

Health Profile

NOTIFICATIONS

- County Court Judgments this company has 7 unsatisfied judgments against it amounting to GBP 63,801
- Distressed Debtors this company has 42 Distressed Debtors against it amounting to GBP 60,853 in the last 24 months
- Interim accounts interim accounts filed for the period to Feb 2026. Where the reported interim data lacks detail, the breakdown of the figures has been extrapolated from the previous year end
- Coronavirus Job Retention Scheme (Furlough) this company (or a company in the Group) may have claimed furlough between December 2020 and September 2021
- State Aid this company (or a company in the Group) may have received state aid

H-Score® **68**

1.500%
3YR PoD

3
RISK RATNG

GBP 50.00m
CREDIT LIMIT

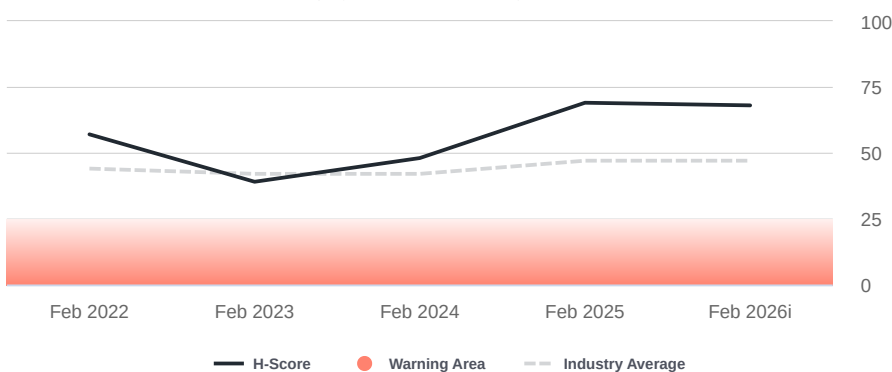
GBP 200.00m
CONTRACT LIMIT

Key Financials

12 months to Feb 2026i

Health Profile

The H-Score is the overall measure of the company's financial health. The higher the better.



Company Watch Limited

Period	Feb 22	Feb 23	Feb 24	Feb 25	Feb 26i
H-Score	57	39	48	69	68

About

Country of incorporation	United Kingdom (GBR)
Incorporation date	27 November 1947
Reporting currency	British Pound (GBP)
Company type	Publicly Quoted Public Limited
Status	Live
Latest year accounts type	Group
Registration number	00445790
Industry	47110 - RETAIL SALE IN NON-SPEC. STORES PREDOM. FOOD, BEV.,OR TOBACCO
Business description	Multinational groceries and general merchandise retailer.

UK VAT Information

VAT number	220430231
Match confidence	96 %
Group VAT Registration	Yes
VAT group Representative Member	00445790 - Current Company

Sales	GBP 73.71b	
Reported Profit before tax	GBP 2.40b	
Total assets	GBP 39.47b	
Net worth	GBP 11.46b	
Total debt	GBP 7.20b	
Employees	231,393	

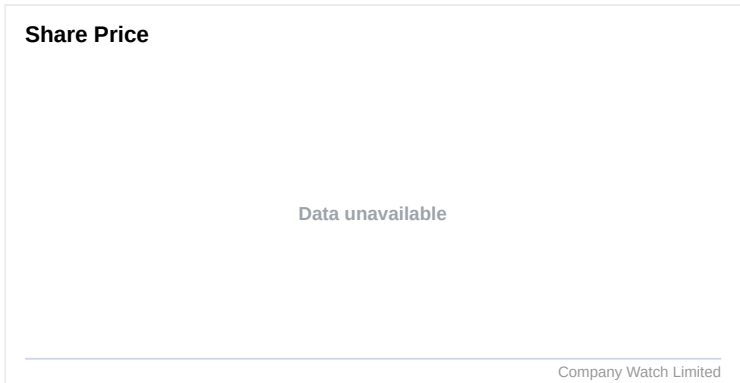
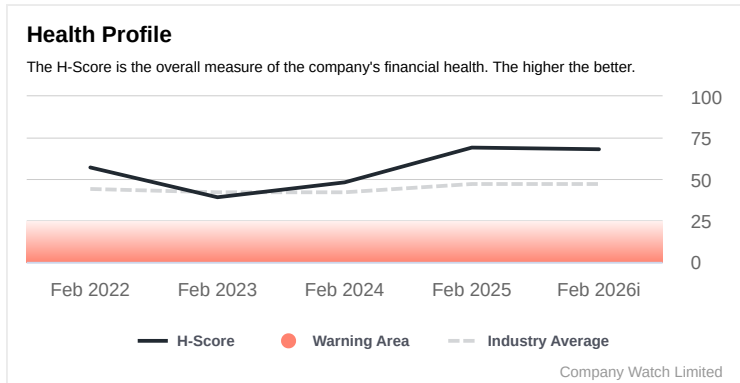
Contact

Address	Tesco House Shire Park, Kestrel Way, Welwyn Garden City, AL7 1GA
No. addresses	53
Web	www.tescopl.com
Phone	01707918800

Group Structure

Ultimate parent	N/A
Immediate parent	N/A
No. Immediate subsidiaries	23
No. Companies in group	145

Equity Profile



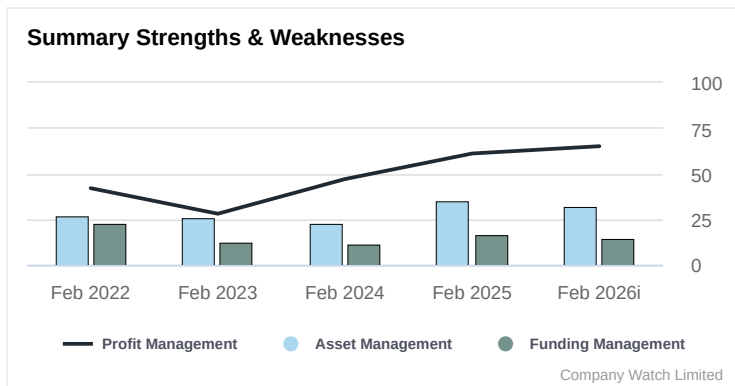
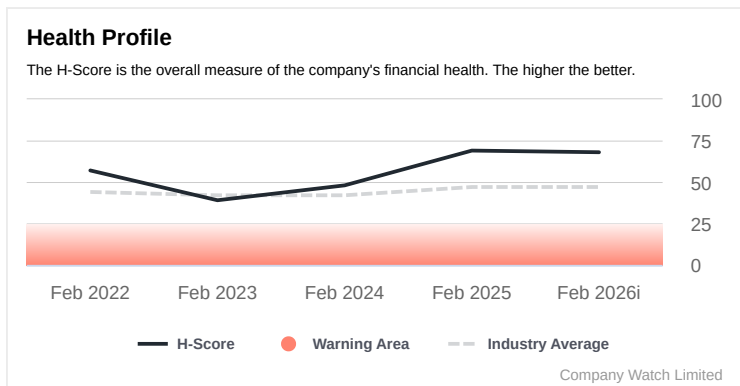
Key Values	Feb 22	Feb 23	Feb 24	Feb 25	Feb 26i
H-Score	57	39	48	69	68

Stock Fundamentals	N/A		
Symbol	N/A	Exchange	N/A
Market Cap.	N/A	Share price	N/A
52 week high	N/A	52 week low	N/A

Profit Warnings

Announcement date	Summary of detail	Event	Is going concern
26 Jun 2020	Following revised macro-economic assumptions regarding GDP and unemployment levels, we have increased our provision for potential bad debts at Tesco Bank and we now expect to report a loss for the Bank of between £(175)m and £(200)m for the 2020/21 financial year. We will continue to review any changes made to macro-economic forecasts and this could result in releases from or additions to this provision. Whilst headline profitability is impacted in the short term, the Bank's capital ratios and liquidity remain strong	Unknown Profit Warning Type	

Strengths & Weaknesses



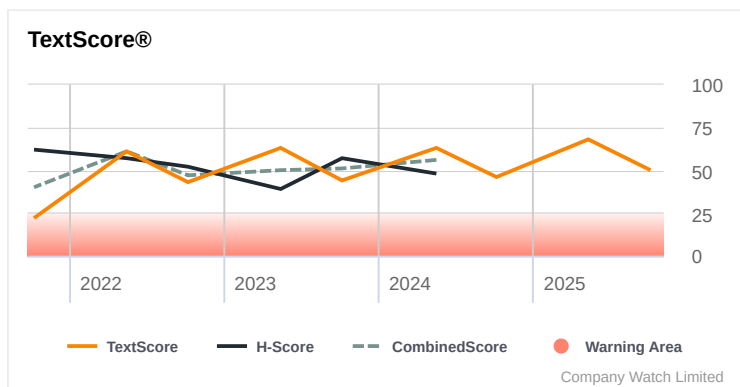
Key Values	Feb 22	Feb 23	Feb 24	Feb 25	Feb 26i
H-Score	57	39	48	69	68
Risk Rating	4	6	5	3	3
Industry Average	44	42	42	47	47

Probability of Distress
PoD within 3 years = 1.500%
PoD within 1 year = 0.130%

Key H-Score Components	Feb 22	Feb 23	Feb 24	Feb 25	Feb 26i
Profit and Loss Analysis					
Profit Management	42	28	47	61	65
Balance Sheet Analysis					
Asset Management	27	26	23	35	32
Funding Management	23	12	11	16	14

This chart shows the 3 key components of the H-Score. These summarise the 7 individual factors by which the financial health of the company is measured. The 3 key components are: Profit Management; Asset Management (Liquidity, Inventory & Receivables, Current Asset Cover); and Funding Management (Equity Base, Current Funding, Debt Dependency).

TextScore®



The quality of the published financial reports could have an impact on the TextScore® - certain words that are indistinct may not be correctly picked up.

What is the TextScore®?

The Company Watch TextScore® is derived from the text contained in companies' published financial reports. To generate the TextScore®, machine-learning techniques were used to spot the underlying patterns in the data: The frequencies of particular words & phrases are obtained, and then compared with the words & phrases used in filings of companies that subsequently underwent an insolvency procedure.

What is the Combined Score?

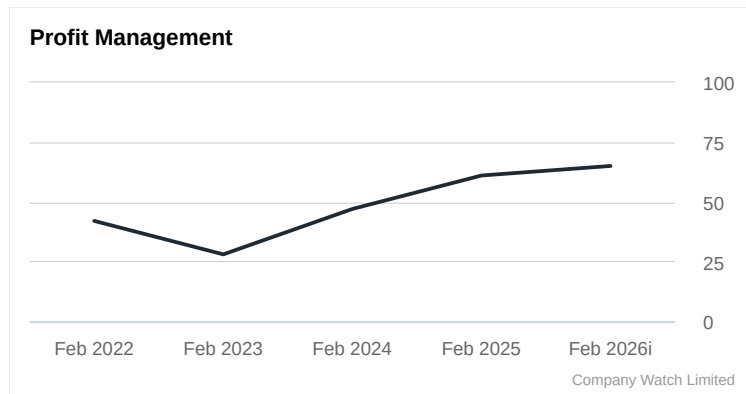
The Combined Score (shown in green) is a weighted combination of the H-Score® and TextScore®. The exact weighting used is determined by the industry sector in which a particular company operates. The resultant combined score is more accurate at predicting financial distress than the TextScore® or H-Score® alone as it combines the two different distinct views of a company's financial report.

