ZORBLE £100 REPORT

EXAMPLE AERO MRO LIMITED

Enhanced company intelligence

FICTIONAL SAMPLE	This company, its registration details, people, contracts, events, peers and all financial figures are invented solely to demonstrate the Zorble report format.

PRELIMINARY VIEW	AMBER
Purpose	Why is this company attractive or risky?
Illustrative entity	Fictional company reference: EXAMPLE-000001
Accounts period	Five years ended 31 December 2025
Evidence cut-off	25 August 2026 (demonstration only)

14.0%	7.7%	£4.6m	£12.4m
Revenue CAGR	Operating margin	Cash	Net debt

General information only. This fictional demonstration is not legal, financial, investment, tax, accounting or procurement advice and is not a recommendation.

COMPANY AND OPERATING MODEL

Company snapshot

Example Aero MRO Limited is a deliberately invented UK aviation maintenance group. It illustrates how Zorble separates legal identity, operating capability and financial evidence before reaching a decision.

FIELD	ILLUSTRATIVE POSITION
Legal status	Fictional active private company
Activity	Commercial aircraft base maintenance, line maintenance, components and AOG response
Illustrative locations	Midlands hangar; South East line station; Manchester components workshop
Employees	286 average in FY2025 (simulated)
Customers	Airlines, lessors, charter operators and government-support contractors
Approvals	Illustrative UK CAA Part-145 and EASA third-country approvals
Ownership	Founder-led, private-equity minority investment (fictional)

BUSINESS MODEL

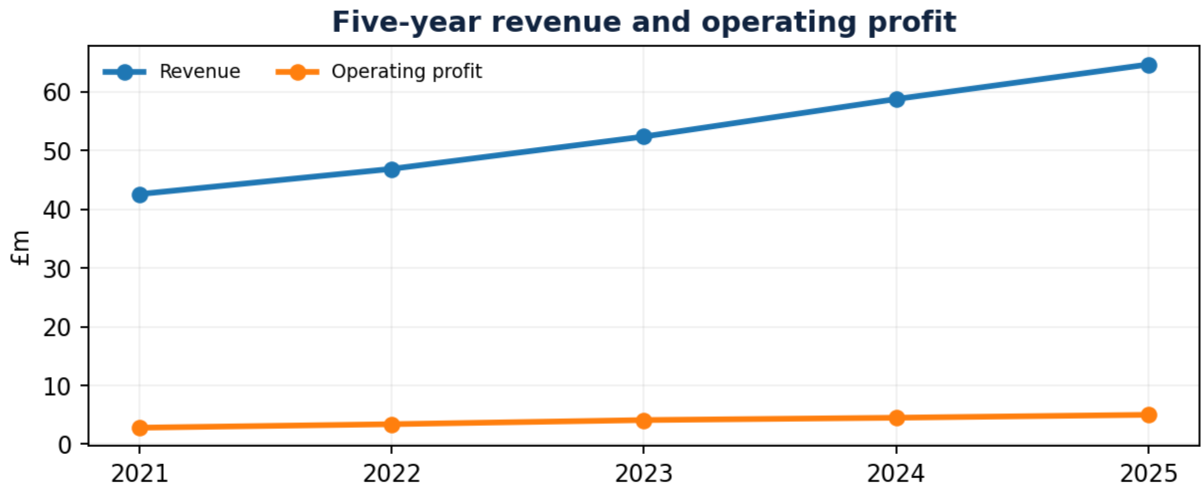
Recurring line-maintenance and contracted base checks support utilisation; component repair and AOG work add margin but create inventory, skills and turnaround exposure.

FINANCIAL SCREEN

Five-year financial record

The series below is entirely simulated but internally consistent. It demonstrates the minimum five-year trend expected in a customer report.

