

Company registration number 04567000 (England and Wales)

RIVERS FINANCE GROUP PLC
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2026

RIVERS FINANCE GROUP PLC

COMPANY INFORMATION

Directors	R Daryani M D Friend S C Bassett
Secretary	J Nicholson
Company number	04567000
Registered office	Amba House 15 College Road Harrow Middlesex HA1 1BA
Auditor	KLSA LLP Kalamu House 11 Coldbath Square London EC1R 5HL
Bankers	Natwest Bank PLC City of London Office 1 Princess Street London EC2R 8BP
Solicitors	Bermans LLP Cardinal House 20 St Mary's Prsonage Manchester M3 2LY

RIVERS FINANCE GROUP PLC

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RIVERS FINANCE GROUP PLC

STRATEGIC REPORT

FOR THE YEAR ENDED 31 MARCH 2026

The directors present the strategic report for the year ended 31 March 2026.

Business review

The Directors are pleased to report that the Group's total lending reached a new record of £18.3 million during the financial year, up 17% from £16.1 million in 2025. Turnover increased by 20% to £6.1 million in 2026, from £5.1 million in 2025.

Gross profit increased from £3,859,460 in 2025 to £4,724,160 in 2026, while Operating profit before interest charges increased by 20% from £2,465,401 in 2025 to £2,961,935 in 2026.

The Group returned a profit before tax of £442,855 compared to £208,432 in 2025, a 112% increase.

The Group's net assets increased from £2,468,769 in 2025 to £2,713,410 at the 2026 year-end.

The Directors have successfully renewed facilities from existing bank funding lines and are currently in the process of adding new facilities to support its future growth in lending.

The Directors continue to invest in the business. The investment in origination and book growth has been continued into 2026 while investment in IT systems projects to improve operational efficiencies are in progress.

Principal risks and uncertainties

The Directors have considered the principal risks and uncertainties facing the group and company and they continue to assess the significant on going and emerging risks facing the business which fall broadly into the following four categories; strategic/commercial, operational, systems and financial risks.

The Directors are focused on growth of the business within the context of robust risk management framework and have set a clearly defined credit policy with prescriptive underwriting guidelines which are reviewed and updated regularly.

Future Development

We delivered financial results for the year 2025/26 ahead of our expectations, we have returned to our strategy of strong lending, turnover and portfolio growth. The directors aim to continue with the management policies which have resulted in the group's steady organic growth. They consider that 2026/27 will be a stronger year with the impact of lower borrowing costs improving profits and the requirement for additional borrowings reducing. This has been further explained on page 2.

The Directors believe the resilient performance and financial position bears out the robustness of the business today and into the future.

Key performance indicators

The key performance indicator of the group is the level of gross loan book (including unearned future finance income) which at the balance sheet date for the group were £39,000,677 (2025: £34,246,826) a 14% increase.

The key non-financial performance indicators of the group are relationships with key lenders and stakeholders, and customer service satisfaction.

RIVERS FINANCE GROUP PLC

STRATEGIC REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2026

Section 172 statement

As per the Companies Act, it is a requirement that the director of a company must act in the way he/she considers, in good faith, would be most likely to promote the success of the company for the benefit of its members as a whole.

The Board of Directors is actively involved in the formulation of the company's strategy, including consideration of how decisions made will impact the long-term.

The company recognises the important role that employees play in the success of the business and ensure that the health, safety and well-being of employees is a top priority.

The Board ensures that dealings with customers, lenders and other stakeholders are fair and transparent as we recognise that they are a key part of the success of the business.

We behave responsibly and ensure that management operate the business in a responsible manner, operating within the high standards of business conduct and good governance.

Going concern

The group has a history of meeting all obligations when they fall due and strong lending and growth in the business ensure it is able to expand operations and continue with its impeccable debt service record.

Customers payment performance has returned to normalised levels although are marginally increasing due to the poor economic environment. However, the group has had another successful year recovering previously written off bad debt with £583,795 collected in 2026 along with the £679,749 recovered in 2025. The directors closely monitor arrears and bad debt provisioning and see these increasing slightly as the general economic backdrop declines. The group has increased bad debt provisioning accordingly.

The directors are continuously monitoring the impact of the inflationary pressures on the operations and adopting policies to mitigate its impact on the performance of the group. They have factored in the increase in operational costs in the daily operations and forecasts.

The Group has support of existing funders as evidenced by the renewed facilities during the year.

The group has produced forecasts for the next 12 months which considers the inflationary increase in operational costs and the impacts of changing interest rates into its financial costs.

The level of financial support from the lenders and shareholders continues, the directors expectation is that they will be able to meet the liabilities as they fall due in the next 12 months.

The financial statements are therefore prepared on a going concern basis.

The report was approved by the board and signed on its behalf by:



R Daryani
Director

7 August 2026

RIVERS FINANCE GROUP PLC

DIRECTORS' REPORT

FOR THE YEAR ENDED 31 MARCH 2026

The directors present their annual report and financial statements for the year ended 31 March 2026.

Principal activities

The principal activity of the company and group continued to be that of equipment leasing and the provision of business loans.

