

PEEL PORTS GROUP LIMITED

**Report and Financial Statements
For the year ended 31 March 2025**



REPORT AND FINANCIAL STATEMENTS

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OFFICERS AND PROFESSIONAL ADVISERS

DIRECTORS

M Byrne
M Casey
J Clark (Chief Financial Officer)
R C Smith
T Theunisse
S Underwood
J J van Wulfften Palthe
C Veritiero (Chief Executive Officer)
J Walsh
J Whittaker
M Whitworth (Chairman)

COMPANY SECRETARY

F A Khan

REGISTERED OFFICE

Maritime Centre
Port of Liverpool
Liverpool
L21 1LA

BANKERS

National Westminster Bank PLC
2-8 Church Street
Liverpool
L1 3BG

AUDITOR

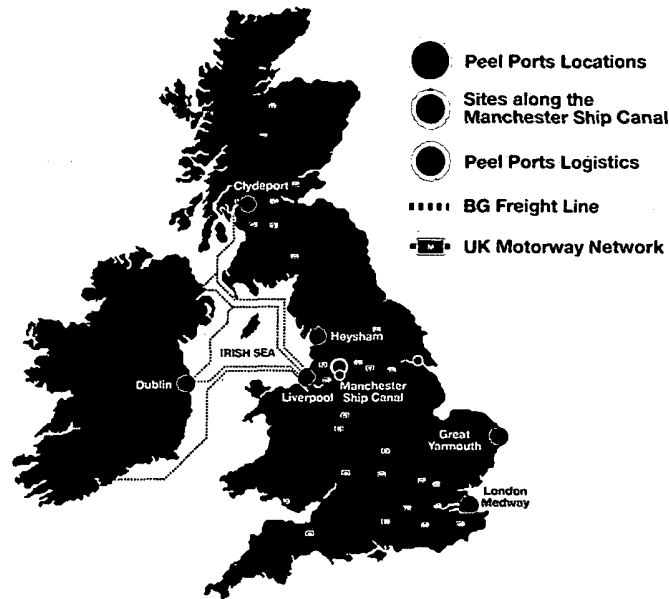
BDO LLP
Statutory Auditor
Eden Building
Irwell Street
Salford
Manchester
M3 5EN
United Kingdom

STRATEGIC REPORT

1. GROUP OVERVIEW AND PRINCIPAL ACTIVITIES

Group overview

The Group operates two business segments, Ports and Shipping.



Ports

Peel Ports Group Limited and its subsidiaries (“the Group”) operate as the Statutory Harbour Authority for the Port of Liverpool, the Manchester Ship Canal, the River Medway, parts of the area along and around the River Clyde, Ardsossan Harbour, Twelve Quays at Birkenhead Docks and Heysham Port.

In addition, the Group operates Great Yarmouth Port as an agent of Great Yarmouth Port Authority, the Statutory Harbour Authority for that port, on a long-term basis. The Group also operates the Humber Bulk Terminal, which is located on the South Bank of the Humber Estuary

Container facilities, freight forwarding and cargo handling services are also provided at Dublin Port under concession.

The Group’s assets form a strategic hub centred on the Irish Sea, with locations in Liverpool, Dublin, Glasgow and along the Manchester Ship Canal. Linked by the Group’s short sea shipping services, the Group’s assets provide direct access to the significant hinterland of North West England and the main Roll-on/Roll-off (RoRo) services to Ireland. Additionally, the Port of Sheerness provides access to London and Clydeport to Central Scotland. Great Yarmouth, as an offshore supply base, is strategically located close to the oil, gas and windfarm installations in the Southern North Sea.

The Port of Liverpool, the largest port in the Group, is the UK’s fourth largest port by tonnage and one of its most diversified, handling a wide range of cargoes including agribulks (such as grain and animal feed), biomass, bulk liquids, bulk solids (including metals and aggregates), containers and forest products, as well as providing services to RoRo and cruise customers. Facilitating automotive imports and exports is an important part of the service provided by the Port of Sheerness, alongside a wide range of other commodities handled, with the River Medway also being the route for Liquefied Natural Gas (LNG) vessels heading to the National Grid LNG Terminal on the Isle of Grain. Clydeport operates a container terminal and a forest products terminal at Greenock as well as Greenock Ocean Terminal, a dedicated cruise vessel facility. The King George V facility in Glasgow handles a diverse range of commodities, including scrap metal and the importation of salt, and plays a significant role in supporting Scotland’s onshore wind-farm sector. Hunterston is being re-developed as Hunterston Port and Resource Campus with a focus on the blue-green economy while Inchgreen Marine Park has been upgraded to support new commercial opportunities. Great Yarmouth is a significant base for the offshore energy industry, while also handling the import of commodities such as aggregates and timber products and the export of agricultural products.

STRATEGIC REPORT (CONTINUED)

1. GROUP OVERVIEW AND PRINCIPAL ACTIVITIES (CONTINUED)

Ports (continued)

The Group provides a value-added logistics solution to a customer's supply chain. This includes conservancy, pilotage, berthing, facilities rental, storage, cargo handling and shipping. Peel Ports Logistics offers other value-added services such as ships chartering and agency, as well as providing bulk solids cargo handling at its facilities at Birkenhead at the Port of Liverpool, Runcorn and Ellesmere Port on the Manchester Ship Canal and the Humber Bulk Terminal on the South Bank of the Humber Estuary.

The Group's container handling offering is centred on the Port of Liverpool, which operates two container terminals, Liverpool2 and the Royal Seaforth Container Terminal ("RSCT").

Liverpool2 is an in-river deep-water container terminal capable of accommodating the world's largest container vessels, though smaller post-Panamax vessels are the primary users of the terminal. In 2020, the Group entered into a joint venture agreement with Terminal Investment Limited S.A.R.L. in respect of the cargo handling operations of the Liverpool2 deep-water container terminal at the Port of Liverpool. The arrangement is intended to enable the business to achieve its ambitious growth plans for Liverpool2. Terminal Investment Limited S.A.R.L. is a major investor in container terminals around the world and is majority owned by Mediterranean Shipping Company (MSC), the world's largest shipping line.

RSCT was the Port of Liverpool's original container terminal. It has direct deep-sea and short-sea connections to a range of countries, including the USA, Canada, Spain, Italy, Portugal, Israel, Cyprus and Turkey, in addition to a number of feeder services connecting Liverpool with the Far East, India, Africa and South America.

The Group's two main container terminals in Liverpool are complemented by facilities at Greenock in Scotland and Dublin in Ireland.

The combination of the Liverpool2 terminal with the Group's existing port assets and short sea shipping services in the Irish Sea and the Continent is expected to provide significant advantages to shipping lines, importers and exporters.

Shipping

The Group's port operations are complemented by a shipping line, providing short sea container services between the UK, Ireland and mainland Europe and feeder services between the UK and Ireland. Ports served include Antwerp-Bruges, Belfast, Cork, Dublin, Dunkerque, Felixstowe, Grangemouth, Greenock, Hull, Immingham, Liverpool, Montoir, Rotterdam, Southampton, South Shields and Teesport. Operating as BG Freight Line, based in Rotterdam, the segment operates a mix of long-term and short-term charter vessels to meet demand.

Overview of financial performance for the year

The financial performance of the Group is set out in Section 2 of the Strategic Report.

The subsidiaries principally affecting the profits or net liabilities of the Group in the year are listed in note 28.

STRATEGIC REPORT (CONTINUED)

2. FINANCIAL REVIEW

2.1 Operating performance

The results for the year and the previous year, and the Group's key performance indicators, are summarised below:

Continuing operations:	2025	2024	Change	
	£m	£m	£m	%
Turnover	766.5	693.7	72.8	10.5
Gross profit before exceptional items ¹	334.4	296.2	38.2	12.9
Gross profit	328.6	281.4	47.2	16.8
EBITDA ²	397.9	372.5	25.4	6.8
Group operating profit before exceptional items ¹	277.8	254.6	23.2	9.1
Group operating profit	257.9	239.8	18.1	7.5
	%	%		
Gross profit margin before exceptional items ³	43.6	42.7		
Tonnage throughput (millions)*:				
Ports	55.1	52.4	2.7	5.2
Shipping	5.5	4.8	0.7	14.6
Total	60.6	57.2	3.4	5.9

*Uses standard tonnage measures for the port industry. Includes commodity volumes handled by the Group.

¹ The exclusion of exceptional items expenditure of £5.8m (2024: £14.8m) from the gross profit of £328.6m (2024: £281.4m) and expenditure of £19.9m (2024: £14.8m) from the Group operating profit of £257.9m (2024: £239.8m) to derive the adjusted gross profit and Group operating profit figures removes items that could distort the understanding of the Group's performance and the comparability between periods.

² EBITDA of £397.9m (2024: £372.5m) is group operating profit of £257.9m (2024: £239.8m) before depreciation of £105.1m (2024: £102.3m), amortisation of goodwill of £14.3m (2024: £13.7m), statutory unrealised foreign currency gains and losses of £0.7m (2024: £1.9m) and exceptional item expenditure of £19.9m (2024: £14.8m), and after dividends received from joint ventures of £nil (2024: £nil). The use of EBITDA as a primary measure of profitability, and its definition, is derived from the Group's banking covenants. EBITDA is also commonly used by peer group companies, though definitions across the sector may differ.

³ Gross profit margin before exceptional items of 43.6% (2024: 42.7%) is calculated by dividing the gross profit before exceptional items of £334.4m (2024: £296.2m) by the turnover of £766.5m (2024: £693.7m).

STRATEGIC REPORT (CONTINUED)

2. FINANCIAL REVIEW (CONTINUED)

2.1 Operating performance (continued)

The comments in this section are in respect of the continuing operations for both years presented.

The operating performance for the year ended 31 March 2025 reflects the following:

- EBITDA increasing from £372.5m to £397.9m, reflecting another strong performance by the Group in a challenging and uncertain economic environment and demonstrating the benefit of the Group's diversified revenue streams.
- Group's turnover increased from £693.7m to £766.5m, representing a 10.5% increase. The year-on-year movement reflects revenue growth in both the Ports and Shipping segments. Turnover in the Ports segment increased by 10.6% while the Shipping segment reported growth of 10.3%.
- Group operating profit before exceptional items is higher by 9.1% at £277.8m, compared to £254.6m in the prior year, which is after recognising profit on the disposal of fixed assets of £8.0m (2024: £25.0m).
- Tonnage throughput of commodities handled by the Group has increased from 57.2mt to 60.6mt, with both the Ports and the Shipping segments handling higher volumes than the previous year. This is primarily due to the gradual recovery of the global containers market and the Ports volumes for the comparative period reflecting a maintenance shutdown at one of the Group's oil refinery customers in the first quarter of calendar year 2024, with operations recommencing in the second quarter.
- Gross profit margin before exceptional items increased from 42.7% to 43.6%, reflecting a change in mix in the Ports segment in the year ended 31 March 2025 and the lower relative share of the Shipping segment. The Shipping segment is a higher revenue and lower margin business.
- Group operating profit increased by 7.5% from £239.8m to £257.9m, after recognising exceptional item expenditure for the year of £19.9m (2024: £14.8m). The Group's profit after tax from continuing operations was £129.8m, compared to a prior year profit after tax of £149.7m. This is after taking account of non-cash net income of £59.6m (2024: £36.8m) relating to the change in the fair value of derivative financial instruments (in respect of which an expense of £23.0m (2024: £32.7m) relates to the accretion on the index-linked swaps) and a gain of £1.7m (2024: £2.8m) arising from the retranslation of foreign currency loans.
- Exceptional costs of £19.9m have been reported in respect of the year ended 31 March 2025 (2024: £14.8m), which includes restructuring costs of £2.2m within the Ports segment (2024: £6.1m, which was principally in respect of the container operations in Liverpool), £12.0m (2024: £0.9m) in relation to the settlement of historic claims and £5.7m (2024: £2.1m) in respect of other exceptional costs (including aborted project costs). The prior year also included exceptional costs of £5.7m associated with a small number of onerous short-term charter arrangements within the Shipping segment (due to charter rates having fallen below the level at which the short-term charter arrangements were secured). Each of the charter arrangements that were loss-making terminated in the year ended 31 March 2025.
- Operating cash flows⁴ were £382.8m, up from £322.2m, reflecting the increase in operating profit and timing differences relating to movements in working capital.
- The Group invested £164.0m (2024: £208.5m) in net capital expenditure⁵. Financing activities raised £490.4m (2024: £138.2m) of net new funds⁶. The Group paid interest of £147.8m (2024: £130.8m). Dividends paid to the owners of the parent company totalled £173.9m (2024: £153.9m).

⁴ Cash inflows from operating activities of £382.8m (2024: £322.2m), before adjustment for tax paid of £12.5m (2024: £1.3m).

⁵ Net capital expenditure of £164.0m (2024: £208.5m) is the sum of payments to acquire tangible fixed assets of £172.0m (2024: £211.2m) less cash receipts from the sale of tangible fixed assets of £8.0m (2024: £2.7m).

⁶ Net new funds raised of £490.4m (2024: £138.2m) represents new private placement loans of £575.0m (2024: £149.4m), repayment of private placement loans of £48.2m (2024: £2.3m), new bank loans of £nil (2024: £67.5m) and repayment of bank and institutional loans of £36.4m (2024: £76.4m).

STRATEGIC REPORT (CONTINUED)

2. FINANCIAL REVIEW (CONTINUED)

2.1 Operating performance (continued)

- The strong results for the year demonstrate the Group’s ability to continue to respond with agility to risks and opportunities in challenging markets.
- As noted below, there are continued economic uncertainties surrounding the continuing global effects of the wars in the Middle East and Eastern Europe, though the fundamentals of the business are unchanged and the Group is planning for further growth.

2.2 Other financial developments

Other financial developments include:

- During the year, the Group received £575.0m (2024: £149.4m) from the issuance of private placement loans with a maturity of 10 to 15 years. The Group repaid £84.6m (2024: £78.7m) of bank facilities and institutional and private placement loans.
- Net investment in capital expenditure totalled £164.0m (2024: £208.5m)⁷. This included investment in assets to support customer growth strategies, the completion of the new Alexandra Warehouse at the Port of Liverpool and the construction of a new RoRo berth at Sheerness.
- Ordinary dividends of £173.9m (2024: £153.9m) were paid during the year. These are set out below:

	2025	2024
	£m	£m
Dividends (includes the prior year final declared dividend of £74.5m (2024: £64.5m))	173.9	153.9

A final dividend of £77.0m has been proposed (2024: £74.5m).

2.3 Financial position at the end of the year

- Net liabilities were £1,695.4m as at 31 March 2025 (2024: £1,653.3m). In addition to the profit for the financial year of £129.8m (2024: £149.7m), the net liability position has changed primarily because of an actuarial profit, net of deferred tax, of £3.7m (2024: loss £6.7m) relating to the Group’s defined benefit pension schemes, and the payment of ordinary dividends of £173.9m (2024: £153.9m).

3. OTHER DEVELOPMENTS

Leaside Shipping Limited

On 26 March 2025, the Group acquired the entire issued share capital of Leaside Shipping Limited, a freight forwarding company based in Cork, Ireland. Total consideration, including fees, was £2.2m. Further information is provided in note 28.

Norfolk Pension Fund

On 31 October 2024, the Group ceased to be a member of the Norfolk Pension Fund, a multi-employer defined benefit pension scheme previously recorded on a defined benefit pension scheme basis. The Group’s share of the actuarial surplus at the point of cessation was £4.8m, which has been recorded as other income in these accounts. Further information is provided in note 20.

⁷ Net investment in capital expenditure of £164.0m (2024: £208.5m) represents payments to acquire tangible fixed assets of £172.0m (2024: £211.2m) less receipts from sales of tangible fixed assets of £8.0m (2024: £2.7m).

STRATEGIC REPORT (CONTINUED)

4. PRINCIPAL RISKS AND UNCERTAINTIES

4.1 Operational

Health and safety – landside

In May 2025, there was a fatality at the Port of Liverpool in respect of which the Group is working closely with the Health & Safety Executive and other authorities, to investigate the circumstances surrounding the incident and to ensure that appropriate steps are taken, as far as is reasonably practicable, to ensure that our employees and others in the port are not thereby exposed to risks to their health or safety. A mandatory Group-wide safety stand-down was conducted shortly after the incident to reinforce key messages regarding the prioritisation of health and safety practices.

The nature of the Group's activities is such that many operational tasks are hazardous; however, it is our view that all hazards can be controlled and all injuries can be prevented. All cargoes passing over the quay need to be handled with care and in accordance with risk assessments and safe systems of work. The Board of Directors is committed to ensuring that the Group complies with all appropriate health and safety requirements and to achieving continuous improvement to the effectiveness of the Group's health and safety management. The safety of its workforce, and anyone who enters the working environment, is an essential part of the Group's overall strategy.

It is Peel Ports' policy that health and safety should be placed to the fore in the conduct of our operations.

The Group's operational approach to health and safety matters is overseen by the Environmental, Social and Governance (ESG) Management Board, chaired by the Group Chief Executive Officer. From April 2022, this committee was joined by Unite the Union's National Officer to further enhance the engagement with employee representatives on health and safety priorities. As an additional level of governance, the ESG Shareholder Committee, a sub-committee of the Group's main Board, meet a quarterly basis to review the Group's ESG performance, which includes health and safety.

For the year ended 31 March 2025, the Group had targeted a Total Recordable Injury Rate (TRIR) of 0.36. TRIR includes lost time incidents, restricted workday incidents and medical treatment incidents. Although this target was not achieved, with a final TRIR of 0.38 being 0.02 higher than the target, progress has been made since the previous year (2024: 0.40). The Group will continue to set challenging targets so as to drive a culture of continuous improvement in this area.

The Group has continued to enhance its focus on health and safety in the year ended 31 March 2025, with further investment in new systems, tools and processes, staff development, training and safety equipment. A further focus on near miss events and sharing of Lessons Learnt communications advise employees of recent or emerging issues. An annual "Think Safe This Winter" campaign also covers a range of topics from PPE to drug and alcohol awareness.

In the year ended 31 March 2025, further safety system enhancements were made, such as the introduction of a new system for improving communication during emergency events, aligned to the work we have been doing to improve the Group's crisis management response. The revised health and safety assurance programme which focuses on a four-level governance framework and externally assured audits continues to provide strong levels of governance and legal compliance across the organisation

Further work is planned with the objective of continuing the progress made so far in reducing the incidence of injury and ill-health through the support of physiotherapists and ergonomics experts, in addition to our existing occupational health services.

Continued and targeted investment in this area and the next stage of the health and safety strategy 'The Journey to Zero Harm' will make a significant contribution to:

- Reducing the risk of injury to employees and others who enter the Group's working environment;
- Protecting the health of employees;
- Building a strong and effective safety culture among employees at every level; and
- Demonstrating full compliance with all statutory requirements in this area.

This investment is intended to maintain Peel Ports' reputation as a responsible operator amongst all stakeholders, including the communities in which the Group operates.

STRATEGIC REPORT (CONTINUED)

4. PRINCIPAL RISKS AND UNCERTAINTIES (CONTINUED)

4.1 Operational (continued)

Health and safety – marine

Marine incidents, which could include vessels colliding or foundering, have the potential to cause pollution, infrastructure damage, injury or loss of life. The Group has in place several safety processes, including risk assessments, vessel traffic management services, pilotage and hydrographic services to mitigate this risk.

Several of the Group's subsidiary port companies are Statutory Harbour Authorities (SHAs) with some also being designated Competent Harbour Authorities (CHAs). As a SHA, they have a duty to conserve the harbour so that it is fit for use as a port and a duty of reasonable care to see that the harbour is in a fit condition for a vessel to utilise it safely.

In addition, as a CHA, they have a duty to assess what, if any, pilotage services are required to secure the safety of ships, and to provide services as deemed necessary.

A local port marine safety management system, operated within the wider Group Marine Safety Management System, which is derived from formal risk assessments developed from formal hazard observations, is the principal control measure in place to ensure the entire operation is run at as low a risk as is reasonably practicable. A programme of internal marine safety management system audits, supported by external audits and an independent designated person, are utilised to maintain the integrity of the system. Each port maintains a Marine and Coastguard Agency (MCA) endorsed oil spill response plan with distinctive tiered plans, supported by external contractors at notice, depending on the size of the incident. A regular series of exercises to test readiness underpin these responses. A Group Crisis Management Plan, supported by Local Port Emergency Plans, lays out the organisation of the emergency response. The crisis management plan has been tested by assessed emergency tabletop exercises. All Port Marine Safety Code Duty Holders have received associated 1P training delivered by the UK national responder with senior marine personnel trained to 5P Executive level command and control and other marine personnel to on scene response.

The introduction of portable pilot units, which provides an enhanced navigation awareness support to pilots, has been rolled-out across the Group during the year ended 31 March 2025. It is now being supported by electronic pilot master exchange to enhance clarity of planning exchange. In addition, following comprehensive risk assessment the level of vessel traffic management service provided on the Clyde is being upgraded to a full Vessel Traffic Service.

Resilience of operational assets and the ability to deliver capital expenditure projects

The nature of ports is such that operations are reliant on the infrastructure of those ports, including quaysides, lock gates, cranes and warehousing. The Group invests significantly in capital maintenance in order to mitigate the risk of major infrastructure failure which could adversely affect the operations of the respective ports.

The efficient management of the Group's projected capital expenditure will impact on the ability of the Group to complete projects on time and deliver the expected financial returns and risk mitigations. In addition to the Group's own capabilities in completing capital projects, additional external resource with experience of managing major construction projects are used to mitigate this risk.

Risk of fire or explosion

Across the Group's ports, operations are either undertaken directly by the Group or by customers. In certain areas, the nature of the operations means that there can be a risk of fire or explosion, for example due to the handling of dangerous commodities. This could result in harm to employees or other port users and potential business interruption. With respect to customer operated sites, the Group has in place processes that can, as far as is reasonably practicable, provide assurance that the sites will be operated safely. With respect to Group operated sites, robust controls are in place to mitigate the risk of fire or explosions, including for example fire and Dangerous Substances and Explosive Atmospheres Regulations ('DSEAR') risk assessments.

STRATEGIC REPORT (CONTINUED)

4. PRINCIPAL RISKS AND UNCERTAINTIES (CONTINUED)

4.1 Operational (continued)

Cyber security

Like most businesses, the Group faces risks associated with a cyber security breach. Threats can vary in their complexity and sophistication and can potentially have a negative impact on organisations of all sizes. Although the Group has successfully avoided any significant disruption from threats to date, a steady increase in the number of phishing scams and malicious software creation means that the Group will continue to be at risk of cyber-attack that could compromise the Group's IT environment. Over a number of years, the Group has increased its investment in this area to put in place appropriate resilience and recovery measures as well as a comprehensive employee training programme to raise awareness and defend against malicious attacks. This is reinforced by regular tests to ensure that employees remain vigilant. We employ a range of industry-standard security products, both internally and on our network perimeters. Formal security and IT conditions of use policies are established, which define security standards and acceptable use.

The Group has a dedicated Cyber Operations team who are responsible for identifying and resolving security incidents, and for advising on group policy with regards to information security. From May 2025, the Group has a contract with a third party to provide a 24/7 Cyber Operations Centre service, reviewing and responding to cyber alerts. A cyber incident response retainer service is in place which provides expert assistance in the event of a significant cyber incident which requires external support. Strong relationships are maintained with the National Cyber Security Centre and the Cyber Compliance Team of the Department for Transport, and the Group is represented on the Maritime Information Exchange, which facilitates the sharing of threats and intelligence amongst members of the UK maritime security industry. Regular network scans are performed and an independent third party perform internal and external facing penetration tests annually to check for exploitable IT network and system vulnerabilities. Cyber tabletop exercises are carried out annually to ensure that cyber playbooks and business continuity plans are validated and updated when necessary.

Technology and innovation

Peel Ports Group is embracing the accelerated pace of technological change through a transparent and strategic approach. At the heart of this is a newly mobilised Technology and Automation programme that acts as the Group's core vehicle for driving innovation and automation across port operations. The programme is designed to identify, pilot, and scale model technologies that improve operational efficiency, unlock new sources of value, and strengthen long-term profitability of the business.

The Group has appointed a Transformation Director for Technology and Automation to lead this agenda. This dedicated leadership role is focused on embedding digital thinking, smarter systems, and process automation through the organisation.

By aligning innovation with business outcomes, the Group is taking proactive steps to ensure its operations remain resilient, agile, and competitive in a rapidly evolving global logistics landscape.

General Data Protection Regulation ('GDPR')

Non-compliance with the GDPR continues to be a significant regulatory risk facing the Group. The Group has put in place appropriate policies and procedures, comprehensive training and reference materials and issued reminders through signage and intranet/IT screen background messages. Compliance with the GDPR is overseen by the Group's Data Protection Officer.

4.2 Environmental

Climate change

Climate change has become an increasingly important consideration across the world and is an important principal risk to which the Group is responding. Further information on the Group's response to the risks arising from climate change can be found in the climate change disclosures in Section 5.

