

The ELECO logo is displayed in white, bold, uppercase letters within a dark blue rounded square. The background of the entire page features a large, abstract, blue-toned graphic of a circular structure with a grid-like pattern, resembling a modern architectural element or a large-scale ventilation system, set against a light blue gradient.

ELECO[®]

Eleco plc Annual Report and Accounts 2025

**Creating certainty for
the built environment**



World-class technology for the built environment

What we do

Eleco plc is a well-established and leading international software and services provider for the built environment, encompassing the building lifecycle from early planning and scheduling stages through to design and construction of all types, and to facilities management, operations and maintenance.

The Group's range of best-of-breed software capabilities covers both Contech (Construction Technology) for the building sector and PropTech (Property Technology) for the real estate sector.

» Read more on page 2

How we operate

Headquartered and listed in London, the Group has international operations in the UK, Ireland, Germany, Sweden, the Netherlands, Romania, the USA and Australia. Other markets are also serviced through a network of channel partners.

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Financial and Operational Highlights

Financial Highlights

Total Revenue

£38.8m +20%

2025	£38.8m
2024	£32.4m

Total Revenue

£38.8m +26%

2025	£31.3m
2024	£24.9m

Gross Margin

89.6% +30 basis points

2025	89.6%
2024	89.3%

Adjusted EBITDA*

£10.2m +32%

2025	£10.2m
2024	£7.7m

Adjusted Profit Before Tax*

£7.3m +35%

2025	£7.3m
2024	£5.4m

Cash

£16.3m +16%

2025	£16.3m
2024	£14.0m

* For definitions please see note 26.

Operational Highlights

M&A Strategy

- Acquisition in January 2025 of Pemac, based in Ireland, a recognised leader in providing SaaS Computerised Maintenance and Management Software (CMMS), complementing the Group's existing ShireSystem CMMS software.
- Acquisition post year end of Kivue Ltd, a leading UK-based provider of Project Portfolio Management (PPM) SaaS software and associated services, complementing the Group's PM3 PPM software.
- Post year end, disposal of Veeuze GmbH, a non-core, wholly owned German-based Visualisation business to a management buy-out; reinforcing the Group's strategic focus on its higher growth Building Lifecycle businesses and continued emphasis on shareholder value.
- Post year end release of Asta Estimate™ in the UK, a software solution for construction and carbon estimating used for tenders, improving productivity and to reduce project risk. Asta Estimate is the only solution in the UK market that seamlessly integrates cost, carbon, and schedule data into a single workflow via direct links to Asta Powerproject. This unique integration enables users to manage estimates alongside project schedules and sustainability metrics from the outset.
- Advances in AI have enabled the Group to enhance its products, protect its installed customer base and reinforce its position in complex, highly regulated, human-led industries, while also accelerating rapid prototyping and innovation.

Technology

- Asta Powerproject awarded 'Project Management Software of the Year' at the UK Construction Computing Awards for the twelfth consecutive year, together with the prestigious 'Company of the Year' award, recognising Eleco's commitment to innovation and excellence in the construction industry.
- Release of Asta Vision Plus™, a new extension to the Asta Vision™ platform, introducing API-led capabilities that prepare customers for predictive, AI-driven planning. Asta Vision Plus provides customers with structured access to project data, deep integration capability with third-party systems, including specialist construction content platforms as well as large language model-based AI systems.

Growth

- Record recurring revenue growth and record year-on-year software revenue growth.
- Onboarded high-profile retail property customers comprising one of the top ten UK supermarket retailers and two leading international fashion brands, marking continued momentum in expanding the Group's global and domestic market presence.
- Recertifications under the revised ISO 27001:2022 accreditations for Elecosoft UK Limited, BestOutcome Limited, and Pemac.
- Improved operational gearing and enhanced adjusted profitability, together with further increased interim and final dividends.

At a Glance

Eleco offers a leading and comprehensive range of innovative and award-winning digital construction software solutions for the built environment

Our product suite

Eleco's software solutions are trusted by international customers and used throughout the building lifecycle from early planning and design stages through to construction, interior fit out, asset management and facilities management to support project delivery, estimation, visualisation, Building Information Modelling (BIM) and property management.

Our products and services

Our products and services are designed to drive forward our purpose: solving the challenges of the built environment through digital transformation.

[Read more on page 15](#)

Locations

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Serving Eleco's core regions: UK, Ireland, Germany, Sweden, Romania, the Netherlands, the USA and Australia.

Employees at year end

316

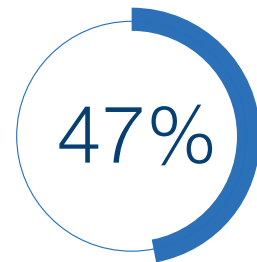
Eleco is an expanding people business and the diversity, calibre of talent, alignment with management vision and cultural values remain hugely important to delivering the Group's strategic ambitions.

Direct sales

97%

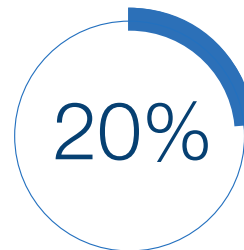
Eleco's direct sales model accounts for more than 97 per cent of its total revenues, supplemented by established value-added resellers in territories that extend its reach further.

Revenues by Region (excluding Rest of World)



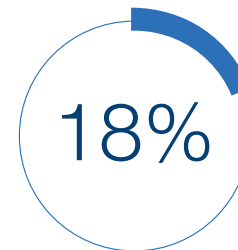
UK

Eleco's biggest market, this has a wide portfolio of solution offerings



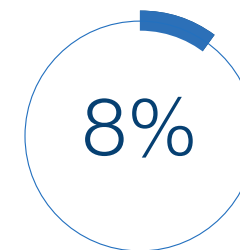
Rest of Europe (excluding Scandinavia and Germany)

We continue to expand our business operations across continental Europe including the Republic of Ireland



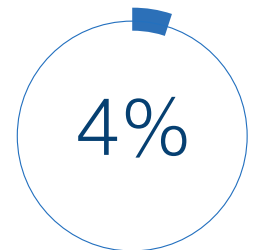
Scandinavia

Scandinavia has a proud heritage with established solutions like Bidcon, Staircon and Asta Powerproject



Germany

Eleco operates in Europe's biggest single economy



USA

The USA represents a large potential market

Chairman's Statement

Strong growth with record recurring revenues



Mark Castle
Chairman

I am pleased to report another year of strong growth for Eleco. In 2025 we delivered growth ahead of market expectations while achieving record levels of recurring revenue.