Results and dividends

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

No ordinary dividends were paid.

Preference dividends were paid amounting to £90,750 (2025: £30,250). The Directors have recommended the payment of a Preference dividends as when they fall due in the future.

Directors

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

R Daryani
M D Friend
S C Bassett

Auditor

The auditor, KLSA LLP, is deemed to be reappointed under section 487(2) of the Companies Act 2006.

Statement of directors' responsibilities

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

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

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

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the group's and company's transactions and disclose with reasonable accuracy at any time the financial position of the group and 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 group and company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Statement of disclosure to auditor

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

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DIRECTORS' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2026

On behalf of the board



R Daryani
Director

7 August 2026

RIVERS FINANCE GROUP PLC

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF RIVERS FINANCE GROUP PLC

Opinion

We have audited the financial statements of Rivers Finance Group Plc (the 'parent company') and its subsidiaries (the 'group') for the year ended 31 March 2026 which comprise the group statement of comprehensive income, the group balance sheet, the company balance sheet, the group statement of changes in equity, the company statement of changes in equity, the company statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent company's affairs as at 31 March 2026 and of the group's 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's responsibilities for the audit of the financial statements* section of our report. We are independent of the group and parent company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report. However, because not all future events or conditions can be predicted, this statement is not a guarantee as to the group's and parent company's ability to continue as going concern.

Other information

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

RIVERS FINANCE GROUP PLC

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE MEMBERS OF RIVERS FINANCE GROUP PLC

Matters on which we are required to report by exception

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

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

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

Responsibilities of directors

As explained more fully in the directors' responsibilities statement, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the directors are responsible for assessing the parent 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 parent company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with directors and other management, and from our commercial knowledge and experience of the sector; and
- we focused on specific laws and regulations which we considered may have a direct material effect on the operations of the company financial statements or the operations of the company, including the Companies Act 2006, taxation legislation and data protection, anti-bribery, employment, environmental and health and safety legislation.

RIVERS FINANCE GROUP PLC

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE MEMBERS OF RIVERS FINANCE GROUP PLC

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in note 2 were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance; and
- enquiring of management as to actual and potential litigation and claims.

There are inherent limitations in the audit procedures described above; any instance of non-compliance with laws and regulations and fraud which is far removed from transactions reflected in the financial statements would diminish the likelihood of detection. Furthermore, the risk of not detecting a material misstatement due to fraud is greater than the risk of not detecting one resulting from error.

Fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentation, or through an act of collusion that would mitigate internal controls.

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

Use of our report

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in 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.



Kunal Bharadva (Senior Statutory Auditor)
For and on behalf of KLSA LLP

7 August 2026

Chartered Accountants
Statutory Auditor

Kalamu House
11 Coldbath Square
London
EC1R 5HL

RIVERS FINANCE GROUP PLC

GROUP STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 MARCH 2026

	Notes	2026 £	2025 £
Turnover	3	6,132,201	5,083,847
Cost of sales		(1,408,041)	(1,224,387)
Gross profit		4,724,160	3,859,460
Administrative expenses		(1,762,225)	(1,394,059)
Operating profit	4	2,961,935	2,465,401
Interest receivable and similar income	8	1,480	786
Interest payable and similar expenses	9	(2,520,560)	(2,257,755)
Profit before taxation		442,855	208,432
Tax on profit	10	(107,464)	(59,016)
Profit for the financial year		335,391	149,416

Profit for the financial year is all attributable to the owners of the parent company

Total comprehensive income for the year is all attributable to the owners of the parent company

The Profit And Loss Account has been prepared on the basis that all operations are continuing operations.

RIVERS FINANCE GROUP PLC

GROUP BALANCE SHEET

AS AT 31 MARCH 2026

	Notes	2026		2025	
		£	£	£	£
Fixed assets					
Intangible assets	12		30,305		56,043
Tangible assets	13		27,640		67,827
			<u>57,945</u>		<u>123,870</u>
Current assets					
Debtors falling due after more than one year	16	17,302,772		15,857,327	
Debtors falling due within one year	16	15,269,597		12,711,974	
Cash at bank and in hand		648,081		400,050	
		<u>33,220,450</u>		<u>28,969,351</u>	
Creditors: amounts falling due within one year	17	(7,967,178)		(6,309,459)	
Net current assets			<u>25,253,272</u>		<u>22,659,892</u>
Total assets less current liabilities			<u>25,311,217</u>		<u>22,783,762</u>
Creditors: amounts falling due after more than one year	18		(22,583,321)		(20,279,302)
Provisions for liabilities					
Deferred tax liability	20	14,486		35,691	
			<u>(14,486)</u>		<u>(35,691)</u>
Net assets			<u>2,713,410</u>		<u>2,468,769</u>
Capital and reserves					
Called up share capital	22		1,238,889		1,238,889
Share premium account			210,000		210,000
Profit and loss reserves			1,264,521		1,019,880
Total equity			<u>2,713,410</u>		<u>2,468,769</u>