STRATEGIC REPORT (CONTINUED)

4. PRINCIPAL RISKS AND UNCERTAINTIES (CONTINUED)

4.3 Commercial

Economic activity levels

The regional ports within the Group each form part of a wider transport infrastructure. The key operational risks and uncertainties relate to the dependency upon the economic activity of the businesses and consumers within the geographic proximity of the ports. These consumers and businesses generate the trade which flows through the ports and when they are subject to economic cycles or, at the extreme, to failure, there is an unavoidable impact on the ports. In addition, the Group may be exposed to declining volumes in certain sectors, downward pricing pressure or the loss of major contracts. This potential risk is particularly the case as the global economy continues to deal with the conflicts in the Middle East and Eastern Europe and the changing landscape with respect to global tariffs. It is also noted that in the year ended 31 March 2025, the Grangemouth oil refinery stopped processing crude oil as it transitions to becoming an import terminal for finished fuels, which adversely affects the activity levels in Clydeport.

The mitigation of this risk comes from the wide and diverse nature of customers, markets and products served by the Group's ports. This has the effect of minimising the impact of a particular cycle or business failure and indeed one trade can hedge against another. As an example, although the transition of Grangemouth from oil refining to importing finished fuels will reduce the bulk liquids volumes passing through Clydeport, the effect on the Group as a whole is less significant with the oil refineries in Merseyside continuing to invest in their production operations and their transition to greener fuels. In addition, the Group benefits from a high proportion of secure revenue from customers on long-term contracts at its port operations and has no significant concentration of revenue or profits dependent on any one customer.

Container shipping sector developments

The container shipping line industry can face significant logistical challenges in ensuring the resilience of supply chains, including disruption caused by attacks on vessels crossing the Red Sea. The Group's Shipping operations manage those risks through agile planning and responses to mitigate their effects including, where necessary, re-routing of services. The Group has invested significantly in modern technology and practices so that its Shipping operations are efficient, reliable and attractive to existing and potential customers. More modern vessels, and new technology, are also helping to reduce carbon emissions.

4.4 Financial

Liquidity, cash flow and interest risks

The key financial risk arises from the level of long-term debt held by the Group and the interest arising thereon. The Group's loans and loan note instruments with repayment dates between 1 April 2025 and 30 September 2046 ("long-term debt") amount to £3,062.2m (2024: £2,573.3m)⁸. The cash flow risk arising in connection with interest charges is mitigated through the use of interest rate and index-linked swaps. Further details can be found in notes 18 and 19.

The directors consider that the combination of the swap instruments, stable trading of the ports business, effective working capital management and the investment in the asset base assists in managing the risks arising from the level of debt and variability in interest rates. The Group's bank loans and swap instruments are spread over a large number of banks. As at 31 March 2025, within the current facility agreements, there were undrawn funds of £150.0m available in addition to cash of £355.6m on the Group's balance sheet. In addition, the Group has in place £160.0m of debt service reserve liquidity facilities to cover annual interest costs. Consideration of this in the context of going concern can be found in note 3.

⁸ Loans and loan note instruments of £3,062.2m (2024: £2,573.3m) represents total loans and borrowings of £3,059.9m (2024: £2,572.3m) less perpetual debenture stock of £2.2m (2024: £2.2m), 3% irredeemable loan stock of £1.2m (2024: £1.2m), 3.625% irredeemable debenture stock of £0.7m (2024: £0.7m), finance leases of £0.6m (2024: £0.7m) and after adding back unamortised debt issue costs of £7.0m (2024: £5.8m).

STRATEGIC REPORT (CONTINUED)

4. PRINCIPAL RISKS AND UNCERTAINTIES (CONTINUED)

4.4 Financial (continued)

Credit risk

Financial risk arises from credit extended to customers. This risk is mitigated by using strict credit control procedures, the imposition of appropriate credit limits and obtaining third party credit references. The Group's ports play an essential role in maintaining the UK's (and global) supply chains, including the supply of essential supplies to organisations such as the National Health Service. It is, therefore, important that the Group is able to secure payments due from customers in order to ensure it can operate effectively and pay suppliers on a timely basis. The Group engages proactively with customers to mitigate the risks arising and takes appropriate action when necessary. The Group has no material concentration of credit risk.

Investment activity is reviewed on a regular basis and cash and cash equivalents are placed with approved counterparties, whose credit ratings are in accordance with internal treasury policies.

The Group monitors the credit rating of derivative counterparties on a regular basis and ensures no positions are entered into with counterparties with credit ratings that are below assigned limits.

Capital risk

The Group's financing arrangements are set out in note 18 to the financial statements. The Group keeps its funding structure under review with the objective of maximising shareholder value and the capacity to meet its operational requirements and to facilitate the execution of its strategy. The Group's external loan covenants impose certain restrictions on the Group relating to capital which are regularly monitored by management. The Group's management carefully monitors the headroom against its covenants and a number of potential actions could be taken in the event that these are necessary. These include, among other things, aggressive management of working capital, deferral of uncommitted capex, deferral of recruitment activity and other cost reduction measures. The Group was in compliance with these covenants during 2024 and 2025. As referred to in note 3 to the financial statements, there is significant headroom in the forecast covenants.

Foreign exchange risk

The Group is exposed to translation and transaction foreign exchange risk. The Group's Shipping segment (based in Rotterdam) transacts primarily in euros and US dollars and the Group's Irish container terminals (based in Dublin) transacts primarily in euros. In addition, the Group has in issuance US dollar denominated private placement loans and may also purchase items from third party companies in currencies other than sterling.

Transaction exposures, including those associated with forecast transactions, are hedged when known. The Group manages its foreign exchange exposure on a net basis, and, if required, uses forward foreign exchange contracts and financial instruments to reduce the exposure. For example, the US dollar denominated private placement loans were fixed into sterling at the time of issuance using cross currency swaps. In addition, the new long-term charter commitments within the Group's Shipping segment are subject to forward contracts with financial instruments put in place over the year and post year-end to fully mitigate the US dollar exposure for the next few years and c84% exposure over the lifetime of the charters, with assessment of the remaining exposure continuing. If the hedging activity does not mitigate the exposure, then foreign currency fluctuations may adversely affect the results and the financial condition of the Group.

Whilst the aim is to achieve an economic hedge, the Group does not adopt an accounting policy of hedge accounting for these financial statements. The Group reviews its exposure to translation risk arising from its overseas investments on a continual basis and will enter into hedges if considered necessary.

Pensions risk

The Group operates defined benefit pension schemes and is party to a number of industry-wide defined benefit pension schemes. Modest changes to the assumptions used to value each schemes' assets and liabilities can have a significant effect on the asset or liability that the Group records. As at 31 March 2025, the Group balance sheet recorded a pension liability of £26.9m (2024: £39.2m). Changes in actuarial assumptions, in particular the discount rate in response to changes in bond yields, together with employer contributions of £11.1m have seen the liability decrease over the year.

STRATEGIC REPORT (CONTINUED)

4. PRINCIPAL RISKS AND UNCERTAINTIES (CONTINUED)

4.4 Financial (continued)

Pensions risk (continued)

The arrangements and the assumptions used are more fully explained in note 20 of the financial statements. It is also explained in note 20 that the assumptions used, and balance sheet positions, as determined by FRS 102 are not representative of the funding position of the defined benefit pension schemes, which are subject to triennial actuarial valuations.

The Group engages constructively with the Trustees of each of the defined benefit pension schemes that it is party to, including with respect to measures to de-risk the pension scheme arrangements where appropriate and practicable. Contribution rates are agreed with the Trustees to enable deficits to be recovered over appropriate periods of time, by reference to the triennial actuarial valuations. The triennial valuation of the Peel Ports Group Final Salary Pension Scheme, as at 5 April 2024, was completed in the year ended 31 March 2025 with the valuation disclosing an overall positive funding position with no requirement for any additional deficit contributions beyond the previous recovery plan ending November 2024. Deficit contributions of £8.0m per annum ceased from this date and Scheme expenses reduced from £0.8m to c£0.4m per annum. The triennial actuarial valuation of the Pilots National Pension Fund, an industry-wide multi-employer pension scheme, as at 31 December 2022, was completed in the prior year with the existing Recovery Plan being extended by one year to the end of 2029. In relation to the Norfolk Pension Fund, with effect from 31 October 2024 the Group ceased to have active members in the Fund and, as a result, the Group's liability to the Fund has been fully discharged. In the year ended 31 March 2025, the Group paid total employer contributions to defined benefit pension schemes of £11.1m (2024: £13.9m).

Going concern

As referred to in note 3 to the financial statements, the directors have a reasonable expectation that the Group has adequate resources to continue in operational existence for the foreseeable future and for this reason they continue to adopt the going concern basis of accounting in preparing the annual financial statements.

5. CLIMATE CHANGE

As noted in 4.2, Climate Change is one of the principal risks facing the Group.

The UK Government has made a legally binding commitment to achieving a Net Zero carbon economy by 2050. To achieve these targets, there will need to be significant changes across the economy and, by extension, the ports that serve it, as the changes implemented are likely to result in a reduction of fossil fuel-related products, while conversely, the demand for greener alternative fuel cargoes and low-carbon transport solutions is predicted to increase significantly.

In response to the UK Government's Net Zero legislation, in November 2021, the Group committed to becoming a Net Zero port operator by 2040, ten years ahead of the UK Government's national targets. The Group's ports provide critical infrastructure as the UK's gateway for food, medical, energy and fuel supplies. It is therefore important that as a responsible business, the Group acts as a catalyst for positive change in the UK's logistics market to tackle climate change by facilitating green transition through ports and adopting new technologies which are going to enable the shift to green supply chain practices.

The Net Zero 2040 commitment, and the transition to low carbon operations, will also present opportunities for the Group, such as the development of facilities to support offshore windfarms at Hunterston and Great Yarmouth, expanding solar power production, offering greener port-centric solutions to the Group's customers by offering sustainable and environmentally-friendly storage and warehousing facilities, energy and logistics solutions.

The scale of the challenge is significant and while progress has already been made, there is a considerable way to go to achieve the ambitious target that the Group has committed to.

5.1 Our Journey So Far

Over the last few years, the Group has reached a number of significant milestones in its commitment to sustainable and low carbon operations, with the most notable outlined in Table 1 on page 13.

STRATEGIC REPORT (CONTINUED)

5. CLIMATE CHANGE (CONTINUED)

5.1 Our Journey So Far (continued)

The Companies (Strategic Report) (Climate-related Financial Disclosure) Regulations 2022 require certain companies, which includes in its scope Peel Ports Group, to incorporate a Non-financial and Sustainability Information Statement (NFSI statement) in the Strategic Report. The report that follows has been prepared by reference to those requirements but also with regard to aligning the disclosures with the requirements of TCFD. This reflects the Group’s commitment to greater transparency with respect to the steps being taken and how the Group will look to address the challenges arising from the global climate emergency. Areas that need further development or are in the progress of development are referred to as such in the report.

In addition, the Group’s Shipping segment, based in Rotterdam, will be reporting under newly-enacted EU Corporate Sustainability Reporting Directive (CSRD) in 2026.

Table 1: Significant Milestones and Commitments

2021	2022	2023	2024	2025
<ul style="list-style-type: none"> • Net Zero 2040 commitment • Over 50% of fleet transitioned to electric vehicles • Freight train capacity doubled at Port of Liverpool • Introduction of the Group Climate Change Statement • Climate Change Adaption Report for Liverpool and Sheerness submitted to DEFRA 	<ul style="list-style-type: none"> • Establishment of the Climate change Steering Committee • Diesel vehicles replaced with 100% electric and biodiesel • Hydrotreated Vegetable Oil (HVO) introduced for plant & equipment • Peel Ports wins ‘Sustainability’ category at 2022 Multimodal Awards • The Group supports Essar Oil UK with the arrival of a new furnace capable of running on hydrogen 	<ul style="list-style-type: none"> • Peel Ports named Clean Port Operator of the Year at the Maritime UK Awards • Conversion of 22 tugs to HVO, in partnership with Svtizer • First Group’s ESG conference • Voluntary early adoption of Climate Change Disclosures 	<ul style="list-style-type: none"> • First use of energy efficient LNG dredgers • Release of the Group’s first ESG Report • Partnership with SSE Energy Solutions to provide renewable energy to Hunterston PARC • Launch of UK-first Green Automotive Hub, in partnership with Suardiaz • Group and EON announced plans to install up to 63,000 solar panels at Port of Liverpool • Group’s Shipping division launches four new vessels with CO2 and Sulphur particles catching technology • Peel Ports Group won ‘Sustainability Company of the Year’ award at 2024 Multimodal Awards – for the second time in three years 	<ul style="list-style-type: none"> • Gained Group Certification to ISO50001 energy management standard • Commenced installation of the largest UK roof-mounted solar farm at the Port of Liverpool • Partnership with NatPower to deliver the first green shipping corridor between the UK and Ireland • Scope 1 and Scope 2 Greenhouse Gas Emissions down by 48% against FY20 baseline • Great Yarmouth named as a port of choice for pre-assembly of the 960MW East Anglia Two offshore wind farm by ScottishPower.

5.2 Climate Change Disclosures Aligned with the TCFD Framework

5.2.1 Governance

Peel Ports Group has made a number of steps towards effective governance in relation to seeking to assess and manage climate related risks and opportunities, with the progress to date set out in this section.

The following diagram provides an overview of the governance framework, which is explained further below.



STRATEGIC REPORT (CONTINUED)

5. CLIMATE CHANGE (CONTINUED)

5.2 Climate Change Disclosures Aligned with the TCFD Framework (continued)

5.2.1 Governance (continued)

The Board's oversight of climate related risks and opportunities

Governance Structure	Climate-related role
<p>Board of Directors ('the Board')</p> <p>As explained in the Section 172 Statement in Section 7, the Board includes representatives from each of the Group's three shareholders, who are all fully committed to the Group's role in helping to tackle the global climate emergency.</p>	<ul style="list-style-type: none"> Oversees all aspects of Environmental, Social and Governance ('ESG') matters with ultimate responsibility for determining strategy and key focus areas. Receives climate-focused updates throughout the year. The objective of achieving Net Zero by 2040 was a principal decision taken by the Board in 2022 Approves the Group's Strategic Five Year Business Plan, which includes climate-related strategies, the annual budget and capital expenditure proposals that include climate-related considerations, such as energy usage.
<p>Audit, Risk and Treasury Committee ('ARTCo')</p> <p>Includes shareholder representatives as committee members and the chairperson.</p> <p>The ARTCo meets four times per year and is a sub-committee of the Board.</p>	<ul style="list-style-type: none"> Oversees the Group's financial statements and non-financial disclosures, including climate-related disclosures. Additionally, the ARTCo supports the ESG strategy by ensuring risks, including climate-related risks and opportunities, are effectively assessed and managed. The Chief Financial Officer ('CFO'), who is a Director of the Company and attends Board meetings, is responsible overall for the Group's risk register, which includes environmental and climate change risks, and this is presented to and reviewed by the ARTCo at least annually, or more frequently if there are significant changes or events that indicate a more timely review is required.
<p>ESG Committee</p> <p>The ESG Committee, which is a sub-committee of the Board, is chaired by a shareholder representative Director on a rotating basis and is attended by members of the management team.</p> <p>The Committee meets four times per year.</p>	<ul style="list-style-type: none"> Exercises the Board's oversight and review of ESG matters and reports regularly to the Board on progress against ESG ambitions, climate strategy and related commitments. Advises the Board on the Group's ESG strategy, including objectives and targets on an ongoing basis. Reviews the Group's ESG-related risks and associated mitigating actions in relation to the delivery of the Group's Net Zero 2040 target. Reviews the integrity of the Group's systems to capture and process ESG data.

STRATEGIC REPORT (CONTINUED)

5. CLIMATE CHANGE (CONTINUED)

5.2 Climate Change Disclosures Aligned with the TCFD Framework (continued)

5.2.1 Governance (continued)

Management’s role in assessment and management of climate-related risks and opportunities

Governance Structure	Climate-related role
Chief Executive Officer (‘CEO’) and Management Team	<ul style="list-style-type: none"> The CEO, who is a Director of the Company and attends meetings of the Board, has responsibility for implementation of the Group’s ESG strategy, including climate related risks and opportunities, with support from the Executive Management Board and the wider management leadership within the business. The CEO and CFO provide regular verbal and written updates to the Board.
<p>ESG Management Board</p> <p>Meeting on a monthly basis, the EHS Committee reports into the Executive Management Board.</p>	<ul style="list-style-type: none"> Approves the Group’s Three Year EHS Strategy and the annual EHS plan that puts the strategy into effect, which contains actions and targets set out across various environmental areas, including climate change. The current Three Year EHS Strategy runs from 2022 to 2025. Oversees progress made against targets set out in the annual EHS plan.
<p>Climate Change Steering Committee</p> <p>The Climate Change Steering Committee is a sub-committee of the Executive Management Board.</p> <p>Chaired by a member of the Executive Management Board, the Committee comprises leaders from across the business.</p>	<ul style="list-style-type: none"> Assesses climate-related issues throughout the year. Develops plans for delivering and embedding the ESG strategy across the Group, to monitor and track progress against the plan, to support Group leadership and functions on climate-related matters, and makes recommendations to the Board. Separate workings streams are set up, if required, to address particular issues in more detail, such as: <ul style="list-style-type: none"> Group Climate Change Strategy Decarbonisation Plan Mitigation Workstreams <ul style="list-style-type: none"> Shore-side power Alternative low carbon fuels Energy management Electrification of fleet Renewable power Adaptation Workstreams Climate change risk assessment Climate change adaptation changes In 2024, the Committee commissioned a third-party report to support the Group’s assessment of the transition risks and opportunities arising from climate change.

Processes used to inform management

An ESG dashboard, including climate-related metrics, has been developed and presented at each meeting of the ESG Management Board and the ESG Committees. Development of the dashboard will continue alongside the ongoing process of identifying and evaluating climate change risks and opportunities and risk mitigation measures, to ensure that it records the most appropriate metrics.

STRATEGIC REPORT (CONTINUED)

5. CLIMATE CHANGE (CONTINUED)

5.2 Climate Change Disclosures Aligned with the TCFD Framework (continued)

5.2.1 Governance (continued)

Group Climate Change Policy Statement and Environmental Policy

The Group’s Climate Change Policy Statement and Environmental Policy establish the framework for ensuring that environmental and sustainability issues are considered in financial and non-financial decision making, that the Group continues to assess and plan for the impact of climate change, and that climate change considerations are integrated into the business as a whole; this is to ensure the Group continues to work towards achieving Net Zero in greenhouse emissions in its Ports segment by 2040 and within its Shipping segment by 2050.

The Climate Change Policy Statement commits to reporting on the Group’s climate change risks and opportunities in order to ensure business resilience with climate change, and actions and targets are set out in the five-year ESG and Sustainability Strategy. The Environmental Policy additionally requires us to prepare, publish and monitor environmental objectives and targets with the aim of continual improvement.

5.2.2 Strategy

Ports are inherently vulnerable to the effects of climate change, including rising sea levels, storm surges and coastal erosion amongst other potential hazards. Resilience to climate change is of increasing importance to port operators, who must anticipate potential climate impacts and protect port assets, local ecosystems, and supply chains.

Amongst potential generic and global physical and economic implications of climate change, sea level rise is the most frequently cited impact on ports which may result in direct impacts to harbour infrastructure. Rising sea levels, together with associated increase in wave length, increase in both frequency and intensity of rainfall events, increased risk of flooding, and rise in both average summer and winter temperatures might impact the operations of the Group, such as navigation, loading and unloading of cargoes and disruption in transport, energy and telecoms networks, cause damage to the Group’s assets, and impact staff welfare.

The Group’s identification of physical climate change risks has been supported by a third-party report commissioned by the Climate Change Committee. The project to prepare the report was undertaken based on the CCRA Guidelines (Equator Principles, 2020) and the TCFD framework (TCFD, 2017).

Due to the inherent uncertainty, the climate-related risks are monitored across multiple time frames and climate change scenarios: The scenarios are based on those developed by the Intergovernmental Panel on Climate Change (IPCC), which published its Sixth Assessment Report (AR6 in 2022). The AR6 assessment is based on a set of five illustrative emissions scenarios called Shared Socio-economic Pathways (SSPs), that cover the range of possible future development of the anthropogenic drivers of climate change. The time frames selected reflect the Group’s business Planning timeframes.

Timeframes	Climate change scenarios	
Short-term (S):	2023 – 2028	Scenario 1: Low emissions, net zero by 2075.
Medium-term (M):	2028 – 2048	Scenario 2: Emission levels maintained to 2050, > 2°C warming by 2100.
Long-term (L):	2048 – 2078	Scenario 3: Emissions double by 2100.
Far Future (F):	2078 – 2123	Scenario 4: Emissions triple by 2100, warming of >4°C by 2100.

STRATEGIC REPORT (CONTINUED)

5. CLIMATE CHANGE (CONTINUED)

5.2 Climate Change Disclosures Aligned with the TCFD Framework (continued)

5.2.2 Strategy (continued)

Physical climate change risks to Peel Ports’ assets and operations have been identified for each physical climate change hazard, considering the combination of impact and likelihood. The matrix below was used to assess and identify the most significant risks:

Likelihood	Impact				
	Insignificant	Minor	Moderate	Major	Catastrophic
Almost certain	Low	Moderate	High	Extreme	Extreme
Likely	Low	Moderate	Moderate	High	Extreme
Moderate	Low	Low	Moderate	High	Extreme
Unlikely	Low	Low	Moderate	Moderate	High
Very unlikely	Very Low	Low	Low	Moderate	Moderate

The assessment of likelihood ranges from “very unlikely”, which is considered to be a 1 in 1000 years event, to “almost certain”, considered to be a 1 in 5 years event. The “moderate” likelihood considers the risk to be 1 in 50 years.

The impact assessment ranges from “insignificant”, which would mean no damage, no adverse effect on the surrounding environment and no additional costs, through to “catastrophic”, which would reflect permanent damage requiring replacement of a major asset, a severe lasting effect on a port’s ability to operate and/or a very significant adverse effect to the surrounding environment requiring remediate and restoration. The “moderate” impact would suggest limited damage requiring maintenance or repairs, a limited short-term impact on port operations and/or an adverse effect to the surrounding environment. ‘Major’ impact would result in extensive damage requiring major repairs and maintenance and/or significant impact on ports’ operations and significant adverse effect to surrounding environment.

The priority risks, identified in the tables below, can be summarised as follows:

- The highest priority risks mainly relate to flooding, including extreme sea levels, storm surges, river flows and heavy rainfall, which can all cause direct damage to buildings, infrastructure or cargoes, or result in operational downtime or causing a loss of power. The flooding risks vary for each location depending on the specific port layouts, types of assets and operations.
- For most locations, flooding risks are classified as high priority in the medium term (within 25 years).
- The risk of higher sea levels increases the frequency and severity of the flooding risks, as well as introducing some additional risks such as increased height of tidal surges, restricting the flow from drains or rivers, or risk of structural failures.
- The risk of high winds causing damage is a high priority risk for all locations in the medium term.
- Extreme high temperatures affecting staff welfare, damaging infrastructure or affecting operations are high priority risks for all locations in the long term.
- The risk assessment considered data for four climate change scenarios, although there was found to be relatively limited variation between the scenarios over the next 50 years. For most physical climate change risks, gradual change is expected up to 2060, with more rapid change after that time. The scenarios diverge in the Far Future timeframe (to 2100).
- Most risks have a low priority for action in the short term, but become more significant in the longer term, particularly sea level increases and the risk of drought. These risks will therefore be considered in planning decisions about long-term issues that may need to be taken in the short to medium term.

For those physical climate change risks considered to be ‘high’ or ‘extreme’ using the above matrix, the tables below set out the identified risk by scenario.

STRATEGIC REPORT (CONTINUED)

5. CLIMATE CHANGE (CONTINUED)

5.2 Climate Change Disclosures Aligned with the TCFD Framework (continued)

5.2.2 Strategy (continued)

Because of the geographical spread of the Group’s ports, and the different type of port operations within the Group’s portfolio, the majority of the physical risks identified will adversely affect at least one of the Group’s ports under Scenario 1 and all will affect at least one of the Group’s ports when Scenario 2 is considered.

Physical Risks under Scenario 1 (Low emissions, net zero by 2075)

Scenario 1 is currently considered to be less relevant for the assessment of physical climate change risks, due to the assessment that the present day situation is somewhere between Scenario 2 and Scenario 4.