The pace of change within the industries and markets we serve continues to accelerate, with our customers embracing greater use of technology. Within that they are adopting digital workflow solutions, while seeking meaningful efficiencies through the harnessing and joining up of data, and effective use of artificial intelligence. Eleco, with its proven, world-class and comprehensive portfolio of software solutions across the product lifecycle, is extremely well positioned to capitalise on these growth drivers. Whether it be cost management, scheduling, project delivery or asset management and facilities, we have a solution and the industry-trusted experience to cater for our customers' needs.

Strategic Progress

Organically, we continue to make key senior strategic hires as Eleco scales. Structurally, we are moving to a business model that focuses the Group on verticals and sector knowledge. Internal resources, systems and reporting all align to this objective.

Alongside this organic growth we remain active in the M&A space. In January 2025, we acquired and successfully integrated the Pemac business in Ireland. With this broader Group geographic footprint, Pemac, alongside ShireSystem, creates a strengthened, market-leading offering to the Computerised Maintenance Management System ('CMMS') market globally.

Post year end, in February 2026, Eleco complemented its Project Portfolio Management ('PPM') software offering with the acquisition of Kivue Ltd, with its focus on larger enterprise projects and a senior management and C-Suite audience. Integration of our two PPM businesses, Kivue and BestOutcome, into one is already underway. Following a comprehensive review, evaluation of strategic alternatives, and performance challenges, the Board has decided to strategically exit our Visualisation business, Veeuze, selling it to the current management team. This decision results in an impairment to the carrying value of this subsidiary, resulting in a non-cash charge to the income statement.

More generally, we continue to execute on our longer term strategy and identify and target potential M&A opportunities that meet our strategic objectives and deliver enhanced shareholder value.

Performance

The world is presently challenged with macroeconomic uncertainties and geopolitical headwinds. Despite this backdrop, the operational performance of the business continues to impress. Revenues, recurring revenues and operating profitability were all ahead of market forecasts.

Total revenue improved by 20 per cent to £38.8m (2024: £32.4m) (or 19 per cent on a constant currency basis to £38.4m). Following on from similar levels at the half year, yet with increased contribution from service revenues, total recurring revenues represented 81 per cent of total revenues (2024: 77 per cent). ARR (Annualised Recurring Revenue) was up 29 per cent to £34.3m (2024: £26.6m). TRR (Total Recurring Revenue) increased by 26 per cent to £31.3m (2024: £24.9m). Details on these recurring revenue definitions are provided in note 26.

The 2025 results demonstrate improved returns to our shareholders through improved profitability from our increasing scale. Adjusted EBITDA was higher by 32 per cent to £10.2m (2024: £7.7m), Adjusted profit before taxation was up 35 per cent to £7.3m (2024: £5.4m), Adjusted profit after taxation increased by 24 per cent to £5.2m (2024: £4.2m) and Adjusted EPS rose by 24 per cent to 6.3 pence per share (2024: 5.1 pence per share). Statutory measures are impacted by the impairment discussed earlier and in the CEO Report.

In uncertain macroeconomic and geopolitical times, Eleco's robust balance sheet derived from its cash and absence of gearing, provides resilience. The Group also continues to enjoy a strong operating cash generation, notwithstanding the net cash requirements and related costs of the Pemac acquisition, totalling £4.6m, and an increased interim and final dividend payment to our shareholders. At 31 December 2025, cash was £16.3m (at 31 December 2024: £14.0m). After year end, the Kivue purchase led to a consideration outflow in cash terms of £1.8m. The Group remains free of debt.

Chairman's Statement

Continued



In 2025 Eleco delivered growth across all metrics, exceeding consensus market expectations for revenues, recurring revenues and operating profitability. We continue to deliver on our strategic objectives to further scale and enhance the Group both organically and inorganically, and look forward to that fulfilment.

Governance and Employees

We remain on the concerted journey of investing in people, systems and governance for the Group. The quality of our teams and of their teamwork are fundamental to the future success and growth of our business. On behalf of the whole Board, I provide my sincere thanks for their continued efforts, dedication and success.

Dividends

Eleco advocates a progressive and sustainable dividend policy. Continuing with returns commensurate with the ongoing improvement in underlying performance of the Group, the Board is proposing a final dividend of 0.85 pence per share (2024: 0.70 pence per share), which, with the interim dividend of 0.35 pence per share (2024: 0.30 pence per share), gives a combined total for the year of 1.20 pence per share, (2024: total of 1.00 pence per share), up 20 per cent.

The final dividend is payable on 3 July 2026 to shareholders on the Register on 19 June 2026. The ex-dividend date will be 18 June 2026.

Current Trading and Outlook

In 2025 Eleco delivered growth across all metrics, exceeding consensus market expectations for revenues, recurring revenues and operating profitability. We continue to deliver on our strategic objectives to further scale and enhance the Group both organically and inorganically, and look forward to that fulfilment.

Eleco has a diversified product solution portfolio which, despite some ongoing challenging market conditions in some verticals and sectors, remains well positioned in its innovation, resilient high recurring revenue business model and customer centricity and domain experience. With this foundation and positive market drivers, the Board is confident of the financial outlook in 2026.

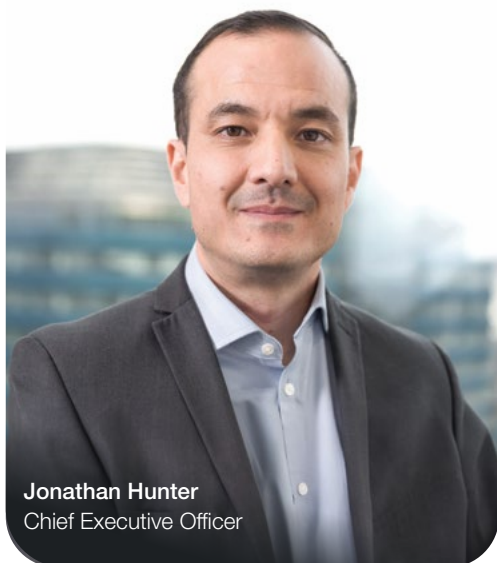
Mark Castle

Chairman

27 April 2026

CEO Report

Ahead of market expectations for revenue, operating profitability and cash



Jonathan Hunter
Chief Executive Officer

I am pleased to report that annual results for the full year ended 31 December 2025 are ahead of market expectations for revenue, operating profitability and cash generation. Recurring revenues exceeded previous record levels and now account for 81 per cent of total revenues (2024: 77 per cent), further strengthening the quality and resilience of the Group's earnings.

This improved performance reflects the successful execution of our strategy, driven by our go-to-market initiatives (ARE: Attain new customers, Retain existing customers and Expand customer relationships); continued investment in technology and innovation, and a focused approach to M&A.

