to related parties of €Nil (2024: €Nil). The related parties involved in the aforementioned transactions are related by virtue of ultimate common shareholders and/or directors.

No other transactions with related parties were undertaken such as are required to be disclosed under FRS 102 Section 1A.

16. Events After the End of the Reporting Period

There have been no significant events affecting the company since the financial year-end.

17. Parent and ultimate parent company

The immediate parent company is Lagan Operations & Maintenance Limited, a company incorporated in Northern Ireland.

The ultimate parent company is Lagan Specialist Holdings Limited, a company incorporated in the Isle of Man.

The smallest group for which consolidated accounts are prepared including the results of this company is Lagan Operations & Maintenance Limited.

The largest group for which consolidated accounts are prepared including the results of this company is Lagan Specialist Holdings Limited.

The Lagan family is deemed to be the ultimate controlling party.

18. Approval of financial statements

The financial statements were approved and authorised for issue by the board of directors on 29 September 2025.

INDEPENDENT AUDITOR'S REPORT TO THE DIRECTORS of Lagan Operations & Maintenance Limited pursuant to section 356(2) of the Companies Act 2014

'We have examined:

- (i) the abridged financial statements for the financial year ended 31 March 2025 on pages 9 to 16 which the directors of Lagan Operations & Maintenance Limited propose to annex to the annual return of the company; and
- (ii) the financial statements to be laid before the Annual General Meeting, which form the basis for those abridged financial statements.'

This report is made solely to the company's directors, as a body, in accordance with section 356(2) of the Companies Act 2014. Our work has been undertaken so that we might state to the directors those matters we are required to state to them in our report under section 356(2) of the Companies Act 2014 and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the directors for our work, for this report, or for the opinions we have formed.

Respective responsibilities of directors and auditors

It is your responsibility to prepare abridged financial statements which comply with the section 352 of the Companies Act 2014. It is our responsibility to form an independent opinion that the directors are entitled under section 352 of the Companies Act 2014 to annex abridged financial statements to the annual return of the company and that those abridged financial statements have been properly prepared pursuant to sections 352 and 353 of that Act and to report our opinion to you.

Basis of opinion

We have carried out the procedures we consider necessary to confirm, by reference to the financial statements, that the company is entitled to annex abridged financial statements to the annual return of the company and that the abridged financial statements are properly prepared. The scope of our work for the purpose of this report does not include examining or dealing with events after the date of our report on the full financial statements.

Opinion

In our opinion the directors are entitled under section 352 of the Companies Act 2014 to annex the abridged financial statements to the annual return of Lagan Operations & Maintenance Limited ('the company') and those abridged financial statements have been properly prepared pursuant to the provisions of section 353 of that Act (exemptions available to small companies).

Signed by:



6E42737A5226433
Mr Ryan Falls FCA

**for and on behalf of
COOPER PARRY AUDIT (IRELAND) LIMITED**

Statutory Auditor
36-38 Northland Row
Dungannon
Co. Tyrone
BT71 6AP
Northern Ireland

29 September 2025