Time	Climate Hazard	Physical Risk
S	Extreme sea levels / storm surges, river flows or rainfall	<ul style="list-style-type: none"> • Flooding. • Damage to buildings, infrastructure or other assets, including power and / or IT systems, and/or goods and cargoes.
M	Extreme sea levels / storm surges, river flows or rainfall Increased wind speeds	<ul style="list-style-type: none"> • Port restricted access, causing operational downtime. • Drainage systems overwhelmed. • Vessels becoming lodged within canals or rivers, resulting in delays, blockages or damage to infrastructure. • Damage to core infrastructure, including lock gates, piers etc.
L	Extreme sea levels / storm surges or river flows Extreme wave conditions	<ul style="list-style-type: none"> • Road/rail closure or damage, adversely affecting movement in and out of ports. • Flooding, and damage to buildings, infrastructure or other assets, caused by wave overtopping.
F	Extreme high temperatures Extreme sea levels Drought conditions Increasing average temperatures	<ul style="list-style-type: none"> • Damage/delays to rail operations due to expanding (internal) rail tracks. • Rail or road closures, affecting external movement to & from port locations. • Operation of lock gates or lifting bridges e.g. due to faults in hydraulic or mechanical equipment, causing damage and/or operational downtime. • Increased hydrostatic loading on infrastructure, reducing life and increasing risk of failure. • Reduced operational range of berthing infrastructure, ramps and pontoons. • Structural stability of quays affected by extreme low water levels. • Loading and unloading operations significantly affected, as operators need to take more frequent breaks.

STRATEGIC REPORT (CONTINUED)

5. CLIMATE CHANGE (CONTINUED)

5.2 Climate Change Disclosures Aligned with the TCFD Framework (continued)

5.2.2 Strategy (continued)

Physical Risks under Scenario 2 (Emission levels maintained to 2050, > 2°C warming by 2100)

These additional risks were identified as ‘high’ or ‘extreme’ risks for the Medium emissions scenario.

Time	Climate Hazard	Physical Risk
F	<p>Extreme high temperatures</p> <p>Drought conditions</p> <p>Increased frequency of heavy rainfall</p>	<ul style="list-style-type: none"> • Thermal discomfort and/or overheating, increased cooling demand, staff welfare. • Damage to control and telecoms infrastructure and associated operational downtime. • Ability of vessels to navigate waterways adversely affected by low water levels. • Water supply shortages, adversely affecting the provision of essential services such as fire protection, sanitation and vessel maintenance. • Flooding of service ducts, which could cause outage of IT systems.

‘High’ and ‘extreme’ physical risks identified in Scenarios 1 and 2 above would all be applicable to high emissions scenarios 3 and 4 and would affect at least one of the Group’s ports.

Transition Climate Change Risks

In 2024, the Climate Change Steering Committee commissioned a third-party report to support the Group’s assessment of the transition risks and opportunities arising from climate change.

Transition risks and opportunities are defined as business or technical risks and opportunities required to be understood, monitored, and where appropriate, actively managed by the Group and are categorised under the below four pillars:

- Policy and legal: changes in policy and regulation;
- Technology: emerging technologies and their adoption;
- Market: evolving expectations from customers, stakeholders in the value chain, port users, and competitive market;
- Reputation: external perceptions shaped by community relations, customer satisfaction, and the Group’s market standing within the UK maritime sector.

Due to the inherent uncertainty, multiple timelines and climate projections are considered to cover the uncertainty and bandwidth associated with future climate scenarios. The climate change scenarios follow shared socioeconomic pathways (SSP) scenarios for atmospheric greenhouse gas concentrations, as defined by IPCC.

STRATEGIC REPORT (CONTINUED)

5. CLIMATE CHANGE (CONTINUED)

5.2 Climate Change Disclosures Aligned with the TCFD Framework (continued)

5.2.2 Strategy (continued)

Transition Climate Change Risks (continued)

For climate change transition risks and opportunities, two timeframes and scenarios were considered, as detailed in the table below:

Timeframes	Climate change scenarios
Short-term (S): 2024 – 2030	Scenario 1: Sustainability scenario, >2°C warming by 2100
Medium-term (M): 2031 – 2040	Scenario 2: Late and sudden transition, > 2°C warming by 2100.

Focusing on short and medium term timeframes provides a practical approach to risk assessment and prioritisation. Climate transition risks and opportunities are expected to be most dynamic in these periods, driven by immediate regulatory changes, technological advancements, and evolving market expectations.

Transition climate change risks and opportunities to Peel Ports have been identified considering the combination of impact and likelihood.

The scoring system below was applied to assess and identify each climate change transition risk and opportunity:

- Likelihood of occurrence:
 - 5 - Almost certain
 - 4 - Very likely
 - 3 - Likely
 - 2 - Possible
 - 1 - Unlikely, but not to be ignored
 - 0 - Very unlikely

- Business impact - opportunities:
 - 5 - Major sector growth
 - 4 - New revenue or gains
 - 3 - Gain to current business
 - 2 - Medium benefits
 - 1 - Low benefits

- Business impact - risks:
 - 1 - Low negative impact
 - 2 - Medium negative impact
 - 3 - Large negative to current business
 - 4 - Loss of business elements/assets
 - 5 - Major sector or revenue loss

A composite priority score was then calculated by multiplying the business impact and likelihood scores with high impact and high likelihood risks and opportunities listed in the below tables.

STRATEGIC REPORT (CONTINUED)

5. CLIMATE CHANGE (CONTINUED)

5.2 Climate Change Disclosures Aligned with the TCFD Framework (continued)

5.2.2 Strategy (continued)

Transition Climate Change Risks (continued)

Transition Risks

Time	Theme	Area	Transition Risk
S	Energy	Policy & legal Technology Market	<ul style="list-style-type: none"> • Insufficient national grid capacity – hindrance to electrification and use of renewable energy • Lack of ability to provide shore power to vessel / customer demand • Insufficient power resilience (blackout) • Health and safety and environmental concerns associated with battery storage and EV charging • Port power network limiting ability to export renewable energy • Insufficient / weak on-port power distribution network
S M	Port Operations & Maintenance	Policy & legal Technology Market	<ul style="list-style-type: none"> • Significant capex investment required for upgrade and electrification of terminal equipment • New and emerging risks required to manage arising from new technology; increased Health & Safety regulations and safety processes requirements • Scarcity of HVO; higher prices of alternative fuel and supply-side competition increase • Increase in alternative fuel demand for shipping driven by ETS; emergence of port-call risk
S M	Cargo & Customers	Policy & legal Market Reputation	<ul style="list-style-type: none"> • Policy-driven obligations to use shore power with required infrastructure leading to contractual changes with customers • Behaviour and ESG performance of the Group's customers • Cessation of green energy subsidies • Decreased specialised cargo activity at dedicated terminals • Revenue / land area loss for exclusion zones related to new fuels or energy storage
S M	Organisation & People	Policy & legal Technology Market Reputation	<ul style="list-style-type: none"> • Increased insurance risk from more complex carbon / energy markets and risks from port / tenant activity • Increase in cost of finance based on ESG performance criteria • Interactions with local communities; community perceptions • Uncertainty regarding shifts in climate change-related policy • Increased / inadequate management systems and personnel to operate and maintain new electrical infrastructure • Changing requirements for training for new low-carbon operations and toolkits • Ageing workforce succession

STRATEGIC REPORT (CONTINUED)

5. CLIMATE CHANGE (CONTINUED)

5.2 Climate Change Disclosures Aligned with the TCFD Framework (continued)

5.2.2 Strategy (continued)

Transition Climate Change Risks (continued)

Transition Opportunities

Achieving Net Zero by 2040, and working towards the global imperative to tackle climate change, has also produced, and will continue to produce, opportunities across the Group’s operations. The climate-related opportunities aligned with the Group’s business-model for long-term sustainable growth are presented in the table below.

Time	Theme	Area	Transition Opportunities
S	Energy	Technology Market	<ul style="list-style-type: none"> • Use of newly emerging power management systems to manage energy load and storage • Increased use of hydro power • Increased demand for water sourced heat pumps • Increase and expansion of EV charging demand
S	Port Operations & Maintenance	Policy & Legal Technology Market	<ul style="list-style-type: none"> • Active management of traffic / vehicle usage to improve air quality • Control systems and condition monitoring of assets to increase carbon value of lifespan • Partnership with equipment providers to reduce impact and risks by adopting lower emissions technology
M	Cargo & Customers	Policy & Legal Technology Market Reputation	<ul style="list-style-type: none"> • Growth in offshore wind to facilitate net zero transition • New cargo flows arising from shift to greener commodities • Opportunities arising from carbon capture and storage resulting in increased marine traffic • Value creation from green space management

The impact of risks and opportunities on strategy

The identification and evaluation of risks and opportunities is additionally aligned with the Strategic Five Year Business Plan and annual budget processes and will evolve over time, particularly as customers and markets develop their own climate change responses.

The outcomes from the Physical Climate Change Risks Report, and the further analysis referred to above, are used to inform the Group’s financial planning, including in respect of capital expenditure proposals which are linked to climate-related KPI’s outlined in pages 25 to 27.

Consideration of identified risks when preparing the annual accounts

It is acknowledged that identified risks need to be considered when preparing the annual accounts, particularly in respect of judgements and estimates applied. At this stage, the Group does not consider that asset values or useful economic lives need to be amended based on the initial scenario analysis report. Further work will be undertaken to evaluate, and validate, the identified risks alongside planned mitigation measures to allow appropriate conclusions to be reached with respect to the accounting for existing tangible fixed assets.

STRATEGIC REPORT (CONTINUED)

5. CLIMATE CHANGE (CONTINUED)

5.2 Climate Change Disclosures Aligned with the TCFD Framework (continued)

5.2.3 Risk Management

Identifying and assessing climate-related risks and opportunities

The Climate Change Steering Committee has the primary responsibility for identifying climate-related risks and opportunities. Material climate-related risks form part of the Group's risk register, which is the responsibility of the CFO, and this is presented to, and reviewed by, the Audit, Risk and Treasury Committee at least annually (or more frequently if appropriate). In addition, material and emerging climate risks facing the Group are reviewed by the ESG Management Board initially and, where appropriate, the ESG Committee, which in turn reports into the Board of Directors.

Physical Risks

In the year ended 31 March 2023, the Climate Change Steering Committee commissioned a third party prepared Climate Change Risk Assessment ('CCRA') report to evaluate the physical risks to each of the Group's port operations on a location-by-location basis. The outputs of the CCRA have been summarised in this report.

The physical risk assessment has been undertaken based on the CCRA Guidance (Equator Principles, 2020) and the Taskforce for Climate-Related Financial Disclosures (TCFD) framework and focused on material business risks relating to the Group's marine and terrestrial operations for each port cluster, considering the relevant physical climate hazard data.

The results of the physical risk assessment have been considered by the Climate Change Steering Committee and presented to the Board. Climate-related risks have also been included in the Group's risk register which is reviewed by the Audit, Risk and Treasury Committee.

Climate-related risks are assessed on an ongoing basis by the Climate Change Steering Committee. The risk assessment is designed to be updated as new information becomes available or as business priorities change, including the release of updated climate change projections.

In addition to the CCRA, in 2024, the Climate Change Steering Committee commissioned a third-party report to support the Group's assessment of the transition risks and opportunities arising from climate change. The climate change scenarios used to identify and analyse transition risks and opportunities follow shared socioeconomic pathways (SSP) scenarios for atmospheric greenhouse gas concentrations, as defined by IPCC.

Further analysis is ongoing to prepare climate adaptation plans for each port cluster based on the material climate-related risks and opportunities identified by the end of 2025.

Managing climate-related risks and opportunities

The overarching responsibility for the management of climate-related risks and opportunities sits with the Board. It has delegated the day-to-day responsibility for this to the ESG Committee and the Audit, Risk and Treasury Committee, in line with the structure explained in the Governance section.

The Climate Change Steering Committee, which is chaired by a member of the Executive Board, informs the management of climate-related risks and opportunities through their ongoing identification and monitoring. As noted above, the Committee has appointed environmental consultants to further facilitate the identification of climate-related risks and to assist with the development of mitigation solutions and/or further actions to validate those risks.

Group policies have been established in respect of environmental and climate change matters, among others. These are communicated prominently within the business, including on the intranet and within the annual EHS Plan that is made available to all employees. The ESG Management Board is responsible for maintaining and re-issuing the policies in line with the EHS three year strategy and annual plan, with updated policies recommended to Executive Management Board for issuance to the wider Group. These policies are signed on behalf of the Board by the Chief Executive Officer, and where deemed appropriate, presented to the ESG committee.

Any breaches of policies, including climate-related, are reported to the EHS Committee. Where they are material, these will be reported to the ESG Committee, which is a sub-committee of the Board.

STRATEGIC REPORT (CONTINUED)

5. CLIMATE CHANGE (CONTINUED)

5.2 Climate Change Disclosures Aligned with the TCFD Framework (continued)

5.2.3 Risk Management

Managing climate-related risks and opportunities (continued)

The identification, and recommended mitigation of, climate-related risks, and the identification of climate-related opportunities are used to inform the Group's five-year business planning and annual budget processes, including particularly where financial investment is required to support the mitigating actions or to secure the potential opportunities. The approval of the Business Plan and annual budget are the principal decisions taken by the Board.

5.2.4 Metrics and Targets

The Group uses a range of metrics to measure and manage climate-related risks and opportunities.

In 2021, the TCFD identified seven recommended cross-industry climate metric categories that organisations are encouraged to disclose metrics and targets under. These are: GHG Emissions, Transition Risks, Physical Risks, Climate-Related Opportunities, Capital Deployment, Internal Carbon Prices and Remuneration. The implementation of these metrics and the evolution of methodologies is part of the strategy for developing our response to climate-related issues and opportunities. We have reported against the TCFD recommended categories, where alignment with our current reporting metrics exists within the table below. There are currently no metrics in the TCFD areas of Remuneration or Internal Carbon Prices. Where metrics have been aligned in the other five areas, further refinement of these, and the associated targets, are expected and will be included in subsequent TCFD framework reports.

Disclosure of Scope 1, Scope 2, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks

The Group's Scope 1 and 2 GHG emissions have been publicly reported since the implementation of the UK Government's Streamlined Energy and Carbon Report ('SECR') on 1 April 2019.

Prior year Scope 1, Scope 2 and Scope 3 emissions have been externally verified. As with most businesses, the Group's Scope 3 are significantly larger than its Scope 1 and Scope 2 emissions. The collation of Scope 3 data is complex and work continues to improve the accurate monitoring of these activities.

Targets used to manage climate-related risks and opportunities, and performance against targets

Targets and policies set out in the below tables contain both qualitative and quantitative information used to manage climate-related risks and opportunities and the Group's performance against climate-related targets, in addition to the analyses on potential climate change impact outlined above.

STRATEGIC REPORT (CONTINUED)

5. CLIMATE CHANGE (CONTINUED)

5.2 Climate Change Disclosures Aligned with the TCFD Framework (continued)

5.2.4 Metrics and Targets (continued)

Metrics, Targets and Progress Mapped to TCFD Cross-Industry Climate-Related Category

GHG Emissions

Metric	Targets	Progress
Energy Consumption – MWh GHG Emissions – tCO2 Energy Intensity - tCO2 per thousand tonnes On-site Renewable Energy - MWh	<p>By the end of 2024, to have measured Ports segment Scope 3 emissions and set a target to reduce these.</p> <p>By 2030, to have reduced Ports segment Scope 1 and 2 emissions over which the Group has operational control by 50%⁹.</p> <p>By 2030, 50% of the energy provided to our ports and tenants to be renewable.</p> <p>Ports segment to be Net Zero (Scope 1 and 2 emissions) by 2040.</p> <p>Shipping segment to reduce its Scope 1 and 2 in alignment with EU and International Policy and Regulation.</p>	<p>A method has been derived to measure Scope 3 emissions. Scope 3 Emissions Target: the Group is committed to facilitating change across our value chain to achieve Net Zero Emissions by 2050.</p> <p>Scope 1 and 2 emissions publicly reported for the Ports segment since the implementation of the UK SECR reporting requirements on 1 April 2019.</p> <p>Renewable power generation (installed or being installed) has increased to 20% of Group consumption.</p> <p>In the year ended 31 March 2025, energy used has decreased by 5.7% from prior year and totalled 115,935 MWh. Total Scope 1 and Scope 2 greenhouse emissions decreased by 19.1% to 16,837 tCO2 from prior year with the intensity ratio decreasing from 0.39 to 0.31 tCO2 per thousand tonnes.</p>

Transition Risks

Metric	Target	Progress
ISO 14001 Certification	100% of port operational facilities to be certified to ISO 14001 standard ¹⁰ by 2024.	94% of the port locations have been certified to ISO 14001 standards. PPL Humber Bulk Terminal Limited (acquired March 2023) to be completed at a future date.
ISO 50001 Certification	Group certification to ISO 50001 ¹¹ during the year ending 31 March 2024.	Full ISO 50001 certification obtained in September 2023 Certification has been retained throughout FY25.

⁹ 50% reduction in Scope 1 and 2 emissions, compared to a 2020 baseline on an absolute emissions basis using a market-based method.

¹⁰ ISO 14001 sets out the criteria for an environmental management system and can be certified to. It maps out a framework that a company or organization can follow to set up an effective environmental management system.

¹¹ ISO 50001 is a widely recognised system of energy management modelled on continuous improvement.

STRATEGIC REPORT (CONTINUED)

5. CLIMATE CHANGE (CONTINUED)

5.2 Climate Change Disclosures Aligned with the TCFD Framework (continued)

5.2.4 Metrics and Targets (continued)

Metrics, Targets and Progress Mapped to TCFD Cross-Industry Climate-Related Category (Continued)

Transition Risks (Continued)

Metric	Target	Progress
Number of suppliers signed up the Group's Supplier Code of Conduct, which outlines ethical and environmental practices	To extend the percentage of suppliers of operational and capital expenditure who have signed up to the Supplier Code of Conduct. To develop the Supplier Code of Conduct to include waste management and further compliance requirements in 2024.	Over 70% of the supplier base have signed up to the existing Supplier Code of Conduct, including all major suppliers and labour providers.

Physical Risks

Metric	Target	Progress
Physical Climate Risk Assessment	By 2023, undertake Physical Climate Risk Assessment.	Physical Climate Risk Assessment report completed by third-party consultant; results of the report have been assessed by the Climate Change Committee and presented to the Board. Climate-related risks have been included in the Group's risk register which is reviewed by the Audit, Risk and Treasury Committee on an annual basis.
Port climate adaptation plans	By the end of 2025, produce port climate adaptation plans.	Climate adaptation plan completed for Port of Liverpool with adaptation plans for other port clusters in progress. The delivery timeline has been extended to 2028.

Climate-Related Opportunities

Metric	Target	Progress
Energy efficiency of buildings	By 2024, implement a strategy to ensure all new buildings have an EPC rating of B, and create a plan to ensure all existing buildings have a rating of C by 2028.	Strategy implemented and contractors appointed to support the project over the next three years with EPC assessments and building upgrade reports to be completed by the end of 2025.

STRATEGIC REPORT (CONTINUED)

5. CLIMATE CHANGE (CONTINUED)

5.2 Climate Change Disclosures Aligned with the TCFD Framework (continued)

5.2.4 Metrics and Targets (continued)

Metrics, Targets and Progress Mapped to TCFD Cross-Industry Climate-Related Category (Continued)

Climate-Related Opportunities (Continued)

Metric	Target	Progress
Waste management strategies	By 2024, measure waste quantities across all business areas and create a performance target for waste reduction, reuse and recycling.	In October 2022, the Group partnered with a third-party waste and environmental specialist to manage sustainable waste operations across the Port of Liverpool and the Manchester Ship Canal. A waste target has been set in 2024 within the Group to achieve 40% of recycling rate across all non-hazardous waste types. This target was achieved in FY25.
Collaboration on projects to drive innovation with industry and educational institutions by 2028	Collaborate on 15 innovative projects by 2028.	To date, seven projects have been delivered – Clean Maritime Hub, MBA Consultancy Challenge, Climate Interdependencies, Electromagnetic Spreader, AI Safety System, Belfast to Liverpool Green Corridor Project and Use of Satellite Data to Inform Dredging Activities.

Capital Deployment

Metric	Target	Progress
Investment deployed towards Net Zero aligned projects and opportunities	Increased investment and deployment of projects aligned to Net Zero opportunities	Investment has been made in Net Zero initiatives such as the installation of charging infrastructure, making owning electric vehicles more accessible to employees and visitors to the ports, and developing rail infrastructure to reduce road volumes. During the current Strategic Business Plan period ending on 31 March 2029, further investment is planned in extending rail connectivity and other Net Zero Initiatives such as installation of solar panels and energy saving proposals. In excess of 15% of the total capital investment projected to be made during the five year business plan period is aligned with energy transition objectives of the Group and its customers.

STRATEGIC REPORT (CONTINUED)

5. CLIMATE CHANGE (CONTINUED)

5.2 Climate Change Disclosures Aligned with the TCFD Framework (continued)

5.2.4 Metrics and Targets (continued)

Net zero standards and assumptions

As referred to above, the Group has engaged with external consultants to ensure its net zero targets are fully aligned with climate science. Specifically, the Group ensures its targets align with the net zero standard defined by the Science Based Targets Initiative (SBTi).

Carbon offsetting does not represent a significant part of the Group’s target to achieve net zero. Additionally, while technological innovation will play an important role in helping the Group to achieve net zero, the targets set do not assume any significant step change in technology.

6. STREAMLINED ENERGY AND CARBON REPORTING (‘SECR’)

The Companies Act 2006 (Strategic Report and Directors’ Report) Regulations 2018 require the disclosure of annual UK energy consumption and greenhouse gas emissions from SECR regulated sources.

The disclosures below are in respect of each of the Group’s port operations, including those port operations that are reported within subsidiary statutory undertakings that are not required to disclose information on the basis that, individually, they are considered to be “low energy users” for the purposes of the streamlined energy and carbon reporting legislation. No disclosure is required or provided in respect of the Company, as it acts only as a holding company and does not consume energy.

	2025	2024
	MWh	MWh
Energy used to calculate emissions	115,935	122,880
	tCO2	tCO2
Greenhouse gas emissions from:		
- combustion of gas	520	469
- combustion of fuel for transport purposes	4,376	7,403
- employees’ business travel where the company is responsible for buying the fuel	-	-
- purchased electricity	11,941	12,942
Total emissions	16,837	20,814
	2025	2024
	tCO2 per thousand tonnes	tCO2 per thousand tonnes
Intensity ratio ¹²	0.31	0.40

Greenhouse gas emissions and the intensity ratio reflects the energy efficiency actions implemented during the year, as outlined in section 5.1.

Methodology

The calculation of the SECR greenhouse gas emissions requires the application of a choice of methodology and the use of estimations, which is explained further below.

¹² The intensity ratio is the total emissions of 16,837 tCO2 (2024: 20,814 tCO2) divided by the 55,100 tonnes (2024: 52,400 tonnes) handled by the Group’s UK and Irish port operations.

STRATEGIC REPORT (CONTINUED)

6. STREAMLINED ENERGY AND CARBON REPORTING ('SECR') (CONTINUED)

Greenhouse gas emissions have been calculated using conversion factors published by DESNZ in 2024. Additionally, electricity emissions calculations also use supplier-specific fuel-mix disclosures in gCO₂/kWh, accounting for the contractual arrangements in place. Electricity and natural gas calculations use metered kWh consumption taken from supplier invoices where possible. Transport emissions have been calculated using purchased fuel where available.

Energy efficiency actions

As set out in Section 5 above, the Group's three year plan includes initiatives to extend the use of technology and energy efficiency solutions in order to reduce the Group's carbon footprint, with specific targets and their measurement set out in section 5.2.4.

7. SECTION 172 STATEMENT

Section 172 ('S172') of the Companies Act 2006 requires a director of a company to act in the way he or she considers, in good faith, would most likely promote the success of the company for the benefit of its members as a whole. In doing this, with respect to Peel Ports Group Limited, S172 requires a director to have regard, among other matters, to the:

- likely consequences of any decisions in the long term;
- interests of the Group's employees;
- need to foster the Group's business relationships with suppliers, customers and other stakeholders;
- impact of the Group's operations on the community and environment;
- desirability of the Group maintaining a reputation for high standards of business conduct; and
- need to act fairly as between members of the Group.

In discharging its S172 duties, the Board of Directors ("the Board") has had regard to the factors set out above, although at times some factors may have been given greater weighting than others.

Appropriate regard was also given to other factors considered relevant to the decision being made, for example our relationship with regulators, industry bodies and other business relationships. We acknowledge that every decision the Board has made will not necessarily result in a positive outcome for all of our stakeholders and the Board frequently has to make difficult decisions based on competing priorities. However, by giving consideration to key stakeholder groups and aligning our activities with our strategic plan, as well as the Group's culture and values, we aim to balance those different perspectives in the best interests of the Group over the long term.

We identify our key stakeholders as employees, defined benefit pension schemes, customers, suppliers, communities, the environment, government, local authorities and regulators, financial investors and shareholders.

As the Board of Directors includes representatives of the Group's three shareholders¹³, Australian Super, Lemon 2021 Ltd (a joint venture between APG Infrastructure and Global Infrastructure Partners) and Peel Group, they are more directly able to engage on matters relevant to them. In so doing, the Board is also cognisant of the importance of considering the needs of other stakeholders when making decisions.