Recent Scores

Filing Date	02 Oct 2025	08 May 2025	03 Oct 2024	14 May 2024	04 Oct 2023
Period end date	23 Aug 2025	22 Feb 2025	24 Aug 2024	24 Feb 2024	26 Aug 2023
TextScore	50	68	46	63	44
H-Score				48	57
Combined Score				56	51

Company Watch takes no responsibility for the sentiment/value of the words & phrases used in generating the Scores - the list of words & phrases used to calculate the TextScore® were derived empirically by looking at the historical universe of UK companies' financial filings. The important words & phrases were selected as those which best split up two predefined groups: Companies that went on to fail in the next accounting period, and those that did not.

Profit Management



in GBP '000s	Feb 2022	Feb 2023	Feb 2024	Feb 2025	Feb 2026i
Profit Management scores	42	28	47	61	65
Profit before tax	2,033,000	1,000,000	2,289,000	2,215,000	2,403,000
Amortisation of Intangibles	297,000	299,000	754,000	769,000	966,000
PBT and amortisation	(H) 2,330,000	1,299,000	3,043,000	2,984,000	3,369,000
Movement in P & L*					
Amortisation of Intangibles					
Movement in P & L and Amortisation	(H)				
Current liabilities**	(L) 11,718,000	15,270,000	18,828,000	11,959,000	12,505,000

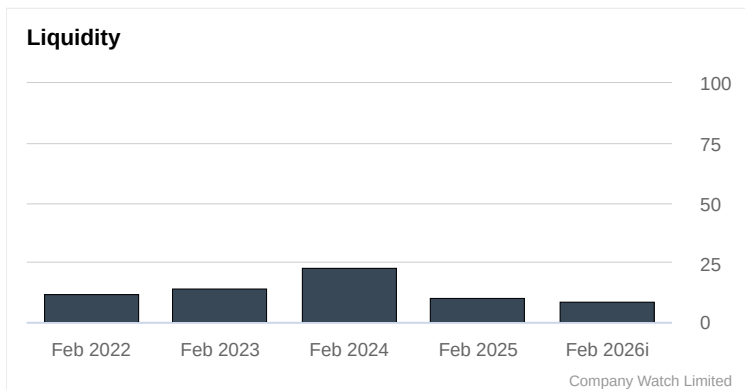
* Calculated for companies filing Abbreviated accounts where balance sheet only has been reported. The amount is derived by taking the movement in the Profit & Loss account component of the Shareholders' funds as shown in the Detailed Balance Sheet.

** Cash & Short term debt are netted off.

(H) = The higher the better (L) = The lower the better

In cases where the financial year is shorter or longer than 12 months the PBT, Amortisation and Movement in P&L have been annualised.

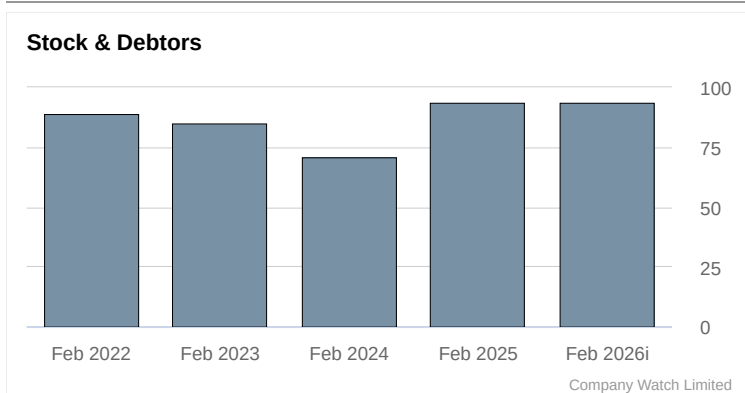
Asset Management



in GBP '000s		Feb 2022	Feb 2023	Feb 2024	Feb 2025	Feb 2026i
Liquidity scores		12	14	23	10	9
Quick assets (Debtors & Cash*)	(H)	5,429,000	7,750,000	12,327,000	4,227,000	3,819,000
Current liabilities*	(L)	11,718,000	15,270,000	18,828,000	11,959,000	12,505,000
Expenses**	(L)	59,311,000	64,762,000	65,898,000	67,701,000	71,309,000

* Cash & Short term debt are netted off.

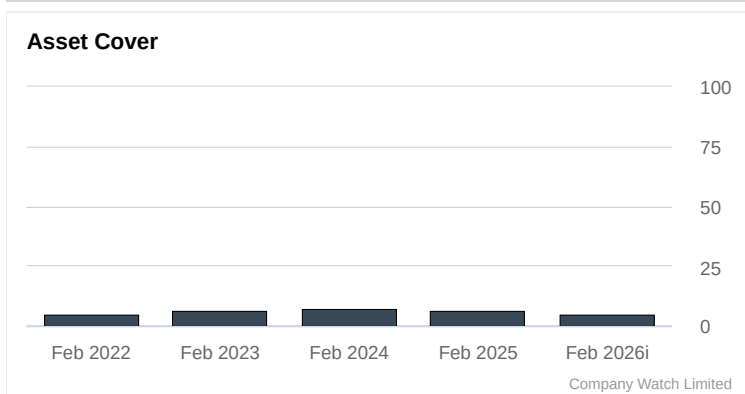
** Sales less PBT.
(H) = The higher the better
(L) = The lower the better



in GBP '000s		Feb 2022	Feb 2023	Feb 2024	Feb 2025	Feb 2026i
Stock & Debtor Management scores		89	85	71	94	94
Stock & WIP	(L)	2,339,000	2,510,000	2,635,000	2,768,000	2,840,000
Debtors & other	(L)	5,429,000	7,750,000	11,631,000	1,610,000	1,699,000
Capital employed*	(H)	27,852,000	23,022,000	16,023,000	14,414,000	14,276,000

* Long term liabilities plus Net worth minus Intangibles.

(H) = The higher the better
(L) = The lower the better

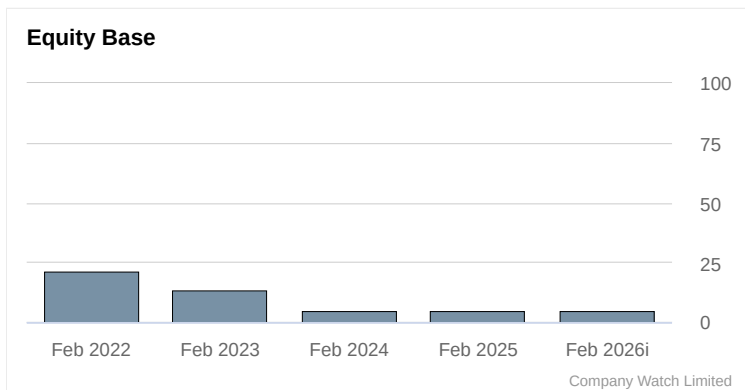


in GBP '000s		Feb 2022	Feb 2023	Feb 2024	Feb 2025	Feb 2026i
Current Asset Cover scores		5	6	7	6	5
Current assets*	(H)	7,768,000	10,260,000	14,962,000	6,995,000	6,659,000
Total liabilities*	(L)	29,286,000	31,437,000	33,730,000	25,367,000	26,193,000

* Cash & Short term debt are netted off.

(H) = The higher the better
(L) = The lower the better

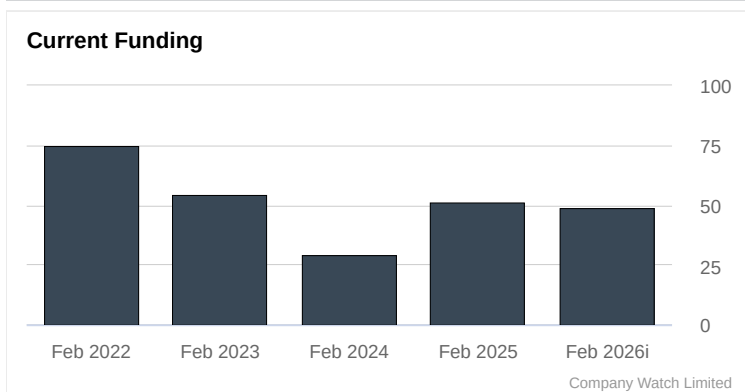
Funding Management



in GBP '000s		Feb 2022	Feb 2023	Feb 2024	Feb 2025	Feb 2026i
Equity Base scores		21	13	5	5	5
Total liabilities *	(L)	29,286,000	31,437,000	33,730,000	25,367,000	26,193,000
Net worth (net of Intangibles)	(H)	10,284,000	6,855,000	1,121,000	1,006,000	588,000

* Cash & Short term debt are netted off.

(H) = The higher the better
(L) = The lower the better

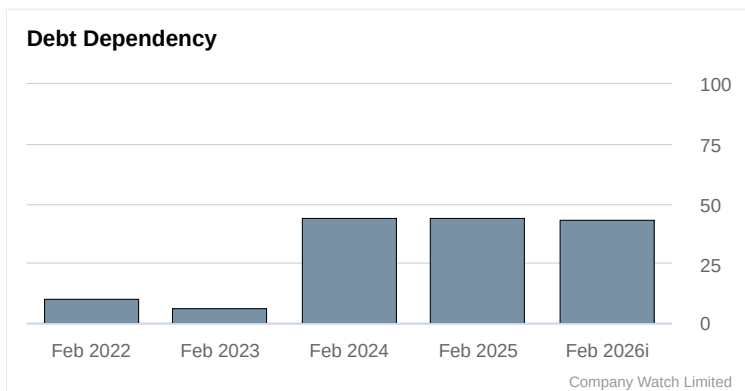


in GBP '000s		Feb 2022	Feb 2023	Feb 2024	Feb 2025	Feb 2026i
Current Funding scores		75	54	29	51	49
Current liabilities*	(L)	11,718,000	15,270,000	18,828,000	11,959,000	12,505,000
Total tangible assets**	(H)	39,570,000	38,292,000	34,851,000	26,373,000	26,781,000

* Cash & Short term debt are netted off.