The financial statements were approved by the board of directors and authorised for issue on 7 August 2026 and are signed on its behalf by:



R Daryani
Director

Company registration number 04567000 (England and Wales)

RIVERS FINANCE GROUP PLC

COMPANY BALANCE SHEET

AS AT 31 MARCH 2026

	Notes	2026 £	£	2025 £	£
Fixed assets					
Investments	14		60,460		60,460
Current assets					
Debtors falling due after more than one year	16	2,510,479		2,650,388	
Debtors falling due within one year	16	14,438		64,217	
Cash at bank and in hand		212,985		40,201	
		2,737,902		2,754,806	
Creditors: amounts falling due within one year	17	(101,101)		(40,877)	
Net current assets			2,636,801		2,713,929
Total assets less current liabilities			2,697,261		2,774,389
Creditors: amounts falling due after more than one year	18		(1,000,000)		(1,000,000)
Net assets			1,697,261		1,774,389
Capital and reserves					
Called up share capital	22		1,238,889		1,238,889
Share premium account			210,000		210,000
Profit and loss reserves			248,372		325,500
Total equity			1,697,261		1,774,389

As permitted by s408 Companies Act 2006, the company has not presented its own profit and loss account and related notes. The company's profit for the year was £13,622 (2025 - £2,830 profit).

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the board of directors and authorised for issue on 7 August 2026 and are signed on its behalf by:



R Daryani
Director

Company registration number 04567000 (England and Wales)

RIVERS FINANCE GROUP PLC

GROUP STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 MARCH 2026

	Notes	Share capital £	Share premium account £	Profit and loss reserves £	Total £
Balance at 1 April 2024		1,238,889	210,000	900,714	2,349,603
Year ended 31 March 2025:					
Profit and total comprehensive income		-	-	149,416	149,416
Dividends	11	-	-	(30,250)	(30,250)
Balance at 31 March 2025		1,238,889	210,000	1,019,880	2,468,769
Year ended 31 March 2026:					
Profit and total comprehensive income		-	-	335,391	335,391
Dividends	11	-	-	(90,750)	(90,750)
Balance at 31 March 2026		1,238,889	210,000	1,264,521	2,713,410

RIVERS FINANCE GROUP PLC

COMPANY STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 MARCH 2026

	Notes	Share capital £	Share premium account £	Profit and loss reserves £	Total £
Balance at 1 April 2024		1,238,889	210,000	352,920	1,801,809
Year ended 31 March 2025:					
Profit and total comprehensive income for the year		-	-	2,830	2,830
Dividends	11	-	-	(30,250)	(30,250)
Balance at 31 March 2025		1,238,889	210,000	325,500	1,774,389
Year ended 31 March 2026:					
Profit and total comprehensive income		-	-	13,622	13,622
Dividends	11	-	-	(90,750)	(90,750)
Balance at 31 March 2026		1,238,889	210,000	248,372	1,697,261

RIVERS FINANCE GROUP PLC

GROUP STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2026

	Notes	2026 £	£	2025 £	£
Cash flows from operating activities					
Cash absorbed by operations	27	(883,152)		(483,148)	
Interest paid		(119,779)		(122,696)	
Income taxes paid		(45,005)		(64,171)	
Net cash outflow from operating activities		<u>(1,047,936)</u>		<u>(670,015)</u>	
Investing activities					
Purchase of intangible assets		-		(77,204)	
Purchase of tangible fixed assets		(2,892)		(18,912)	
Interest received		1,480		786	
Net cash used in investing activities		<u>(1,412)</u>		<u>(95,330)</u>	
Financing activities					
Proceeds from borrowings		11,332,665		8,019,666	
Repayment of borrowings		(10,008,161)		(7,351,429)	
Dividends paid to preference shareholders		(27,125)		(21,125)	
Net cash generated from financing activities		<u>1,297,379</u>		<u>647,112</u>	
Net increase/(decrease) in cash and cash equivalents		<u>248,031</u>		<u>(118,233)</u>	
Cash and cash equivalents at beginning of year		<u>400,050</u>		<u>518,283</u>	
Cash and cash equivalents at end of year		<u><u>648,081</u></u>		<u><u>400,050</u></u>	

RIVERS FINANCE GROUP PLC

COMPANY STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2026

	Notes	2026 £	£	2025 £	£
Cash flows from operating activities					
Cash generated from/(absorbed by) operations	28		20,049		(176,594)
Interest paid			(119,779)		(122,696)
Income taxes paid			-		(18,102)
Net cash outflow from operating activities			(99,730)		(317,392)
Investing activities					
Interest received		199,639		204,369	
Dividends received		100,000		75,000	
Net cash generated from investing activities			299,639		279,369
Financing activities					
Dividends paid to preference shareholders		(27,125)		(21,125)	
Net cash used in financing activities			(27,125)		(21,125)
Net increase/(decrease) in cash and cash equivalents			172,784		(59,148)
Cash and cash equivalents at beginning of year			40,201		99,349
Cash and cash equivalents at end of year			212,985		40,201

RIVERS FINANCE GROUP PLC

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2026

1 Accounting policies

Company information

Rivers Finance Group Plc ("the company") is a limited company domiciled and incorporated in England and Wales. The registered office is Amba House, 15 College Road, Harrow, Middlesex, HA1 1BA.