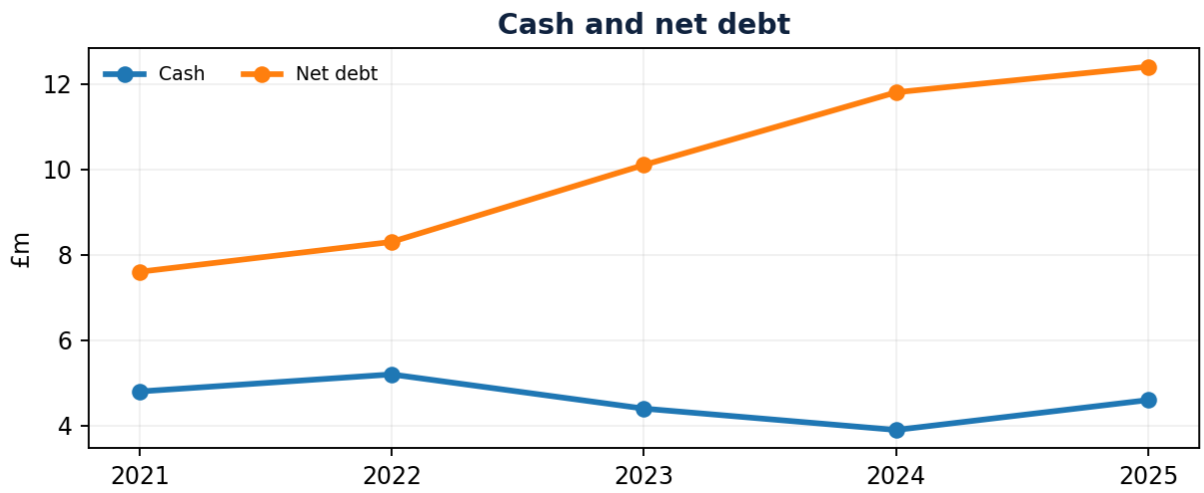
£m	2021	2022	2023	2024	2025
Revenue	42.6	46.9	52.4	58.8	64.7
Operating profit	2.8	3.4	4.1	4.5	5.0
Net profit	1.5	1.9	2.3	2.4	2.7
Cash	4.8	5.2	4.4	3.9	4.6
Net debt	7.6	8.3	10.1	11.8	12.4
Net assets	15.1	16.8	18.6	20.1	22.0
Operating cash flow	3.1	3.7	2.9	3.3	4.1
Inventory	8.4	9.2	10.8	12.6	13.8



Interpretation: revenue grew every year, while operating margin remained within a relatively narrow 6.6%-7.8% range. Growth is credible, but net debt rose faster than profit.

FINANCIAL SCREEN

Cash, debt and working capital



METRIC	FY2025	READ-THROUGH
Current ratio	1.42x	Current assets cover current liabilities.
Quick ratio	0.78x	Liquidity depends partly on inventory.
Interest cover	4.5x	Positive, but lower under a downturn.
Cash conversion	82%	Operating cash flow / operating profit.
Net debt / EBITDA	2.0x	Requires monitoring as investment continues.

BASIC FLAG Debt and inventory increased alongside growth. The report would proceed only after confirming facility headroom and inventory quality.

DECISION LENS

Ten-question investor screen

This screening framework tests growth, costs, profit, cash, assets, debt, accounting risks, management, income and threats.

QUESTION	VIEW	BASIC ASSESSMENT
1 Growth	GREEN	Revenue CAGR 14.0%; contracted activity expanded.
2 Cost control	AMBER	Margin held, but labour and subcontract costs rose.
3 Profit	GREEN	Profitable in each illustrated year.
4 Cash	AMBER	£4.6m cash against £17.0m gross debt.
5 Asset backing	UNPRICED	Private value and asset quality require verification.
6 Debt use	AMBER	Net debt/EBITDA is manageable but rising.
7 Hidden risks	AMBER	Lease, warranty and inventory provisions need testing.
8 Management	AMBER	Growth delivered; succession and incentives untested.
9 Income	RED	No dependable dividend record.
10 Threats	AMBER	Skills, customers, regulation and aircraft-cycle risk.

ILLUSTRATIVE SIGNALS

Current intelligence and SWOT

All events below are fictional demonstrations.

DATE	SIMULATED EVENT	WHY IT MATTERS
Jul 2026	Won a five-year regional airline base-maintenance contract	Improves visibility but increases mobilisation and labour demand.
Mar 2026	Opened a component-repair cell	Potential margin uplift; utilisation and approval scope must be proven.
Nov 2025	Extended £20m revolving credit facility	Supports growth; pricing, covenants and security remain material.