** Total assets minus Intangibles (Netted off Cash & Short-term debt).

(H) = The higher the better
(L) = The lower the better



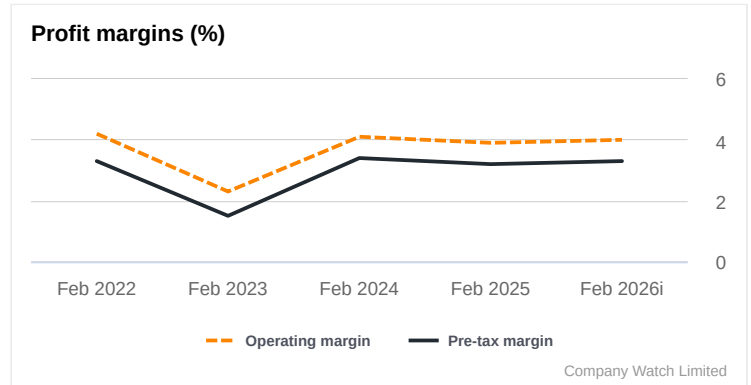
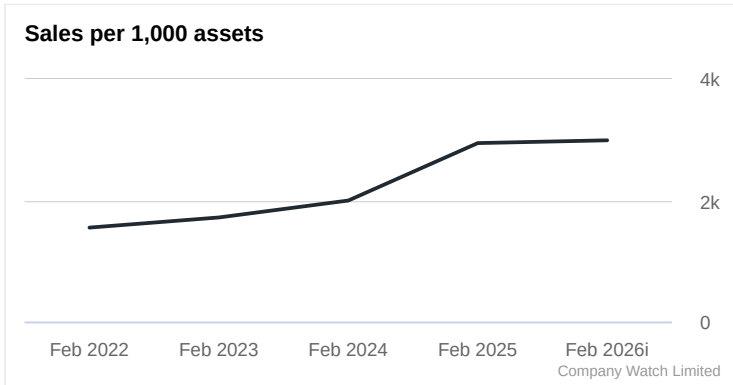
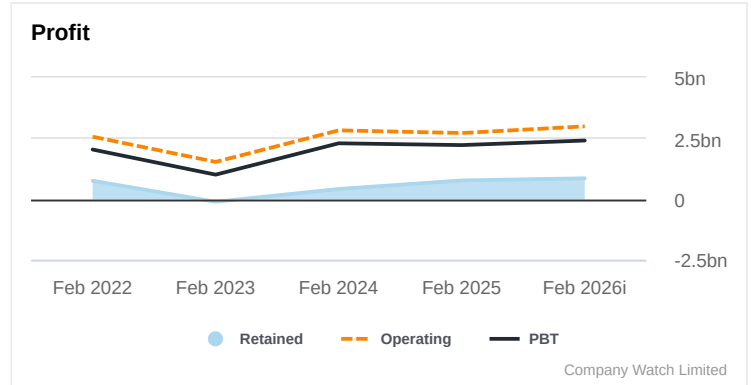
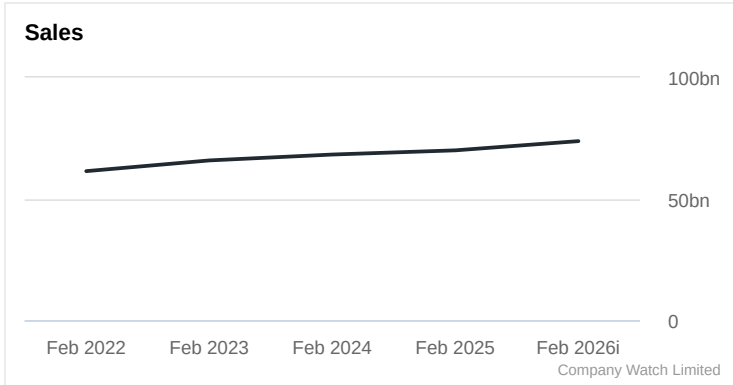
in GBP '000s		Feb 2022	Feb 2023	Feb 2024	Feb 2025	Feb 2026i
Debt Dependency scores		10	6	44	44	43
Net short term debt*	(L)	1,580,000	4,385,000	0	0	0
Long term debt	(L)	15,735,000	14,978,000	6,483,000	5,089,000	5,372,000
Total debt	(L)	17,315,000	19,363,000	6,483,000	5,089,000	5,372,000
Total tangible assets**	(H)	39,570,000	38,292,000	34,851,000	26,373,000	26,781,000

* Cash & Short term debt are netted off.

** Total assets minus Intangibles.

(H) = The higher the better
(L) = The lower the better

P&L Trends



In cases where the financial year is shorter or longer than 12 months the graphs above have been annualised. Where the reported interim data lacks detail the breakdown of the figures has been extrapolated from the previous year end.

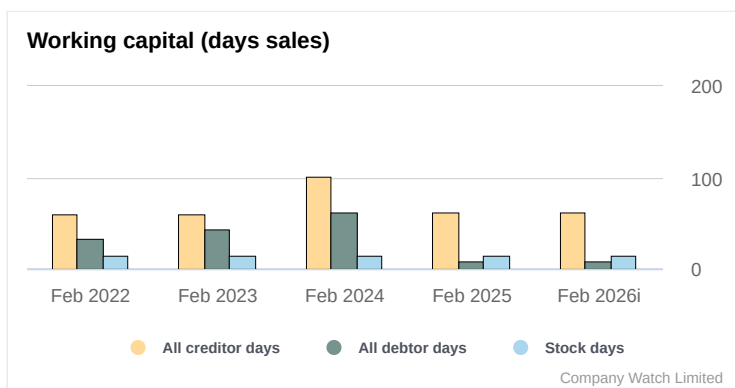
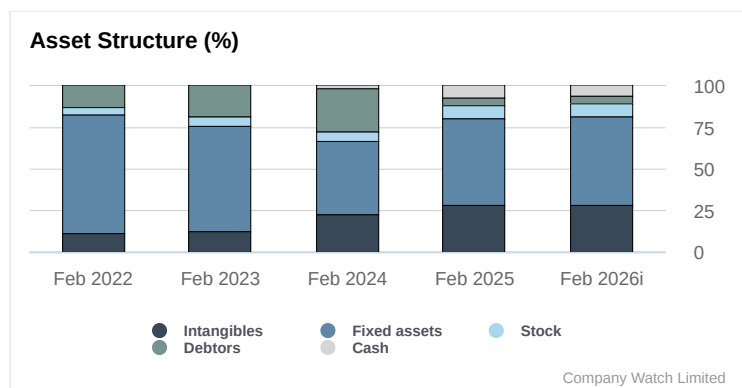
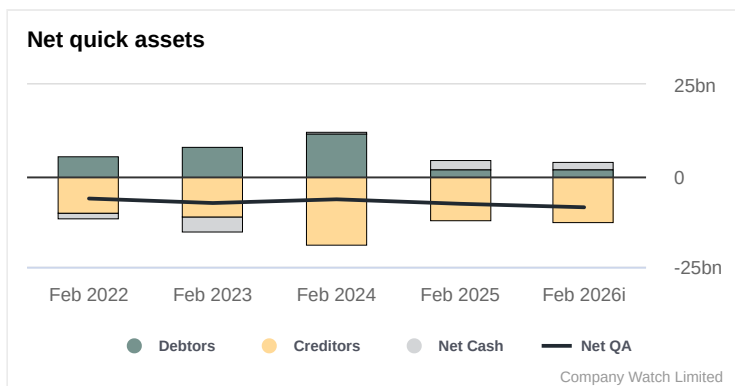
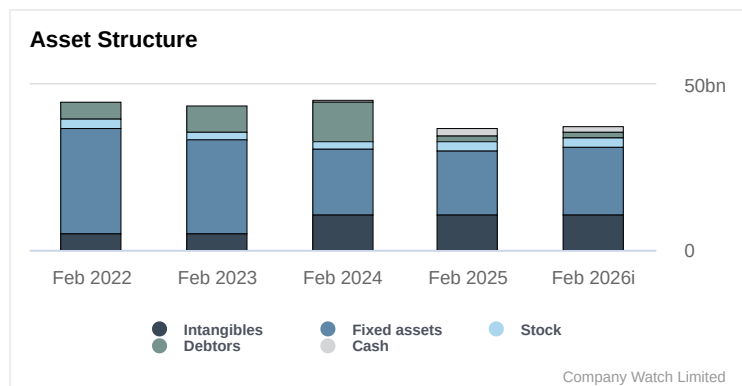
Look out for

- ### Sales
- Deteriorating sales
 - Sales rising sharply - How have the sales been funded? Has there been an acquisition? Has the balance sheet been weakened?
 - Rising sales and falling margins - Often a warning of a weakening balance sheet

- ### Profits
- Low or deteriorating profits
 - Low profit retentions - Are they sufficient to fund the growth? If not, has the balance sheet weakened?
 - Big gaps between operating profits and profit before tax

- ### Profit margins
- Weak margins or weakening margins

Asset Trends



In cases where the financial year is shorter or longer than 12 months the graphs above have been annualised. Where the reported interim data lacks detail the breakdown of the figures has been extrapolated from the previous year end.

Look out for

Asset structure

- Sharp increases - Have they made an acquisition, or large investment in fixed or other assets?
- Sharp decreases - Have they made a significant disposal? Has there been a material change in the business?
- High fixed assets - Have they been appropriately funded long term?
- High or new levels of intangibles. Usually signals an acquisition. Has this been well funded? What effect has this had on the business?

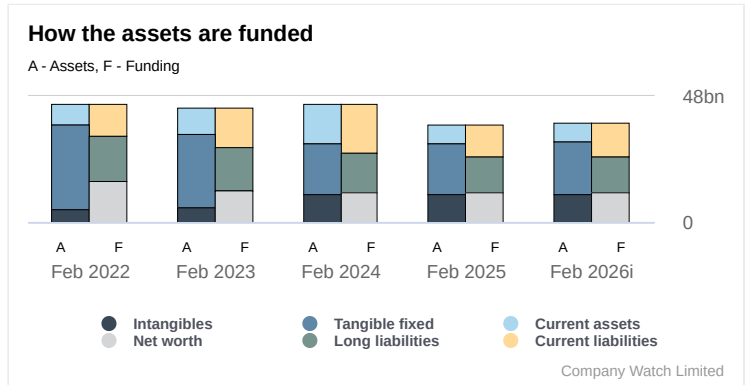
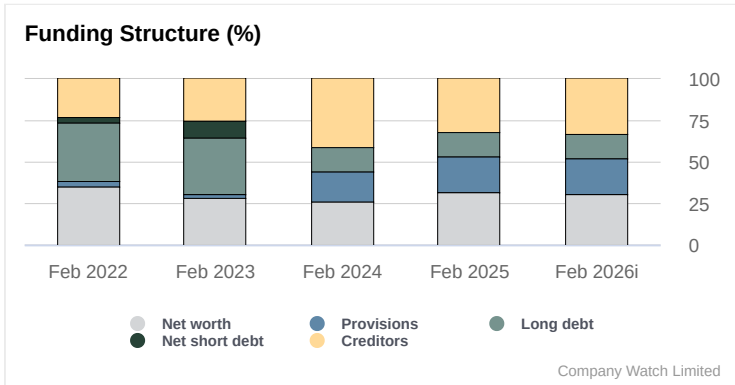
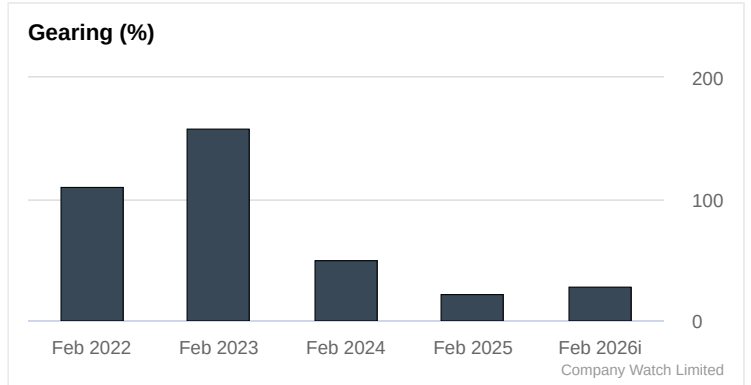
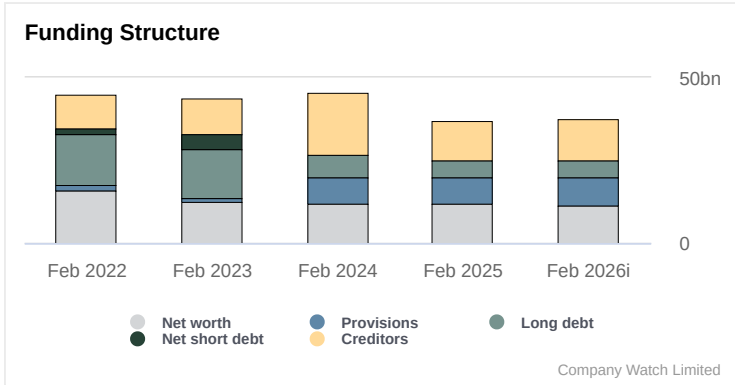
Net quick assets

- Weak or deteriorating net quick assets - is liquidity becoming a problem?