We are pleased with the acquisition and successful integration of PMI Software Limited, Ireland (trading as "Pemac") in January 2025; a recognised leader alongside ShireSystem, in the SaaS Computerised Maintenance and Management Software (CMMS) market. More recently, in February 2026, we acquired Kivue Ltd, a UK-based project portfolio management (PPM) software business. Also in 2026, we have taken the difficult but necessary strategic decision to exit and impair our Visualisation business, allowing us to focus our capital and management attention on our higher-growth Building Lifecycle businesses going forward.

Trading

Group revenues increased by 20 per cent to £38.8m (2024: £32.4m), and by 19 per cent in constant currency terms to £38.4m. Organic growth was 11 per cent, excluding the impact of acquisitions.

Total Recurring Revenue ("TRR"), representing recurring revenues recognised across the year, increased by 26 per cent to £31.3m (2024: £24.9m), representing 81 per cent of total Group revenues (2024: 77 per cent). Annualised Recurring Revenue ("ARR"), calculated as normalised recurring revenue for December 2025 multiplied by twelve, increased by 29 per cent, reaching a new record of £34.3m (2024: £26.6m).

Within total revenues, UK customer-generated revenue increased by 16 per cent to £18.4m (2024: £15.9m), representing 47 per cent of total Group revenues (2024: 49 per cent). Overseas revenues grew by 24 per cent to £20.4m (2024: £16.5m), accounting for the remaining 53 per cent of total revenues (2024: 51 per cent). Despite ongoing macroeconomic challenges in the visualisation services sector in Germany, the overseas contribution was supported by improved trading in Sweden and the Rest of World, together with the contribution from the Pemac acquisition in Ireland.

Revenue growth, together with improved gross margins and control of overheads, including the absorption of additional acquisition cost bases, resulted in higher operating profitability. Adjusted Operating Profit (adjusted for non-recurring M&A costs, amortisation of acquired intangibles, share-based payments and before impairment) increased by 40 per cent to £7.3m (2024: £5.2m).

Adjusted EBITDA increased by 32 per cent to £10.2m (2024: £7.7m). Adjusted profit before taxation rose by 35 per cent to £7.3m (2024: £5.4m) while Adjusted profit after taxation increased by 24 per cent to £5.2m (2024: £4.2m). Adjusted basic earnings per share increased to 6.3 pence per share, a 24 per cent increase over the prior year (2024: 5.1 pence per share). Definitions of Adjusted performance measures are set out in note 26.

Statutory profitability measures include the impact of one-off items, most notably the impairment of the carrying value of assets relating to the Group's former Visualisation business, Veeuze GmbH of £2.3m (2024: £nil). As a result, statutory operating profit decreased by 32 per cent to £2.8m (2024: £4.1m) and profit before taxation was 35 per cent lower at £2.8m (2024: £4.3m). Profit after taxation decreased to £1.3m (2024: £3.3m). EBITDA, before impairment however, increased by 28 per cent to £9.2m (2024: £7.2m). Statutory basic earnings per share decreased to 1.6 pence per share (2024: 4.0 pence per share).

The Group remains debt free and strongly cash generative. Cash at 31 December 2025 was £16.3m (at 31 December 2024: £14.0m). The strong position was achieved despite £4.6m of consideration and associated costs, less cash acquired, relating to the Pemac acquisition, together with increased interim and final dividend payments totals in year £0.9m (2024: £0.7m). Subsequent to the year end, cash reduced by £1.8m following the settlement of the cash consideration element of the Kivue acquisition, prior to acquisition-related expenses.

CEO Report

Continued

Total Revenue

£38.8m



Total Recurring Revenue (TRR)*

£31.3m



Gross Margin

89.6%



* For definitions please see note 26.

Strategy

Eleco's long-term vision is to strengthen its digital presence, deepen customer engagement and relationships, and expand its market reach through strategic investments, technological advancements and clear, consistent brand direction. Through this strategy, Eleco aims to lead in providing digitally transformative solutions for the built environment. Central to this strategy is our belief that technology should enhance, not replace, professional expertise. The built environment is characterised by complexity, regulation and human judgement, where outcomes depend on skilled decision making rather than automation alone. Our solutions are therefore designed to keep people firmly "in the loop", using digital tools and artificial intelligence to remove friction, improve insight and allow customers to apply their expertise more effectively.

The Group's established and robust Growth Platform is underpinned by three strategic pillars:

- 1 Go-to-Market**
- 2 Technology and Innovation**
- 3 Mergers and Acquisitions (M&A)**

1 Go-to-Market

We have continued to enhance sales and marketing techniques, improve sales forecasting and pipeline analysis and implement customer success initiatives such as premium support. This has once again resulted in an increase in the average Annualised Recurring Revenue (ARR) per customer and a higher average number of licences per customer.

In parallel, we have developed our branding strategy, strengthening the Eleco master brand while preserving the value of our established product brands. This initiative is intended to improve consistency across customer touchpoints, support clear market positioning and provide a scalable visual platform for future growth. Implementation is progressing in a measured manner and is already supporting improved brand recognition for our newly-acquired businesses.

Net Revenue Retention in 2025, which is defined as the percentage of recurring revenues retained from existing customers, was at 110 per cent, an advance over the 109 per cent in 2024. The number of net new licences, new licences per customer, and customer numbers for the Group increased once again in 2025 over 2024.

The Building Lifecycle operations delivered strong growth of 29 per cent in line with our aim to drive growth with existing customers and their digital transformation plans. This was especially evident with our UK, Irish, Swedish and Benelux operations.

Against an ongoing backdrop of the relatively stagnant German economy and budget constraints amongst our visualisation clients, trading conditions for Veeuze remained challenging. While there was a modest improvement in the second half of the year, performance continued to be volatile and loss-making. In addition, the visualisation sector is undergoing rapid technological change, with increasing requirements for agile developments in artificial intelligence to remain competitive. Reflecting these market conditions, an impairment of the business's carrying value has been recognised in the Group's 2025 financial results.

Accordingly, decisive action was taken to address the underperformance of this non-core activity, with the divestment of the Veeuze business through a management buy-out. This transaction provides greater certainty for the business, its employees and its customers, and we wish them well in the next phase of their development. The transaction reinforces the Group's strategic focus on its higher-growth core Building Lifecycle businesses, releases valuable management capacity and supports improved organic growth, profitability and cash generation over time.

The US market continues to represent an attractive long-term opportunity, where we are steadily increasing brand penetration, albeit against strong incumbent competition. As explained at the half year, two sizeable service orders for an Asta customer and a Veeuze visualisation customer were not repeated in 2025, resulting in total US revenue being 6 per cent below that of 2024. Nevertheless, US recurring revenues advanced by 18 per cent at \$1.3m (2024: \$1.1m), with customer numbers also increasing. We are encouraged by the uptake of Asta Vision and the expansion of Pemac in the USA.