STRENGTHS	WEAKNESSES
Recurring maintenance revenue; approvals; growing order book; profitable record.	Rising net debt; technician scarcity; customer concentration; working-capital intensity.
OPPORTUNITIES	THREATS
Fleet ageing; outsourced maintenance; component capability; lessor transitions.	Downturn; safety event; wage inflation; parts delays; contract underpricing.

WHAT CHANGES THE CONCLUSION

Decision page

AMBER - INVESTIGATE

The simulated company shows sustained growth and profit, but rising leverage, inventory dependence and customer concentration prevent a clean green view.

ISSUE	WHY IT MATTERS	EVIDENCE REQUIRED
Debt	Limits resilience during volume or collection shocks.	Facility, covenants, maturity and security.
Inventory	May be slow-moving, customer-owned or approval-specific.	Ageing, ownership, provisions and usage.
Customers	Loss of a major airline could disrupt utilisation.	Top-ten revenue and contract expiry profile.
People	Licensed engineer scarcity constrains delivery.	Vacancies, attrition, overtime and training pipeline.

Five priority questions

- What is current liquidity and committed undrawn facility headroom?
- How much inventory is slow-moving, customer-owned or subject to obsolescence?
- What percentage of revenue and margin comes from the five largest customers?
- What mobilisation cost and working capital are required for the new contract?
- How sensitive are profit and cash to a 10% fall in base-maintenance volume?

ENHANCED COMPANY REVIEW

Group, ownership and security

The fictional structure separates the trading company, a property subsidiary and a component-repair subsidiary. This matters because cash, assets and lender security may not sit in the same entity.

ENTITY	ROLE	KEY ISSUE
Example Aero MRO Limited	Trading parent	Customer contracts and employees.
Example Aero Property Limited	Hangar freehold	Charged to the senior lender.
Example Component Services Limited	Repair workshop	Recently established; utilisation unproven.

COMMERCIAL ANALYSIS

Business model and revenue quality

Contracted work creates visibility, but minimum volumes, pass-through clauses and turnaround penalties determine whether the order book converts into cash.

FY2025 REVENUE MIX	SHARE	QUALITY
Base maintenance	38%	Planned but seasonal; input risk.
Line maintenance	27%	Recurring station contracts.
Components	18%	Higher margin; approval dependent.
AOG and ad hoc	10%	Volatile, premium priced.
Other	7%	Training and technical services.

ENHANCED FINANCIAL ANALYSIS

Cash-flow bridge

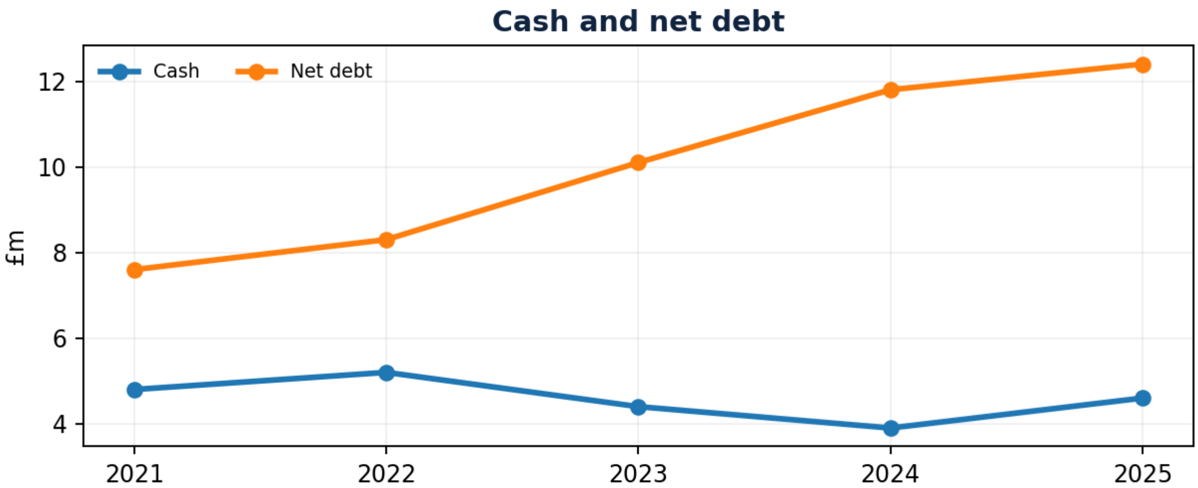
FY2025 operating profit of £5.0m converted to £4.1m operating cash flow. Working-capital absorption and investment explain why borrowings still increased.