Working capital

- High creditor delays - is there too much dependence on creditor finance?
- High debtor delays - is there a problem?
- High or rising stock days - Is there a risk of stock obsolescence?

Funding Trends



In cases where the financial year is shorter or longer than 12 months the graphs above have been annualised. Where the reported interim data lacks detail the breakdown of the figures has been extrapolated from the previous year end.

Look out for

Funding structure

- Sharp changes
- Low level of Net worth
- Deterioration in the proportion of funding from net worth or from other long term funding
- High or rising current liabilities
- High levels of debt, especially short term

How the assets are funded

- Have intangibles absorbed a high proportion of Net worth?
- Have the fixed assets all been funded long term?
- Is there a good proportion of long term funding supporting the current assets?

Gearing

- High or rising gearing

Summary Accounts

Profit & Loss GBP '000s

	Feb 2026i	Feb 2025	Feb 2024	Feb 2023	Feb 2022
Months in Period	12	12	12	12	12
Consolidated	Yes	Yes	Yes	Yes	Yes
Sales	73,712,000	69,916,000	68,187,000	65,762,000	61,344,000
Cost of sales	-68,174,000	-64,865,000	-63,338,000	-62,101,000	-56,711,000
Gross profit	5,538,000	5,051,000	4,849,000	3,661,000	4,633,000
Other op. income/cost	-2,553,000	-2,340,000	-2,028,000	-2,136,000	-2,073,000
Operating profit	2,985,000	2,711,000	2,821,000	1,525,000	2,560,000
Exceptional items	0	0	0	0	0
Interest & other income	232,000	250,000	273,000	93,000	24,000
Interest paid	-814,000	-746,000	-805,000	-618,000	-551,000
Profit before tax	2,403,000	2,215,000	2,289,000	1,000,000	2,033,000
Tax	-616,000	-611,000	-525,000	-247,000	-510,000
Profit after tax	1,787,000	1,604,000	1,764,000	753,000	1,523,000
Other		22,000	-576,000	-8,000	-42,000
Dividends	-936,000	-864,000	-777,000	-859,000	-731,000
Retained profit	851,000	762,000	411,000	-114,000	750,000
No. of employees	231393	231393	225659	222306	231223
Additional items which impact the H-Score					
Amortisation & impairment of intangibles	-966,000	-769,000	-754,000	-299,000	-297,000

Balance sheet GBP '000s

	Feb 2026i	Feb 2025	Feb 2024	Feb 2023	Feb 2022
Months in Period	12	12	12	12	12
Consolidated	Yes	Yes	Yes	Yes	Yes
Intangible fixed assets	10,869,000	10,656,000	10,544,000	5,375,000	5,360,000
Tangible fixed assets	17,728,000	17,262,000	17,221,000	22,362,000	22,780,000
Other fixed assets	2,394,000	2,116,000	2,668,000	5,670,000	9,022,000
Fixed assets	30,991,000	30,034,000	30,433,000	33,407,000	37,162,000
Stock / W.I.P	2,840,000	2,768,000	2,635,000	2,510,000	2,339,000
Trade debtors	546,708	652,000	576,000	531,000	457,000
Other debtors	1,023,161	804,000	10,879,000	7,086,000	4,831,000
Group balances	129,130	154,000	176,000	133,000	141,000
Cash and equivalent	3,944,000	4,478,000	2,340,000	2,465,000	4,421,000
Current assets	8,483,000	8,856,000	16,606,000	12,725,000	12,189,000
Total assets	39,474,000	38,890,000	47,039,000	46,132,000	49,351,000
Trade creditors	8,106,971	7,753,000	7,593,000	6,802,000	6,082,000
Accruals & def. income	986,054	943,000	931,000	877,000	827,000
Other creditors	3,404,656	3,256,000	10,297,000	3,199,000	3,220,000
Group balances	7,320	7,000	7,000	7,000	9,000
Short term debt	1,824,000	1,861,000	1,644,000	6,850,000	6,001,000
Current liabilities	14,329,000	13,820,000	20,472,000	17,735,000	16,139,000
Working capital	-5,846,000	-4,964,000	-3,866,000	-5,010,000	-3,950,000
Assets less curr. liabs.	25,145,000	25,070,000	26,567,000	28,397,000	33,212,000
Long term debt	5,372,000	5,089,000	6,483,000	14,978,000	15,735,000
Group balances	0	0	0	0	0
Provisions & other creditors > 1yr	8,316,000	8,319,000	8,419,000	1,189,000	1,833,000
Long term liabilities	13,688,000	13,408,000	14,902,000	16,167,000	17,568,000
Minority interest	-6,000	-4,000	-6,000	-11,000	-16,000
Shareholders funds	11,463,000	11,666,000	11,671,000	12,241,000	15,660,000
Net worth	11,457,000	11,662,000	11,665,000	12,230,000	15,644,000
Capital employed	25,145,000	25,070,000	26,567,000	28,397,000	33,212,000

Profit and Loss

Detailed Accounts: Profit & Loss in GBP '000s

	Feb 2026i	Feb 2025	Feb 2024	Feb 2023	Feb 2022
Months in Period	12	12	12	12	12
Consolidated	Yes	Yes	Yes	Yes	Yes
IFRS used		Yes	Yes	Yes	Yes

	Feb 2026i	Feb 2025	Feb 2024	Feb 2023	Feb 2022
UK		53,619,000	0	0	0
Non-UK		16,297,000	0	0	0
Not specified	73,712,000	0	68,187,000	65,762,000	61,344,000
Sales	73,712,000	69,916,000	68,187,000	65,762,000	61,344,000

Cost of sales	-68,174,000	-64,865,000	-63,338,000	-62,101,000	-56,711,000
Gross profit	5,538,000	5,051,000	4,849,000	3,661,000	4,633,000
Other op. income/cost	-2,553,000	-2,340,000	-2,028,000	-2,136,000	-2,073,000
Operating profit *	2,985,000	2,711,000	2,821,000	1,525,000	2,560,000

Exceptional items	0	0	0	0	0
Interest & other income	232,000	250,000	273,000	93,000	24,000
Interest paid	-814,000	-746,000	-805,000	-618,000	-551,000
Profit before tax	2,403,000	2,215,000	2,289,000	1,000,000	2,033,000

Tax	-616,000	-611,000	-525,000	-247,000	-510,000
Profit after tax	1,787,000	1,604,000	1,764,000	753,000	1,523,000

Other		22,000	-576,000	-8,000	-42,000
--------------	--	---------------	-----------------	---------------	----------------

Dividends	-936,000	-864,000	-777,000	-859,000	-731,000
Retained profit	851,000	762,000	411,000	-114,000	750,000

Profit & Loss additional items	Feb 2026i	Feb 2025	Feb 2024	Feb 2023	Feb 2022
Interest received		254,000	267,000	85,000	9,000
Profit / Loss on disposal		0	0	0	0
Total operating lease rentals		0	0	0	0
EBITDA (calculated) **	4,931,000	4,594,000	4,349,000	3,423,000	4,347,000

* Operating profit includes the following:	Feb 2026i	Feb 2025	Feb 2024	Feb 2023	Feb 2022
Depreciation	-980,000	-1,114,000	-774,000	-1,599,000	-1,490,000
Amortisation of intangibles	-966,000	-769,000	-754,000	-299,000	-297,000
Employee costs	-9,083,795	-8,616,000	-8,161,000	-7,656,000	-7,466,000
Auditors' remuneration - audit		-14,900	-14,700	-13,300	-11,700
Auditors' remuneration - non-audit		-1,700	-1,200	-1,400	-1,500

Employees' additional info	Feb 2026i	Feb 2025	Feb 2024	Feb 2023	Feb 2022
Number of employees (heads)	231393	231393	225659	222306	231223
Directors remuneration		-15,921	-16,925	-9,275	-13,967
Highest paid director remuneration		-9,226	-9,925	-4,443	-5,413

** EBITDA displayed may not agree with the amount published in the annual report as this is calculated using standard formulae.
 Formula: PBT + Interest paid + Depreciation + Amortisation of intangibles - Interest & other income - Exceptional items

Balance Sheet

Detailed Accounts: Balance sheet in GBP '000s

	Feb 2026i	Feb 2025	Feb 2024	Feb 2023	Feb 2022
Months in Period	12	12	12	12	12
Consolidated	Yes	Yes	Yes	Yes	Yes
IFRS used		Yes	Yes	Yes	Yes

Auditor reports

Auditor report type	No details supplied	No details supplied	No details supplied	No details supplied	No details supplied
Audit report	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified
Audit report comment	No adverse comments	No adverse comments	No adverse comments	No adverse comments	No adverse comments

Contingent liabilities / Post balance data events

Contingent liabilities		No	Yes	No	Yes
Post balance sheet event		No	No	Yes	No

ASSETS: Fixed	Feb 2026i	Feb 2025	Feb 2024	Feb 2023	Feb 2022
Intangible fixed assets	10,869,000	10,656,000	10,544,000	5,375,000	5,360,000
Land & buildings		14,759,000	14,888,000	20,257,000	20,797,000
Fixtures & fittings		1,874,000	0	1,496,000	1,387,000
Plant & vehicles		360,000	0	295,000	310,000
Other / unallocated	17,728,000	269,000	2,333,000	314,000	286,000
Tangible fixed assets	17,728,000	17,262,000	17,221,000	22,362,000	22,780,000
Other fixed assets	2,394,000	2,116,000	2,668,000	5,670,000	9,022,000
Fixed assets	30,991,000	30,034,000	30,433,000	33,407,000	37,162,000