2 Technology and Innovation

Technology and innovation is embedded in the Group's DNA, and is reinforced by our deep domain expertise across our markets. The Group employs over 87 software engineers and reinvested 15 per cent of revenue in research and development during the year (2024: 17 per cent), focused on our core product solutions while delivering new customer-led functionality.

We continue to offer feature-rich, best-of-breed software that is highly valued by customers. Ongoing innovation initiatives are focused on artificial intelligence (AI), data accessibility and visibility, such as cloud collaboration solutions, mobile applications, reporting and analytics. We are increasingly expanding our e-commerce solution, starting with Asta, to make our software more accessible to all.

During the year, Asta won the UK Construction Computing Project Management Software of the Year Award for the twelfth consecutive year and Eleco was named Company of the Year at the same awards.

2025 saw the continued strong interest and geographical uptake in our Asta Vision Live real-time collaboration platform that enables multiple planners and other stakeholders (including senior management) to actively monitor and improve project delivery, thereby providing more effective resource allocation and reducing delays, cost and wastage.

Notable product releases during the year included Asta Powerproject 2026.1, featuring enhanced 3D and 4D capabilities, as showcased at Digital Construction Week, and a substantially enhanced Pemac Assets 4.2 release, incorporating customisable dashboard, improved mobile functionality and user experience, and strengthened GxP asset compliance. Alongside delivery of its feature roadmap, Pemac Assets was upgraded to the latest version of Python, ensuring that it remains secure, reliable and well-positioned for the future. BestOutcome PM3 releases included a new web-based Gantt chart with critical path analysis, together with multi-user and accessibility enhancements. Subsequent to the year end also saw the launch of Asta Estimate™ in the UK, bringing together Bidcon and Asta Powerproject in an offering that combines cost, carbon and scheduling into a single workflow.

In applying new technologies, particularly artificial intelligence, the Group remains focused on supporting human decision making rather than automating it away. In complex, safety critical and labour intensive environments such as construction, infrastructure and asset management, effective outcomes depend on experience, judgement and accountability. Our approach to AI is therefore centred on augmenting professional capability, improving visibility and reducing manual effort, while ensuring that customers retain control over critical decisions.

The Group continues to apply artificial intelligence to enhance both product capability and operational efficiency. AI is increasingly embedded within our software development processes, supporting faster iteration, improved reuse of existing code and the modernisation of legacy platforms, while maintaining product quality and security. Within our product portfolio, AI-enabled functionality is enhancing insight, accessibility and integration, particularly through Asta Vision Plus™ and Asta GPT™, strengthening the value proposition for customers. AI is also being used selectively within our consultancy and support operations to improve onboarding efficiency and scalability, helping to reduce manual effort and support growth without proportionate increases in cost.

In March 2026, we released Asta Vision Plus™, an extension to the Asta Vision platform that introduces API-led capabilities, providing customers with structured access to project data enabling deeper integration with third-party systems, including specialist construction platforms and large language model-based AI tools.



CEO Report

Continued



This improved performance reflects the successful execution of our strategy, driven by our go-to-market initiatives (ARE: Attain new customers, Retain existing customers and Expand customer relationships); continued investment in technology and innovation, and a focused approach to M&A.

3 Mergers and Acquisitions

The Group's M&A activities involve a considered evaluation of opportunities and potential targets that enhance shareholder value through the expansion of capabilities, profitability and geographic reach. Acquisitions are required to complement or extend the Group's solutions, while existing businesses are continually assessed against the same strategic growth and return criteria.

2025 was an active year for the Group's M&A programme, and at times it was appropriate to withdraw from marketed opportunities where assets were assessed as less attractive than initially anticipated, reflecting our continued commitment to disciplined capital allocation.

Equally, some businesses within the Group's portfolio may exhibit growth profiles that diverge from our longer-term strategic direction. As a result, and as stated earlier, following a careful review, the Board took the difficult decision to divest, subsequent to the year end, its German-based Visualisation business, Veeuze, through a management buy-out. The transaction releases valuable management capacity at Group level to support the execution of our core strategy and future acquisition activity.

The integration of the Pemac maintenance management business, acquired in January 2025, has been successful, and has expanded the Group's geographic footprint in Ireland and beyond. Together with our established ShireSystem and IconSystem products, which address complementary asset-intensive market segments, the Group has progressed towards a more unified Asset Management focus. It has been particularly encouraging to see improved alignment of customer verticals and propositions between Pemac and ShireSystem, alongside Pemac's early expansion into the US market.

In February 2026, the Group acquired Kivue Limited ("Kivue"), a UK-based provider of Project Portfolio Management ("PPM") SaaS software and associated services, for an enterprise value basis of £2.3m (comprising approximately £1.8m in cash and £0.5m in equity). Based in Reading, UK, Kivue with its Perform offering, complements the Group's existing PM3 solution from BestOutcome which is used to manage strategic programmes and multiple portfolio management projects by Project Management Offices and Project Managers. The addition of Kivue further extends our reach into senior manager and C-Suite users managing complex enterprise portfolios.

People, Systems, ESG and Culture

Our people are central to Eleco's success. Since 2023, we have published an internal Year in Review magazine to recognise and celebrate the dedication, achievements and contributions of colleagues across the Group, while providing a forum for sharing perspectives on topics that matter to them and to Eleco. This initiative supports our commitment to an inclusive culture and has helped raise awareness of the diversity of skills, experience and talent within the Group.

Sustainable growth remains a key priority which is embedded in the Group's environmental, social and governance (ESG) agenda. Further details are provided in the Sustainability and ESG Committee Reports.

Alongside our investment in people, we continue to progress our system strategy. During the year, our Nordics operations, BestOutcome in the UK and the US business adopted the Group's common ERP system, with additional modular enhancements deployed in Scandinavia. The Irish and Romanian operations are scheduled to follow in 2026, further improving consistency, scalability and control across the Group.

Our Markets

Societal, technological and macroeconomic trends including digitalisation, population growth, urbanisation and land-use pressure, and regulation, continue to shape the markets in which Eleco operates and provide significant long-term growth potential. Independent research by FMI estimates market opportunities of approximately US \$1.9bn in construction project management software, US \$3.4bn in maintenance and facilities management, and around US \$6bn in BIM software solutions, all growing at high single to mid double-digit rates. According to the United Nations, the global population is expected to increase from 8.3bn today to 9.7bn by 2050, urban populations rising from 3.7bn to 6.5bn.