The group consists of Rivers Finance Group Plc and all of its subsidiaries.

1.1 Accounting convention

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

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

1.2 Basis of consolidation

The consolidated group financial statements consist of the financial statements of the parent company Rivers Finance Group Plc together with all entities controlled by the parent company (its subsidiaries) and the group's share of its interests in joint ventures and associates.

All financial statements are made up to 31 March 2026. Where necessary, adjustments are made to the financial statements of subsidiaries to bring the accounting policies used into line with those used by other members of the group.

All intra-group transactions, balances and unrealised gains on transactions between group companies are eliminated on consolidation. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred.

1.3 Going concern

The financial performance of the group is set out in the report of the directors and in the statement of profit or loss and the other comprehensive income. The financial position of the group is set out in the statement of financial position.

At the time of approving the financial statements, the directors have a reasonable expectation that the group has adequate resources to continue in operational existence for the foreseeable future. Thus the directors continue to adopt the going concern basis of accounting in preparing the financial statements.

1.4 Turnover

Assets leased to customers on finance lease are recognised on the basis of the net investment in the lease. Finance lease income are allocated to accounting periods to give a constant periodic rate of return to the group's net cash investment in the lease in each year recognised on an actuarial basis. Document fees and charges are accounted for when receivable.

The finance income on agreements under default is recognised based on settlements received from the customer.

1.5 Intangible fixed assets other than goodwill

Intangible assets are recognised at cost and are subsequently measured at cost less accumulated amortisation and accumulated impairment losses.

The parent company has recognised an intangible asset based on the benefit derived from the issuance of fully paid up shares to a shareholder for preferential lending terms. The shareholder agreed to provide the group loans at preferential rates for a minority stake. The potential benefit derived from the lending at the preferential rates was calculated by comparisons to the commercial rates provided by the group's lenders on other facilities. The potential benefit was discounted to its net present value and has been recognised as an intangible asset.

RIVERS FINANCE GROUP PLC

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2026

1 Accounting policies

(Continued)

Amortisation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Other intangible asset	3 years straight line
------------------------	-----------------------

1.6 Tangible fixed assets

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

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Plant and equipment	33.33% straight line basis
Fixtures and fittings	33.33% straight line basis

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

1.7 Fixed asset investments

Equity investments are measured at fair value through profit or loss, except for those equity investments that are not publicly traded and whose fair value cannot otherwise be measured reliably, which are recognised at cost less impairment until a reliable measure of fair value becomes available.

In the parent company financial statements, investments in subsidiaries, associates and jointly controlled entities are initially measured at cost and subsequently measured at cost less any accumulated impairment losses.

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

1.8 Borrowing costs

All borrowing costs are recognised in profit or loss in the period in which they are incurred. Arrangement fees payable are recognised over the lending period of the debt.

1.9 Impairment of fixed assets

At each reporting period end date, the group reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the company estimates the recoverable amount of the cash-generating unit to which the asset belongs.

The carrying amount of the investments accounted for using the equity method is tested for impairment as a single asset. Any goodwill included in the carrying amount of the investment is not tested separately for impairment.

1.10 Cash at bank and in hand

Cash and cash equivalents are basic financial assets and include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

RIVERS FINANCE GROUP PLC

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2026

1 Accounting policies

(Continued)

1.11 Financial instruments

The group has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the group's balance sheet when the group becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset and the net amounts presented in the financial statements when there is a legally 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.

Basic financial assets

Basic financial assets, which include short term debtors and cash and bank balances.

Debtors

Short term debtors are measured at transaction price, less any impairment. Loan receivable are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method, less any impairment.

Other financial assets

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

The group has recognised other debtors based on the benefit derived from the issuance of fully paid up shares to a shareholder for preferential lending terms. The shareholder agreed to provide the group loans at preferential rates for a minority stake. The potential benefit derived from the lending at the preferential rates was calculated by comparisons to the commercial rates provided by the group's lenders on other facilities. The potential benefit was discounted to its net present value and has been recognised as an intangible asset.

Classification of financial liabilities

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the group after deducting all of its liabilities.

Basic financial liabilities, including creditors, bank loans, loans from fellow group companies and preference shares that are classified as debt, are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Creditors

Short term creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

1.12 Taxation

The tax expense represents the sum of the tax currently payable and deferred tax.

RIVERS FINANCE GROUP PLC

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2026

1 Accounting policies

(Continued)

Current tax

The tax currently payable is based on taxable profit for the year. Taxable profit differs from net profit as reported in the profit and loss account because it excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are never taxable or deductible. The group's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the reporting end date.

Deferred tax

Deferred tax liabilities are generally recognised for all timing differences and deferred tax assets are recognised to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits. Such assets and liabilities are not recognised if the timing difference arises from goodwill or from the initial recognition of other assets and liabilities in a transaction that affects neither the tax profit nor the accounting profit.