The Board will sometimes engage directly with stakeholders on certain issues, but the size and distribution of our stakeholders, and of the Group, means that stakeholder engagement often takes place at an operational level. To support directors and assist them in complying with their duties, management provides feedback on their engagement with relevant stakeholders when matters are put forward for Board consideration.

¹³ The shareholder investments in the Group's immediate parent company (Peel Ports Holdings (CI) Limited) are through immediate investor companies that are referenced in these financial statements, being AS Infra PP Pty Ltd (Australian Super), Lemon 2021 Ltd, an entity jointly owned by Lepiri Investments Holdings B.V. (APG Infrastructure) and GIP IV Morse Holdco Ltd (Global Infrastructure Partners) and Peel Ports Investments (IOM) Limited (Peel Group).

STRATEGIC REPORT (CONTINUED)

7. SECTION 172 STATEMENT (CONTINUED)

The Executive Management Board is chaired by the Chief Executive Officer and attended by the Chief Financial Officer, both of whom are also directors of the Company and attend meetings of the Board. The Executive Management Board also comprises senior group management, including the Group Director overseeing Environmental, Health and Safety matters, as well as the senior management responsible for each of the Ports and Shipping segments. Within the Ports segment, each port cluster group has its own management teams with delegated levels of authority. Engagement with stakeholders may take place at a port cluster level, business segment level or at senior group management level, depending on the nature of the stakeholder relationship and delegated levels of responsibility. This approach is intended to ensure alignment of engagement and decision-making with the long-term strategic objectives of the Group and greater responsiveness to the needs of stakeholders. Through the participation of the Chief Executive Officer and Chief Financial Officer at Shareholder Board and Executive Management Board level, together with reports and attendance at meetings by other members of senior management, the Board is able to exercise oversight and challenge as appropriate.

The Board are aware that they set the tone for the overall control environment across the whole Group and, therefore, they review and, where appropriate, approve key policies such as anti-bribery and corruption, the policy on modern slavery, the Group's code of conduct and the supplier code of conduct. These policies are designed to ensure that the Group maintains the highest standards of conduct in its business dealings with stakeholders and internally within the Group. The Group's policies are disseminated to all employees when they join the Group and to existing employees through regular communication and training where appropriate. They are also available on the Group's intranet and, where appropriate, on the Group's external website.

Principal decisions taken by the Board

The principal decisions are considered to be those decisions taken by the Board directly, which should not be delegated to either the management or a committee of the Board, and which may have a potentially material impact on the Group's strategy, a stakeholder group or the long-term value creation of the Group. The Board's principal decisions have been grouped into the following categories:

- Financial results (the full and half year results);
- Capital allocation (the approval of the annual budget, the recommendation of the full-year dividend and declaration of an interim dividend);
- Material funding and treasury matters;
- Tax strategy;
- M&A activity;
- Review of matters reserved for the Board;
- Board member changes;
- Material supplier contracts;
- Strategy review (the review and approval of the Group's five year business plan); and
- Group statements (the approval of the Group's modern slavery statement and gender pay report).

Principal decisions taken by the Board during the year ended 31 March 2025, and how they have had regard to the interests of stakeholders, include:

Investment in port infrastructure to support customers

As an infrastructure business, the Group considers very carefully the likely consequences of any major decision it makes in the long-term, with the overall objective of generating and preserving value. The Board reviews and, where appropriate, approves capital projects that exceed a certain monetary threshold in a comprehensive manner, considering the rationale for investment in the context of the long-term cash flows anticipated to be generated by the project, the likely impact upon the Group's relationships with its customers and employees, and the risk profiles of the relevant market, customers and suppliers. The impact that the investment would have on the Group's existing infrastructure assets is also a key consideration, as is the potential risk of business interruption and potential health & safety risks.

STRATEGIC REPORT (CONTINUED)

7. SECTION 172 STATEMENT (CONTINUED)

Principal decisions taken by the Board (continued)

Investment in port infrastructure to support customers (continued)

As set out in section 2.1, the Group invested a total of £164.0m (2024: £208.5m) in net capital expenditure in the year ended 31 March 2025¹⁴.

During the year ended 31 March 2025, the Board approved a number of proposals to invest in port assets that directly and indirectly support customers who use those ports. This included significant new investment at Heysham Port to boost capacity and efficiency, primarily to support increased freight and passenger traffic, and the enhancement of core infrastructure assets across the Group's ports to reduce business risk, such as the investment in lock gates at the Alfred Passage in Liverpool.

When considering such proposals, the Board receives detailed papers that includes the proposal's business case and key financial information, a statement as to the effect that the proposal will have on energy usage, customer expectations and business risks and opportunities. Where a proposal involves significant capital expenditure to support a particular customer, the Board will consider whether it is supported by a long-term commitment from the customer that is aligned with the Group's long-term revenue and growth objectives.

Acquisition of Leaside Shipping Limited

In March 2025, the Board approved the acquisition of Leaside Shipping Limited, a small freight forwarding business in Cork that provides services to BG Freight Line BV as well as other companies looking to import or export via the Port of Cork. The acquisition is complementary to the existing Shipping segment business. Further information on the acquisition can be found in Note 28.

Stakeholders

Details of the Group's key stakeholders and how we engage with them, and have regard to, are set out below.

Employees

Our employees are key to our success and we want them to be safe, well trained and successful, individually and as a team. We engage with our employees in a number of ways, including face-to-face briefings, newsletters, an intranet, social media and through engagement with unions. If an employee is not comfortable raising an issue with the Group directly, they can engage indirectly (and anonymously) via an Ethics Hotline, details of which are set out in the Group's Code of Conduct. The Group undertakes periodic environment, health and safety "climate surveys" amongst its employees. This feedback from our employees allows the Group to continuously improve and develop, particularly in relation to its health and safety processes and practices. In March 2022, the Unite National Officer joined the Group's ESG Management Board in order to further enhance engagement with employees on health and safety priorities.

Key areas of focus include health and well-being, development opportunities, job security, pay and benefits. Pages 7 and 8 set out steps that the Group have taken with respect to ensuring the health and well-being of our employees.

Examples of ways in which the Group has responded to the expectations of employees include having continuous improvement of health and safety practices at the core of everything we do, publication of gender pay reports and development opportunities such as apprenticeship programmes. In February 2023, aligned with celebrating the National Apprenticeship Week, the Group announced that it had become a member of "The 5% Club". This is a committed group of employer members that exists to increase the number, quality and range of "earn & learn" opportunities across the UK. In November 2024, the Group was awarded Gold accredited membership via The 5% Club's Employer Audit Scheme.

Although the majority of those who provide labour services to the Group are employees, there are many individuals who are engaged through third party labour providers. Such workers are often under our supervision and will be party to many of the same stakeholder engagement considerations as direct employees, including through their inclusion in health and safety statistics.

¹⁴ Net capital expenditure of £164.0m (2024: £208.5m) is the sum of payments to acquire tangible fixed assets of £172.0m (2024: £211.2m) less receipts from the sale of tangible fixed assets of £8.0m (2024: £2.7m).

STRATEGIC REPORT (CONTINUED)

7. SECTION 172 STATEMENT (CONTINUED)

Stakeholders (continued)

Defined benefit pension schemes

The Group is party to a number of defined benefit pension schemes, including industry-wide schemes such as the Pilots National Pension Fund. The Group takes seriously its commitments to these pension schemes, which serve to provide benefits for current and former employees of the Group. We engage with these pension schemes on a regular basis through trustee meetings and involvement in industry-wide groups such as the Association of Participating Bodies of the Pilots National Pension Fund. Key areas of focus include the funding of the pension schemes and the covenant strength of the companies that provide this funding.

The Group continues to fulfil its funding commitments and, through focusing on the growth and financial strength of the business, continues to maintain and build its covenant strength.

Customers

We aim to deliver a high level of service to our customers. We build strong lasting relationships and spend time with them to understand their needs and listen to how we can improve our offer and service to them. We use this knowledge to inform our decision-making, for example to tailor our proposition to suit customer demands.

The Group has responded to the expectations and requirements of its customers through investment in major capital expenditure projects, such as new ship-to-shore cranes at the Greenock Container Terminal and the new Alexandra Warehouse at the Port of Liverpool.

Suppliers

The Group's procurement function is engaged with building strong relationships with our suppliers to develop mutually beneficial and lasting partnerships. Engagement with suppliers is primarily through a series of interactions and formal reviews. Key areas of focus include building long-term partnerships, fair terms and conditions and health and safety. The Board recognises that relationships with key suppliers are important to the Group's long-term success.

Twice yearly in-scope group companies report on payment practices and terms, with payments within agreed terms an important objective for the group. The Group also works with suppliers on ensuring compliance with the Modern Slavery Act, the Group's statement on this can be found on its website.

The Group has a Supplier Code of Conduct that suppliers are asked to sign up to. This covers areas such as compliance with laws and regulations, health and safety and working conditions, environmental matters, child labour, forced labour, freedom of association, discrimination, wages and benefits, working hours, bribery, confidentiality, data protection, conflicts of interest and local communities.

The Group's procurement function is accredited to the Chartered Institute of Procurement and Supply's (CIPS) Corporate Ethics Mark, which reflects that team members are trained in ethical sourcing and supplier management and that the team adopts ethical values in how it sources and manages suppliers.

In September 2023, the Group became the world's first port operator to join Sedex, a supply chain sustainability data, insights and services company. The Sedex platform connects buyers, suppliers and auditors and is aimed at sharing critical data to enhance working conditions across global supply chains.

Communities

We engage with the communities in which we operate to build trust and understand the local issues that are important to them. Key areas of focus include how we can support and resolve any concerns that local communities may have with regard to the operation of our ports, create opportunities to recruit local people and help to look after the environment.

STRATEGIC REPORT (CONTINUED)

7. SECTION 172 STATEMENT (CONTINUED)

Stakeholders (continued)

Communities (continued)

Our ports employ a significant number of people from the communities in which they are based. We engage constructively with local community groups and individuals where they may have concerns regarding our operations, so we can be a good neighbour to those who live near our ports. By their nature, ports are busy places with the transit of goods and services in and out. As a responsible operator, it is important that we manage these interactions in a way that minimises the external impacts to our local communities. This is a continual process as we refine and review our working practices and look to keep improving. Unfortunately, in some instances, our activities give rise to concerns and complaints from our local communities. We will always investigate these complaints and look for opportunities to reduce these external impacts. Often a complaint is found to be caused by something that has changed and, in some instances, that change is short-term, such as changes in the dominant wind direction or a particular visitor to a site. In other instances, we may be able to change or adapt our operations to reduce an impact, whilst keeping operations ongoing. For our larger ports, we have engaged in the port master planning process and produced port plans. These plans are consulted on with the local stakeholders and help to coordinate medium-term planning. These documents clearly set out our strategic plans for our sites and help to inform port users, employees and local communities as to how they can expect to see the port develop over the following years and inform us of areas where we need to mitigate potential impacts on the local community.

We also support local charities and community projects.

Environment

The environment is considered to be strongly related to communities and they are often considered together, although we are ever more conscious that the environment also impacts our customers and suppliers and is of increasing importance to our employees as well. The Group is committed to developing its business to meet the needs of its customers in a sustainable way, with initiatives such as reducing our carbon footprint through better energy management and recycling schemes. Further information on the Group's response to climate change can be found in Section 5.

One of our biggest opportunities to reduce our environmental impact is to look at our procurement and capital investment programmes. What we buy has a direct relationship on what we consume and ultimately generate as waste. By influencing our purchasing decisions, we can potentially change our buying habits and reduce our environmental impact. Looking at the whole-life costs of a purchase we can look past the upfront purchase price and consider both the running and disposal costs of the purchase. We may also look to favour or rule out certain purchases due to their environmental credentials. This will apply to all purchases and contracts we engage in (including leasing).

Our capital investment programme is where we are investing for the long-term in our sites. The decisions we make during the capital investment process impacts our operations for years to come. It is therefore important that we take the opportunity to design in efficiencies (best available technologies, controls etc.) from the start of a project. By reviewing and adapting our current processes we can ensure that we look at and have the opportunity to design in both sustainable development principles and consideration of the environmental impacts of our operations.

The Group also engages with key environmental stakeholders such as the Environment Agency, the Department for Environment, Food and Rural Affairs and the Marine Management Organisation. Engaging with these stakeholders is important to ensure that planning and licenses are granted and that we are able to meet legislative requirements.

Government, local authorities and regulators

We engage with the government, local authorities and regulators through a range of industry consultations and meetings to communicate our views to policy makers relevant to our business. When planning development projects, we work closely with local authorities to ensure that an appropriate solution is delivered for our customers and local communities within planning requirements. Key areas of focus are compliance with laws and regulations and health and safety. The Board is updated on legal and regulatory developments and takes these into account when considering future actions.

STRATEGIC REPORT (CONTINUED)

7. SECTION 172 STATEMENT (CONTINUED)

Stakeholders (continued)

Financial investors

Through the group's wholly-owned subsidiary companies, Peel Ports PP Finance Limited and Peel Ports Limited, the Group raises debt and undertakes related hedging with a wide range of counterparties. This includes private placement borrowing, which is undertaken by Peel Ports PP Finance Limited, and bank borrowing, which is undertaken by Peel Ports Limited.

We rely on the support of our financial investors and we aim to maintain a timely, open and constructive dialogue with them. In addition to twice yearly presentations on the financial performance of the Group and key developments, we engage with our financial investors on an ad hoc basis through a Financial Investor relationship programme. Key areas of focus are the use to which we put financial investment, financing and refinancing opportunities, the Group's ability to pay interest payments/debt repayments when they fall due and covenant compliance.

Shareholders

As owners of our Group we rely on the support of shareholders and their opinions are important to us. Our shareholders appoint representatives to sit on the Board. Where matters to be discussed are in respect of shareholder reserved matters and those relating to the conduct of the shareholders' agreement, these are discussed at meetings of the Board of Directors of the Group's immediate parent undertaking, Peel Ports Holdings (CI) Limited, in respect of which the shareholders are each represented among the directors and in which each company invests directly. The Group Chief Executive Officer and Group Chief Financial Officer, both of whom are directors of Peel Ports Group Limited, attend meetings of the Peel Ports Holdings (CI) Limited Board, but they are not directors of that company. Discussions with shareholders cover a wide range of topics including environment, health and safety ('EHS'), financial performance, strategy, outlook and governance.

On behalf of the Board



J Clark
Director
4 July 2025

DIRECTORS' REPORT

This report contains the statutory information disclosed in addition to that set out in the separate Strategic Report. Information relating to the future development of the business, which would otherwise be included in the Directors' Report, is included in the Strategic Report.

DIVIDENDS

Dividends paid in the year totalled £173.9m (2024: £153.9m). A final dividend of £77.0m (2024: £74.5m) has been proposed.

DIRECTORS

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

M Byrne (representing AustralianSuper)
M Casey (representing AustralianSuper) (appointed 8 March 2025)
J Clark (Chief Financial Officer)
P Iley (representing Lemon 2021 Limited – Global Infrastructure Partners) (resigned 3 December 2024)
H Kohne (representing AustralianSuper) (appointed 25 July 2024) (resigned 21 January 2025)
M Llewellyn (representing AustralianSuper) (resigned 30 June 2024)
R Smith (representing Lemon 2021 Limited – Global Infrastructure Partners)
T Theunisse (representing Lemon 2021 Limited – APG Infrastructure) (appointed 3 December 2024)
S Underwood (representing Peel Group)
J J van Wulfften Palthe (representing Lemon 2021 Limited – APG Infrastructure)
C Veritiero (Chief Executive Officer)
J Walsh (representing AustralianSuper)
J Whittaker (representing Peel Group)
M Whitworth (representing Peel Group)

The Company maintains directors' and officers' liability insurance which provides insurance cover for the directors and officers of the Company and its subsidiaries against liabilities which they may incur personally as a consequence of claims made against them alleging breach of duty or other wrongful act or omission in their capacity as directors or officers.

DISABLED PERSONS

Applications for employment by disabled persons are given full consideration, having regard to the capabilities of the applicant. In the event of employees becoming disabled, every effort is made to provide them with employment in the Group and to arrange any necessary re-training. It is the policy of the Group that the training, career development and promotion of disabled persons should, as far as possible, be identical to that of a person who does not suffer from any disability. Appropriate access and facilities are also provided for any disabled employees as required. Training programmes are in place to ensure that the Group has suitably qualified individuals to undertake the various operational tasks within the Group.

EMPLOYEE ENGAGEMENT

A statement on employee engagement is included in the Section 172 statement in the Strategic Report.

STATEMENT ON BUSINESS RELATIONSHIPS

A statement on business relationships is included in the Section 172 statement in the Strategic Report.

DIRECTORS' REPORT (CONTINUED)

STREAMLINED ENERGY AND CARBON REPORTING

Disclosures in respect of the Streamlined Energy and Carbon Reporting requirements are included in the Strategic Report.

AUDITOR AND DISCLOSURE OF INFORMATION TO THE AUDITOR

Each person who is a director of the Company at the date of approval of this report confirms that:

- so far as the director is aware, there is no relevant audit information of which the Company's auditor is unaware; and
- the director has taken all the steps that he/she ought to have taken as a director in order to make himself/herself aware of any relevant audit information and to establish that the Company's auditor is aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

BDO LLP have indicated their willingness to be appointed for another term and appropriate arrangements have been put in place for them to be deemed appointed as auditor in the absence of an Annual General Meeting.

On behalf of the Board



J Clark
Director
4 July 2025

DIRECTORS' RESPONSIBILITIES STATEMENT

The directors are responsible for preparing the strategic report, directors' report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with 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 the 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 judgments 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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF PEEL PORTS GROUP LIMITED

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion on the financial statements

In our opinion:

- the financial statements give a true and fair view of the state of the Group's and of the Parent Company's affairs as at 31 March 2025 and of the Group's profit for the year then ended;
- the financial statements have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- the financial statements have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements of Peel Ports Group Limited ("the Parent Company") and its subsidiaries ("the Group") for the year ended 31 March 2025 which comprise the Consolidated profit and loss account, the Consolidated statement of comprehensive income, the Consolidated and company balance sheets, the Consolidated statement of changes in equity, the Company statement of changes in equity, the Consolidated cash flow statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

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 believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of the Group and the 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.

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 or 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.

Climate change

Our work on the assessment of potential impacts of climate-related risks on the Group's operations and financial statements included:

- Enquiries and challenge of management to understand the actions they have taken to identify climate-related risks and their potential impacts on the financial statements and adequately disclose climate-related risks within the annual report;
- Our own qualitative risk assessment taking into consideration the sector in which the Group operates and how climate change affects this particular sector;
- Involvement of climate-related experts in evaluating management's risk assessment; and
- Review of the minutes of Board and Audit, Risk and Treasury Committee meetings and other papers related to climate change and performed a risk assessment as to how the impact of the Group's commitment as set out in the Climate disclosures may affect the financial statements and our audit.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF PEEL PORTS GROUP LIMITED

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONTINUED)

We challenged the extent to which climate-related considerations, including the expected cash flows from the initiatives and commitments have been reflected, where appropriate, in the Directors' going concern assessment.

We also assessed the consistency of managements disclosures included as Other Information with the financial statements and with our knowledge obtained from the audit.

Other information

The Directors are responsible for the other information. The other information comprises the information included in the Report and Financial Statements, 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 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.

Other Companies Act 2006 reporting

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

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

In the light of the knowledge and understanding of the Group and the Parent Company and its 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 Group's and 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 Group or the Parent Company or to cease operations, or have no realistic alternative but to do so.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF PEEL PORTS GROUP LIMITED

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONTINUED)

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.

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

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

Non-compliance with laws and regulations

Based on:

- Our understanding of the Group and the industry in which it operates;
- Discussion with management, those charged with governance and legal counsel; and
- Obtaining an understanding of the Company's policies and procedures regarding compliance with laws and regulations.

We considered the significant laws and regulations to be those that relate to the form and content of the financial statements, such as United Kingdom Generally Accepted Accounting Practice, the UK Companies Act 2006 and those that relate to the payment of employees.

The Company is also subject to laws and regulations where the consequence of non-compliance could have a material effect on the amount or disclosures in the financial statements, for example through the imposition of fines or litigations. We identified such laws and regulations to be health and safety legislation, the Ports Act, data protection laws, employment laws and environmental laws.

Our procedures in respect of the above included:

- Review of minutes of meetings of those charged with governance for any instances of non-compliance with laws and regulations;
- Review of correspondence with tax authorities for any instances of non-compliance with laws and regulations;
- Review of financial statement disclosures and agreeing to supporting documentation;
- Involvement of tax specialists in the audit; and
- Review of legal expenditure accounts to understand the nature of expenditure incurred.

Fraud

We assessed the susceptibility of the financial statements to material misstatement, including fraud. Our risk assessment procedures included:

- Enquiry with management and those charged with governance regarding any known or suspected instances of fraud;
- Obtaining an understanding of the Company's policies and procedures relating to:
 - Detecting and responding to the risks of fraud; and
 - Internal controls established to mitigate risks related to fraud.
- Review of minutes of meetings of those charged with governance for any known or suspected instances of fraud;
- Discussion amongst the engagement team as to how and where fraud might occur in the financial statements;
- Performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud; and
- Considering remuneration incentive schemes and performance targets and the related financial statement areas impacted by these.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF PEEL PORTS GROUP LIMITED

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONTINUED)

Based on our risk assessment, we considered the areas most susceptible to fraud to be management override through inappropriate journal entries, accounting estimates and improper revenue recognition associated with unexpected revenue combinations and miscellaneous income.

Our procedures in respect of the above included:

- Testing a sample of journal entries throughout the year, which met a defined risk criteria, by agreeing to supporting documentation;
- Testing income recognised throughout the year, for which the corresponding entry was not in line with expectations, through to documentation to verify whether the revenue posting was correct and supportable;
- Challenging assumptions and judgements made by management in their significant accounting estimates, in particular in relation to the valuation of derivatives, valuation of defined benefit pension schemes and provisions; and
- Testing a sample of one-off revenue transactions to ensure revenue has been recognised appropriately on these contracts.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members who were all deemed to have appropriate competence and capabilities and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it.

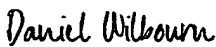
A further description of our responsibilities is available on the Financial Reporting Council's website at:

<https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's

Use of our report

This report is made solely to the Parent 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 Parent 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 Parent Company and the Parent Company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Signed by:



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Daniel Wilbourn (Senior Statutory Auditor)
For and on behalf of BDO LLP, Statutory Auditor
Eden Building
Irwell Street
Salford
Manchester
M3 5EN
United Kingdom

4 July 2025

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).

PEEL PORTS GROUP LIMITED

CONSOLIDATED PROFIT AND LOSS ACCOUNT
For the year ended 31 March 2025

	Note	2025 £m Total	2024 £m Total
GROUP TURNOVER	5	766.5	693.7
Other cost of sales		(432.1)	(397.5)
Exceptional items	8	(5.8)	(14.8)
Cost of sales		(437.9)	(412.3)
GROSS PROFIT		328.6	281.4
Other administrative expenses		(69.4)	(66.6)
Exceptional items	8	(14.1)	-
Administrative expenses		(83.5)	(66.6)
Other income	6	4.8	-
Profit on disposal of fixed assets		8.0	25.0
GROUP OPERATING PROFIT	6	257.9	239.8
Share of operating profit of joint ventures	13	-	-
TOTAL OPERATING PROFIT: GROUP AND SHARE OF JOINT VENTURES		257.9	239.8
Net interest expense	9	(94.9)	(98.2)
PROFIT BEFORE TAXATION		163.0	141.6
Taxation	10	(33.2)	8.1
PROFIT FOR THE FINANCIAL YEAR		129.8	149.7

PEEL PORTS GROUP LIMITED

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME
For the year ended 31 March 2025

	Note	2025 £m	2024 £m
Profit for the financial year		129.8	149.7
<i>Other comprehensive income/(expense):</i>			
Remeasurement of net defined benefit liability	20(a)	4.7	(8.6)
Currency translation differences		(1.7)	(1.2)
Total tax on components of other comprehensive income	10(d)	(1.0)	1.9
Other comprehensive income/(expense) for the year, net of tax		2.0	(7.9)
Total comprehensive income for the year		131.8	141.8
Total comprehensive income attributable to:			
- Owners of the parent		131.8	141.8

PEEL PORTS GROUP LIMITED

CONSOLIDATED AND COMPANY BALANCE SHEETS
As at 31 March 2025

	Note	Group		Company	
		2025 £m	2024 £m	2025 £m	2024 £m
FIXED ASSETS					
Intangible assets:	11				
- positive goodwill		31.0	43.1	-	-
- negative goodwill		-	-	-	-
		31.0	43.1	-	-
Tangible assets	12	1,633.1	1,554.6	-	-
Interest in joint ventures	13	0.2	0.2	-	-
Other investments	13	0.7	0.7	337.5	337.5
		<u>1,665.0</u>	<u>1,598.6</u>	<u>337.5</u>	<u>337.5</u>
CURRENT ASSETS					
Stocks	14	10.2	10.1	-	-
Debtors - due within one year	15	198.3	210.1	723.7	625.2
- due after more than one year	15	16.4	9.3	123.0	123.0
Cash at bank and in hand		355.6	139.4	-	-
		<u>580.5</u>	<u>368.9</u>	<u>846.7</u>	<u>748.2</u>
CREDITORS: amounts falling due within one year	16	<u>(567.0)</u>	<u>(582.3)</u>	<u>(585.6)</u>	<u>(400.7)</u>
NET CURRENT ASSETS/(LIABILITIES)		<u>13.5</u>	<u>(213.4)</u>	<u>261.1</u>	<u>347.5</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>1,678.5</u>	<u>1,385.2</u>	<u>598.6</u>	<u>685.0</u>
CREDITORS: amounts falling due after more than one year	17	(3,347.0)	(2,999.3)	(123.0)	(123.0)
Post-employment pension liability	20(a)	(26.9)	(39.2)	-	-
NET (LIABILITIES)/ASSETS		<u>(1,695.4)</u>	<u>(1,653.3)</u>	<u>475.6</u>	<u>562.0</u>
CAPITAL AND RESERVES					
Called-up share capital	21	389.4	389.4	389.4	389.4
Merger reserve		(506.1)	(506.1)	-	-
Profit and loss account		<u>(1,578.7)</u>	<u>(1,536.6)</u>	<u>86.2</u>	<u>172.6</u>
TOTAL EQUITY		<u>(1,695.4)</u>	<u>(1,653.3)</u>	<u>475.6</u>	<u>562.0</u>

The profit of the Company for the financial year was £87.5m (2024: £245.0m).