BRIDGE £m	FY2025
Operating profit	5.0
Depreciation and non-cash items	2.1
Working-capital movement	(1.8)
Tax and interest cash paid	(1.2)
Operating cash flow	4.1
Capital expenditure	(5.2)
Financing and other	1.8
Net cash movement	0.7

ENHANCED FINANCIAL ANALYSIS

Debt, facilities and security

The fictional £20m revolving facility has £3m undrawn at year end, expires in 2029 and is secured over group assets. This adds resilience, but a 25% EBITDA fall would reduce covenant headroom materially.



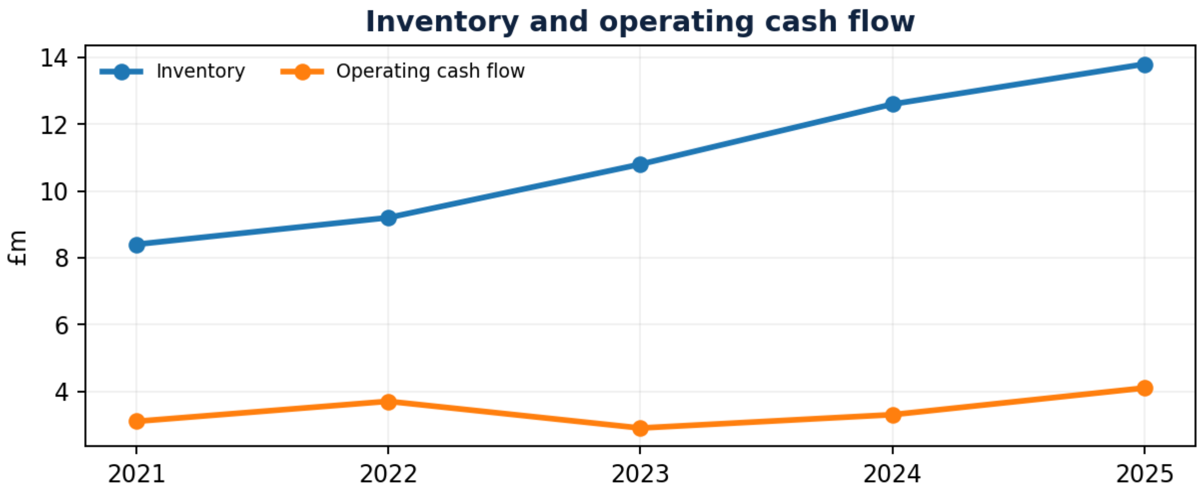
BURNS SCREEN

Illustrative net debt of £12.4m divided by pre-tax profit of £3.7m equals 3.35x: above the 3x screening flag and therefore a diligence trigger, not an automatic rejection.

ENHANCED FINANCIAL ANALYSIS

Working capital and accounting quality

Inventory days increased from 74 to 82 while debtor days remained near 61. No fictional audit qualification is assumed, but estimates around stock, contract assets and warranty provisions are material.



MARKET CONTEXT

Industry structure and forces

Demand is supported by fleet utilisation, ageing aircraft and outsourcing. Supply is constrained by licensed labour, hangar capacity and component availability. Bargaining power remains concentrated among airlines, OEMs and large parts distributors.

FORCE	ILLUSTRATIVE EFFECT
Demand	Positive medium-term maintenance requirement.
Labour	Engineer scarcity raises cost and limits capacity.
Parts	Lead times can delay completion and cash collection.
Customers	Large airlines retain price and penalty leverage.
Regulation	Approval scope is both barrier and operational obligation.

3-5 COMPANY BENCHMARK

Peer comparison

Four fictional peers show that Example Aero grows faster than the median but carries more leverage.

FICTIONAL PEER	REV £m	OP MARGIN	NET DEBT/EBITDA
Example Aero MRO	64.7	7.7%	2.0x
Northstar Aviation Services	91.2	9.4%	1.3x
Meridian Air Engineering	55.0	6.8%	0.8x
Crownline Technical	72.5	5.9%	2.5x
AeroVale Components	48.7	10.1%	1.7x

CURRENT INTELLIGENCE

24-month intelligence timeline

The timeline links fictional events to financial and procurement implications.