Organisations engaged in the design, construction and maintenance of buildings, infrastructure and industrial assets face mounting challenges including cost pressure, labour constraints, project complexity, safety and sustainability requirements and increasingly stringent legal and regulatory frameworks. As a result, customers are increasingly turning to proven, trusted, best-of-breed software solutions such as those provided by Eleco to improve efficiency, visibility and control across the full building lifecycle.

Summary and Outlook

Building further on our resilient business model with its high recurring revenues, the Group delivered impressive growth in revenues, adjusted operating profitability and cash in 2025. My sincere thanks to our employees and to our loyal customer base for getting us to where we are today, and for always challenging us to look towards tomorrow.

We continue to see a high rate of technological change in the marketplace driven by the population, urbanisation and complexity drivers outlined above. This digital transformation in the built environment presents a considerable organic opportunity for Eleco to attain new customers, retain existing ones and expand our customer relationships. Inorganically, we continue to explore strategic value-enhancing M&A activities for the Group and its shareholders.

The Board remains confident in Eleco's future and its ability to perform in line with market expectations for the coming financial year.

Jonathan Hunter

Chief Executive Officer

27 April 2026



The acquisition of Pemac in January 2025 expands and strengthens Eleco's position in Computerised Maintenance Management Systems (CMMS), complementing the Group's established ShireSystem offering.

The combined portfolio broadens the Group's addressable market within maintenance and asset management software, extends sector expertise, and increases opportunity to support customers across different levels of operational complexity, regulatory requirements and geographic footprint.

The Acquisition delivers on common customer needs, enhancing our Asset Management software offering and advancing Eleco's roadmap.

- It accelerates the ability to support our customers in solving the challenges they face when delivering their own digital transformation strategies and journeys in the Asset Management space.
- Eleco now offers a broader range of CMMS solutions.
- The acquisition provides a wider geographic footprint for Eleco in Ireland, Europe and the USA.
- It provides an experienced, capable and knowledgeable management team and workforce.

Strategic fit

The acquisition of Pemac met Eleco's M&A criteria as being a Type A acquisition: profitable revenue in complementary markets, together with Type B acquisition: technology business with proven skills and knowledge to advance our R&D and product roadmaps, including as part of a wider CMMS offer with ShireSystem.

Key rationales for the acquisition of Pemac are strengthening the SaaS CMMS offering to our customers, including adding resources with industry and specific knowledge of verticals, the opportunity to scale our R&D resources, and expanding Eleco's geographic presence in Ireland.

The Acquisition has added critical capabilities, including the ability to service and scale its customers by connecting systems and providing technical consulting, thus increasing the Group's product breadth and focus on customer centricity.

Features of business

- Best in class CMMS software and services – user friendly, configurable 30+ modules and associated services.
- Experienced and passionate staff and management team over nearly four decades.
- Resilient SaaS revenue growth and value added services to regulated and asset-intensive industries – particularly where compliance, validation and audit traceability are key operational requirements.
- Cloud-based platform with quick deployment, data security, high performance and availability.
- Established long-term blue-chip customer base including Coca-Cola, Heineken, Kingspan, Gyproc, Bausch & Lomb and Stryker.
- Providing greater geographic presence in Ireland, the EU and USA.
- Market drivers include regulatory requirements, workforce safety, continuous production, complex supply chains, product quality and traceability, AI and machine learning, capital management and business intelligence and analytics.

Investment Proposition

We have set ambitious yet responsible targets to grow our business, seeking to create significant value for all of our stakeholders



Strategic position

- Established, trusted industry leader with best-of-breed software solutions
- Well placed to address numerous international market drivers
- Proven track record
- Well placed to leverage Artificial Intelligence (AI) strategic opportunities



Fundamentals/financials

- Recurring revenue business model providing greater visibility, sustainability and predictability of revenues
- Increasing prospects of operational gearing and expanding the opportunities to easily scale internationally
- High gross margins
- Increasing dividend and cash generation
- Ease of software scalability (lack of production bottlenecks or constraints)



Management

- Long-established industry expertise
- Depth of management team with excellent talent retention
- Infrastructure in place to support growth



Products/services

- World-class, award-winning, building lifecycle solutions
- Wide range of proprietary innovative products – not commoditised
- Proven innovative and agile product development
- Quality of solutions backed by established brands and reputation



Relationships

- Trusted partner across the building lifecycle
- High customer retention – growing presence across customer base
- Growing diversity of customer base



ESG

- Enabling customers to resource efficiently and deliver environmental performance tracking – increasingly key requirement
- Delivering comprehensive ESG programme across the business – based on our internal materiality assessment
- Societal delivery is a key part of employee retention and motivation



Market approach

- Exploit leading niche position
- Address large and growing international markets
- Opportunities for organic and inorganic growth



Market opportunity

- Growing demand for digitalisation across the built environment
- Increased use of data across the building lifecycle and harnessing of that data for and with Artificial Intelligence (AI)
- High barriers to entry
- Multiple international opportunities across widening customer base

Business Model and Strategy

Our business model is all about embedding our purpose, mission and vision into everything that we do

Our purpose

To solve the challenges of the built environment through digital transformation.

Our mission

To provide best-of-breed software to companies in the built environment.

Our vision

To create certainty for the built environment.

Our cultural values

- 1 Be Open, Honest and Constructive
- 2 Put Customers First
- 3 Have a Growth Mindset
- 4 Strive for Excellence
- 5 Collaborate

Our strategy

Eleco's strategic objectives remain to continue to innovate and to grow, with the solid foundation of a stable and efficient organisation. These objectives are summarised as customer-centric growth, prioritised innovation and resilient operations which are further detailed on this page.

Eleco continues to be well positioned in a very exciting and attractive market as technology is seen as the catalyst to meet the growing demands of the building industry. Eleco's customer base has been facing ongoing labour challenges and escalating materials costs.

Eleco's software plays a crucial role in mitigating these issues, increasing productivity for our customers, and enabling them to better plan their resources. There is a drive for more efficient and sustainable building methodologies and techniques. Eleco's technology solutions are widely recognised for allowing better decision making and collaboration across our clients' projects, positioning us to benefit from increasing digitalisation trends in our core markets.

As a result, the increasing digital transformation within the built environment is a significant opportunity for Eleco to leverage its position as a proven provider of software for the construction and built environment sectors, strengthen its platform, and continue to drive organic growth.

Customer-centric growth:



Eleco focuses on securing customers in both core and additional markets. This approach is informed by market insights and customer feedback, ensuring that the Company's offerings align with client needs and industry trends.

Prioritised innovation:



The Company is committed to developing NextGen customer solutions by leveraging its deep knowledge of its customer base. This involves identifying and addressing future needs through in-house development, partnerships, and acquisitions.