The financial statements of Peel Ports Group Limited (company registration number 5965116), were approved and authorised for issue by the Board of Directors on 4 July 2025 and signed on its behalf by:



J Clark
Director

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY
For the year ended 31 March 2025

	Called-up share capital £m	Merger reserve £m	Profit and loss account £m	Total equity £m
As at 1 April 2023	389.4	(506.1)	(1,524.5)	(1,641.2)
Profit for the financial year	-	-	149.7	149.7
Other comprehensive expense for the financial year	-	-	(7.9)	(7.9)
Total comprehensive income for the financial year	-	-	141.8	141.8
Dividends (note 21)	-	-	(153.9)	(153.9)
Total transactions with owners, recognised directly in equity	-	-	(153.9)	(153.9)
As at 31 March 2024	389.4	(506.1)	(1,536.6)	(1,653.3)
Profit for the financial year	-	-	129.8	129.8
Other comprehensive income for the financial year	-	-	2.0	2.0
Total comprehensive income for the financial year	-	-	131.8	131.8
Dividends (note 21)	-	-	(173.9)	(173.9)
Total transactions with owners, recognised directly in equity	-	-	(173.9)	(173.9)
As at 31 March 2025	389.4	(506.1)	(1,578.7)	(1,695.4)

PEEL PORTS GROUP LIMITED

COMPANY STATEMENT OF CHANGES IN EQUITY
For the year ended 31 March 2025

	Note	Called-up share capital £m	Profit and loss account £m	Total £m
As at 1 April 2023		389.4	81.5	470.9
Profit for the financial year		-	245.0	245.0
Total comprehensive income for the financial year		-	245.0	245.0
Dividends	21	-	(153.9)	(153.9)
Total transactions with owners, recognised directly in equity		-	(153.9)	(153.9)
As at 31 March 2024		<u>389.4</u>	<u>172.6</u>	<u>562.0</u>
Profit for the financial year		-	87.5	87.5
Total comprehensive income for the financial year		-	87.5	87.5
Dividends	21	-	(173.9)	(173.9)
Total transactions with owners, recognised directly in equity		-	(173.9)	(173.9)
As at 31 March 2025		<u>389.4</u>	<u>86.2</u>	<u>475.6</u>

CONSOLIDATED CASH FLOW STATEMENT
For the year ended 31 March 2025

	Note	2025 £m	2024 £m
Cash inflow from operating activities	22(a)	382.8	322.2
Taxation paid		(12.5)	(1.3)
Net cash inflow from operating activities		<u>370.3</u>	<u>320.9</u>
Cash flow used in investing activities	22(b)	(160.6)	(206.7)
Cash flow generated from/(used in) financing activities	22(c)	7.0	(152.0)
Net increase/(decrease) in cash and cash equivalents		<u>216.7</u>	<u>(37.8)</u>
Cash and cash equivalents at the beginning of the year	23	139.4	177.7
Exchange losses on cash and cash equivalents	23	(0.5)	(0.5)
Cash and cash equivalents at the end of the year		<u><u>355.6</u></u>	<u><u>139.4</u></u>
Cash and cash equivalents consist of:			
Cash at bank and in hand	23	<u>355.6</u>	<u>139.4</u>
Cash and cash equivalents		<u><u>355.6</u></u>	<u><u>139.4</u></u>

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2025

1. GENERAL INFORMATION

The Company is a private company limited by shares and is incorporated in England. The address of the registered office is given on page 1. The nature of the Company's operations and its principal activities are set out in the Strategic Report on page 2.

2. STATEMENT OF COMPLIANCE

The financial statements of Peel Ports Group Limited have been prepared in accordance with United Kingdom Accounting Standards, including Financial Reporting Standard FRS 102, "The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland" ("FRS 102"), as issued by the Financial Reporting Council, and the Companies Act 2006.

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

A summary of the principal accounting policies, which have been applied consistently throughout the current and prior financial years, is set out below.

Basis of preparation

The financial statements are prepared on a going concern basis, under the historical cost convention, as modified by the recognition of certain financial assets and liabilities measured at fair value.

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in note 4.

Going concern

In considering the appropriateness of the going concern basis of preparation, the directors have considered forecasts for the next 12 months following the date of the signing of the 2025 financial statements, which include detailed cash flow forecasts and working capital availability. These forecasts show that sufficient resources remain available to the business for the next 12 months. In addition, the directors note the following:

- the directors prepare and update detailed annual budgets and two year projections that support the going concern assessment. For the period extending at least 12 months from the date of signing of these accounts, the Group has modelled different scenarios in the absence of further mitigating actions that show that the Group has sufficient headroom to withstand significant downward pressure on results from reduced volumes or customer opportunities not being converted, both in terms of available liquidity and the Group's covenant ratios. If the actual results are significantly worse than forecast, the Group has the option of pursuing further mitigating measures that are under its own control to cut costs and preserve cash. These include reductions in variable staff and other variable costs to match reduced activity, a decreased level of capital expenditure or the deferment/cancellation of shareholder distributions;
- at the balance sheet date, the Group has net liabilities of £1,695.4m (2024: £1,653.3m) which are principally attributed to two factors. Firstly, the reorganisation of the Group in 2006 which was accounted for under merger accounting principles and resulted in the creation of a merger relief reserve of £506.1m. Secondly, the fair value of the Group's derivative financial instruments, primarily interest rate and index-linked cross currency swaps, which have a net liability of £426.5m (2024: £638.2m);
- as at 31 March 2025, the Group had borrowings of £2,939.2m (2024: £2,450.3m), which are subject to covenant restrictions¹⁵. No breaches have occurred in the historical period or are forecast to occur. After taking account of potential changes in trading performance, the Group's forecasts and projections indicate that it is expected to continue to comply with covenant requirements for a period of at least 12 months from the date of approval of the financial statements;

¹⁵ Borrowings subject to covenant restrictions of £2,939.2m (2024: £2,450.3m) comprise bank loans of £897.3m (2024: £933.0m) and private placement loans of £2,034.9m (2024: £1,511.5m) and after adding back unamortised issue costs of £7.0m (2024: £5.8m).

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2025

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Going concern (continued)

- during the year ended 31 March 2025, the Group drew down £200.0m of private placement debt raised during the previous financial year with maturities ranging from 10 to 12 years, and raised a further £375.0m which funded during the year with maturities ranging from 10 to 15 years.
- as at 31 March 2025, there are £159.4m of loans that are due for repayment in the year ending 31 March 2026 and a further £1.8m due for repayment in the six months ending 30 September 2026; all other loans and loan note instruments have repayment dates between 1 October 2027 and 6 March 2040.
- cash inflows generated in the year, together with utilisation of existing capital expenditure facilities, enabled the Group to finance net tangible fixed asset additions of £164.0m (2024: £208.5m) (cash outflow)¹⁶;
- as at the balance sheet date, the Group held £355.6m (2024: £139.4m) of cash balances and had undrawn loan facilities of £150.0m available; a further £160.0m of liquidity facility is available for the payment of interest;
- there is confidence that the Group has the resources and flexibility to respond timely to events as they occur; the Group's robust business model is underpinned by long-term customers with a high percentage of secure, and typically RPI-linked, revenue;
- management have concluded that the Group should generate sufficient EBITDA and cash to continue as a going concern and avoid breaching its loan covenants. Liquidity risk is principally managed by maintaining cash and borrowing facilities at a level that is forecast to provide reasonable headroom in excess of the expected future needs of the Group.

After making enquiries, the directors have formed a judgement, at the time of approving the financial statements, that there is a reasonable expectation that the Group and the Company have adequate resources to continue in operational existence for the foreseeable future. For this reason, the directors continue to adopt the going concern basis of accounting in preparing the annual financial statements.

Exemptions for qualifying entities under FRS 102

FRS 102 allows a qualifying entity certain disclosure exemptions. The Company has taken advantage of the available exemptions to not disclose:

- a) A statement of cash flows;
- b) Certain financial instrument disclosures on the basis that equivalent disclosures are included in the consolidated financial statements of the group in which the Company is consolidated; and
- c) Key management personnel compensation in total.

Basis of consolidation

The Group consolidated financial statements include the financial statements of the Company and all of its subsidiary undertakings made up to 31 March 2025.

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

Where a subsidiary has different accounting policies to the Group, adjustments are made to those subsidiary financial statements to apply the Group's accounting policies when preparing the consolidated financial statements.

Results of subsidiary undertakings acquired or disposed of during the year are included from the date of acquisition or to the date of disposal to the extent of Group control.

All intra-Group transactions, balances, income and expenses are eliminated on consolidation.

¹⁶ Net capital expenditure of £164.0m (2024: £208.5m) is the sum of payments to acquire tangible fixed assets of £172.0m (2024: £211.2m) less receipts from the sale of tangible fixed assets of £8.0m (2024: £2.7m).

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2025

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Basis of consolidation (continued)

Merger accounting principles were used when preparing the financial statements for the year ended 31 March 2005, when Peel Holdings (Ports) Limited was combined with Peel Ports Holdings Limited, and for the year ended 31 March 2007, when Peel Holdings (Ports) Limited combined with the Company. In both cases the combinations met the requirements for group reconstructions. Consequently, the results and cashflows in both cases were presented as if the entities had combined from the beginning of the financial period in which the merger occurred. All other subsidiaries were consolidated under acquisition accounting principles.

The Group profit and loss account incorporates the Group's share of the results of joint ventures. In the Group balance sheet, the fixed asset investment in joint ventures represents the Group's share of net assets of those undertakings, except where a joint venture is in a net liabilities position and the joint venture agreement does not place a legal obligation on the shareholders to fund.

The separable net assets of subsidiary undertakings acquired and accounted for under acquisition accounting and joint ventures are included in the Group financial statements at their fair value to the Group at the date of acquisition including provisions and liabilities taken into consideration in assessing the fair value of the business acquired.

As permitted by Section 408 of the Companies Act 2006, a separate profit and loss account for Peel Ports Group Limited is not presented.

Foreign currencies

(i) Functional and presentation currency

The financial statements are presented in pound sterling and rounded to millions.

The Group's and Company's functional and presentation currency is pound sterling.

(ii) Transactions and balances

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

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

Foreign exchange gains and losses resulting from the settlement of transactions and from the translation of period-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the profit and loss account.

(iii) Translation

The trading results of Group undertakings are translated into pound sterling at the average exchange rates for the year. The assets and liabilities of overseas undertakings are translated at the exchange rates ruling at the year-end. Exchange adjustments arising from the retranslation of opening net investments and from the translation of the profits or losses at average rates are recognised in 'Other comprehensive income' and allocated to non-controlling interests as appropriate.

Revenue recognition

Revenue is recognised in each of the Group's main turnover categories on the principal bases set out below. All revenue recorded excludes value added tax and consideration is given as to the collectability of any amounts due from customers.

Ports

Revenue from the provision of ports services comprises rates and dues, cargo handling charges, infrastructure charges, marine operations, utilities and fuel, service fees, port-related rental income and other sundry income. Revenue from the provision of ports services is recognised when the service is provided.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2025

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Revenue recognition (continued)

Ports (continued)

Contracts with customers are typically long-term in nature and often include minimum volume guarantees which, if not achieved by the customer, result in additional revenue to the Group to cover the shortfall. These shortfall revenues are recognised at the point that the underperformance on the contract can be reliably measured and the underperformance is reasonably certain, taking into account the period and other terms specified in the contract.

Revenue from the sale of assets is recognised when the significant risks and rewards of ownership of the product have been transferred to the buyer. Where the profit on disposal is material, the gain is recorded on the face of the profit and loss account as a separate line item.

When a third-party is involved in providing goods or services to the Group's customers, consideration is given to whether the Group is a principal or an agent in these transactions by evaluating the nature of the commitment to the customer. The Group is a principal if it controls the promised goods or services before transferring them to the customer. If the Group's role is to arrange for a third-party to provide the goods or services, then the Group is acting as an agent and will record revenue at the net amount it retains for its agency services.

Shipping

Revenue from the provision of shipping services is recognised when the service is provided.

Other income

Interest income on financial assets is recognised when it is probable that the economic benefits will flow to the Group and the amount of income can be measured reliably. Interest income is included in net interest expense in the profit and loss account.

Dividend income is recognised when the right to receive payment is established.

Employee benefits

The Group provides a range of benefits to employees, including annual bonus arrangements, paid holiday arrangements and defined contribution pension plans.

(i) Short-term benefits

Short term benefits, including holiday pay and other similar non-monetary benefits, are recognised as an expense in the period in which the service is rendered.

(ii) Defined contribution pension plans

The Group operates a number of country-specific defined contribution plans for its employees. A defined contribution plan is a plan under which the Group pays fixed contributions into a separate entity. Once the contributions have been paid, the Group has no further payment obligations. Pension costs are charged to the profit and loss account as they fall due. The amount charged to the profit and loss account in respect of pension costs is the contributions payable in the year. Amounts not paid are shown in accruals in the balance sheet. The assets of the plan are held separately from the Group in independently administered funds.

(iii) Defined benefit pension plans

The Group operates a number of defined benefit pension plans for certain employees and is also party to certain industry-wide defined benefit pension plans. A defined benefit pension plan defines the pension benefit that the employee will receive on retirement, usually dependent on several factors including age, length of service and remuneration. A defined benefit plan is a pension plan that is not a defined contribution plan.

The liability recognised in the balance sheet in respect of the defined benefit plan is the present value of the defined benefit obligation at the reporting date less the fair value of the plan assets at the reporting date.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2025

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Employee benefits (continued)

The defined benefit obligation is calculated using the projected unit credit method. Annually the Group engages independent actuaries to calculate the obligation. The present value is determined by discounting the estimated future payments using market yields on high quality corporate bonds that are denominated in sterling and that have terms approximating the estimated period of the future payments ('discount rate').

The fair value of plan assets is measured in accordance with the FRS 102 fair value hierarchy and in accordance with the Group's policy for similarly held assets. This includes the use of appropriate valuation techniques.

Surpluses arising at a balance sheet date are recognised as assets only to the extent that it is considered probable that economic benefit will flow to the Group, whether through a refund or a reduction in future contributions. Where that is not considered to be the case, those surpluses are restricted.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to other comprehensive income. These amounts together with the return on plan assets, less amounts included in net interest, and movements in the restriction of surplus are disclosed as 'Remeasurement of net defined benefit liability'.

The cost of the defined benefit plan, recognised in profit or loss as employee costs, except where included in the cost of an asset, comprises:

- a) The decrease in pension liability arising from employee service during the period; and
- b) The cost of plan introductions, benefit changes, curtailments and settlements.

The net interest cost is calculated by applying the discount rate to the net balance of the defined benefit obligation and the fair value of plan assets. This cost is recognised in profit or loss as 'Other finance costs'.

Exceptional items

Exceptional items are those significant items which are separately disclosed on the face of the profit and loss account by virtue of their size or incidence to enable a full understanding of the Group's financial performance.

Taxation

Taxation expense for the period comprises current and deferred tax recognised in the reporting period.

Current tax is provided at amounts expected to be paid (or recovered) using the tax rates and laws that have been enacted or substantively enacted by the balance sheet 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, or a right to pay less or to receive more, tax, with the following exceptions:

- provision is made for tax on gains arising from the revaluation (and similar fair value adjustments) of fixed assets, and gains on disposal of fixed assets that have been rolled over into replacement assets, only to the extent that, at the balance sheet date, there is a binding agreement to dispose of the assets concerned. However, no provision is made where, on the basis of all available evidence at the balance sheet date, it is more likely than not that the taxable gain will be rolled over into replacement assets and charged to tax only where the replacement assets are sold; and
- deferred tax assets are recognised only to the extent that the directors consider that it is more likely than not that there will be suitable taxable profits from which the future reversal of the underlying timing differences can be deducted.

Deferred tax is measured on an undiscounted basis at the tax rates that are expected to apply in the periods in which timing differences reverse, based on tax rates and laws enacted or substantively enacted at the balance sheet date.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2025

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Business combinations and goodwill

Business combinations are accounted for by applying the purchase method.

The cost of a business combination is the fair value of the consideration given, liabilities incurred or assumed and of equity instruments issued plus the costs directly attributable to the business combination. Where control is achieved in stages the cost is the consideration at the date of each transaction.

On acquisition of a business, fair values are attributed to the identifiable assets, liabilities and contingent liabilities unless the fair value cannot be measured reliably, in which case the value is incorporated in goodwill. Where the fair value of contingent liabilities cannot be reliably measured they are disclosed on the same basis as other contingent liabilities.

Goodwill recognised represents the excess of the fair value and directly attributable costs of the purchase consideration over the fair values to the Group's interest in the identifiable net assets, liabilities and contingent liabilities acquired. Where the reverse is the case, negative goodwill is recognised.

On acquisition, goodwill is allocated to cash-generating units that are expected to benefit from the combination.

Goodwill is amortised over its expected useful life, which is between 5 and 20 years. Negative goodwill is amortised over a period of five years. Goodwill is assessed for impairment when there are indicators of impairment and any impairment is charged to the profit and loss account. No reversals of impairment are recognised.

Tangible fixed assets

Tangible fixed assets are stated at historic purchase cost less accumulated depreciation. The cost of tangible fixed assets is their purchase cost, together with any incidental costs of acquisition.

Depreciation is calculated so as to write off the cost of tangible fixed assets, less their estimated residual values, on a straight-line basis over the expected useful economic lives of the assets concerned.

Estimated useful lives extend up to a maximum of:

- 100 years for operational buildings, dock structures, quays and capital dredge assets (capital dredge assets are depreciated over estimated useful lives of up to five years);
- 50 years for plant and machinery;
- freehold and leasehold land is not depreciated; and
- no depreciation is charged on capital work-in-progress until the assets are available for use. On completion, such assets are transferred to the appropriate category of tangible fixed assets.

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period. The effect of any change is accounted for prospectively.

Subsequent costs, including major inspections, are included in the assets carrying amount or recognised as a separate asset, as appropriate, only when it is probable that economic benefits associated with the item will flow to the Group and the cost can be measured reliably.

The carrying amount of any replaced component is derecognised. Major components are treated as a separate asset where they have significantly different patterns of consumption of economic benefits and are depreciated separately over their useful life.

Repairs, maintenance and minor inspection costs are expensed as incurred.

Tangible assets are derecognised on disposal or when no future economic benefits are expected. On disposal, the difference between the net disposal proceeds and the carrying amount is recognised in the profit or loss.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2025

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Finance costs

Finance costs, including premiums payable on settlement or redemption and direct issue costs, are accounted for on an accruals basis in the profit and loss account using the effective interest method and are added to the carrying amount of the instrument to the extent that they are not settled in the period in which they arise. Accrued finance costs attributable to borrowings where the maturity at the date of issue is less than 12 months are included in accrued charges within current liabilities. For all other borrowings, accrued finance charges and issue costs are added to the carrying value of those borrowings.

Finance costs which are directly attributable to the construction of tangible fixed assets are capitalised as part of the cost of those assets. The commencement of capitalisation begins when both finance costs and expenditures for the asset are being incurred and activities that are necessary to get the asset ready for use are in progress. Capitalisation ceases when substantially all the activities that are necessary to get the asset ready for use are complete.

Leased assets

Leases that do not transfer all the risks and rewards of ownership are classified as operating leases. Payments under operating leases are charged to the profit and loss account on a straight-line basis over the period of the lease.

Investments – Company

Investments in a subsidiary company are held at cost less accumulated impairment losses.

Investments in joint ventures are accounted for using the gross equity method.

Listed investments are stated at their fair value.

Stocks

Stocks are stated at the lower of original purchase price and net realisable value, being the estimated selling price less costs to sell. Provision is made for obsolete, slow moving or defective items where appropriate.

Government grants

Grants are recognised at their fair value where there is reasonable assurance that the grant will be received and the Group will comply with all conditions pertaining to the grant.

Grants are recognised in the profit and loss account on a systematic basis that matches the timing of the related expenditure that they are intending to compensate in line with the performance conditions of the grant funding. Where the performance conditions have not been satisfied, grants are credited to a deferred income account until they are.

Cash and cash equivalents

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

Financial instruments

The Group has chosen to adopt Sections 11 and 12 of FRS 102 in respect of financial instruments.

(i) Financial assets

Basic financial assets are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest.

Such assets are subsequently carried at amortised cost using the effective interest method.

At the end of each reporting period, financial assets measured at amortised cost are assessed for objective evidence of impairment. If an asset is impaired, the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in profit or loss.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2025

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Financial instruments (continued)

(i) Financial assets (continued)

If there is a decrease in the impairment loss arising from an event occurring after the impairment was recognised, the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been had the impairment not previously been recognised. The impairment reversal is recognised in profit or loss.

Financial assets are derecognised when (a) the contractual rights to the cash flows from the asset expire or are settled, or (b) substantially all the risks and rewards of the ownership of the asset are transferred to another party or (c) despite having retained some significant risks and rewards of ownership, control of the asset has been transferred to another party who has the practical ability to unilaterally sell the asset to an unrelated third party without imposing additional restrictions.

(ii) Financial liabilities

Basic financial liabilities are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the debt is measured at the present value of the future receipts discounted at a market rate of interest.

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less. If not, these are presented as non-current liabilities. Trade payables are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Preference shares, which result in fixed returns to the holder or are mandatorily redeemable on a specific date, are classified as liabilities. The dividends on these preference shares are recognised in the profit and loss account as an interest expense.

Derivatives are not basic financial instruments. Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently re-measured at their fair value. Changes in the fair value of derivatives are recognised in profit or loss in finance costs or finance income as appropriate, unless they are included in a hedging arrangement.

Financial liabilities are derecognised when the liability is extinguished, that is when the contractual obligation is discharged, cancelled or expires.

Provisions

Provisions are recognised when the Group has a present legal or constructive obligation as a result of past events; it is more likely than not that an outflow of resources will be required to settle the obligation; and the amount has been reliably estimated.

Share capital

Ordinary shares are classified as equity.

Distributions to equity holders

Dividends and other distributions to the Company's shareholders are recognised as a liability in the financial statements in the period in which the dividends and other distributions are approved by the Company's shareholders. These amounts are recognised in the statement of changes in equity.

Related party transactions

The Group discloses transactions with related parties. Where appropriate, transactions of a similar nature are aggregated unless, in the opinion of the directors, separate disclosure is necessary to understand the effect of the transactions on the Group's financial statements.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2025

4. CRITICAL ACCOUNTING 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 that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the period. These are based on management's best knowledge of the amount, event or actions, taking into account historical experience and other factors that are considered to be relevant. The resulting accounting estimates will, by definition, seldom equal the related actual results.

These 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 if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

As has been noted elsewhere in this annual report, the wars in the Middle East and Eastern Europe continue to cause disruption to global economies and this has created significant uncertainty for many companies. Consideration has been given as to how this might impact the critical accounting judgements and estimates with the most likely significant affect being in respect of the valuation of defined benefit pension scheme assets and liabilities and of derivative financial instruments. Volatility in investment markets as a result of economic uncertainty can affect both the valuation of pension scheme assets and the assessment of liabilities.

Consideration has also been given as to the potential effects of climate change, with the Group's climate change disclosures included in the Strategic Report, Section 5. At this stage, the Group does not consider that asset values or useful economic lives need to be amended based on the initial Physical Climate Change Risks Report, which evaluates the potential risks under different scenarios and timeframes, or that this constitutes a specific critical judgement. The useful economic lives of tangible assets is already considered a key source of estimation uncertainty. Further work will be undertaken to evaluate, and validate, the identified risks at a more detailed level alongside planned mitigation measures to allow appropriate conclusions to be reached with respect to the accounting for existing tangible fixed assets and the extent to which critical judgements may be required.