DATE	EVENT	IMPLICATION
Jul 2026	Five-year airline award	Visibility plus mobilisation exposure.
Mar 2026	Component cell opened	Margin opportunity; utilisation risk.
Jan 2026	Operations director appointed	Execution capacity strengthened.
Nov 2025	RCF extended	Liquidity improved; secured lender priority.
May 2025	Quality finding closed	Control improvement; recurrence must be monitored.
Oct 2024	Second line station opened	Scale gain and fixed-cost exposure.

CONTROLLED PATH TO AWARD

Procurement lens

Illustrative cash and facility evidence support a controlled award, but not unlimited exposure. Cap mobilisation payments, obtain monthly liquidity reporting and preserve contingency capacity.

TEST	VIEW	CONTROL
Capability	GREEN	Verify approval scope and named facilities.
90-day resilience	AMBER	Monthly cash and covenant certificate.
Mobilisation	AMBER	Milestones and capped advance payment.
Continuity	AMBER	Step-in, data access and contingency supplier.
Commercial	AMBER	Indexation and turnaround definitions.

INDICATIVE MARKERS

Investor lens

The investor case is growth with execution risk. The peer set supports interest, but the debt screen and lack of transaction valuation prevent a positive recommendation.

MARKER	RESULT	INTERPRETATION
Net debt / PBT	3.35x	Above screening tolerance.
Tangible NAV	£19.2m	Before independent asset valuation.
ROCE	12.8%	Positive but sensitive to lease treatment.
Dividend cover	Not meaningful	No stable distribution record.
Valuation	UNPRICED	Requires transaction assumptions.

ENHANCED DECISION ANALYSIS

Risk matrix

The enhanced tier converts issues into prioritised verification.

RISK	IMPACT	PROB.	RESPONSE
Customer loss	High	Medium	Concentration and expiry analysis.
Engineer shortage	High	High	Workforce and agency plan.
Covenant pressure	High	Medium	Downside model and waiver headroom.
Inventory impairment	Medium	Medium	Ageing and usage testing.
Quality event	High	Low	Audit trend and corrective actions.

ENHANCED DECISION ANALYSIS

Scenario screen

A directional downside shows why liquidity controls matter. This is not a full £1,000 stress test.

SCENARIO	REVENUE	OP PROFIT	CASH CONSEQUENCE
Base	£64.7m	£5.0m	Positive operating cash flow.
Volume -10%	£58.2m	£3.1m	Headroom narrows.
Labour +8%	£64.7m	£3.7m	Margin falls to 5.7%.
Combined downside	£58.2m	£1.9m	Covenant discussion likely.

ACTION PLAN

Due-diligence plan and gates

Proceed through evidence gates rather than a binary yes/no decision.

GATE	REQUIRED EVIDENCE	DECISION
1 Identity	Entity, approvals, ownership and group perimeter.	Confirm target.
2 Liquidity	Facilities, covenants, 13-week cash flow.	Set exposure.
3 Earnings	Contracts, concentration, margin bridge.	Validate quality.
4 Assets	Inventory, property, leases and charges.	Test backing.
5 Execution	People, capacity, mobilisation and quality.	Approve with controls.

DECISION

Enhanced conclusion

The fictional company merits a controlled procurement shortlist and continued investor diligence. It is not yet decision-ready because debt, customer concentration and inventory quality could materially change the outcome.

NEXT GATE	Obtain the facility agreement, 13-week cash forecast, customer concentration schedule, inventory ageing and contract profitability before committing capital or material award exposure.

DEMONSTRATION CONTROLS

Enhanced sources and limitations

All records and evidence in this sample are fictional. A live report would cite statutory accounts, official registers, company disclosures and independent sources, with calculations and evidence dates reproduced.

CONTROL	DEMONSTRATION STATUS
Five-year accounts	Simulated and internally cross-checked.
Identity and charges	Invented.
Peer definitions	Invented on a consistent basis.
News timeline	Invented.
Advice status	General information only; no recommendation.