ASSETS: Current	Feb 2026i	Feb 2025	Feb 2024	Feb 2023	Feb 2022
W.I.P. included in stock		3,000	3,000	3,000	3,000
Unallocated	2,840,000	2,765,000	2,632,000	2,507,000	2,336,000
Stock & W.I.P.	2,840,000	2,768,000	2,635,000	2,510,000	2,339,000
Trade debtors	546,708	652,000	576,000	531,000	457,000
Investments & other current assets		373,000	10,172,000	2,320,000	724,000
Other / unallocated	1,023,161	431,000	707,000	4,766,000	4,107,000
Other debtors etc.	1,023,161	804,000	10,879,000	7,086,000	4,831,000
Group balances	129,130	154,000	176,000	133,000	141,000
Cash and equivalent	3,944,000	4,478,000	2,340,000	2,465,000	4,421,000
Current assets	8,483,000	8,856,000	16,606,000	12,725,000	12,189,000
Total assets	39,474,000	38,890,000	47,039,000	46,132,000	49,351,000

LIABILITIES: Current	Feb 2026i	Feb 2025	Feb 2024	Feb 2023	Feb 2022
Trade creditors	8,106,971	7,753,000	7,593,000	6,802,000	6,082,000
Accruals and deferred income	986,054	943,000	931,000	877,000	827,000
Directors loan accounts < 1 year		0	0	0	0
Social security & VAT		504,000	434,000	399,000	411,000
Corporation tax		13,000	1,000	18,000	11,000
Dividends		0	0	0	0
Other / unallocated	3,404,656	2,739,000	9,862,000	2,782,000	2,798,000
Other creditors etc.	3,404,656	3,256,000	10,297,000	3,199,000	3,220,000
Group balances	7,320	7,000	7,000	7,000	9,000
HP & lease included in Short term debt		0	0	595,000	547,000
Other / unallocated	1,824,000	1,861,000	1,644,000	6,255,000	5,454,000
Short term debt	1,824,000	1,861,000	1,644,000	6,850,000	6,001,000
Current liabilities	14,329,000	13,820,000	20,472,000	17,735,000	16,139,000
Working capital	-5,846,000	-4,964,000	-3,866,000	-5,010,000	-3,950,000
Assets less Current liabilities	25,145,000	25,070,000	26,567,000	28,397,000	33,212,000

LIABILITIES: Long term	Feb 2026i	Feb 2025	Feb 2024	Feb 2023	Feb 2022
HP & lease finance included in Long term debt		0	0	7,132,000	7,411,000
Other / unallocated	5,372,000	5,089,000	6,483,000	7,846,000	8,324,000
Long term debt	5,372,000	5,089,000	6,483,000	14,978,000	15,735,000
Group balances	0	0	0	0	0
Directors loan account		0	0	0	0
Accruals and deferred income		0	0	0	0
Deferred tax		503,000	269,000	119,000	910,000
Other provisions		166,000	175,000	229,000	210,000
Pension & other retirement benefit obligations		307,000	657,000	400,000	303,000
Other / unallocated	8,316,000	7,343,000	7,318,000	441,000	410,000
Provisions & other creditors > 1 year	8,316,000	8,319,000	8,419,000	1,189,000	1,833,000
Long term liabilities	13,688,000	13,408,000	14,902,000	16,167,000	17,568,000
NET WORTH	Feb 2026i	Feb 2025	Feb 2024	Feb 2023	Feb 2022
Minority interest	-6,000	-4,000	-6,000	-11,000	-16,000
Issued share capital		426,000	445,000	463,000	484,000
Share premium account		5,165,000	5,165,000	5,165,000	5,165,000
Revaluation reserves		0	0	0	0
Other reserves		3,140,000	3,131,000	3,123,000	3,079,000
Profit & loss account		2,935,000	2,930,000	3,490,000	6,932,000
Other / unallocated	11,463,000	0	0	0	0
Shareholders' funds	11,463,000	11,666,000	11,671,000	12,241,000	15,660,000
Net worth	11,457,000	11,662,000	11,665,000	12,230,000	15,644,000
Capital employed	25,145,000	25,070,000	26,567,000	28,397,000	33,212,000

Cash Flow

Cash flow statement in GBP '000s

	Feb 2026i	Feb 2025	Feb 2024	Feb 2023	Feb 2022
Months in Period	12	12	12	12	12
Consolidated	Yes	Yes	Yes	Yes	Yes
IFRS used		Yes	Yes	Yes	Yes
Operating data in/(out) flow	5,168,000	4,057,000	4,886,000	4,497,000	4,608,000
Returns on investment	-522,000	-512,000	-566,000	-568,000	-615,000
Taxation	-503,000	-366,000	-223,000	-123,000	-201,000
Free data flow	4,143,000	3,179,000	4,097,000	3,806,000	3,792,000
Investing activities	-943,000	-698,000	-1,958,000	-790,000	-1,770,000
Capital expenditure & financial investment		0	0	0	0
Acquisitions & disposals		0	0	0	0
Equity dividends paid	-937,000	-864,000	-778,000	-859,000	-731,000
Management of liquid resources		0	0	0	0
Financing	-2,149,000	-2,079,000	-1,081,000	-2,329,000	-1,503,000
Adjustment	0	0	0	0	0
Net increase in cash & cash equivalent	114,000	-462,000	280,000	-172,000	-212,000

Interims

Profit & Loss in GBP '000s

	Feb 2026	Aug 2025	Feb 2025	Aug 2024
Months in Period	12	6	12	6
	Feb 2026	Aug 2025	Feb 2025	Aug 2024
Sales	73,712,000	36,036,000	69,916,000	34,773,000
Cost of sales	-68,174,000	-33,214,000	-64,865,000	-32,058,000
Gross profit	5,538,000	2,822,000	5,051,000	2,715,000
Other operating income/costs (unanalysed)	-2,553,000	-1,219,000	-2,340,000	-1,103,000
Operating profit	2,985,000	1,603,000	2,711,000	1,612,000
Exceptional items				
Interests and other income	232,000	116,000	250,000	130,000
Interest paid	-814,000	-414,000	-746,000	-350,000
Net interest (unanalysed)				
Profit before tax	2,403,000	1,305,000	2,215,000	1,392,000
Tax	-616,000	-355,000	-611,000	-370,000
Profit after tax	1,787,000	950,000	1,604,000	1,022,000
Other			22,000	29,000
Dividends	-936,000	-628,000	-865,000	-576,000
Retained profit	851,000	322,000	761,000	475,000
* Operating profit includes the following:				
Depreciation	-980,000	-489,000	-1,114,000	-459,000
Amortisation of intangibles	-966,000	-435,000	-959,000	-407,000
Depreciation & Amortisation (unanalysed)				
Employee costs				

Balance sheet in GBP '000s

	Feb 2026	Aug 2025	Feb 2025	Aug 2024
Intangible fixed assets	10,869,000	10,786,000	10,656,000	10,550,000
Tangible fixed assets	17,728,000	17,349,000	17,262,000	17,136,000
Other fixed assets	2,394,000	2,151,000	2,116,000	2,051,000
Fixed assets (unanalysed)				
Fixed assets	30,991,000	30,286,000	30,034,000	29,737,000
Stock & W.I.P	2,840,000	3,038,000	2,768,000	2,964,000
Trade debtors				
Other debtors	349,000	454,000	2,596,000	10,273,000
Debtors (unanalysed)	1,350,000	1,307,000	1,237,000	1,274,000
Cash and equivalent	3,944,000	4,426,000	2,255,000	3,310,000
Current assets (unanalysed)				
Current assets	8,483,000	9,225,000	8,856,000	17,821,000
Total assets	39,474,000	39,511,000	38,890,000	47,558,000
Trade creditors				
Other creditors				
Creditors (unanalysed)	12,505,000	13,183,000	11,959,000	20,503,000
Short term debt	1,824,000	2,262,000	1,861,000	1,516,000
Net debt:short + long less Cash (unanalysed)				
Current liabilities (unanalysed)				
Current liabilities	14,329,000	15,445,000	13,820,000	22,019,000
Working capital	-5,846,000	-6,220,000	-4,964,000	-4,198,000
Assets less Current liabilities	25,145,000	24,066,000	25,070,000	25,539,000
Long term debt	5,372,000	4,914,000	5,089,000	5,580,000
Provisions & other creditors > 1yr	8,316,000	8,347,000	8,319,000	8,380,000
Long term liabilities (unanalysed)				
Long term liabilities	13,688,000	13,261,000	13,408,000	13,960,000

Minority interest	-6,000	-5,000	-4,000	-6,000
Shareholders' funds	11,463,000	10,810,000	11,666,000	11,585,000
Net worth (unanalysed)				
Net worth	11,457,000	10,805,000	11,662,000	11,579,000

Capital employed	25,145,000	24,066,000	25,070,000	25,539,000
-------------------------	-------------------	-------------------	-------------------	-------------------

Cash flow statement in GBP '000s

	Feb 2026	Aug 2025	Feb 2025	Aug 2024
Operating cash in/(out) flow	5,168,000	2,890,000	4,057,000	2,613,000
Returns on investment & servicing of finance	-522,000	-263,000	-512,000	-251,000
Taxation	-503,000	-230,000	-366,000	-181,000
Investing activities	-943,000	-577,000	-698,000	361,000
Capital expenditure & financial investment				
Acquisitions & disposals				
Equity dividends paid	-937,000	-627,000	-864,000	-575,000
Management of liquid resources				
Financing	-2,149,000	-1,194,000	-2,079,000	-1,115,000
Other (unanalysed)				
Net increase in cash & cash equivalent	114,000	-1,000	-462,000	852,000

Financial Ratios

	Feb 2026i	Feb 2025	Feb 2024	Feb 2023	Feb 2022
Months in Period	12	12	12	12	12
Consolidated	Yes	Yes	Yes	Yes	Yes
Profitability					
Operating margin (%)	4.1	3.9	4.1	2.3	4.2
Pre-tax margin (%)	3.3	3.2	3.4	1.5	3.3
Return on net worth (%)	21.0	19.0	19.6	8.2	13.0
Return on capital employed (%)	12.8	11.8	11.7	5.7	7.8
Return on assets (%)	8.2	7.6	6.6	3.5	5.2
Interest cover	4.0	4.0	3.8	2.6	4.7
Dividend cover	1.9	1.9	1.5	0.9	2.0
Tax rate (%)	25.6	27.6	22.9	24.7	25.1
Trade / Funding					
Sales: Tangible FA	4.2	4.1	4.0	2.9	2.7
Sales: Net worth	6.4	6.0	5.9	5.4	3.9
Gearing (%)	28.4	21.2	49.6	158.3	110.7
Liquidity					
Current ratio	0.6	0.6	0.8	0.7	0.8
Acid test ratio	0.4	0.4	0.7	0.6	0.6
Working capital: Sales					
Stock days	14.1	14.5	14.1	13.9	13.9
Trade debtor days	2.7	3.4	3.1	3.0	2.7
All other debtor days	5.7	5.0	59.2	40.1	29.6
Trade creditor days	40.1	40.5	40.6	37.8	36.2
Trade creditor cost of sales days	43.4	43.6	43.8	40.0	39.1
All other creditor days	21.8	22.0	60.1	22.7	24.1
Staff (GBP '000s)					
Sales per head	319	302	302	296	265
Profit before tax per head	10	10	10	4	9
Employee costs per head	39	37	36	34	32
Other					
Tangible debt gearing (%)	1,223.8	690.9	725.0	318.4	211.4
Leverage (%)	4,764.8	2,706.6	3,155.6	494.6	327.8