The carrying amount of deferred tax assets is reviewed at each reporting end date and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered. Deferred tax is calculated at the tax rates that are expected to apply in the period when the liability is settled or the asset is realised. Deferred tax is charged or credited in the profit and loss account, except when it relates to items charged or credited directly to equity, in which case the deferred tax is also dealt with in equity. Deferred tax assets and liabilities are offset if, and only if, there is a legally enforceable right to offset current tax assets and liabilities and the deferred tax assets and liabilities relate to taxes levied by the same tax authority.

1.13 Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.14 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

1.15 Finance costs

Finance costs are charged to profit or loss over the term of the debt using the effective interest method so that the amount charged is at a constant rate on carrying amount. Commission fees paid to brokers are spread over the term of each agreement.

1.16 Comparatives

There were no changes in comparative figures during the year.

RIVERS FINANCE GROUP PLC

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2026

2 Judgements and key sources of estimation uncertainty

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

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

Critical judgements

The following judgements (apart from those involving estimates) made by the directors have had the most significant effect on amounts recognised in the financial statements.

Classification of leases

Determine whether leases entered into by the group either as a lessor or a lessee are operating or finance leases. These decisions depend on an assessment of whether the risks and rewards of ownership have been transferred from the lessor to the lessee on a lease by lease basis.

Impairment of debtors

The recoverability of debtors is reviewed on a monthly basis and a provision is made for debtors that have defaulted and there is limited likelihood to recover the debt from a guarantor or from the sale of any repossessed asset. These provisions require judgements to be made which include the likelihood of recovery and cost of sale of the asset.

Key sources of estimation uncertainty

The estimates and assumptions which have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities are as follows.

Useful lives, depreciation methods and residual values of intangible fixed assets and tangible fixed assets

Management reviews the useful lives, depreciation methods and residual values of the items of intangible fixed assets and tangible fixed assets on a regular basis. During the financial year, the directors determined no significant changes in the useful lives and residual values. The carrying amounts of intangible fixed assets and tangible fixed assets are disclosed in note 12 and 13.

3 Turnover and other revenue

An analysis of the group's turnover is as follows:

	2026 £	2025 £
Turnover analysed by class of business		
Turnover	6,132,201	5,083,847
	2026 £	2025 £
Other revenue		
Interest income	1,480	786

All turnover arose within the United Kingdom.

RIVERS FINANCE GROUP PLC

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2026

4 Operating profit

	2026 £	2025 £
Operating profit for the year is stated after charging:		
Depreciation of owned tangible fixed assets	43,079	37,806
Amortisation of intangible assets	25,738	21,161

5 Auditor's remuneration

	2026 £	2025 £
Fees payable to the company's auditor and associates:		
For audit services		
Audit of the financial statements of the group and company	7,500	7,500
Audit of the financial statements of the company's subsidiaries	29,500	26,500
	<u>37,000</u>	<u>34,000</u>

6 Employees

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

	Group 2026 Number	2025 Number	Company 2026 Number	2025 Number
Average number of employees	<u>17</u>	<u>16</u>	<u>3</u>	<u>3</u>

Their aggregate remuneration comprised:

	Group 2026 £	2025 £	Company 2026 £	2025 £
Wages and salaries	718,046	663,353	132,936	124,896
Social security costs	96,016	69,582	17,690	13,745
Pension costs	16,638	11,631	7,000	3,000
	<u>830,700</u>	<u>744,566</u>	<u>157,626</u>	<u>141,641</u>

7 Directors' remuneration

	2026 £	2025 £
Remuneration for qualifying services	<u>132,936</u>	<u>124,896</u>

RIVERS FINANCE GROUP PLC

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2026

8 Interest receivable and similar income

	2026 £	2025 £
Interest income		
Interest on bank deposits	1,480	786

Investment income includes the following:

	2026 £	2025 £
Interest on financial assets not measured at fair value through profit or loss	1,480	786

9 Interest payable and similar expenses

	2026 £	2025 £
Interest on financial liabilities measured at amortised cost:		
Other interest on financial liabilities	49,779	52,696
Other finance costs:		
Finance costs for financial instruments measured at fair value through profit or loss	2,400,781	2,135,059
Other interest	70,000	70,000
Total finance costs	2,520,560	2,257,755

10 Taxation

	2026 £	2025 £
Current tax		
UK corporation tax on profits for the current period	128,703	45,005
Adjustments in respect of prior periods	(34)	-
Total current tax	128,669	45,005
Deferred tax		
Origination and reversal of timing differences	(21,205)	14,011
Total tax charge	107,464	59,016

RIVERS FINANCE GROUP PLC

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2026

10 Taxation

(Continued)

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

	2026 £	2025 £
Profit before taxation	442,855	208,432
Expected tax charge based on the standard rate of corporation tax in the UK of 25.00% (2025: 25.00%)	110,714	52,108
Tax effect of expenses that are not deductible in determining taxable profit	1,508	2,184
Permanent capital allowances in excess of depreciation	-	(9,287)
Under/(over) provided in prior years	(34)	-
Depreciation in excess of capital allowances	16,481	-
Deferred tax	(21,205)	14,011
Taxation charge	107,464	59,016