(i) Critical judgements in applying the Group's accounting policies

The following are the critical judgements, apart from those involving estimations (which are dealt with separately below), that the directors have made in the process of applying the Group's accounting policies and that have the most significant effect on the amounts recognised in the financial statements:

As at 31 March 2025, the Group had deferred tax not recognised of £18.5m (2024: £32.3m) relating to derivative financial instruments, £19.0m (2024: £13.4m) relating to corporate interest restrictions and £nil (2024: £22.3m) relating to fixed asset timing differences. Although these are available to offset future taxable profits, judgement is required as to whether to recognise a deferred tax on the balance sheet. This assessment considers whether it is probable that they will be utilised in the foreseeable future and takes into account considerations such as the likely availability of capital allowances arising from the Group's ongoing significant capital investment levels.

(ii) Key sources of estimation uncertainty

The key sources of estimation uncertainty that have a significant potential risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are addressed below:

Useful economic lives of tangible assets (notes 4 and 12)

The annual depreciation charge for tangible assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, economic utilisation and the physical condition of the assets. The depreciation charge for the year ended 31 March 2025 was £105.1m (2024: £102.3m).

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2025

4. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY (CONTINUED)

(ii) Key sources of estimation uncertainty (continued)

Discount rates and other assumptions used to determine the carrying amount of the Group's defined benefit pension obligation (note 20)

The Group's defined benefit pension obligation is discounted at a rate set by reference to market yields at the end of the reporting period on high quality corporate bonds. Significant judgement is required when setting the criteria for bonds to be included in the population from which the yield curve is derived. The most significant criteria considered for the selection of bonds include the issue size of the corporate bonds, quality of the bonds and the identification of outliers which are excluded. As an indication of the sensitivity of the resulting liability to changes in the discount rate, it is estimated that a 0.5% decrease in the rate applied would increase the liability approximately 7%.

In addition, the Group has to make assumptions regarding a number of other factors including life expectancy, salary increases and inflation rates. The Group takes actuarial advice when determining the appropriate assumptions to use.

Where an accounting surplus arises at a balance sheet date, the Group considers whether it is probable that economic benefit will flow to the Group, whether through a refund or through reduced future contributions. Where this is not considered probable, the surplus is restricted. In the year ended 31 March 2025, £19.8m of surplus has been restricted (2024: £13.3m).

Further information on the Group's defined benefit pension arrangements can be found in note 20.

Interest rates, inflation rates, exchange rates, discount rates and other assumptions used to determine the fair value of the Group's derivative financial instruments (note 19)

The fair value of the Group's derivative financial instruments requires judgement to determine the appropriate rates to use when calculating discounted cashflows to compare against the nominal value of the instrument. The Group engages a specialist third-party firm to calculate fair values.

Further information on the Group's derivative financial instruments can be found in note 19.

5. TURNOVER

Analysis of turnover by segment:

	2025	2024
	£m	£m
Continuing operations		
Ports	583.3	527.6
Shipping	183.2	166.1
	<u>766.5</u>	<u>693.7</u>

Within Ports, the Group operates a "value added model" business based on port-centric solutions that reflects the integral part the ports play in customer supply chains, with the objective of adding value at each touchpoint. As Statutory Harbour Authority (SHA) and Competent Harbour Authority (CHA) at the principal port locations, the Group derives revenue from the levying of dues for the use of harbours and the provision of services such as pilotage, mooring and towage. Within the port locations, short and long-term rentals in combination with other services, including additionally cargo handling, allow customers to benefit from the proximity of the ports to major cities, industrial areas and motorway networks. Logistics services, including chartering, agency and transport, extend the value chain offered by the Group. The Group does not distinguish between each of these elements of port turnover, which in combination support the objective of attracting and maintaining commodity volume throughput at each of the Group's ports.

Shipping revenue is derived from the provision of vessel charter and associated services.

Turnover does not include the Group's share of turnover arising from joint venture companies amounting to £30.4m (2024: £28.4m) (note 13(b)). Sales between segments are immaterial and are therefore not separately disclosed.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2025

5. TURNOVER (CONTINUED)

	2025	2024
	£m	£m
<i>Analysis of turnover by geography:</i>		
United Kingdom	569.3	511.1
Rest of Europe	197.2	182.6
	<u>766.5</u>	<u>693.7</u>

6. GROUP OPERATING PROFIT

Group operating profit is stated after charging/(crediting):

	2025	2024
	£m	£m
Amortisation of goodwill (note 11):	14.3	13.7
Depreciation (note 12)		
Depreciation - owned assets	105.0	101.9
Depreciation – leased assets	0.1	0.4
Total depreciation	105.1	102.3
Refund of pension surplus (note 20)	4.8	-
Profit on disposal of fixed assets	8.0	25.0
Operating lease charges	73.2	71.2
Foreign currency gains	0.8	1.3

Foreign currency losses of £0.8m (2024: losses of £1.3m) include statutory unrealised foreign currency losses of £0.7m (2024: £1.9m) and trading foreign currency losses of £0.1m (2024: gains of £0.6m).

The impairment of trade receivables and the value of inventory recognised as an expense is not material in either of the years presented.

	2025	2024
	£m	£m
Fees payable to the auditor for the audit of the Group's annual financial statements	<u>0.9</u>	<u>0.8</u>

There are no non-audit fees payable to the auditor in each of the financial years presented.

The disclosures above are for the Group. The Company is not required, in its individual financial statements, to separately disclose information about fees for non-audit services provided to the Company because the consolidated financial statements are required to disclose such fees on a consolidated basis. The auditor's remuneration for audit work, carried out on behalf of the Company, of £10,000 (2024: £10,000) was borne by a subsidiary undertaking.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2025

7. EMPLOYEES AND DIRECTORS

Employees

The average monthly number of persons employed by the Group during the year was 1,282 (2024: 1,259).

The staff costs for the above persons were:

	2025 £m	2024 £m
Wages and salaries	74.6	72.2
Social security costs	7.6	7.2
Pension funds service and administrative costs (note 20(a))	1.9	1.3
Other pension costs - Group defined contribution pension schemes (note 20(b))	4.4	4.1
Total staff costs	88.5	84.8
Amounts capitalised	(11.6)	(9.7)
Staff costs charged to profit and loss	76.9	75.1

The Company had no employees during the year or during the previous year.

Directors and key management personnel

The remuneration of the directors of the Group, who are also deemed to be the key management personnel, was as follows:

	2025 £'000	2024 £'000
Emoluments	3,610	3,825
Amounts payable to third parties for directors' services	450	450
Group contribution to defined contribution pension schemes	20	-
	4,080	4,275

At 31 March 2025, retirement benefits are accruing to no directors (2024: none) under a Group defined benefit pension scheme and to two directors under a defined contribution scheme (2024: none).

The above analysis excludes the emoluments of directors who are remunerated by undertakings outside of the Peel Ports Group Limited group of companies and have to account in turn to those undertakings.

The shareholders in Peel Ports Holdings (CI) Limited are entitled to an annual fee of £50,000 for each director appointed to the Board of the parent company. These directors are also appointed to the Board of Peel Ports Group Limited and their services are principally in respect of the Group. A total fee of £450,000 is payable in respect of the year ended 31 March 2025 (2024: £450,000) (see note 25).

The remuneration of the highest paid director was as follows:

	2025 £'000	2024 £'000
Emoluments	2,330	2,003
Group contribution to defined contribution pension schemes	10	-

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2025

8. EXCEPTIONAL ITEMS

<i>Above operating profit</i>	2025	2024
	£m	£m
Restructuring	2.2	6.1
Settlement of historic claims	12.0	0.9
Onerous shipping charter contracts	-	5.7
Other exceptional costs	5.7	2.1
	<u>19.9</u>	<u>14.8</u>
Cost of sales	5.8	14.8
Administrative expenses	14.1	-
	<u>19.9</u>	<u>14.8</u>

Restructuring costs of £2.2m (2024: £6.1m) were reported within the Ports segment, across a number of locations (2024: principally with respect to the Group's container operations in Liverpool). The settlement of historic claims of £12.0m (2024: £0.9m) includes the completion of a number of outstanding matters including rent disputes. Other exceptional costs of £5.7m (2024: £2.1m) includes aborted project costs. In the year ended 31 March 2024, onerous shipping charter contract costs of £5.7m were recorded in respect of a small number of short-term charter agreements within the Group's Shipping segment. These arose due to the normalisation of charter rates from the exceptional high rates in the year ended 31 March 2023, which were in part a consequence of the unlocking of the global economy following Covid-19 and the disruption caused by the war in Ukraine. Each of the charter arrangements that were loss-making terminated in the year ended 31 March 2025.

9. NET INTEREST EXPENSE

	2025	2024
	£m	£m
a) Interest payable and similar charges		
Other interest on bank loans and overdrafts	62.7	61.0
Interest on private placement notes	81.2	62.4
Accretion on index-linked swaps (note 19)	23.0	32.7
	<u>166.9</u>	<u>156.1</u>
Bank loans, overdrafts and private placement notes		
Amortisation of debt issue costs (note 18)	2.0	1.9
9% subordinated redeemable loan notes payable to related parties (note 25)	11.1	11.1
	<u>180.0</u>	<u>169.1</u>
b) Interest expense on financial instruments measured at fair value through profit or loss		
Losses on derivative financial instruments (note 19)	2.1	3.8
	<u>2.1</u>	<u>3.8</u>
c) Other finance costs		
Net interest expense on post-employment benefits (note 20(a))	1.7	1.5
Unwind of discounts	3.4	2.2
	<u>5.1</u>	<u>3.7</u>
d) Interest receivable and similar income		
Interest receivable and similar income	(5.9)	(2.3)
	<u>(5.9)</u>	<u>(2.3)</u>
e) Interest income on financial instruments measured at fair value through profit or loss		
Gains on derivative financial instruments (note 19)	(84.7)	(73.3)
Gain on retranslation of foreign currency loans (note 18)	(1.7)	(2.8)
	<u>(86.4)</u>	<u>(76.1)</u>

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2025

9. NET INTEREST EXPENSE (CONTINUED)

	2025	2024
	£m	£m
Net interest expense		
Total interest payable and similar charges (note 9(a))	180.0	169.1
Interest expense on financial instruments measured at fair value through profit or loss (note 9(b))	2.1	3.8
Other finance costs (note 9(c))	5.1	3.7
Interest receivable and similar income (note 9(d))	(5.9)	(2.3)
Interest income on financial instruments measured at fair value through profit or loss (note 9(e))	(86.4)	(76.1)
	<u>94.9</u>	<u>98.2</u>
	2025	2024
	£m	£m
Movement in fair value of derivative financial instruments		
Change in fair value of derivative financial instruments recorded as interest income measured at fair value through profit or loss (note 19)	(82.6)	(69.5)
Increase in accretion on index-linked swaps (note 19)	23.0	32.7
	<u>(59.6)</u>	<u>(36.8)</u>

10. TAXATION

a) Analysis of tax charge/(credit) in the year

	2025	2024
	£m	£m
Current tax:		
<i>United Kingdom</i>		
UK corporation tax	5.9	1.7
<i>Foreign tax</i>		
Corporation tax	0.7	0.3
<i>Other current tax</i>		
Adjustments in respect of previous years	0.2	(0.3)
Total current tax charge	<u>6.8</u>	<u>1.7</u>
Deferred tax:		
Origination and reversal of timing differences - United Kingdom	17.8	7.5
Adjustments in respect of prior years	8.6	(17.3)
Total deferred tax charge/(credit) (note 10(d))	<u>26.4</u>	<u>(9.8)</u>
Total tax charge/(credit) (note 10(b))	<u>33.2</u>	<u>(8.1)</u>

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2025

10. TAXATION (CONTINUED)

b) Reconciliation of total tax charge/(credit):

The tax assessed for the year is lower (2024: lower) than that arising from applying the standard rate of UK corporation tax of 25% (2024: 25%). The differences are explained below:

	2025 £m	2024 £m
Profit before taxation	163.0	141.6
Profit before taxation multiplied by the standard rate of UK corporation tax of 25% (2024: 25%).	40.8	35.4
Effects of:		
Expenses not deductible for tax purposes	(0.4)	(3.7)
Deferred tax not recognised	(15.6)	(22.3)
Adjustments in respect of prior years	8.8	(17.3)
Adjustments in respect of foreign tax rates	(0.4)	(0.2)
Total tax charge/(credit)	33.2	(8.1)

c) Factors affecting future tax charges

There are no factors affecting future tax charges.

d) Deferred tax

The net deferred tax (liability)/asset as at 31 March is as follows:

	2025 £m	2024 £m
Accelerated capital allowances	(15.4)	3.4
Short-term timing differences	(0.3)	(1.7)
Other fair value adjustments	-	(0.3)
Post-employment benefits	6.7	9.8
Tax losses	7.0	14.2
	(2.0)	25.4

The net deferred tax (liability)/asset is recorded in creditors (note 16) (2024: debtors (note 15)).

Deferred tax is recognised at 25%. The deferred tax asset on tax losses of £7.0m is expected to reverse in the year ending 31 March 2026. Other deferred tax assets may reverse, though it is not possible to determine this until the liability is updated as at the next reporting date.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2025

10. TAXATION (CONTINUED)

d) Deferred tax (continued)

Movements in deferred tax

	Asset £m
As at 1 April 2024	25.4
Charged to the profit and loss account (note 10(a))	(26.4)
Charged to other comprehensive income	(1.0)
	<hr/>
As at 31 March 2025	(2.0)

As at 31 March 2025, the Group had deferred tax not recognised of £18.5m (2024: £32.3m) relating to derivative financial instruments, £19.0m (2024: £13.4m) relating to corporate interest restrictions and £nil (2024: £22.3m) relating to fixed asset timing differences. These deferred tax assets have not been recognised on the basis it is not probable they will be utilised in the foreseeable future.

Company

The Company has no deferred tax balances.

11. INTANGIBLE FIXED ASSETS

Group	Positive goodwill £m	Negative goodwill £m	Total £m
Cost			
As at 1 April 2024	240.7	(8.4)	232.3
Additions (note 28)	2.2	-	2.2
			<hr/>
As at 31 March 2025	242.9	(8.4)	234.5
			<hr/>
Amortisation			
As at 1 April 2024	197.6	(8.4)	189.2
Charge for the year	14.3	-	14.3
			<hr/>
As at 31 March 2025	211.9	(8.4)	203.5
			<hr/>
Net book value			
As at 31 March 2025	31.0	-	31.0
As at 31 March 2024	43.1	-	43.1
			<hr/> <hr/>

Company

The Company has no intangible fixed assets.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2025

12. TANGIBLE FIXED ASSETS

Group	Freehold and long leasehold land and buildings £m	Plant and machinery £m	Capital work in progress £m	Total £m
Cost				
As at 1 April 2024	1,584.5	840.7	86.6	2,511.8
Additions	19.7	6.1	157.8	183.6
Disposals	-	(6.6)	-	(6.6)
Reclassifications	117.2	49.7	(166.9)	-
Exchange differences	(0.1)	(0.8)	-	(0.9)
As at 31 March 2025	<u>1,721.3</u>	<u>889.1</u>	<u>77.5</u>	<u>2,687.9</u>
Depreciation				
As at 1 April 2024	534.8	422.4	-	957.2
Charge for the year	55.4	49.7	-	105.1
Disposals	-	(6.6)	-	(6.6)
Exchange differences	(0.3)	(0.6)	-	(0.9)
As at 31 March 2025	<u>589.9</u>	<u>464.9</u>	<u>-</u>	<u>1,054.8</u>
Net book amount				
As at 31 March 2025	<u>1,131.4</u>	<u>424.2</u>	<u>77.5</u>	<u>1,633.1</u>
As at 31 March 2024	<u>1,049.7</u>	<u>418.3</u>	<u>86.6</u>	<u>1,554.6</u>

Included within freehold and long leasehold land and buildings are dock structures, quays and capital dredge assets.

Freehold and leasehold land and buildings includes dock structures, quays and capital dredge assets.

Cumulative finance costs capitalised in the cost of tangible fixed assets amount to £13.2m (2024: £13.2m).

The net carrying amount of assets held under finance leases included in plant and machinery is £0.5m (2024: £0.5m).

Non-depreciable land

Included within tangible fixed assets is freehold land, which is not subject to depreciation, which amounted to £145.3m (2024: £145.3m).

Company

The Company has no tangible fixed assets.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2025

13. INVESTMENTS

	Group		Company	
	2025 £m	2024 £m	2025 £m	2024 £m
Subsidiary undertakings (note 13(a))	-	-	337.5	337.5
Joint venture undertakings (note 13(b))	0.2	0.2	-	-
Other investments (note 13(c))	0.7	0.7	-	-
	<u>0.9</u>	<u>0.9</u>	<u>337.5</u>	<u>337.5</u>

a) Subsidiary undertakings

	Company £m
Cost and net book value	
As at 1 April 2024 and as at 31 March 2025	<u>337.5</u>

The Company holds an investment in 337,492,988 ordinary shares of £1 each in Peel Ports Intermediate Holdco Limited, representing the entire issued share capital of that company.

b) Joint venture undertakings

	Group £m
As at 1 April 2024 and 31 March 2025	<u>0.2</u>

The turnover and net liabilities of the joint ventures amounted to £60.8m (2024: £56.8m) and £25.7m (2024: £14.1m) respectively, of which the Group's share is 50%.

In the year ended 31 March 2025, the Group did not recognise its share of the net loss of £11.6m (2024: net loss of £11.4m) of a joint venture undertaking where the joint venture is in a net liabilities position. The Group's share of the net liabilities of the joint venture of £25.7m (2024: £14.1m) is not recognised as the shareholders' agreement does not place a legal obligation on either shareholder to fund. Both investors continue to support the joint venture undertaking and it is expected that the joint venture's results will continue to improve in the foreseeable future as the business continues to grow.

c) Other investments

	Group 2025 £m	Group 2024 £m
As at 1 April 2024 and as at 31 March 2025	<u>0.7</u>	<u>0.7</u>

Included within other investments is £0.7m (2024: £0.7m) of listed investments, which are recorded at the closing mid-market price on the London Stock Exchange.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2025

14. STOCKS

	Group	
	2025	2024
	£m	£m
Raw materials and consumables	10.2	10.1

There is no material difference between the balance sheet value of stocks and their replacement cost.

Company

The Company has no stocks.

15. DEBTORS

	Group		Company	
	2025	2024	2025	2024
	£m	£m	£m	£m
Amounts falling due within one year:				
Trade debtors	86.0	106.5	-	-
Amounts owed by subsidiary undertakings	-	-	723.7	625.2
Amounts owed by related undertakings (note 25)	6.0	5.9	-	-
Other debtors	17.1	14.1	-	-
Prepayments and accrued income	78.4	51.2	-	-
Derivative financial instruments (note 19)	2.6	4.3	-	-
Corporation tax	8.2	2.7	-	-
Deferred tax asset (note 10(d))	-	25.4	-	-
	198.3	210.1	723.7	625.2
Amounts falling due after more than one year:				
Amounts owed by subsidiary undertakings	-	-	123.0	123.0
Amounts owed by related undertakings (note 25)	14.9	8.5	-	-
Derivative financial instruments (note 19)	1.5	0.8	-	-
	16.4	9.3	123.0	123.0
	214.7	219.4	846.7	748.2

Amounts owed by subsidiary undertakings falling due after more than one year relate to a loan made to a subsidiary undertaking. The loan bears interest at 9% per annum and is repayable in full on 30 September 2046.

Amounts owed by related undertakings falling due after more than one year include a loan to a joint venture undertaking of £14.7m (2024: £8.3m) that bears interest at the Bank of England base rate plus 3% and is repayable in full over a period from 15 January 2030 to 28 February 2035.

PEEL PORTS GROUP LIMITED

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2025

16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Company	
	2025 £m	2024 £m	2025 £m	2024 £m
Bank loans	96.4	36.4	-	-
Private placement loans	62.8	48.2	-	-
Finance leases	0.2	0.2	-	-
Loans and other borrowings (note 18(b))	159.4	84.8	-	-
Trade creditors	54.5	49.3	-	-
Amounts owed to parent undertakings	104.2	104.2	580.1	395.2
Amounts owed to related undertakings (note 25)	4.7	8.2	-	-
Other taxes and social security	10.2	8.3	-	-
Other creditors	16.3	19.7	-	-
Accretion on index-linked swaps (note 19)	-	137.5	-	-
Accruals and deferred income	207.3	160.3	5.5	5.5
Deferred tax liability (note 10(d))	2.0	-	-	-
Derivative financial instruments (note 19)	8.4	10.0	-	-
	<u>567.0</u>	<u>582.3</u>	<u>585.6</u>	<u>400.7</u>

17. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	Group		Company	
	2025 £m	2024 £m	2025 £m	2024 £m
Bank loans	800.9	896.6	-	-
Private placement loans	1,972.1	1,463.3	-	-
9% subordinated redeemable loan notes due to related parties (note 25)	123.0	123.0	123.0	123.0
Other loans	4.1	4.1	-	-
Finance leases	0.4	0.5	-	-
Loans and other borrowings (note 18(b))	2,900.5	2,487.5	123.0	123.0
Derivative financial instruments (note 19)	413.9	495.8	-	-
Accretion on index-linked swaps (note 19)	8.4	-	-	-
Accruals and deferred income	24.2	16.0	-	-
	<u>3,347.0</u>	<u>2,999.3</u>	<u>123.0</u>	<u>123.0</u>

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2025

18. LOANS AND OTHER BORROWINGS

	Group	
	2025	2024
	£m	£m
(a) Loans and other borrowings		
Bank loans	897.3	933.0
Private placement loans	2,034.9	1,511.5
9% subordinated redeemable loan notes 2046 due to related parties (note 25)	123.0	123.0
Perpetual debenture stocks	2.2	2.2
3% irredeemable loan stock	1.2	1.2
3.625% irredeemable debenture stock	0.7	0.7
Finance leases	0.6	0.7
	3,059.9	2,572.3
	Group	
	2025	2024
	£m	£m
(b) Maturity of loans and other borrowings as presented in the notes to these financial statements		
Financial liabilities falling due within one year (note 16)	159.4	84.8
Financial liabilities falling due after more than one year (note 17)	2,900.5	2,487.5
	3,059.9	2,572.3
(c) Maturity of loans and borrowings		
In one year or less or on demand	159.4	84.8
In more than one year, but not more than two years	489.8	159.5
In more than two years, but not more than five years	946.5	926.2
In more than five years not by instalments	1,464.2	1,401.8
	3,059.9	2,572.3
Financial liabilities, net of unamortised issue costs and finance charges allocated to future periods	3,059.9	2,572.3
Unamortised issue costs	7.0	5.8

Bank loans and private placement notes¹⁷

As at 31 March 2025, financial liabilities include bank loans totalling £898.5m (2024: £934.8m), of which £96.4m (2024: £36.4m) is due for repayment within one year and £802.1m (2024: £898.6m), with repayment dates between 1 April 2026 and 1 July 2039, is presented as falling due after more than one year. The bank loans principally bear interest at SONIA plus varying rates of margin, apart from £170.0m (2024: £200.0m), which bears interest at a fixed rates between 3.2% and 4%. No new bank loans were entered into during the year ended 31 March 2025.

Financial liabilities include £2,040.7m (2024: £1,511.5m) relating to the proceeds from the issue of sterling and US dollar denominated private placement notes, of which £62.9m (2024: £48.2m) is due for repayment within one year and £1,977.8m (2024: £1,463.3m) is presented as falling due after more than one year. During the year ended 31 March 2025, the Group received an additional £575.0m of funding from the private placement worked with maturities of 10 to 15 years and fixed interest rates of 5.52% to 6.39% and floating interest rate of SONIA plus a margin of 1.90%.