Group Structure

Group structure (total companies identified in group: **145**)

Information relating to group companies outside the UK might be incomplete

1 The number displayed is the holding level and companies indented are subsidiaries of the less indented company above.

Name	Country	Reg. No.	Last year end	Consol. Acc.	Total Assets in GBP	Sales in GBP	Status
1 TESCO PLC	U.KINGDOM	00445790	28/02/26	Yes	39.47b	73.71b	
2 BUTTONCASE LIMITED	U.KINGDOM	05298861	22/02/25	No	7.33m	0.00	
2 LAUNCHGRAIN LIMITED	U.KINGDOM	05260856	22/02/25	No	124.91k	0.00	
2 ONE STOP STORES LIMITED	U.KINGDOM	02462858	22/02/25	No	492.07m	1.29b	
3 ONE STOP CONVENIENCE STORES LIMITED	U.KINGDOM	02467178	22/02/25	No	50.89m	0.00	Dormant
3 ONE STOP STORES TRUSTEE SERVICES LIMITED	U.KINGDOM	02477253	22/02/25	No	2.00	0.00	Dormant
2 SPEN HILL MANAGEMENT LIMITED	U.KINGDOM	02460426	22/02/25	No	3.36m	3.49m	
2 SPEN HILL PROPERTIES (HOLDINGS) PLC	U.KINGDOM	02412674	22/02/25	No	29.18m	750.00k	
3 STATUSFLOAT LIMITED	U.KINGDOM	04661717	22/02/25	No	66.75m	0.00	Dormant
4 DILLONS NEWSAGENTS LIMITED	U.KINGDOM	00140624	22/02/25	No	119.56m	0.00	
2 T&S STORES LIMITED	U.KINGDOM	01228935	22/02/25	No	182.63m	0.00	
3 DAY AND NITE STORES LIMITED	U.KINGDOM	01746058	22/02/25	No	32.59m	0.00	Liquidation
3 ONE STOP COMMUNITY STORES LIMITED	U.KINGDOM	00198980	22/02/25	No	0.00	0.00	Dormant
2 TAPESILVER LIMITED	U.KINGDOM	05205362	22/02/25	No	61.35m	0.00	
2 TESCO (OVERSEAS) LIMITED	U.KINGDOM	01611684	24/02/24	No	9.74m	0.00	Liquidation
2 TESCO CAPITAL NO. 1 LIMITED	U.KINGDOM	FC015640	29/02/20	No	1.23b	N/A	
2 TESCO CORPORATE TREASURY SERVICES PLC	U.KINGDOM	08629715	22/02/25	No	10.45b	0.00	
2 TESCO EMPLOYEES' SHARE SCHEME TRUSTEES LIMITED	U.KINGDOM	02846605	22/02/25	No	2.00	0.00	Dormant
2 TESCO HOLDINGS BV	NETHERLANDS	N/A	N/A	N/A	N/A	N/A	
3 TESCO IRELAND HOLDINGS LIMITED	IRELAND	301870	N/A	N/A	N/A	N/A	
4 TESCO IRELAND LIMITED	IRELAND	19542	N/A	N/A	N/A	N/A	
5 GRESHAM PROPERTIES LIMITED	IRELAND	712690	N/A	N/A	N/A	N/A	
6 JOYCE'S SUPERMARKET (ORANMORE) UNLIMITED	IRELAND	609031	N/A	N/A	N/A	N/A	
5 LONGFORD CENTRE MANAGEMENT SERVICES LIMI	IRELAND	197599	N/A	N/A	N/A	N/A	
5 MERRION SHOPPING CENTRE LIMITED	IRELAND	104943	N/A	N/A	N/A	N/A	
4 TESCO IRELAND PENSION TRUSTEES DESIGNATE	IRELAND	219312	N/A	N/A	N/A	N/A	
4 TESCO MOBILE IRELAND LIMITED	IRELAND	421281	N/A	N/A	N/A	N/A	
2 TESCO HOLDINGS LIMITED	UNKNOWN	N/A	N/A	N/A	N/A	N/A	
2 TESCO HOLDINGS LIMITED	U.KINGDOM	00243011	22/02/25	No	14.09b	0.00	
3 ARMITAGE FINANCE UNLIMITED	U.KINGDOM	05966324	22/02/25	No	445.00k	0.00	Dormant
3 BOOKER GROUP LIMITED	U.KINGDOM	05145685	23/02/25	No	123.20m	0.00	
4 BOOKER WHOLESALE HOLDINGS LIMITED	U.KINGDOM	05137980	23/02/25	No	1.19b	0.00	
5 BOOKER DIRECT LIMITED	U.KINGDOM	04004640	23/02/25	No	203.00m	1.62b	

Directors and Shareholders

Current Directors

Full Name	Date of Birth	Position	Date Appointed	Possible matches
Mr Christopher Jon Taylor	N/A	Company Secretary	14 Apr 2025	734
Mr Christopher John Kennedy	Jan 1964	Director	20 Feb 2025	124
Mr Gerard Martin Murphy	Nov 1955	Director	01 Sep 2023	46
Ms Carolyn Julie Fairbairn	Dec 1960	Director	01 Sep 2023	5
Mrs Caroline Louise Silver	Dec 1962	Director	01 Oct 2022	1
Ms Karen Tracy Whitworth	Aug 1969	Director	18 Jun 2021	3
Mr Bertrand Jean Francois Bodson	Jun 1975	Director	01 Jun 2021	1
Mr Imran Nawaz	Sep 1973	Director	01 May 2021	4
Mr Ken Murphy	Sep 1966	Director	01 Oct 2020	3
Ms Melissa Bethell	Sep 1974	Director	24 Sep 2018	2
Mr Stewart Charles Gilliland	Feb 1957	Director	05 Mar 2018	2

11 Results

Previous Directors

Full Name	Date of Birth	Position	Date Appointed	Date Resigned	Possible matches
Ms Sara Thomson	N/A	Company Secretary	17 Dec 2024	14 Apr 2025	58
Mr Thierry Dominique Gerard Garnier	Mar 1966	Director	30 Apr 2021	06 May 2026	0
Mr Charles Wilson	Jul 1965	Director	05 Mar 2018	16 Jul 2018	49
Mr Stephen William Golsby	Sep 1954	Director	01 Oct 2016	17 Jun 2022	1
Mr Robert John Welch	N/A	Company Secretary	10 Aug 2016	17 Dec 2024	453
Mr Darren Elliot Lennark	N/A	Company Secretary	01 Jul 2016	10 Aug 2016	61
Miss Lindsey Jane Pownall	Jan 1962	Director	01 Apr 2016	16 Jun 2023	2
Mr Simon Iain Patterson	May 1973	Director	01 Apr 2016	17 Jun 2022	5
Ms Elizabeth Alison Platt	Feb 1962	Director	01 Apr 2016	12 Jun 2025	19
Mr Byron Elmer Grote	Mar 1948	Director	01 May 2015	14 Jun 2024	6
Mr John Murray Allan	Aug 1948	Director	01 Mar 2015	16 Jun 2023	50
Mr Paul Anthony Moore	N/A	Company Secretary	12 Jan 2015	30 Jun 2016	707
Mr Richard John Cousins	Mar 1959	Director	01 Nov 2014	03 Jan 2017	22
Mr Anders Bertil Mikael Olsson	Dec 1957	Director	01 Nov 2014	25 Jun 2021	1
Mr Alan James Stewart	Apr 1960	Director	23 Sep 2014	30 Apr 2021	126
Mr David John Lewis	Mar 1965	Director	01 Sep 2014	30 Sep 2020	238
Mr Mark Henry Armour	Jul 1954	Director	02 Sep 2013	25 Jun 2021	1

Persons with Significant Control

Persons with significant control (0 active / 0 ceased)

Statements (0 active / 0 withdrawn)

A PSC (person with significant control) is a person or entity that holds more than 25% of shares or voting rights in a company. A PSC has the right to appoint or remove the majority of the board of directors or otherwise exercises significant influence or control.

There are no persons with significant control for this company

Active / ceased statements

Companies need to report various specified statements - these are mostly relevant while the company is identifying and obtaining details of PSCs, or where there is good reason to believe there are no PSCs.

No active/ceased statements

Mortgages

Outstanding 2
 Satisfied 5
 Partially Satisfied 0

Person(s) entitled	Charge satisfied?	Created	Registered	Description	Restricting Provision
✓ DEUTSCHE BANK AG	Satisfied 09 Oct 2009	08 Dec 2000	20 Dec 2000	PRIMARY OBLIGOR GUARANTEE UNDERTAKING AND INDEMNITY DEED	
Amount secured ALL MONIES DUE FROM THE COMPANY TO THE CHARGEES UNDER THE LOAN AGREEMENT		Property charged - short particulars ALL OF THE COMPANY'S RIGHT TITLE AND INTEREST TO THE OBLIGATION OF DBAG NZ TO PAY THE AMOUNT WHICH DBAG NZ AGREES SUBJECT TO ITS TERMS TO TRANSFER THE SPV SHARE CAPITAL TO THE COMPANY AND ANY PROCEEDS OF THE OBLIGATION			
✓ DEUTSCHE INTERNATIONAL FINANCE (IRELAND) LIMITED	Satisfied 09 Oct 2009	31 Jul 2001	16 Aug 2001	PRIMARY OBLIGOR GUARANTEE, UNDERTAKING AND INDEMNITY DEED	
Amount secured All monies due or to become due from the Company to the chargee. UNDER THE DEED AND THE PAYMENTS AND DISCHARGE OF THE GUARANTEED AMOUNTS (AS DEFINED)		Property charged - short particulars ALL TESCO UK'S RIGHT, TITLE AND INTEREST IN AND TO THE OBLIGATION OF DBAG NZ TO PAY THE AGGREGATE OF THE AMOUNTS AND THE PROCEEDS THEREOF			
✓ RBS AEROSPACE LIMITED	Satisfied 09 Oct 2009	13 May 2005	31 May 2005	A SHARE CHARGE	
Amount secured All monies due or to become due from the Company to the chargee on any account whatsoever. UNDER THE TERMS OF THE AFOREMENTIONED INSTRUMENT CREATING OR EVIDENCING THE CHARGE		Property charged - short particulars BY WAY OF FIRST FIXED CHARGE IN FAVOUR OF THE CHARGEES ALL OF THE CHARGEES RIGHT TITLE AND INTEREST IN TO AND OVER THE SHARES			
✓ TESCO TRUSTEE COMPANY OF IRELAND LIMITED AS TRUSTEE OF THE TESCO IRELAND LIMITED STAFF SCHEME (Satisfied 25 Nov 2009	27 Mar 2009	27 Mar 2009	ACCOUNT SECURITY AGREEMENT	
Amount secured ALL MONIES DUE OR TO BECOME DUE FROM THE COMPANY TO THE CHARGEES UNDER THE TERMS OF THE AFOREMENTIONED INSTRUMENT CREATING OR EVIDENCING THE CHARGE		Property charged - short particulars ALL PRESENT AND FUTURE RIGHT TITLE BENEFIT AND INTEREST IN AND TO THE ACCOUNT AND THE DEPOSIT SEE IMAGE FOR FULL DETAILS			
✓ TESCO IRELAND PENSION TRUSTEES LIMITED AS TRUSTEE OF THE TESCO IRELAND LIMITED EXECUTIVE SCHEME	Satisfied 25 Nov 2009	27 Mar 2009	27 Mar 2009	ACCOUNT SECURITY AGREEMENT	
Amount secured ALL MONIES DUE OR TO BECOME DUE FROM THE COMPANY TO THE CHARGEES UNDER THE TERMS OF THE AFOREMENTIONED INSTRUMENT CREATING OR EVIDENCING THE CHARGE		Property charged - short particulars ALL PRESENT AND FUTURE RIGHT TITLE BENEFIT AND INTEREST IN AND TO THE ACCOUNT AND THE DEPOSIT SEE IMAGE FOR FULL DETAILS			
✓ TESCO IRELAND PENSION TRUSTEES LIMITED	Outstanding	04 Nov 2009	06 Nov 2009	ACCOUNT SECURITY AGREEMENT	