11 Dividends

	2026 £	2025 £
Recognised as distributions to equity holders:		
Final paid	90,750	30,250

12 Intangible fixed assets

Group	Goodwill £	Other intangible asset £	Total £
Cost			
At 1 April 2025 and 31 March 2026	18,765	77,204	95,969
Amortisation and impairment			
At 1 April 2025	18,765	21,161	39,926
Amortisation charged for the year	-	25,738	25,738
At 31 March 2026	18,765	46,899	65,664
Carrying amount			
At 31 March 2026	-	30,305	30,305
At 31 March 2025	-	56,043	56,043

The company had no intangible fixed assets at 31 March 2026 or 31 March 2025.

RIVERS FINANCE GROUP PLC

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2026

13 Tangible fixed assets

Group	Plant and equipment £	Fixtures and fittings £	Total £
Cost			
At 1 April 2025	11,178	221,054	232,232
Additions	-	2,892	2,892
At 31 March 2026	11,178	223,946	235,124
Depreciation and impairment			
At 1 April 2025	7,228	157,177	164,405
Depreciation charged in the year	-	43,079	43,079
At 31 March 2026	7,228	200,256	207,484
Carrying amount			
At 31 March 2026	3,950	23,690	27,640
At 31 March 2025	3,950	63,877	67,827

The company had no tangible fixed assets at 31 March 2026 or 31 March 2025.

14 Fixed asset investments

	Notes	Group 2026 £	2025 £	Company 2026 £	2025 £
Investments in subsidiaries	15	-	-	60,460	60,460

Movements in fixed asset investments

Company	Shares in subsidiaries £
Cost or valuation	
At 1 April 2025 and 31 March 2026	60,460
Carrying amount	
At 31 March 2026	60,460
At 31 March 2025	60,460

15 Subsidiaries

Details of the company's subsidiaries at 31 March 2026 are as follows:

RIVERS FINANCE GROUP PLC

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2026

15 Subsidiaries

(Continued)

Name of undertaking	Registered office	Nature of business	Class of shares held	% Held	
				Direct	Indirect
Rivers SPV Limited	England and Wales	Equipment leasing company	Ordinary	-	100.00
Rivers Funding Limited	England and Wales	Finance company	Ordinary	-	100.00
Rivers Finance Limited	England and Wales	Finance company	Ordinary	-	100.00
Rivers Leasing PLC	England and Wales	Equipment leasing company	Ordinary	100.00	-
Rivers SPV2 Limited	England and Wales	Finance company	Ordinary	-	100.00

Rivers SPV2 Limited is exempt from statutory audit by virtue of section 479a of The Companies Act 2006. The company was dormant throughout the year and so the profit or loss for the year ended 31 March 2026 was £Nil.

16 Debtors

	Group 2026	2025	Company 2026	2025
	£	£	£	£
Amounts falling due within one year:				
Trade debtors	13,345,021	10,924,324	-	-
Other debtors	158,911	76,647	8,291	58,070
Prepayments and accrued income	1,765,665	1,711,003	6,147	6,147
	<u>15,269,597</u>	<u>12,711,974</u>	<u>14,438</u>	<u>64,217</u>
Amounts falling due after more than one year:				
Trade debtors	17,302,772	15,857,327	-	-
Amounts due from group undertakings	-	-	2,510,479	2,650,388
	<u>17,302,772</u>	<u>15,857,327</u>	<u>2,510,479</u>	<u>2,650,388</u>
Total debtors	<u>32,572,369</u>	<u>28,569,301</u>	<u>2,524,917</u>	<u>2,714,605</u>

Included within other debtors is a financial asset recognised by the parent company based on the benefit derived from the issuance of fully paid up shares to a shareholder for preferential lending terms. The shareholder agreed to provide the group loans at preferential rates for a minority stake. The potential benefit derived from the lending at the preferential rates was calculated by comparisons to the commercial rates provided by the group's lenders on other facilities. The potential benefit was discounted to its net present value and has been recognised as a financial asset.

The amounts due from group undertakings are unsecured and interest is being charged.

RIVERS FINANCE GROUP PLC

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2026

16 Debtors

(Continued)

Included within trade debtors are net investments in finance leases and loans as analysed below:

	2026 £	2025 £
Gross receivables from finance leases and loans:		
No later than 1 year	17,802,300	14,765,529
Later than 1 year and no later than 5 years	21,198,377	19,481,297
Unearned future finance income on finance leases and loans	(8,352,883)	(7,465,175)
	<u>30,647,794</u>	<u>26,781,651</u>

The finance leases and loans are receivable as follows:

	2026 £	2025 £
No later than 1 year	13,345,022	10,924,324
Later than 1 year and no later than 5 years	17,302,772	15,857,327
	<u>30,647,794</u>	<u>26,781,651</u>

All amounts are secured on the assets to which they relate.