¹⁷ Financial liability amounts referenced in this section are net of unamortised issue costs.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2025

18. LOANS AND OTHER BORROWINGS (CONTINUED)

The sterling denominated private placement notes comprise:

- £72.9m (2024: £75.1m) which bear fixed interest rates of between 5.7% and 6.6% and are due for repayment in instalments between 10 December 2025 and 10 December 2037;
- £165.6m (2024: £211.5m) which bear floating interest rates and are due for repayment between 2 January 2026 and 1 October 2029;
- £55.0m (2024: £55.0m) which bear a fixed rate of interest of 4.1% and are due for repayment on 15 December 2027;
- £125.0m (2024: £125.0m) which bear a fixed rate of interest of 3.5% and are due for repayment on 31 January 2027;
- £35.0m (2024: £35.0m) which bear interest at a fixed rate of 2.8% and are due for repayment on 26 June 2029;
- £40.0m (2024: £40.0m) which bear interest at a fixed rate of 2.7% and are due for repayment on 17 July 2029;
- £75.0m (2024: £75.0m) which bear a fixed rate of interest of 2.9% and are due for repayment on 17 September 2028;
- £50.0m (2024: £50.0m) which bear a fixed rate of interest of 2.5% and are due for repayment on 16 January 2030;
- £100.0m (2024: £100.0m) which bear a fixed rate of interest of 3.0% and are due for repayment on 18 December 2031;
- £80.0m (2024: £80.0m) which bear a fixed rate of interest of 2.8% and are due for repayment on 18 December 2026;
- £50.0m (2024: £50.0m) which bear a fixed rate of interest of 2.95% and are due for repayment on 19 January 2031;
- £95.0m (2024: £95.0m) which bear a fixed rate of interest of 3.05% and are due for repayment on 1 July 2033;
- £190.0m (2024: £190.0m) which bear a floating SONIA rate plus a margin of 1.42% and are due for repayment on 6 December 2029;
- £65.0m (2024: £65.0m) which bear a fixed rate of interest of 2.83% and are due for repayment on 30 June 2032;
- £65.0m (2024: £65.0m) which bear a fixed rate of interest of 2.84% and are due for repayment on 30 June 2034;
- £60.0m (2024: £60.0m) which bear a floating SONIA rate plus a margin of 1.85% and are due for repayment on 12 December 2035;
- £60.0m (2024: £60.0m) which bear a fixed rate of interest of 6.32% and are due for repayment on 12 December 2035;
- £100.0m (2024: £nil) which bear a fixed rate of interest of 6.32% and are due for repayment on 11 July 2034;
- £100.0m (2024: £nil) which bear a fixed rate of interest of 6.39% and are due for repayment on 11 July 2036;
- £50.0m (2024: £nil) which bear a floating SONIA rate plus a margin of 1.90% and are due for repayment on 12 December 2034.
- £125.0m (2024: £nil) which bear a fixed rate of interest of 5.52% and are due for repayment on 12 December 2034;

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2025

18. LOANS AND OTHER BORROWINGS (CONTINUED)

- £100.0m (2024: £nil) which bear a fixed rate of interest of 5.72% and are due for repayment on 6 March 2040; and
- £100.0m (2024: £nil) which bear a fixed rate of interest of 5.66% and are due for repayment on 12 December 2036;

The US dollar denominated notes total \$106.0m (2024: \$106.0m), bear fixed interest rates of between 3.22% and 6.32% (2024: 3.22% and 6.32%) and are due for repayment between 18 December 2026 and 12 December 2030 (2024: 18 December 2026 and 6 December 2030). As explained below, the US private placement notes are subject to cross currency swaps and, therefore, repayment did not give rise to any cash outflows in excess of the fixed sterling amount.

Upon entering into the US private placement notes, the dollars were immediately swapped into Sterling to eliminate exposure to future exchange rate movements. The fixed Sterling amount was £81.7m (2024: £81.7m). However, under FRS 102, the dollar notes are retranslated into Sterling at the balance sheet date using the spot rate, with changes in value being recognised as a finance cost/credit in the profit and loss account. As at 31 March 2025, the US private placement notes were recorded in the financial statements at £82.2m (2024: £83.9m), a cumulative retranslation loss of £0.5m (2024: loss of £1.5m) compared to the fixed Sterling amount. For the year ended 31 March 2025, a net retranslation gain of £1.7m (2024: gain of £2.8m) was recorded (note 9).

The bank loans and private placement notes are secured by a combination of fixed charges, floating charges and assignments by way of security over all, or substantially all of the assets of certain group undertakings.

Issue costs

The Group incurred issue costs during the year in connection with the raising of new borrowings amounting to £3.0m (2024: £1.3m). Amortisation of £2.0m (2024: £1.9m) has been charged during the year (note 9).

Other loans and borrowings

Other loans and borrowings include 9% subordinated redeemable loan notes of £123.0m (2024: £123.0m) issued to Peel Ports Investments (IOM) Limited (£46.1m; 2024: £46.1m), AS Infra PP Pty Ltd (£39.9m; 2024: £39.9m), Stichting Depository Infrastructure Pool 2020-2021 (£18.5m; 2024: £18.5m) and GIP IV Morse Holdco Limited (£18.5m; 2024: £18.5m) at par. The loan notes have a final repayment date of 30 September 2046 and interest is payable bi-annually in arrears.

The 3% irredeemable loan stock issued by Clydeport Operations Limited, which amounts to £1.2m (2024: £1.2m), has no fixed redemption dates and can only be redeemed with the agreement of the respective stockholders. Stockholders have no right to demand redemption.

The perpetual debenture stocks of £2.2m (2024: £2.2m) are secured by floating charges over the undertaking of The Manchester Ship Canal Company Limited and bear interest at rates between 3.5% and 4.0%.

The 3.625% irredeemable debenture stock of £0.7m (2024: £0.7m) is secured by a fixed charge over certain securities and a floating charge over Peel Ports (IDS) Limited, a wholly owned subsidiary.

As at 31 March 2025, the Group has finance lease liabilities of £0.7m (2024: £0.7m), of which £0.2m (2024: £0.2m) is presented as falling due within one year and £0.5m (2024: £0.5m) is presented as falling due after more than one year.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2025

19. FINANCIAL INSTRUMENTS

Disclosures in respect of the Group

	Group	
	2025	2024
	£m	£m
Financial assets measured at fair value through profit or loss		
- Derivative financial instruments	4.1	5.1
Financial assets that are debt instruments measured at amortised cost		
- Trade debtors	86.0	106.5
- Other debtors	17.1	14.1
- Amounts owed by related undertakings	20.9	14.4
	<u>124.0</u>	<u>135.0</u>
Financial liabilities measured at fair value through profit or loss		
- Derivative financial instruments	(422.1)	(505.8)
Financial liabilities that are measured at amortised cost		
- Loans and other borrowings	(3,059.9)	(2,572.1)
- Trade creditors	(54.5)	(49.3)
- Accretion on index-linked swaps	(8.4)	(137.5)
- Other accruals (excluding deferred income)	(161.1)	(129.2)
- Other creditors	(16.3)	(19.7)
- Amounts owed to related undertakings	(4.7)	(8.2)
- Amounts owed to parent undertaking	(104.2)	(104.2)
	<u>(3,409.1)</u>	<u>(3,020.2)</u>

Derivative financial instruments

The Group enters into derivative financial instruments to hedge against certain risks, such as interest rate and exchange rate volatility, which is explained further below. Although the instruments represent hedge arrangements, the Group does not apply hedge accounting and, therefore, movements in the fair value of such instruments are recognised in the profit and loss account.

As at 31 March 2025, the fair value of the Group's derivative financial instruments was a liability of £426.5m (2024: £638.2m), which includes £8.4m (2024: £137.5m) in respect of the accretion on index-linked swaps.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2025

19. FINANCIAL INSTRUMENTS (CONTINUED)

	Group 2025 £m	2024 £m
Fair values of derivative financial instruments		
Interest rate swaps	(60.2)	(108.6)
Index-linked swaps	(357.9)	(393.0)
Cross-currency swaps	(2.5)	(2.5)
Forward contracts	2.5	3.4
	<u>(418.1)</u>	<u>(500.7)</u>
Accretion on index-linked swaps	(8.4)	(137.5)
	<u>(426.5)</u>	<u>(638.2)</u>
Presentation of fair values		
<i>Derivative financial instruments</i>		
Debtors falling due within one year (note 15)	2.6	4.3
Debtors falling due after more than one year (note 15)	1.5	0.8
Creditors falling due within one year (note 16)	(8.3)	(10.0)
Creditors falling due after more than one year (note 17)	(413.9)	(495.8)
	<u>(418.1)</u>	<u>(500.7)</u>
<i>Accretion on index-linked swaps</i>		
Creditors falling due within one year (note 16)	-	(137.5)
Creditors falling due after more than one year (note 17)	(8.4)	-
	<u>(8.4)</u>	<u>(137.5)</u>
	<u>(426.5)</u>	<u>(638.2)</u>

As explained in note 3, the Group has chosen to adopt Sections 11 and 12 of FRS 102 in respect of financial instruments. FRS 102 does not require derivative fair values to reflect the entity's own credit risk and, therefore, the Group has chosen to apply a policy to exclude this when determining fair values.

Derivative financial instruments – interest rate swaps

As at 31 March 2025, the Group was party to fixed interest rate swaps over £677.0m (2024: £677.0m) of notional principal, with fixed rates between 5.0% and 6.0% over £612.0m (2024: £612.0m) of principal with maturity dates between 2036 and 2041, and fixed rates between 1.9% and 3.9% over £65.0m (2024: £65.0m) of principal with maturity dates between 2025 and 2028. These instruments hedge the Group's exposure to interest rate movements on the Group's bank loans. The fair value calculated in respect of the swaps was a liability of £60.2m (2024: £108.6m), of which an asset of £0.2m (2024: £1.5m) is included in debtors falling due within one year, an asset of £nil (2024: £0.2m) is included in debtors due after more than one year, a liability of £4.6m (2024: £1.3m) is included in creditors falling due within one year, a liability of £55.9m (2024: £109.0m) is included in creditors falling due after more than one year.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2025

19. FINANCIAL INSTRUMENTS (CONTINUED)

Disclosures in respect of the Group (continued)

Derivative financial instruments – index-linked swaps

As at 31 March 2025, the Group was also party to index-linked swaps over £352.0m (2024: £352.0m) of notional principal under which the Group receives a SONIA floating rate of interest plus a credit adjustment spread to reflect the transition from LIBOR to SONIA, and pays interest at varying initial rates which increase over the term of the swaps by the movement in the UK Retail Prices Index (“UKRPI”). The swaps mature in 2036. The initial rate of interest was between 2.4% and 4.2%. In addition, the terms of the index-linked swaps provide for interim accretion payments to be made, based on the movement in the UK RPI. An accretion payment of £152.1m was made during the year ended 31 March 2025 (2024: £nil). The next accretion payment is scheduled to be paid in October 2028. As at 31 March 2025, the amount accrued for accretion payments, and presented in creditors falling due within one year, is £nil (2024: £137.5m) and in creditors falling due after more than one year of £8.4m (2024: £nil). The fair value of the index-linked swaps (excluding accretion), which at 31 March 2025 was a liability of £357.7m (2024: £393.0m), of which £1.4m (2024: £nil) is included in debtors falling due within one year, £1.6m is included in creditors falling due within one year (2024: £7.1m), and £357.5m liability is included in creditors falling due after more than one year (2024: £385.9m).

Derivative financial instruments – cross-currency swaps

As explained in note 18, included within the Group’s long-term borrowings is \$106.0m (2024: \$106.0m) of US dollar denominated private placement notes in respect of which the Group holds cross-currency swaps. Under the cross-currency swaps the Group receives fixed US dollar interest and pays sterling SONIA interest plus a credit adjustment spread to reflect the transition from LIBOR to SONIA and a margin. The effect of the swaps is therefore to convert the US dollar fixed interest debt to sterling floating rate debt, and to fix the sterling amount of the final repayment on maturity. The fair value of these swaps at 31 March 2025 was a liability of £2.5m (2024: £2.6m), of which an asset of £0.1m (2024: £nil) is presented as due after one year, a liability of £2.2m (2024: £1.6m) is included in creditors falling due within one year and a liability of £0.4m (2024: £0.9m) is included in creditors falling due after more than one year.

Derivative financial instruments – forward contracts

As at 31 March 2025, the Group had entered into forward currency contracts over a notional principal of \$141.9m (2024: \$172.3m) to mitigate the exchange rate risk for certain foreign currency payables. The forward currency contracts are measured at fair value, which is determined using valuation techniques that utilise observable inputs. The key inputs used in valuing the derivatives are the forward exchange rates for the foreign currency. The fair value of the forward foreign currency contracts is an asset of £2.5m (2024: £3.4m), of which £1.1m (2024: £2.8m) is presented as falling due within one year and £1.4m (2024: £0.6m) is presented as falling due after more than one year.

Derivative financial instruments – fuel hedges

The Group also has fuel price hedging derivatives in place, which are measured at fair value. As at 31 March 2025, the fair value of these contracts was a liability of £nil (2024: £nil), of which a liability of £nil was presented in creditors falling due within one year (2024: £nil).

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2025

19. FINANCIAL INSTRUMENTS (CONTINUED)

Disclosures in respect of the Group (continued)

Derivative financial instruments – profit and loss charges

	2025 £m	2024 £m
Gains on derivative financial instruments	(84.7)	(73.3)
Losses on derivative financial instruments	2.1	3.8
Change in fair value of derivative financial instruments recorded as interest expense measured at fair value through profit or loss (note 9)	(82.6)	(69.5)
Increase in accretion on index-linked swaps (note 9)	23.0	32.7
Net gain arising from movements in the fair value of derivative financial instruments	<u>(59.6)</u>	<u>(36.8)</u>

Disclosures in respect of the Company

	Company	
	2025 £m	2024 £m
Financial assets that are debt instruments measured at amortised cost		
- Amounts owed by group undertakings	<u>846.7</u>	<u>748.2</u>
Financial liabilities that are measured at amortised cost		
- Loans and other borrowings	(123.0)	(123.0)
- Amounts owed to group undertakings	(580.2)	(395.2)
- Accruals	<u>(5.5)</u>	<u>(5.5)</u>
	<u>(708.7)</u>	<u>(523.7)</u>

20. POST-EMPLOYMENT BENEFITS

The Group operates a number of defined benefit pension schemes based on final pensionable pay, the largest of which is the Peel Ports Final Salary Pension Scheme (the “Scheme”). These schemes are closed to future accrual. The Company is also a participating employer in a number of multi-employer industry-wide defined benefit pension schemes, the largest of which is the Pilots National Pension Fund (“PNPF”).

The Group also operates a number of defined contribution (otherwise known as money purchase) pension schemes in the United Kingdom and the Republic of Ireland. The largest of these schemes is the Peel Ports Group Retirement Savings Plan, which operates in the United Kingdom. To meet the Government’s workplace savings legislation, the Group automatically enrolls employees who met the eligibility criteria and who are not members of a qualifying pension scheme into the Peel Ports Group Retirement Savings Plan.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2025

20. POST-EMPLOYMENT BENEFITS (CONTINUED)

Amounts recognised in profit and loss account are as follows:

	2025 £m	2024 £m
Defined benefit schemes		
- Service cost (note 20(a))	-	-
- Scheme administrative costs (note 20(a))	1.9	1.3
Defined contribution scheme (note 20(b))	4.4	4.1
Total charge in operating profit	6.3	5.4
Defined benefit schemes		
- Net interest expense (note 9(c) and 20(a))	1.7	1.5
Total charge	8.0	6.9

Amounts recognised in the balance sheet in respect of the defined benefit pension scheme is as follows:

	2025 £m	2024 £m
Post-employment pension liability	26.9	39.2

a) Defined benefit pension schemes

Administration and valuations

Defined benefit pension schemes, which pay benefits based on final pensionable pay, are administered by trustees and managed professionally. By law, the trustees' primary responsibility is to protect the interests of the members of the respective pension schemes and the assets of each of the schemes are held separately from the assets of the Group.

Defined benefit pension schemes are subject to triennial valuations using the projected unit credit method. These valuations, performed by qualified actuaries who are independent of the Group, are used to determine the level of contributions that the trustees, taking into account actuarial advice, require of the Group. The Group is committed to meeting its responsibilities to each of the defined benefit pension schemes to which it is party.

In addition to the triennial valuations, each defined benefit scheme is also valued annually for the purposes of these financial statements. These valuations are prepared in accordance with accounting standards (FRS 102), which require that all companies assume their pension fund grows at a standard rate reflecting a relatively low level of risk. Although this can aid comparability between companies, it means that these valuations are not representative of the funding position of each of the schemes.

The trustees, taking into account the relative strength of the Group's companies and independent investment advice from pension experts, will set actuarial assumptions which reflect the investment strategy for each scheme rather than a prescribed approach as required for accounting disclosures. This can lead to a difference between the ongoing funding deficit based on the "technical provisions" and the accounting deficit. Generally, because of the maturity of the Group's pension schemes and the investments that the trustees hold, the accounting deficit is higher than the technical provisions deficit.

The majority of the defined benefit pension schemes of which the Group is a participating body are closed to future accrual. Of the two that are still open to future accrual (both of which are multi-employer industry schemes) only the Pilots National Pension Fund is open to new members, within the cash balance section, with ongoing accrual in both this and the defined benefit sections, though there are eligibility restrictions. The Group's participating bodies have less than 50 active members in the PNPF, the majority of whom are self-employed pilots. Prior to 31 October 2024, the Group also participated in the Norfolk Pension Fund ("NPF"), part of the Local Government Pension Scheme, following the 2015 acquisition of Great Yarmouth Port Company Limited. On 31 October 2024, the Group ceased to be a member of the NPF, at which point the Group's share of the actuarial surplus was £4.8m.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2025

20. POST-EMPLOYMENT BENEFITS (CONTINUED)

a) Defined benefit pension schemes (continued)

Administration and valuations (continued)

The investment strategy of each of the defined benefit pension schemes of which the Group is a member is set by the trustees of those schemes after taking independent advice and consulting with the relevant employers. The trustees will aim to achieve the investment objectives of the respective schemes through investing to varying degrees in a diversified mix of growth assets which, over the long term, would be expected to grow in value by more than low risk assets such as cash and gilts. Where appropriate, trustees will also invest in "Liability-driven investments" ("LDIs") that either hedge against interest rate or inflation risks. As interest rates fall or inflation increases the liabilities of the schemes will increase in value. LDIs that hedge against interest rate risk increase in value as interest rates decrease. LDIs that hedge against inflation risk increase in value as inflation increases. The trustees will also invest in hedge funds that may also hold financial derivatives designed to hedge the respective scheme's interest rate or inflation risks. The trustees will manage the risks associated with the different investment strategies by regular monitoring of investment managers and the overall strategy and results.

Defined benefit pension schemes operated by the Group

The Group operates a number of defined benefit pension schemes, the largest of which is the Peel Ports Final Salary Pension Scheme (the "Scheme"). In addition, there are unfunded pensions payable to certain retired employees, who are not members of the above schemes.

Peel Ports Final Salary Pension Scheme ("PPFSPS")

The Scheme closed to future accrual with effect from 31 December 2013. Following the closure, employer contributions continue to be payable in relation to the recovery plans in place for certain sections of the Scheme.

The most recent full triennial actuarial valuations for each of the five sections of the PPFSPS were as at 5 April 2024. As at the latest actuarial valuation, the value of the assets within each section of the scheme, which together totalled £280.8m, was sufficient to cover between 97% and 116% of the benefits that had been accrued to members, after allowing for expected future increases in earnings. The total surplus across all five sections was £10.5m.

The main assumptions applied in the 2024 triennial valuation were that the pre-retirement discount rate would be calculated as the fixed interest gilt yield plus 0.5% per annum, the post-retirement discount rate would be calculated as the fixed interest gilt yield curve plus 0.5% per annum and that RPI would be determined from the gilt market implied break-even inflation, based on Bank of England published data. CPI inflation is RPI minus best estimate term dependent wedge (0.9% p.a. pre-2030 and 0.1% p.a. post-2030 at 5 April 2024).

Due to the funding position of each section, the Trustee has concluded that the previous deficit repair contributions were no longer required, so these ended in November 2024. The Group will continue to pay scheme administrative expenses of the PPFSPS. During the year, the Group made contributions of £6.0m (2024: £8.8m). The triennial valuation as at 5 April 2027 is expected to be completed by the end of 2027.

Coastal Containers Group Pension and Life Assurance Scheme ("CCGPALS")

The scheme closed to future accrual in 2014.

The most recent full triennial valuation for the scheme was as at 6 July 2021. As at that date, the value of the assets totalled £3.1m and the scheme had a surplus of 105%. The main assumptions in the actuarial valuation were that the pre-retirement discount rate would be based on the nominal gilt yield less 0.1% per annum and the post-retirement discount rate would be based on the nominal gilt yield. RPI would be based on the gilt inflation curve plus 0.75% per annum post-retirement, and CPI would be based on RPI less 0.7% per annum until 2030, and the same RPI thereafter. The triennial valuation as at 6 July 2024 is in progress.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2025

20. POST-EMPLOYMENT BENEFITS (CONTINUED)

a) Defined benefit pension schemes (continued)

Defined benefit pension schemes operated by the Group (continued)

Industry-wide defined benefit pension schemes

The Group is also involved in a number of industry-wide defined benefit pension schemes, which are explained further in this section. Where industry-wide defined benefit schemes are required to be accounted for on a defined benefits basis the Group's share of those schemes is included in the consolidated numerical disclosures that follow.

The Pilots National Pension Fund ("PNPF")

The Pilots National Pension Fund ("PNPF") is a multi-employer industry-wide defined benefit pension scheme that is accounted for on a defined benefits basis. The trustee assessed and indicated the Group's share of the deficit as at 31 December 2010 to be 21.3%. Following a Flexible Apportionment Arrangement (FAA) in June 2018, the Group's share increased to 22.6%. Although the respective shares of the deficit as at 31 December 2010 hasn't changed, other than in respect of the aforementioned FAA, the Trustee has taken into account changes in the membership of the PNPF since the original recovery plan was introduced when allocating the share of the additional deficit arising from the most recent actuarial triennial valuation. Membership changes since the original plan will include the extent to which ports have active pilots, with active pilots continuing to accrue benefits increasing the liability profile of that particular employer, actual experience with mortality rates and pilot members who have transferred out of the PNPF to alternative pension arrangements.

The most recent formal actuarial valuation, completed by an independent actuary, was as at 31 December 2022.

As at that date, the scheme had assets with a market value of £247.6m, representing 67% of the benefits that had accrued to members. The total deficit was £123.9m. The main assumptions in the actuarial valuation were that long-term investment rates, and the discount rate, would be based on a fixed interest gilt yield curve plus 3.0% per annum for pre-retirement and plus 0.5% per annum for post-retirement. Pensionable salary increases were set at CPI. The RPI assumption and any associated increases are derived from the implied curve and the CPI assumptions and any associated increases are based on the RPI assumption curve less 1.0% per annum for any increases prior to 2030, and 0.1% per annum for any increases post 2030. This is to reflect the structural differences between the calculation of PRI and CPI at the date any calculation is carried out and the replacement of the RPI calculation methodology with CPI in 2030.

As the actuarial valuation disclosed a slightly higher deficit than the previous Recovery Plan, the additional Recovery Plan was extended by one year, so as to achieve a fully funded status by 31 December 2029. During the year ended 31 March 2025, the Group made contributions of £5.0m (2024: £4.9m) to the PNPF.

The next triennial valuation falls due as at 31 December 2025, and is expected to be completed by late 2026.

The Group is a participating body in the PNPF through its engagement of both self-employed and employed pilots. Although pilots may be self-employed, a High Court case in 2012 concluded that Competent Harbour Authorities that use self-employed pilots would be required to contribute to the scheme deficit. Predominantly all of the pilots used by the Group who are active members of the PNPF are self-employed. They are typically members of a co-operative organisation that contracts with Group companies to provide pilotage services. Accordingly, contributions due in respect of ongoing service are paid by the pilots themselves and/or by the organisations of which they are a member.

At 31 March 2025, the Group's share of the deficit, on an FRS 102 accounting standards basis, was £26.7m (2024: £30.0m), which is included in the amounts recognised in the balance sheet.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2025

20. POST-EMPLOYMENT BENEFITS (CONTINUED)

a) Defined benefit pension schemes (continued)

Industry-wide defined benefit pension schemes (continued)

Merchant Navy Officers Pension Fund ("MNOF")

The scheme closed to future accrual with effect from 31 March 2016 with a Defined Contribution Section being introduced for future pension accrual. The Group's share of the scheme has been assessed by the trustee and actuary to be 0.14%. The Group has no active members within the Defined Contribution Section.

During the year, the Group made contributions of £nil (2024: £nil) to the Defined Benefit Section in relation to the past-service deficit. The Group's share of the MNOF Defined Benefit Section's scheme assets and liabilities is accounted for on a defined benefits basis.

The most recent triennial valuation of the Defined Benefit Section was carried out at 31 March 2024, when the Scheme had assets of £1,956m, representing 99% of the benefits accrued to members as at that date. The total deficit was £11m. The main assumptions were that the discounts would be based on gilts plus 0.5% from 1 April 2024, RPI would be derived from the break-even RPI curve and CPI would be 1.0% below RPI to 2030 and in line with RPI thereafter. The Trustee concluded that the £11m shortfall would be met from expected investment returns being in excess of those underlying the technical provisions and, therefore, no deficit recovery payment plan was required. The triennial valuation as at 31 March 2027 is expected to be completed in early 2028.

As at 31 March 2025, the Group's share of the deficit on an FRS 102 accounting standards basis was £nil (2024: £nil), which is included in the amount recognised in the balance sheet.

Local Government Pension Scheme ('LGPS')

The Group ceased to participate in the Norfolk Pension Fund ("NPF"), which is part of the LGPS, on 31 October 2024. The NPF is a multi-employer defined benefit pension scheme that prior to the Group's cessation of participation was accounted for on a defined benefits basis. Upon exit, the Fund discharged the Group of all liability to the Scheme with the Group becoming entitled to a refund of £4.8m relating to the Group's share of the actuarial surplus as at that date, which was received in April 2025.