Resilient operations:



Eleco aims to maintain a stable and efficient organisation, enabling it to adapt to market changes and sustain growth. This includes streamlining operations and focusing on core business areas to enhance efficiency and effectiveness.

Focus areas

Shareholder value

- Profit margins
- Recurring revenue growth
- Progressive and sustainable dividend policy

Society

- Employee turnover
- Employee and Customer satisfaction
- Volunteering and training
- Gender split

Governance

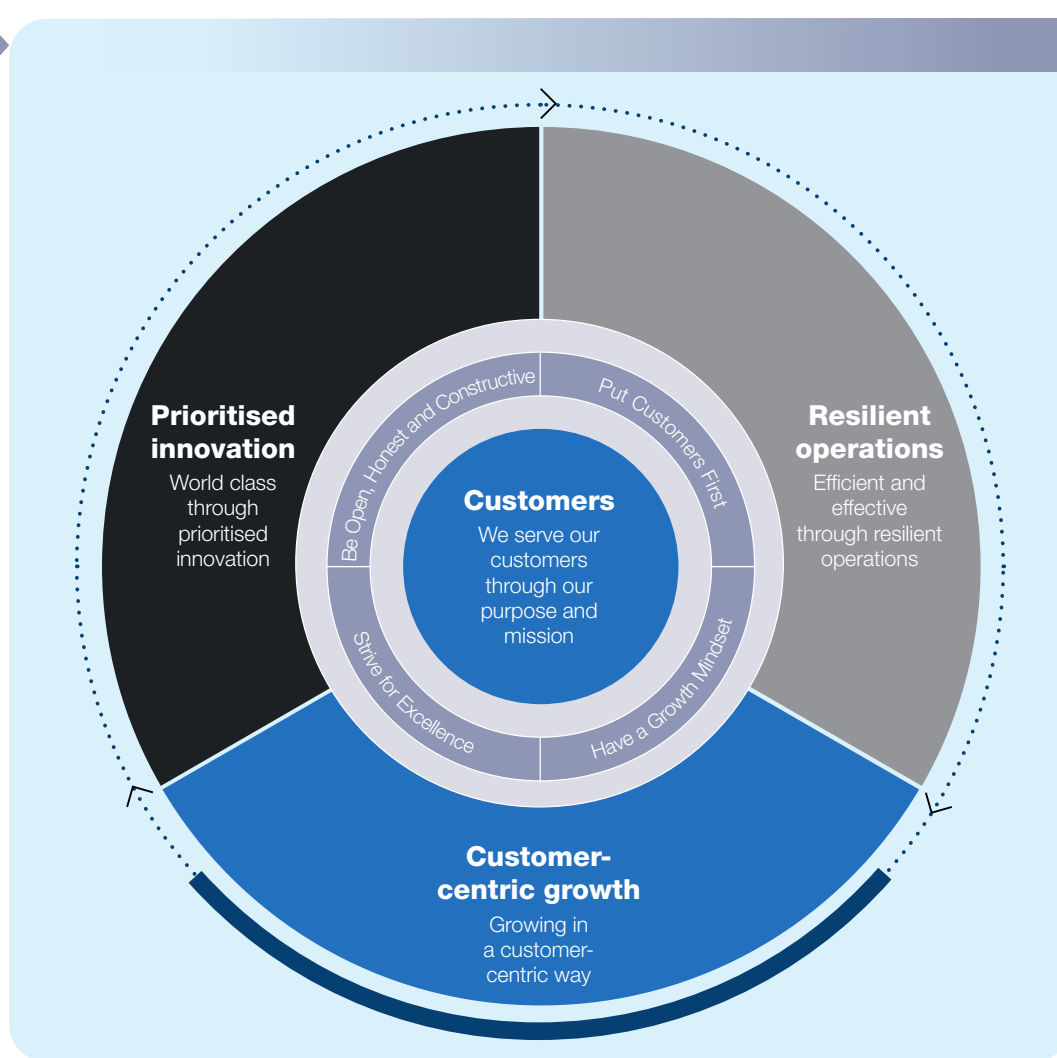
- Diversity and Inclusion on the Board
- Independent Directors on the Board
- Payment days to supply chain
- Separation of Chairman and CEO role

Internal operations

- Financial indicators
- Customer satisfaction and Employee satisfaction
- Cost management, Productivity and Innovation