17 Creditors: amounts falling due within one year

	Notes	Group 2026 £	2025 £	Company 2026 £	2025 £
Other loans	19	7,296,585	5,875,319	-	-
Trade creditors		37,184	174,385	-	-
Corporation tax payable		128,669	45,005	-	-
Other taxation and social security		233,068	130,778	1,750	1,750
Dividends payable		90,750	27,125	90,750	27,125
Other creditors		7,529	5,248	-	-
Accruals and deferred income		173,393	51,599	8,601	12,002
		<u>7,967,178</u>	<u>6,309,459</u>	<u>101,101</u>	<u>40,877</u>

18 Creditors: amounts falling due after more than one year

	Notes	Group 2026 £	2025 £	Company 2026 £	2025 £
Other borrowings	19	22,583,321	20,279,302	1,000,000	1,000,000
		<u>22,583,321</u>	<u>20,279,302</u>	<u>1,000,000</u>	<u>1,000,000</u>

RIVERS FINANCE GROUP PLC

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2026

19 Loans and overdrafts

	Group 2026 £	2025 £	Company 2026 £	2025 £
Other loans	29,879,906	26,154,621	1,000,000	1,000,000
Payable within one year	7,296,585	5,875,319	-	-
Payable after one year	22,583,321	20,279,302	1,000,000	1,000,000

Other loans due within and after more than one year include £5,708,062 (2025: £4,468,717) secured by a debenture dated 2 January 2015 and a guarantee from the company and £5,667,081 (2025: £4,059,253) secured by guarantee from the director, R Daryani. Other loans due within and after more than one year of £7,985,308 (2025: £7,270,107) are secured by a charge on a group entity. Commercial rate of interest is paid on the loans.

Included within other loans are discounting loan facilities which are secured by the assignment of certain trade debtors of the group. The company and the director, R Daryani, have provided security and guarantees in respect of these loans.

The amounts owed to group undertakings are interest bearing and unsecured.

20 Deferred taxation

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

Group	Liabilities 2026 £	Liabilities 2025 £
Accelerated capital allowances	14,486	35,691

Movements in the year:	Group 2026 £	Company 2026 £
Liability at 1 April 2025	35,691	-
Credit to profit or loss	(21,205)	-
Liability at 31 March 2026	14,486	-

RIVERS FINANCE GROUP PLC

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2026

21 Retirement benefit schemes

	2026 £	2025 £
Defined contribution schemes		
Charge to profit or loss in respect of defined contribution schemes	16,638	11,631

A defined contribution pension scheme is operated for all qualifying employees. The assets of the scheme are held separately from those of the group in an independently administered fund.

22 Share capital

Group and company	2026 Number	2025 Number	2026 £	2025 £
Ordinary share capital				
Issued and fully paid				
A1 Ordinary shares of 5p each	6,650,000	6,650,000	332,500	332,500
A2 Ordinary shares of 5p each	777,778	777,778	38,889	38,889
B Ordinary shares of 5p each	350,000	350,000	17,500	17,500
	<u>7,777,778</u>	<u>7,777,778</u>	<u>388,889</u>	<u>388,889</u>
Preference share capital				
Issued and fully paid				
A Preference shares of 5p each	5,000,000	5,000,000	250,000	250,000
B Preference shares of 5p each	12,000,000	12,000,000	600,000	600,000
	<u>17,000,000</u>	<u>17,000,000</u>	<u>850,000</u>	<u>850,000</u>
Preference shares classified as equity			<u>850,000</u>	<u>850,000</u>
Total equity share capital			<u>1,238,889</u>	<u>1,238,889</u>

RIVERS FINANCE GROUP PLC

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2026

22 Share capital

(Continued)

The holders of the A1 ordinary shares have:

- the right to vote (one vote per share)
- the right to receive dividends at the discretion of the board
- the rights to participate in a distribution (including on a winding-up) in accordance with article 12.1 of the company's articles of association
- shares are not redeemable or liable to be redeemed

The holders of the A2 ordinary shares have:

- the right to vote (one vote per share)
- the right to receive dividends at the discretion of the board
- the rights to participate in a distribution (including on a winding-up) in accordance with article 12.1 of the company's articles of association
- shares are not redeemable or liable to be redeemed

The holders of the B ordinary shares have:

- no voting rights
- the right to receive dividends at the discretion of the board
- the rights to participate in a distribution (including on a winding-up) in accordance with article 12.1 of the company's articles of association
- shares are not redeemable or liable to be redeemed

The holders of the A preference shares have:

- no voting rights
- the right to receive dividends at the discretion of the board
- the rights to participate in a distribution (including on a winding-up) in accordance with article 12.1 of the company's articles of association
- shares are redeemable at the discretion of the board

The holders of the B preference shares have:

- no voting rights
- the right to receive dividends at the discretion of the board
- the rights to participate in a distribution (including on a winding-up) in accordance with article 12.1 of the company's articles of association
- shares are redeemable at the discretion of the board

23 Financial commitments, guarantees and contingent liabilities

The company has given cross guarantees for loan facilities of its subsidiary.

The group has provided a charge over the shares held in its subsidiaries, Rivers Finance Limited and Rivers SPV Limited for a debt obtained from a lender.