Documents Filed

Filing Information

Accounts	
Overdue?	No - next filing due 26 Aug 2026
Latest at Companies House	Period ending 26 Feb 2025 Filed on 11 Jul 2025
Annual Returns	
Overdue?	No - next filing due 02 Jul 2026
Latest at Companies House	18 Jun 2025

Documents filed (25 items)

Date	Document filed
06 May 2026	Change of officers
08 Sep 2025	Change to details of officer
27 Aug 2025	Resolution dis-applying pre-emption rights
11 Jul 2025	26 Feb 2025 accounts filed at Companies House
18 Jun 2025	Latest confirmation statement filed at Companies House
29 Jun 2021	Amendment to Articles
28 Jan 2021	Any statement in capital
11 Jul 2017	Statem't Guarantee Parent Coy
29 Dec 2015	Change in registered office address
25 Nov 2009	Memorandum of Satisfaction lodged
06 Nov 2009	Charge lodged
09 Oct 2009	Memorandum of Satisfaction lodged
21 Jul 2009	Change in share capital
27 Mar 2009	Charge lodged
09 Jul 2008	Memorandum & Articles
28 Mar 2006	Memorandum of Satisfaction lodged
17 Oct 2005	Memorandum of Satisfaction lodged
31 May 2005	Charge lodged
16 Aug 2001	Charge lodged
20 Dec 2000	Charge lodged
14 Sep 2000	Memorandum of Satisfaction lodged
01 Aug 1995	Memorandum of Satisfaction lodged
29 Apr 1994	Memorandum of Satisfaction lodged
15 Apr 1994	Charge lodged
24 Dec 1991	Charge lodged

25 Results

Standard Industry Classification (SIC)

Primary

47110	RETAIL SALE IN NON-SPEC. STORES PREDOM. FOOD, BEV.,OR TOBACCO
-------	---

Notices filed in the court*

Date	Detail	Applicant Name	Applicant Legal Rep.	Company Legal Rep.	Case Status
------	--------	----------------	----------------------	--------------------	-------------

Winding up petition application

Date	Petitioner name	Petitioner representative	Company representative	Case status
------	-----------------	---------------------------	------------------------	-------------

Unadvertised petitions for winding up event*

Date	Detail
------	--------

* Note that the NOIA and UAWP data is collected by way of several manual processes and the court does not do any company number verification. Whilst we use our reasonable endeavours to ensure the completeness of these data sets, CW accepts no liability for any inaccuracies, errors or omissions in the data.

Name change history (2 items)

Date	Old name	New name
25 Aug 1983	TESCO STORES (HOLDINGS) PUBLIC LIMITED COMPANY	TESCO PLC
27 Nov 1947	TESCO PLC	TESCO STORES (HOLDINGS) PUBLIC LIMITED COMPANY

County Court Judgments

Summary

	Previous number of months						
	Total for 6 yrs	0-12	13-24	25-36	37-48	49-60	61-72
Total							
Number of CCJs for each period	11	3	3	4	1	0	0
Value in £'s for each period	77,100	52,323	10,543	9,256	4,978	0	0
Satisfied							
Number of CCJs for each period	4	0	1	2	1	0	0
Value in £'s for each period	13,299	0	3,656	4,665	4,978	0	0
Unsatisfied							
Number of CCJs for each period	7	3	2	2	0	0	0
Value in £'s for each period	63,801	52,323	6,887	4,591	0	0	0

Details (11 items)

Date registered	Amount (£'s)	Status	Court	Case number	Date paid
12/05/26	1,094	Unsatisfied	THE COUNTY COURT ONLINE	013JE720	
13/07/23	208	Satisfied	THE COUNTY COURT ONLINE	414MC906	27/08/23
30/04/24	4,457	Satisfied	THE COUNTY COURT ONLINE	511MC102	11/07/24
04/10/25	289	Unsatisfied	THE COUNTY COURT ONLINE	718MC974	
07/10/22	4,978	Satisfied	COUNTY COURT BUSINESS CENTRE	J1QZ1E5G	08/11/22
01/12/23	4,235	Unsatisfied	CIVIL NATIONAL BUSINESS CENTRE	K6QZ9W9Q	
04/04/24	356	Unsatisfied	CIVIL NATIONAL BUSINESS CENTRE	L5QZ285Q	
18/02/25	2,286	Unsatisfied	CIVIL NATIONAL BUSINESS CENTRE	L8DG3Y0Q	
11/04/25	4,601	Unsatisfied	CIVIL NATIONAL BUSINESS CENTRE	M11YX767	
09/05/25	3,656	Satisfied	CIVIL NATIONAL BUSINESS CENTRE	M3FG76M0	21/10/25
27/10/25	50,940	Unsatisfied	CIVIL NATIONAL BUSINESS CENTRE	M98YX402	

11 Results

County Court Judgment information is licensed by Registry Trust Ltd.

Distressed Debtors

Distressed Debtors - latest 50 records are displayed below. Please refer to the Company Watch system for the full list.

Distressed Debtor	Registration Number	Debtor Status (current)	Amount (GBP)	Statement Date	Debtor Status (at statement date)	Debtor Type
JUMA CONSTRUCTION GROUP LTD	11782881	Live - Financial distress	15.14	15 May 2026	Liquidation	Unsecured
Insolvency Practitioner 1 Craig Johns, Fourth Floor, Unit 5B, The Parklands, Lostock, Bolton, BL6 4SD		Insolvency Practitioner 2 Jason Mark Elliott, Fourth Floor, Unit 5B, The Parklands, Lostock, Bolton, BL6 4SD				
JEMSL LIMITED	07559715	Live - Financial distress	247.85	07 May 2026	Administration	Unsecured
Insolvency Practitioner 1 Michael Kiely, c/o Quantuma Advisory Limited, 7th Floor, 20 St Andrew Street, London, EC4A 3AG		Insolvency Practitioner 2 Terri Mulgrew, c/o Quantuma Advisory Limited, 7th Floor, 20 St Andrew Street, London, EC4A 3AG				
HANX LIMITED	09886928	Live - Financial distress	212.40	02 Apr 2026	Administration	Unsecured
Insolvency Practitioner 1 Mark Siddall, 1 Radian Court, Milton Keynes, Buckinghamshire, MK5 8PJ		Insolvency Practitioner 2 Bradley Parrott, 322 High Holborn, London, WC1V 7PB				
SPECTRA SIGNS LTD	13855476	Live - Financial distress	152.01	26 Mar 2026	Liquidation	Unsecured
Insolvency Practitioner 1 Claire Foster, Unit 7, Jetstream Drive, Auckley, Doncaster, South Yorkshire, DN9 3QS		Insolvency Practitioner 2				
WEBA ELECTRICAL CONTRACTORS LIMITED	10766415	Live - Financial distress	62.41	13 Mar 2026	Liquidation	Unsecured
Insolvency Practitioner 1 David Meany, The Old Town Hall, 71 Christchurch Road, Ringwood, BH24 1DH		Insolvency Practitioner 2 Gary Thompson, The Old Town Hall, 71 Christchurch Road, Ringwood, BH24 1DH				
STENOR LIMITED	07312069	Live - Financial distress	17.91	25 Feb 2026	Liquidation	Unsecured
Insolvency Practitioner 1 Gareth Bishop, 10 St Helens Road, Swansea, SA1 4AW		Insolvency Practitioner 2 Simon Thomas Barriball, 10 St Helens Road, Swansea, SA1 4AW				
SYMBIOCO LTD	10821096	Live - Financial distress	189.45	09 Jan 2026	Administration	Unsecured
Insolvency Practitioner 1 Guy Hollander, 30 Old Bailey, London, EC4M 7AU		Insolvency Practitioner 2 Rebecca Dacre, The Pinnacle, 160 Midsummer Boulevard, Milton Keynes, MK9 1FF				
COWANS DIRECT LIMITED	06319715	Live - Financial distress	36.29	15 Dec 2025	Liquidation	Unsecured
Insolvency Practitioner 1 Julie Humphrey, Jupiter House, Warley Hill Business Park, The Drive, Brentwood, Essex, CM13 3BE		Insolvency Practitioner 2 Glyn Mummery, Jupiter House, Warley Hill Business Park, The Drive, Brentwood, Essex, CM13 3BE				
RELIABLE FOOD SERVICE LIMITED	05394847	Live - Financial distress	12.38	11 Nov 2025	Liquidation	Unsecured
Insolvency Practitioner 1 Daniel Ormerod, Leonard Curtis House, Elms Square, Bury New Road, Whitefield, Greater Manchester, M45 7TA		Insolvency Practitioner 2 Lauren Fitton, Leonard Curtis House, Elms Square, Bury New Road, Whitefield, Greater Manchester, M45 7TA				

Trading addresses

Registered Offices

Address	Phone number
Tesco House Shire Park, Kestrel Way, Welwyn Garden City, AL7 1GA	01707918800