Environment

- Energy consumption
- CO₂ production
- Net Zero



Creating value for

Our shareholders

Providing a return on shareholder investment

Our people

Creating an employer brand people want to work with and for





Our customers

Supporting our customers through our products and services

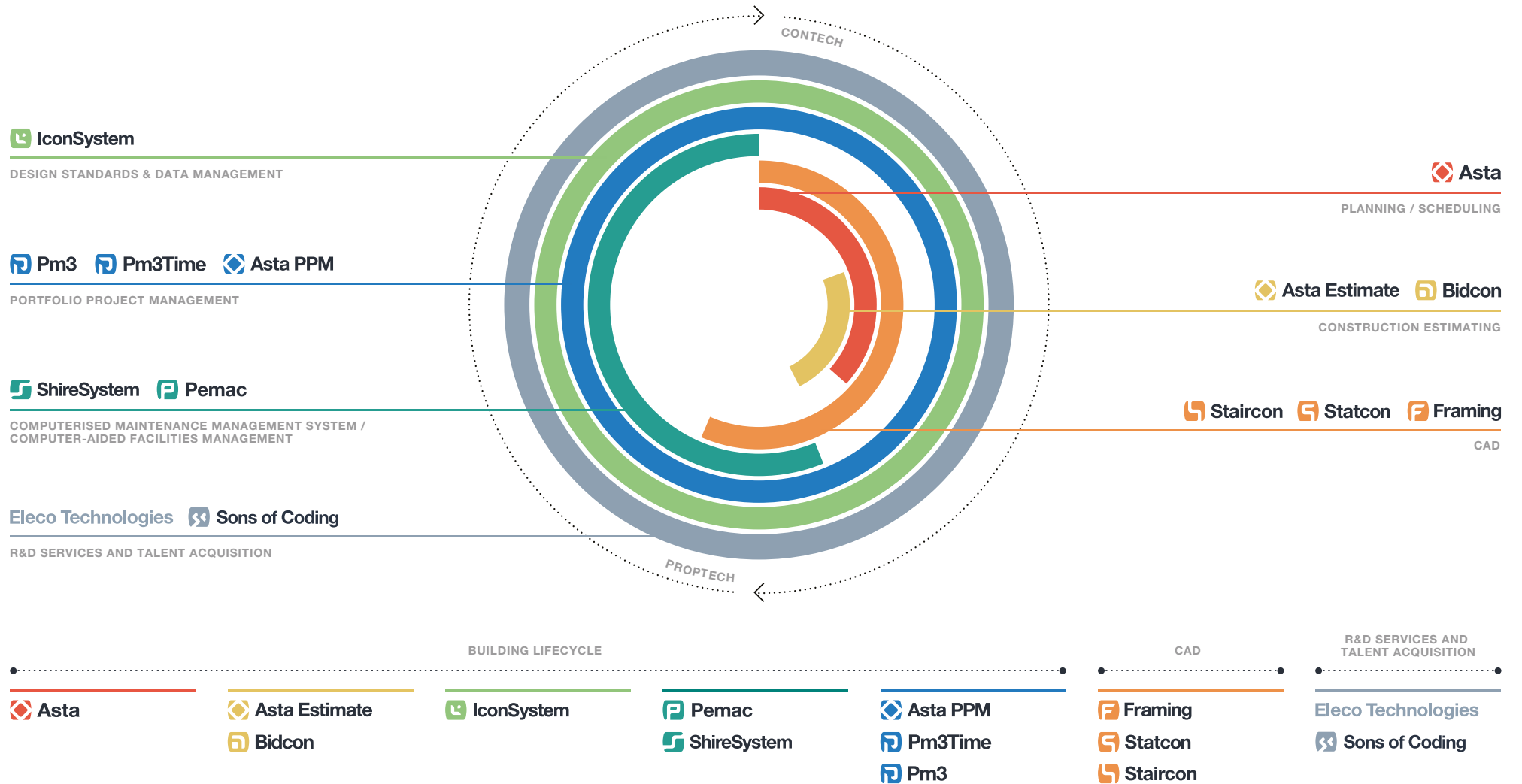
The planet and society

Being environmentally and socially responsible

Market Opportunities

Key trends			
 <p>Population growth, increasing needs for buildings and increased complexity in the built environment</p>	 <p>Volatile global cost of materials</p>	 <p>Increased digitalisation adoption</p>	 <p>Sustainability and growth in ESG and regulatory environment</p>
Drivers			
<p>The world's population growth and urbanised societies are increasing. Coupled with the limited resources of a land footprint, there is greater need for building to house people and in a more innovative and sustainable way.</p> <p>There is an increase in the amount of data being collected and used, in particular more on-site data.</p> <p>In terms of new construction techniques: Modularisation, Design for Manufacture and Assembly is becoming more of a focus as a philosophy for offsite construction.</p>	<p>Changing macroeconomic conditions and scarcity around finite raw materials against increasing aggregate demand causes lengthened lead times and volatile costs, adding pressure on customer margins. Margin pressure and protection is particularly acute in cost-intensive, complex, multi-disciplined and lengthy projects.</p> <p>There is a continued focus on cost reduction and accurate and reliable software solutions, allowing our customers to make better decisions, be more productive in their tasks and deliver on time and within budget.</p>	<p>The construction sector has increased its level of technology adoption but the level of digitalisation, while gathering pace, remains relatively low compared with other industries, thus providing lots of headroom for growth.</p> <p>In addition, data is the common thread across all client departments – it's the harnessing of data that will reinforce market position and solution provision for a customer-centric organisation.</p>	<p>The need for global net zero emissions is driving legislation and policies across the world.</p> <p>Consequently, there is more focus on sustainable building practices. All industries are moving toward reducing their impact on the environment but also buildings with green credentials are more sellable, attracting higher rents and valuations.</p> <p>This means that tools like our Bidcon Climate estimation software will become mandatory in the future and not just a 'nice to have'.</p> <p>Socially, we provide thousands of free licences to educational institutions. Our software also provides comprehensive, traceable and joined-up thinking to help organisations provide a robust compliance culture in the face of ever-increasing regulatory needs and requirements.</p>
Opportunities			
<ul style="list-style-type: none"> Leading digitalisation Open data formats Design for manufacture and assembly Facilitating off-site modularisation and other innovative solutions 	<ul style="list-style-type: none"> Increased automation and productivity Reporting and data integrity Enabling supply chain efficiency Leading industry best practice 	<ul style="list-style-type: none"> Customer support using leading industry experience Cloud deployment Mobile solutions Partner integrations Leading BIM workflows Across business data thread use AI and machine learning (ML) 	<ul style="list-style-type: none"> Embodied Carbon Calculators CO₂ emission trackers Energy analysis tools Embedded governance and compliance regulations

Our Portfolio of Products and Solutions



Product Insights

Pemac and ShireSystem

 Pemac

 ShireSystem

Computerised Maintenance Management Systems (CMMS) serving a broader spectrum of asset-intensive organisations across both general and tightly regulated industries.

Scalable asset performance management

ShireSystem is a CMMS designed to support organisations throughout their maintenance maturity journey, across reactive, preventive and condition-based strategies. Enabling teams to plan, schedule and track maintenance activities within a single, integrated platform reduces unplanned downtime, improves asset reliability and enhances operational control. Real-time dashboards, configurable workflows, mobile access and comprehensive reporting provide full visibility of asset performance and maintenance costs empowering organisations across manufacturing, healthcare, utilities and facilities management to move towards a more proactive, data-driven maintenance culture.

Industrial and compliance-driven maintenance excellence

Pemac is a CMMS used by many businesses and organisations in their maintenance journey but is particularly suited to manufacturing and asset intensive industries, with particular strength in highly regulated and compliance-driven sectors such as life sciences, energy and utilities. Pemac's CMMS provides structured work order management, calibration tracking, spare parts and inventory control, and complete asset histories, all supported by robust audit trails and electronic documentation. In environments where validation, inspection readiness and regulatory compliance are required, Pemac's CMMS supports organisations with documented control of maintenance operations and by digitising workflows and embedding compliance, which helps achieve higher levels of maintenance maturity while meeting stringent regulatory standards.

Customer Story

Wyke Farms, a family-owned business based in the heart of Somerset, and one of the largest independent cheesemakers in the UK, has been producing award-winning cheddar for over 160 years.

Pemac CMMS has been fully implemented across two production sites, with plans for further expansion. The system's mobile functionality and real-time data access have empowered Wyke Farms' maintenance teams to make swift, informed decisions that support both efficiency and sustainability.



The introduction of Pemac CMMS is supporting the advancement of Wyke Farms' 100% Green and Net Positive Farming programs, as well as delivering major efficiency improvements and bottom-line benefits across the business.

Jason Fewell
Engineering Director,
Wyke Farms

Customer Story

For more than 40 years, WC Rowe has delighted customers with its iconic Cornish pasties and savoury bakes. Like many long-established manufacturers, they had been making do with a legacy maintenance database, but made the bold decision to start fresh by implementing ShireSystem, building a new asset register and maintenance process from the ground up.