As at 31 March 2025, the Group's share of the deficit in this scheme on an FRS 102 accounting standards basis was £nil (2024: £nil), which is included in the amounts recognised in the balance sheet.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2025

20. POST-EMPLOYMENT BENEFITS (CONTINUED)

a) Defined benefit pension schemes (continued)

Disclosures in respect of both the defined benefit pension scheme operated by the Group and the Group's participation in multi-employer industry-wide schemes

Adjustments to the actuarial valuations as at the dates described in the preceding section have been made for FRS 102 accounting standards purposes based on the assumptions set out below.

Assumptions

	2025	2024
Discount rate	5.6%	4.8%
Price inflation (RPI)	3.3%	3.3%
Price inflation (CPI)	2.7%	2.7%
Rate of increase of:		
- pensionable salaries	3.3%	3.3%
- pensions in payment	3.1%	3.0%
- deferred pensions	3.3%	3.3%

The mortality assumptions used were as follows:

	2025	2024
	Years	Years
Longevity at age 65 for current pensioners:		
- Men	21.1	21.6
- Women	23.6	24.0
Longevity at age 65 for future pensioners (currently aged 45):		
- Men	22.7	23.2
- Women	25.4	25.7

The assumptions used by the actuary are the best estimates chosen from a range of possible actuarial assumptions which, due to the timescale covered, may not necessarily be borne out in practice.

Sensitivities

The sensitivities regarding the principal assumptions used to measure the scheme liabilities are set out below:

Assumption	Change in assumption	Impact on scheme liabilities
Discount rate	+/- 0.5%	-7%/+7%
Inflation	+/- 0.5%	+3%/-3%
Rate of increase in pensionable salaries	+/- 0.5%	+1%/-1%
Mortality	+1 year	+5%

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2025

20. POST-EMPLOYMENT BENEFITS (CONTINUED)

a) Defined benefit pension schemes (continued)

Disclosures in respect of both the defined benefit pension scheme operated by the Group and the Group's participation in multi-employer industry-wide schemes (continued)

Net pension liability

	2025 £m	2024 £m
Fair value of scheme assets	313.6	356.7
Present value of funded obligations	(320.6)	(382.5)
	(7.0)	(25.8)
Present value of unfunded obligations	(0.1)	(0.1)
	(7.1)	(25.9)
Restriction of surplus	(19.8)	(13.3)
Post-employment pension liability	(26.9)	(39.2)

Reconciliation of scheme assets and liabilities

	Assets £m	Liabilities £m	Total £m
As at 1 April 2024	356.7	(382.6)	(25.9)
Benefits paid	(25.8)	25.8	-
Employer contributions	11.1	-	11.1
Employee contributions	1.2	(1.2)	-
Scheme administrative expenses	(1.9)	-	(1.9)
Interest income/(expense)	16.4	(18.1)	(1.7)
Distributed on settlements	(15.9)	10.9	(5.0)
Remeasurement losses			
- Actuarial losses	-	44.5	44.5
- Return on plan assets excluding interest income	(28.2)	-	(28.2)
	313.6	(320.7)	(7.1)
Restriction of surplus	(19.8)	-	(19.8)
As at 31 March 2025	293.8	(320.7)	(26.9)

Liabilities included in the table of £320.7m (2024: £382.6m) includes funded obligations of £320.6m (2024: £382.5m) and unfunded obligations of £0.1m (2024: £0.1m).

The net remeasurement of the defined benefit liability for the year ended 31 March 2025, recorded in other comprehensive income, is a gain of £4.7m (2024: loss of £8.6m), after an adjustment relating to the increase in the restriction of surpluses of £11.6m (2024: decrease of £0.1m) and the unwind of the restriction of the prior year surplus (£5.1m) in the Norfolk Pension Fund as a result of the Group ceasing to be a member.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2025

20. POST-EMPLOYMENT BENEFITS (CONTINUED)

a) Defined benefit pension schemes (continued)

Disclosures in respect of both the defined benefit pension scheme operated by the Group and the Group's participation in multi-employer industry-wide schemes (continued)

Total cost recognised as an expense

	2025 £m	2024 £m
Scheme administrative expenses	1.9	1.3
Service cost	-	-
Recognised within operating expenses (note 7)	<u>1.9</u>	<u>1.3</u>
Net interest expense (note 9(c))	<u>1.7</u>	<u>1.5</u>
	<u>3.6</u>	<u>2.8</u>

No amounts (2024: £nil) were capitalised into the cost of assets.

Fair value of the plan assets

	2025 £m	2024 £m
Equities	22.8	33.6
Hedge funds	1.8	2.1
Fixed-interest gilts	10.4	1.0
Index-linked gilts	-	0.2
Corporate bonds	60.4	112.9
Liability-driven investments	71.1	82.4
Diversified growth funds	0.6	24.5
Annuities	4.7	6.0
Property	-	2.7
Private credit	2.6	52.0
Cash	<u>139.2</u>	<u>39.3</u>
Total	<u>313.6</u>	<u>356.7</u>

The plan assets do not include any of the Company's or Group's financial instruments.

The return on the plan assets was:

	2025 £m	2024 £m
Interest income	16.4	16.8
Return on plan assets excluding interest income	<u>(28.2)</u>	<u>(7.4)</u>
Total (losses)/gains	<u>(11.8)</u>	<u>9.4</u>

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2025

20. POST-EMPLOYMENT BENEFITS (CONTINUED)

b) Defined contribution schemes

The Company provides a number of defined contribution schemes for its employees, with the largest being the Peel Ports Group Retirement Savings Plan. The assets of the schemes are held separately from the assets of the Company and are administered and managed professionally by an insurance company. Benefits are provided based on actual contributions paid and investment performance. Company contributions to this pension scheme typically match those paid by employees, up to a maximum of 10% of pensionable salaries. To meet the Government's workplace savings legislation, the Group automatically enrolls employees who met the eligibility criteria and are not members of a qualifying pension scheme into the Peel Ports Group Retirement Savings Plan.

The amount recognised as an expense for the defined contribution scheme was:

	2025 £m	2024 £m
Current year contributions (note 7)	4.4	4.1

21. CALLED-UP SHARE CAPITAL

	Group and Company	
	2025 £m	2024 £m
389,473,990 allotted and fully paid £1 ordinary shares	389.4	389.4

There are no restrictions on the distribution of dividends and the repayment of capital.

Equity dividends

	2025 £m	2024 £m
Final ordinary dividends paid (proposed subsequent to the preceding financial year)	89.4	64.5
Interim ordinary dividends paid	84.5	89.4
	173.9	153.9

A final ordinary dividend of £77.0m has been proposed by the shareholders after 31 March 2025 (2024: £74.5m).

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2025

22. NOTES TO THE GROUP CASH FLOW STATEMENT

a) Reconciliation of profit to net cash inflow from operating activities

	2025	2024
	£m	£m
Profit for the year	129.8	149.7
Taxation	33.2	(8.1)
Net interest expense	94.9	98.2
Share of joint venture profit	-	-
Group operating profit before share of joint venture profits	<u>257.9</u>	<u>239.8</u>
Depreciation, amortisation and impairment	119.4	116.0
Profit on disposal of fixed assets	(8.0)	(25.1)
Increase in stocks	(0.2)	(2.2)
Decrease/(increase) in debtors	7.9	(24.6)
Increase in creditors	15.1	0.1
Non-cash settlement of option fee liability (note 25)	-	30.8
Difference between pension charge and cash contributions	<u>(9.3)</u>	<u>(12.6)</u>
Cash inflow from operating activities	<u><u>382.8</u></u>	<u><u>322.2</u></u>

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2025

22. NOTES TO THE GROUP CASH FLOW STATEMENT (CONTINUED)

b) Cash flow used in investing activities

	2025 £m	2024 £m
Payments to acquire tangible fixed assets	(172.0)	(211.2)
Receipts from sales of tangible fixed assets	8.0	2.7
Payments to acquire subsidiary undertaking	(2.2)	-
Cash acquired from acquisition of subsidiary undertaking	0.6	-
Interest received	5.0	1.8
	<u>(160.6)</u>	<u>(206.7)</u>

c) Cash flow generated from/(used in) financing activities

	2025 £m	2024 £m
Dividends paid to owners of the parent	(173.9)	(153.9)
New private placement loans	575.0	149.4
Repayment of private placement loans	(48.2)	(2.3)
New bank loans	-	67.5
Repayment of bank loans	(36.4)	(76.4)
Issue costs paid	(3.0)	(1.3)
(Payments of)/new finance leases	(0.2)	0.5
Loans to joint venture entity	(6.4)	(4.7)
Accretion on derivative financial instruments paid	(152.1)	-
Interest paid	(147.8)	(130.8)
	<u>7.0</u>	<u>(152.0)</u>

23. ANALYSIS OF MOVEMENT IN GROUP NET DEBT

	As at 1 April 2024 £m	Cash flow £m	Other non- cash changes £m	Foreign exchange £m	As at 31 March 2025 £m
Cash at bank	139.4	216.7	-	(0.5)	355.6
Bank loans	(933.0)	36.4	(0.7)	-	(897.3)
Private placement loans	(1,511.5)	(526.8)	1.7	1.7	(2,034.9)
9% subordinated loan stock	(123.0)	-	-	-	(123.0)
Perpetual debenture stock	(2.2)	-	-	-	(2.2)
3% irredeemable loan stock	(1.2)	-	-	-	(1.2)
3.625% irredeemable loan stock	(0.7)	-	-	-	(0.7)
Finance leases	(0.7)	0.2	(0.1)	-	(0.6)
Debt	<u>(2,572.3)</u>	<u>(490.2)</u>	<u>0.9</u>	<u>1.7</u>	<u>(3,059.9)</u>
Net debt	<u>(2,432.9)</u>	<u>(273.5)</u>	<u>0.9</u>	<u>1.2</u>	<u>(2,704.3)</u>

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2025

24. CAPITAL COMMITMENTS

	2025 £m	2024 £m
Capital expenditure contracted for but not provided for	34.2	37.6

25. RELATED PARTY TRANSACTIONS

Joint ventures

Related Party	Transaction	2025 £m	2024 £m
The Mersey Docks and Harbour Company (L2) Limited and MDHC Container Services Limited	Sales and expenses recharged	18.4	32.9
	Purchases	(33.6)	(38.9)
Inchgreen Marine Park Limited	Sales and expenses recharged	-	5.3
	Purchases	-	-

As at the balance sheet date, the following amounts were owed by/(to) the above joint venture undertakings:

	2025 £m	2024 £m
Amounts owed by the related party	20.0	14.2
Amounts owed to the related party	(3.6)	(2.0)

Included in the amounts owed by the related party is a loan balance of £14.7m, which is presented in debtors falling due after more than one year (2024: £8.3m). The loan bears an interest at the Bank of England base rate plus 3% and is repayable in full on 15 January 2030.

Entities in the Peel Holdings (IOM) Limited group of companies

The following summarises the transactions during the year between entities in the Group and divisions of the Peel Holdings (IOM) Limited group of companies. Peel Holdings (IOM) Limited is a related party due to the group of which it is part having a shareholding in Peel Ports Holdings (CI) Limited, the Group's immediate parent undertaking, through Peel Ports Investments (IOM) Limited.

Property transactions in the year ended 31 March 2024

On 5 March 2024, The Mersey Docks and Harbour Company Limited ("MDHC") (a wholly owned subsidiary of the Group) entered into two property-related transactions with entities in the Peel Holdings (IOM) Limited group of companies.

The first transaction involved an option held by Peel L&P (Ports) Limited over certain land owned by the Group being terminated by mutual agreement. The option had been entered into in the year ended 31 March 2007, when it was considered that the land would subsequently cease to be used for port operational purposes. As the asset is now considered integral to port operations, the option agreement has been terminated and the asset is now held by MDHC free of any option arrangement, which will better enable the Group to grow its operations. This settled an outstanding deferred liability of £30.8m on the opening balance sheet, with no gain or loss arising on termination in the year ended 31 March 2024.

The second transaction was the sale of certain land assets including those that were previously leased by the Group to the Group's former Marine Support Services segment, which was sold to Peel Ports Holdings (No 2) (IOM) Limited in the year ended 31 March 2021.

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For the year ended 31 March 2025

25. RELATED PARTY TRANSACTIONS (CONTINUED)

Entities in the Peel Holdings (IOM) Limited group of companies (continued)

Property transactions in the year ended 31 March 2024 (continued)

As explained below, the lease also represented a related party transaction. The land was sold to Peel Land & Property (Ports No 3) Limited and Peel South East Limited for total consideration of £29.4m and a profit on disposal of £21.2m has been recorded in the profit and loss account. In addition, MDHC sold other land to Peel L&P Investments (Intermediate) Limited for £1.4m, giving rise to a £1.3m gain on disposal. As related party transactions, they were supported by independent third party valuations and approved by the Board of Directors. It was agreed between the parties that the transactions would be settled on a net basis.

A payable of £6.2m to Peel L&P (Ports) Limited was outstanding as of 31 March 2024, which was settled on 2 April 2024

Other transactions in the year ended 31 March 2025

Related Party	Transaction	2025 £m	2024 £m
Peel Holdings (IOM) Limited	Sales and expenses recharged	5.8	29.1
	Purchases, rent and expenses reimbursed	<u>(0.1)</u>	<u>(7.8)</u>

As the balance sheet date the following amounts were owed by/(to) entities in the Peel Holdings (IOM) Limited group of companies:

	2025 £m	2024 £m
Amounts owed by the related party	0.5	0.5
Amounts owed to the related party	<u>(1.1)</u>	<u>(6.2)</u>

Marine Support Services

Companies within the former Marine Support Services segment were disposed of on 23 July 2020 to Peel Ports Holdings (No 2) (IOM) Limited, a company in which Peel Ports Investments (IOM) Limited and Infrastructure JVCo (Lime) S.a.r.l had at the time a 50.1% and 49.9% shareholding respectively. Both of Peel Ports Investments (IOM) Limited and Infrastructure JVCo (Lime) S.a.r.l. were both related parties to the Group through shareholdings. Infrastructure JVCo (Lime) S.a.r.l. ceased to be a related party in the year ended 31 March 2022. Prior to 1 April 2024, the principal transactions with the former Marine Support Services segment were in respect of the lease of land. As disclosed above, the land that was subject to the lease arrangements was sold on 5 March 2024. During the year ended 31 March 2025, total rent and other income from the former Marine Support Services segment amounted to £nil (2024: £3.1m). As at 31 March 2025, £0.4m was due from the related party (2024: £0.4m).

Transactions with shareholders in the Group's immediate parent company in their capacity as shareholders

Each shareholder holds a share of the 9% subordinated loan notes 2046 (note 18) of £123.0m (2024: £123.0m) and receives a share of the interest payable on those loan notes of £11.1m (2024: £11.1m) (note 9), in proportion to their shareholding.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2025

25. RELATED PARTY TRANSACTIONS (CONTINUED)

Transactions with shareholders in the Group's immediate parent company in their capacity as shareholders (continued)

As at 31 March 2025, the share of the 9% subordinated loan notes of £123.0m (2024: £123.0m) held by Peel Ports Investments (IOM) Limited was £46.1m (2024: £46.1m), by AS Infra PP Pty Limited was £39.9m (2024: £39.9m), Stichting Depository Infrastructure Pool 2020-2021 (£18.5m; 2024: £18.5m) and GIP IV Morse Holdco Limited (£18.5m; 2024: £18.5m).

Interest payable in the year ended 31 March 2025 includes £4.2m (2024: £4.2m) payable to Peel Ports Investments (IOM) Limited, £3.6m (2024: £3.6m) payable to AS Infra PP Pty Limited, £1.7m (2024: £1.7m) payable to Stichting Depository Infrastructure Pool 2020-2021 and £1.7m (2024: £1.7m) payable to GIP IV Morse Holdco Limited.

Included in accruals and deferred income in note 16 is accrued interest of £2.1m (2024: £2.1m) payable to Peel Ports Investments (IOM) Limited, £1.8m (2024: £1.8m) payable to AS Infra PP Pty Limited, £0.8m (2024: £0.8m) payable to Stichting Depository Infrastructure Pool 2020-2021, and £0.8m (2024: £0.8m) payable to GIP IV Morse Holdco Limited.

The shareholders in Peel Ports Holdings (CI) Limited are entitled to an annual fee of £50,000 for each director appointed to the Board of the parent company. These directors are also appointed to the Board of Peel Ports Group Limited and their services are principally in respect of the Group. A total fee of £450,000 is payable in respect of the year ended 31 March 2025 (2024: £450,000), of which £150,000 (2024: £150,000) is payable to Peel Ports Investments (IOM) Limited, £150,000 is payable to Lemon 2021 Limited (2024: £150,000) and £150,000 (2024: £150,000) is payable to AS Infra PP Pty Limited. Included in accruals and deferred income in note 16 is an outstanding balance as at 31 March 2025 of £731,000 (2024: £731,000).

Details of equity dividends paid to the shareholder are shown in the Directors' Report and note 21.

26. LEASES

Group as Lessee

At 31 March 2025, the Group had the following minimum lease payments under non-cancellable operating leases for each of the following periods:

	2025 £m	2024 £m
Within one year	62.9	63.1
Within two to five years	174.0	148.5
After five years:		
Ellesmere Port – see below	1,246.5	1,247.9
Other leases	425.7	428.1
	<u>1,672.2</u>	<u>1,676.0</u>
	<u>1,909.1</u>	<u>1,887.6</u>

Included within non-cancellable operating lease commitments after five years is £1,627.5m (2024: £1,596.3m) in respect of long life land leases. This includes £1,246.5m (2024: £1,247.9m) in respect of a 999 year lease over the Group's Ellesmere Port site, in respect of which there are 949 years remaining.

Company

The Company has no annual commitments under non-cancellable operating leases.

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For the year ended 31 March 2025

26. LEASES (CONTINUED)

Group as Lessor

At 31 March 2025, the Group had the following minimum lease payments due under non-cancellable operating leases for each of the following periods:

	2025 £m	2024 £m
Within one year	46.9	46.8
Within two to five years	167.5	153.2
After five years:	941.4	1,069.3
	<u>1,155.8</u>	<u>1,269.3</u>

Company

The Company has no annual commitments receivable under non-cancellable operating leases.

27. CONTROLLING PARTIES

The directors regard Peel Ports Holdings (CI) Limited as the ultimate controlling party and the immediate parent company. Peel Ports Holdings (CI) Limited is incorporated in the Cayman Islands.

28. SUBSIDIARY UNDERTAKINGS AND JOINT VENTURES

The Group holds investments in the ordinary share capital of the subsidiary undertakings listed below. All of the subsidiaries are 100% owned.

Principal subsidiary undertakings

The principal subsidiary undertakings consolidated as at 31 March 2025 were as follows. Number references in parentheses relate to the registered address of each company, which are set out at the end of this note.

Subsidiary	Principal activity
Birkenhead Port Limited (1)	Regional Port Operator
B.G. Freight Line B.V. (2)	Shipping
Clydeport Operations Limited (3)	Regional Port Operator
Great Yarmouth Port Company Limited (1)	Regional Port Operator
Heysham Port Limited (1)	Regional Port Operator
Ligna Biomass Limited (1)	Biomass Facility Operator
Marine Terminals Limited (4)	Stevedoring
Peel Ports Limited (1)	Treasury Company
Peel Ports Logistics Limited (1)	General Cargo Services Provider
PPL Humber Bulk Terminal Limited (1)	General Cargo Services Provider
Peel Ports PP Finance Limited (5)	Treasury Company
Port of Sheerness Limited (1)	Regional Port Operator
The Manchester Ship Canal Company Limited (1)	Regional Port Operator
The Mersey Docks and Harbour Company Limited (1)	Regional Port Operator
The Mersey Docks and Harbour Company (RSCT) Limited (1)	Container Terminal Operator

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2025

28. SUBSIDIARY UNDERTAKINGS AND JOINT VENTURES

Other subsidiary undertakings

The Group's other subsidiary undertakings consolidated at 31 March 2025 were as follows, categorised by principal activity. Number references in parentheses relate to the registered address of each company, which are set out at the end of this note.

Trading companies

Subsidiary	Principal activity
Ardrossan Harbour Company Limited (3)	Regional Port Operator
B.G. Freight Line Germany GmbH (7)	Freight Forwarding
B.G. Freight Line Limited (4)	Shipping
Coastal Container Line Limited (6)	Shipping
Dublin Container and Transport Services Limited (4)	Container Services
Leeside Shipping Limited (4)	Freight Forwarding
Peel Ports (IDS) Limited (1)	Investment Holding
PPL Humber Shipping Limited (1)	Ships Chartering and Agency Services
Seaforth Power Limited (1)	Electricity Supply to the Port of Liverpool

Intermediate holding companies

Each of the following companies act as intermediate holding companies within the Group.

B.G. Freight Line Holding B.V. (2)	Peel Ports UK Financeco Limited (1)
Clydeport Limited (3)	Peel Holdings (Ports) Limited (1)
Imari Limited (4)	Peel Ports Containers Limited (1)
Ligna Biomass Holdings Limited (1)	Peel Ports Holdings Limited (1)
Maritime Centre Limited (1)	Peel Ports Intermediate Holdco Limited (1)
Medway Ports Limited (1)	Peel Ports Investments Limited (1)
Merlin Ports Limited (1)	Peel Ports Land & Property Investments Limited (1)
Peel Ports Operations Limited (1)	Peel Ports Logistics Humber Limited (1)

Dormant or non-trading companies

Each of the following companies was either dormant or did not trade as at the balance sheet date.

A&PA Property Limited (1)	Peel Ports Finance Limited (5)
A&P Dry Docks Limited (1)	Peel Ports Freight Limited (1)
A&P Ports & Properties Limited (1)	Peel Ports Land & Property Investments (No. 2) Ltd (1)
A&PPP 2006 Limited (1)	Peel Ports Trustees Limited (1)
A&P Tyne Properties Limited (1)	Port Falmouth Limited (1)
B.G. Freight Line (Agency) B.V. (2)	Portia World Travel Limited (1)
B.G. Freight Line Shipping B.V. (2)	Rixton and Warburton Bridge Company Limited (1)
Coastal Line Container Terminal Limited (4)	Seaforth Stevedoring Limited (1)
De Facto 1693 Limited (1)	Seawing Landguard International Limited (1)
Eastport UK Cargo Handling Limited (1)	TR Shipping Services Limited (6)
James Scott & Co (Dublin) Limited (4)	

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2025

28. SUBSIDIARY UNDERTAKINGS AND JOINT VENTURES (CONTINUED)

Joint venture undertakings

The joint venture undertakings at 31 March 2025 were as follows. The country of incorporation of each company is the United Kingdom, unless otherwise denoted. Number references in parentheses relate to the registered address of each company, which are set out at the end of this note.

Joint venture	Principal activity
Clarke Chapman Portia Port Services Limited (1)	Non-trading
Inchgreen Marine Park Limited (3)	Warehousing and storage facilities provider
The Mersey Docks and Harbour Company (L2) Limited (1)	Container Terminal Operator
MDHC Container Services Limited (1)	Labour Provider

The Group had a 50% shareholding in each of the joint venture undertakings above.

Registered offices

Reference	Address
1	Maritime Centre, Port of Liverpool, Liverpool, L21 1LA, UK
2	Den Hamweg 30, 3089KK, Rotterdam, The Netherlands
3	16 Robertson Street, Glasgow, G2 8DS, UK
4	South Bank Quay, Pigeon House Road, Ringsend, Dublin 4, Ireland
5	c/o Maples Corporate Services Ltd, PO Box 309, Ugland House, Grand Cayman, KY1-1104, Cayman Islands
6	c/o Elliott Duffy Garrett, 40 Linenhall Street, Belfast, BT2 8BA, UK
7	Hugo-Junkers-Str. 17, 50259 Pulheim, Germany

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For the year ended 31 March 2025

28. SUBSIDIARY UNDERTAKINGS AND JOINT VENTURES (CONTINUED)

Acquisitions in the year ended 31 March 2025

Leeside Shipping Limited

On 26 March 2025, the Group acquired the entire issued share capital of Leeside Shipping Limited, a freight forwarding company based in Cork, Ireland.

The acquisition has been accounted for under the acquisition method. The following table sets out the book and fair values of the identifiable assets and liabilities acquired:

	Book and fair value £m
Net current liabilities	(0.6)
Cash	0.6
	<hr/>
Net assets acquired	0.0
Goodwill	2.2
	<hr/>
Cash consideration and transaction costs	2.2
	<hr/> <hr/>
Net cash outflows:	
	£m
Cash consideration and transaction costs	2.2
Cash at bank	(0.6)
	<hr/>
	1.6
	<hr/> <hr/>

In the year ended 31 March 2025, the turnover and profit after tax included in the Group's profit and loss account in respect of Leeside Shipping Limited was immaterial.

Management have established the useful life of the goodwill arising on acquisition to be ten years. This reflects the best estimate of the period over which the goodwill is expected to be realised.