Head Office

Address	Phone number
---------	--------------

Trading addresses

Address	Phone number
157 Creggan Road, Londonderry, BT48 0JJ	0800505555
381-385 Hook Road, Chessington, KT9 1EL	03457223344
Progress House, Shires Park, Welwyn Garden City, AL7 1GB	0800505555
1 Savile Street, Sheffield, S4 7UD	03456719419
Canwick Road Trading Estate, Lincoln, LN5 8HS	03456779426
1 Lavender Road, Waterlooville, PO7 8NS	0800505555
Fenton Grange, Harlow, CM17 9PG	0800505555
55 Fore Street, Cullompton, EX15 1JT	0800505555
Laurel Drive, Bridge Of Don, Aberdeen, AB22 8YT	03456778993
Unit 2d, The Peel Centre, Skimped Hill Lane, Bracknell, RG12 1EN	0800505555
Unit 1b Arena Retail Park, Classic Drive, Coventry, CV6 6AS	03452666582
Manchester Road, Warrington, WA1 3NJ	03333452039
Unit 1, 9 Winchester Circle The Kingston Ce, Kingston, Milton Keynes, MK10 0AH	
Gateford Road, Worksop, S81 7AP	03456779745
Brookfield Centre Halfhide Lane, Cheshunt, Waltham Cross, EN8 0TA	03452666634
7-11 St Peters Street, Derby, DE1 2AG	0800505555
Stafford Road, Cannock, WS11 4AL	0800505555
52-58 High Street, Ventnor, PO38 1LT	0800505555
Bishop Centre, Retail Park, Bath Road, Maidenhead, SL6 0NX	03456106317
38 Holme Lacy Road, Hereford, HR2 6BY	0800505555
Tesco, 312-314 Neasden Lane, London, NW10 0AD	0800505555
83-85 Mutley Plain Mutley Plain, Plymouth, PL4 6JJ	0800505555
179 North Hyde Lane, Southall, UB2 5SE	0800505555
120 Boldmere Road, Sutton Coldfield, B73 5UB	0800505555
225 Upper Shoreham Road, Shoreham-by-sea, BN43 6BE	0800505555

Contacts

First name	Middle name	Surname	Job title	Contact type	Postal title	Address
Gerard	Martin	Murphy	CHAIRMAN	Executive	Mr G.M. Murphy	Tesco House Shire Park, Kestrel Way, Welwyn Garden City, AL7 1GA
Ken		Murphy	CHIEF EXECUTIVE	Executive	Mr K. Murphy	Tesco House Shire Park, Kestrel Way, Welwyn Garden City, AL7 1GA
Imran		Nawaz	CHIEF FINANCIAL OFFICER	Executive	Mr I. Nawaz	Tesco House Shire Park, Kestrel Way, Welwyn Garden City, AL7 1GA
Carolyn	Julie	Fairbairn	SENIOR DIRECTOR	Non-Exec	Ms C.J. Fairbairn	Tesco House Shire Park, Kestrel Way, Welwyn Garden City, AL7 1GA
Melissa		Bethell	NON EXECUTIVE DIRECTOR	Non-Exec	Ms M. Bethell	Tesco House Shire Park, Kestrel Way, Welwyn Garden City, AL7 1GA
Bertrand	Jean Francois	Bodson	NON EXECUTIVE DIRECTOR	Non-Exec	Mr B.J.F. Bodson	Tesco House Shire Park, Kestrel Way, Welwyn Garden City, AL7 1GA
Thierry	Dominique Gerard	Garnier	NON EXECUTIVE DIRECTOR	Non-Exec	Mr T.D.G. Garnier	Tesco House Shire Park, Kestrel Way, Welwyn Garden City, AL7 1GA
Stewart	Charles	Gilliland	NON EXECUTIVE DIRECTOR	Non-Exec	Mr S.C. Gilliland	Tesco House Shire Park, Kestrel Way, Welwyn Garden City, AL7 1GA
Christopher	John	Kennedy	NON EXECUTIVE DIRECTOR	Non-Exec	Mr C.J. Kennedy	Tesco House Shire Park, Kestrel Way, Welwyn Garden City, AL7 1GA
Elizabeth	Alison	Platt	NON EXECUTIVE DIRECTOR	Non-Exec	Ms E.A. Platt	Tesco House Shire Park, Kestrel Way, Welwyn Garden City, AL7 1GA
Caroline	Louise	Silver	NON EXECUTIVE DIRECTOR	Non-Exec	Mrs C.L. Silver	Tesco House Shire Park, Kestrel Way, Welwyn Garden City, AL7 1GA
Karen	Tracy	Whitworth	NON EXECUTIVE DIRECTOR	Non-Exec	Ms K.T. Whitworth	Tesco House Shire Park, Kestrel Way, Welwyn Garden City, AL7 1GA

12 Results

Please be aware that business research data (i.e. trading addresses, and key employee contacts) are subject to inherent inconsistencies since no single central repository exists for this type of data, and there is no requirement for companies to disclose changes to this information. While Company Watch and their data providers endeavour to make business research data as rich and accurate as possible, they are not always able to ensure that this data is of the same high standard as data sourced from Companies House and other central registers. Company Watch and their partners continue to work hard to improve the standard of the business research data.

Company Advisors

Auditor / Presenter History

Date	Auditor / Presenter	Primary firm	Secondary firm
28 Feb 2026	Auditor	DELOITTE LLP	
22 Feb 2025	Auditor	DELOITTE LLP	
24 Feb 2024	Auditor	DELOITTE LLP	
25 Feb 2023	Auditor	DELOITTE LLP	
26 Feb 2022	Auditor	DELOITTE LLP	
27 Feb 2021	Auditor	DELOITTE LLP	

Coronavirus Job Retention Scheme (Furlough)

Group companies that have claimed 1

Group companies that may have claimed 0

Company Name	Registration Number	Active/Dormant Status	Exact Match
We have not matched the current company to the source data, but we have matched the following companies in the group:			
VENUS WINE & SPIRIT MERCHANTS LIMITED	05689256	Active	Exact

Claim Month	Claim Band (GBP)
Apr 2021	50,001 to 100,000
Mar 2021	100,001 to 250,000
Feb 2021	100,001 to 250,000
Jan 2021	100,001 to 250,000
Dec 2020	50,001 to 100,000

"Exact" indicates that the Company Registration Number has been provided by HMRC. "Possible" means that the Company Registration Number has been determined via the Company Watch matching process.

Contains public sector information licensed under the [Open Government Licence v3.0](#).

State Aid

Group companies that have received state aid 1

Group companies that may have received state aid 0

Company Name	Registration Number	Active/Dormant Status			
Based on our data sources, we have not identified the current company as having received state aid, but we have identified the group companies listed below:					
∨ VENUS WINE & SPIRIT MERCHANTS LIMITED	05689256	Active			
Award Date	Instrument	Granting Authority	Nominal Amount	Aid Element	Exact Match
∨ 17 Jul 2020	Guarantee	Department for Business, Energy & Industrial Strategy	5,000,000 GBP	400,000 GBP	Exact
Scheme Name: Coronavirus Large Business Interruption Loan Scheme (CLBILS) Guarantee Data Source: European Commission Reference Number: TM-10676801 Company Name (at source): VENUS WINE & SPIRIT MERCHANTS PLC					

All amounts have been rounded to the nearest pound.

For data sourced from the European Commission (EC), in the case of loan guarantees (according to the Department for Business, Energy & Industrial Strategy):

- the nominal amount represents the full value of the underlying loan
- the aid element reflects adjustments made for:
 - i. the proportion of the loan guaranteed by government (80% for CBILS/CLBILS)
 - ii. the 'discount' provided to a business benefiting from the guarantee compared to a loan on commercial terms without the government guarantee (i.e. difference in interest rate).

Although the terms will vary from loan to loan, the department do not seek to make an individual calculation of the aid element for each loan, instead applying the same methodology across the schemes.

Data sourced from the GOV.UK website only provides a single amount in a field entitled 'Subsidy Element Full Amount'. We have included this in the 'Aid Element' column here, but we cannot guarantee that this is equivalent in meaning to the value provided in the EC data, and recommend that users make further enquiries to determine the specific loan amounts and conditions.

"Exact" indicates that the Company Registration Number (CRN) has been provided by the European Commission. (For data sourced from GOV.UK, no CRNs have been provided). "Possible" means that the CRN has been determined via the Company Watch matching process.

Disclosure requirements can vary significantly and this data may be incomplete. See the Key Terms at the end of this report for more details on our data sources and how we use them.

The information and data in the State Aid section is sourced from the [European Commission](#) and the [Department for Business, Energy & Industrial Strategy \(GOV.UK\)](#), under the following licenses, respectively:

- © European Union and published under the [Creative Commons Attribution 4.0 International \(CC BY 4.0\) licence](#). If errors are brought to our attention, we will try to correct them. However, neither Company Watch nor the European Commission accept any responsibility or liability whatsoever with regard to the information displayed.
- Contains public sector information licensed under the [Open Government Licence v3.0](#).

LEGAL NOTICE

Note that the information in this report contains information sourced from a variety of sources including Companies House, Registry Trust, The Stationery Office and GOV.UK. You may wish to head over to the [CICM website](#) for general information and tips on assessing credit risk.

THIS DOCUMENT HAS BEEN GENERATED BY AN AUTHORISED CUSTOMER OF COMPANY WATCH LIMITED ("Customer") AND IS PROVIDED SOLELY FOR THE PURPOSE OF INTERNAL BUSINESS EVALUATIONS BY THAT CUSTOMER. THIS DOCUMENT MAY NOT BE USED OR RELIED UPON IN ANY WAY BY ANY THIRD PARTY. By using this document, you agree to the following terms:

This document contains the confidential information of Company Watch Limited ("us" or "we"). You must not disclose it (or any part of it) to any person or entity other than employees or self-employed contractors of the Customer. IF YOU ARE NOT AN EMPLOYEE OR SELF-EMPLOYED CONTRACTOR OF THE CUSTOMER, YOU MUST NOT USE THIS DOCUMENT AND YOU MUST IMMEDIATELY DESTROY IT, AND ANY COPIES OF IT YOU HAVE MADE.

THIS DOCUMENT IS PROVIDED FOR INFORMATION ONLY and does not constitute any recommendation, any offer to sell or buy any security, or any solicitation to action. Before acting on any information in this document, you should consider whether it is suitable for your particular circumstances and, if necessary, seek professional advice. The evaluation of Financial Fundamentals is based on current statistical results of our mathematical model as at the date appearing on this document only. Whilst we endeavour to update our materials on a reasonable basis, there may be regulatory, compliance, or other reasons that prevent this document from being current, and you should not rely on it as such.

ANY AND ALL LIABILITY WHATSOEVER THAT WE MAY HAVE TO YOU FOR ANY ERRORS OR OMISSIONS CONTAINED IN, OR FOR ACTIONS TAKEN IN RELIANCE UPON, OR OTHERWISE IN CONNECTION WITH, THIS DOCUMENT (HOWEVER ARISING) IS HEREBY EXCLUDED TO THE FULLEST EXTENT ALLOWED BY APPLICABLE LAW.

IF YOU BECOME AWARE OF ERRORS OR OMISSIONS IN THIS DOCUMENT, PLEASE CONTACT US AS SOON AS POSSIBLE, AND SUBJECT TO VERIFICATION OF THE SAME, WE WILL ATTEMPT TO RECTIFY SUCH ERRORS OR OMISSIONS AS SOON AS IS REASONABLY POSSIBLE.

© Company Watch Limited. All rights reserved. No part of this document may be sold or distributed, reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopying, recording, or any information or retrieval systems, without the express written permission of Company Watch Limited.

Information on Key Terms can be found [here](#)