The subsidiaries have provided a debenture over their assets as security for the debts of the group.

RIVERS FINANCE GROUP PLC

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2026

24 Operating lease commitments

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

	Group 2026 £	2025 £	Company 2026 £	2025 £
Within one year	65,000	65,000	-	-
Between two and five years	260,000	260,000	-	-
In over five years	159,562	224,562	-	-
	<u>484,562</u>	<u>549,562</u>	<u>-</u>	<u>-</u>

Lessor

At the reporting end date the group had contracted with tenants for the following minimum lease payments:

	Group 2026 £	2025 £	Company 2026 £	2025 £
Within one year	17,800	17,800	-	-
Between two and five years	25,895	43,695	-	-
	<u>43,695</u>	<u>61,495</u>	<u>-</u>	<u>-</u>

RIVERS FINANCE GROUP PLC

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2026

25 Related party transactions

Remuneration of key management personnel

The remuneration of key management personnel is as follows.

	2026 £	2025 £
Aggregate compensation	132,936	124,896

Transactions with related parties

The company has taken advantage of the exemption available in FRS 102 (s33 "Related Party Disclosure"), whereby it has not disclosed transactions with other group companies.

Included within debtors:

- Receivable from SymlConnect Limited amounting to £Nil (2025: £281,864), R Daryani is a shareholder of the company. Included within debtors due within one year is £Nil (2025: £106,277) and included in non-current trade debtors is £Nil (2025: £175,587).

- Receivable from Eskuta Limited amounting to £375,203 (2025: £472,930), R Daryani is a shareholder of the company. Included within debtors due within one year is £97,727 (2025: £97,727) and included in non-current trade debtors is £277,476 (2025: £375,203).

- Receivable from The Cat Show Live Limited amounting to £173,635 (2025: £36,148), R Daryani is a shareholder of the company. Included within debtors due within one year is £59,425 (2025: £26,909) and included in non-current trade debtors is £114,210 (2025: £9,239).

Included within creditors are loans from:

- Conister bank amounting to £9,519,454 (2025: £9,356,544) on which interest of £868,586 (2025: £850,379) was charged for the year. Conister bank is a shareholder of the parent company Rivers Finance Group Plc.
- GH Daryani & Co Limited amounting to £500,000 (2025: £615,205) on which interest of £48,664 (2025: £68,765) was charged for the year. GH Daryani & Co Limited, related by virtue of common shareholder.
- R & P Daryani amounting to £500,000 (2025: £500,000) on which interest of £35,000 (2025: £35,000) was charged for the year. R & P Daryani are the shareholders of the company.

Other loans (Note 19) are secured by a cross guarantee from the director and the parent company Rivers Finance Group Plc.

The company paid commissions of £8,500 (2025: £2,472) to an employee during the year.

The company also paid commissions of £Nil (2025: £10,859) to Mr M Friend during the year. Mr M Friend is a director of the company.

Included within administrative expenses is an amount of £65,000 (2025: £65,000) relating to rent and service charges to GH Daryani & Co Limited, related by virtue of common shareholder.

26 Controlling party

The ultimate controlling party is R Daryani, by virtue of his majority shareholding in the company.

RIVERS FINANCE GROUP PLC

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2026

27 Cash absorbed by group operations

	2026 £	2025 £
Profit for the year after tax	335,391	149,416
Adjustments for:		
Taxation charged	107,464	59,016
Finance costs	2,520,560	2,257,755
Investment income	(1,480)	(786)
Amortisation and impairment of intangible assets	25,738	21,161
Depreciation and impairment of tangible fixed assets	43,079	37,806
Movements in working capital:		
Increase in debtors	(4,003,068)	(3,096,804)
Increase in creditors	89,164	89,288
Cash absorbed by operations	(883,152)	(483,148)

28 Cash generated from/(absorbed by) operations - company

	2026 £	2025 £
Profit for the year after tax	13,622	2,830
Adjustments for:		
Finance costs	119,779	122,696
Investment income	(299,639)	(279,369)
Movements in working capital:		
Decrease/(increase) in debtors	189,688	(22,204)
Decrease in creditors	(3,401)	(547)
Cash generated from/(absorbed by) operations	20,049	(176,594)

29 Analysis of changes in net debt - group

	1 April 2025 £	Cash flows £	Market value movements £	31 March 2026 £
Cash at bank and in hand	400,050	248,031	-	648,081
Borrowings excluding overdrafts	(26,154,621)	(1,324,504)	(2,400,781)	(29,879,906)
	<u>(25,754,571)</u>	<u>(1,076,473)</u>	<u>(2,400,781)</u>	<u>(29,231,825)</u>

RIVERS FINANCE GROUP PLC

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2026

30 Analysis of changes in net debt - company

	1 April 2025 £	Cash flows £	31 March 2026 £
Cash at bank and in hand	40,201	172,784	212,985
Borrowings excluding overdrafts	(1,000,000)	-	(1,000,000)
	<u>(959,799)</u>	<u>172,784</u>	<u>(787,015)</u>