The shift to ShireSystem didn't just improve how WC Rowe managed maintenance – it fundamentally changed how the business operated for the better.



We went from not knowing our downtime, to measuring it properly – and it's now just 2.6%. That's a massive win.

Graham Scamp
Engineering Manager,
WC Rowe



 Read more

Product Insights

IconSystem

A cloud-based collaborative platform designed to manage building and property data within a structured, secure digital environment.

Enabling digital control

Record, specify, design and control complex information across multiple sites and stakeholders. Project and asset data is standardised and accessible in real time resulting in faster, better-informed decisions throughout the lifecycle of built assets.

Single source of truth

Centralised, integrated database links design standards, specifications, drawings and supporting documentation for geographically dispersed teams, contractors and supply chains.

For large property portfolios in sectors such as retail, hospitality, hotels and commercial property, this structured approach reduces duplication,

strengthens compliance and improves governance, ensuring brand standards, technical specifications and operational requirements are applied consistently across every location.

Integration and workflow efficiency

Built with open architecture and API capability, IconSystem integrates with procurement, cost management and project delivery systems, strengthening data visibility across workflows and connecting design intent with delivery and operational outcomes.

By reducing silos between departments and external partners, the platform supports more efficient collaboration and improves programme control across complex, multi-site developments.

Lifecycle data management and change control

As project information evolves, maintaining control over revisions and approvals becomes critical. IconSystem provides structured change management and audit capability, ensuring updates are tracked and that teams always work from the latest approved standards. This capability reduces risk whilst supporting long-term asset integrity and operational performance.

Customer Story

Retail powerhouse Walgreens Boots Alliance has been using IconSystem for two decades to manage its extensive store estate and deliver consistent, compliant retail experiences UK-wide.

The software's role extends far beyond just document storage. All core information for Boots' property programmes comes from IconSystem, with thousands of projects set up and managed through the sophisticated platform.

“

Having one version of the truth is really important to us. With IconSystem, everyone sees the same information, and documents are easily accessible from anywhere. It's crucial to have this consistency across our store network.

David Holt

Design Standards and Systems Development Manager, Walgreens Boots Alliance



▶ Read more

 **IconSystem**

Product Insights

Bidcon and Asta Estimate



Construction estimating software to reduce risk and increase productivity throughout the lifecycle of a project.

Material, time and cost

Pick components for an estimate from our extensive databases and reference books, which contain everything from material and resources to tasks or finished rooms.

Start an estimate from quantities

Start an estimate using external quantity files rather than with a template or a blank sheet. The quantities can come from a provided bill of quantities (BOM) in an Excel file or text file. Quantities can also be downloaded in 2D (Bluebeam Revu) or 3D (BIM).

Once quantities have been imported from one of these sources, they can be costed using Bidcon's reference books to quickly create an estimate with the right cost and materials.

Planning

Use the estimate as the basis for a schedule. Export the estimate to the project planning software Asta Powerproject to create time, occupancy and payment plans.

Carbon estimating

Automatically generate an estimate for climate impact alongside the cost estimate.

Reuse the estimation information for other purposes

Avoid duplication of work by reusing information in the estimate throughout the construction process. With the Bidcon REST API, everything registered in Bidcon is made available to other software.

Customer Story

Since the company's inception two years ago, the ambitious electrical installers at Ever EL have become well established in the Gothenburg region.

Niklas Calén, one of the company's founders and an estimation specialist, had good experience with Bidcon from previous workplaces, but the choice was not a given – until the alternatives were tested.

As Ever EL grows, so does the trust of its clients. Bidcon contributes to these relationships by offering transparency into what is included, why the price ends up where it does, and how different choices will affect the project.



I wanted to get an idea of what was out there and also make sure that we landed on a joint decision that everyone was happy with. Structure and overview are the most important things and you really get that in Bidcon.

Niklas Calén

Founder and Estimation Specialist, Ever EL



[Read more](#)

Product Insights

Asta Powerproject and Asta Vision



Award-winning planning and project management software with intuitive scheduling, 4D BIM integration, a mobile app and resource management features to empower better outcomes for projects of all sizes.

Team buy-in

Real-time planning empowers project teams to collaborate seamlessly in real time, enhancing communication, reducing delays, and driving informed decision-making throughout the project lifecycle.

Interactive 4D

Integrated and collaborative model-based planning speeds up the planning process, ensuring accuracy of the schedule, adding significant data value for downstream uses. The 3D model is used as the basis for the schedule from the start and remains connected through the life of the project in a single tool.

Leading resource modelling

Industry-developed capability for resource modelling and optimisation to efficiently manage people, plant, and materials across project programmes, and to maintain project schedules and budgets effectively.

Advanced project controls

Track and monitor project performance against key milestones and deliverables, enabling early identification of deviations and timely interventions to keep projects on track.

Integrated risk modelling

Built-in risk and opportunity analysis tools to proactively identify potential project risks, evaluate their impact on the project, and develop robust mitigation strategies.

Configurable compliance

Incorporating features aligned with industry guidelines together with secure cloud storage to control schedule data in configurable governance workflows.

Process innovation

Supporting process innovation by providing maximum customisation and capability options within the Asta ecosystem, enabling business process development as businesses grow and find their delivery edge.

Customer Story

HG Construction is a leading UK contractor with more than 25 years of experience in delivering exceptional new build and refurbishment schemes across the country.

The scale and diversity of their projects demand robust planning and seamless communication to keep delivery on track, and Asta Powerproject now underpins all programme management, transforming both on-site progress and business reporting.



We use Asta to track performance across all projects. On-time delivery strengthens client relationships, improves cost certainty, enhances our reputation, and frees resources for future work.

Aldwyn Payne
Planning Manager,
HG Construction



[Read more](#)

Sustainability Report

Reducing our own environmental impact
and maximising customer resource efficiency

Environment

Minimising our environmental impact and maximising customers' resource efficiency.

We are committed to minimising our environmental impact by focusing on our direct operational impact areas. These include energy and resource consumption, renewable electricity coverage, improving the accuracy and completeness of our Greenhouse Gas (GHG) reporting and transitioning our company fleet to electric vehicles.

With the construction industry responsible for over a third of global carbon emissions, we recognise that Eleco's greatest opportunity to drive environmental impact lies with our software solutions. Operating across the building lifecycle, our products can support customers to improve efficiency, reduce resource consumption and make more informed, sustainable decisions.

Eleco's Impact:

As a software provider, Eleco's direct environmental impact primarily arises from office-based operations and business travel. During the year, we continued to work with office providers and internal business units to improve the accuracy of utilities and transport data collection. This in turn supports more accurate GHG emissions reporting and allows us to set more targeted actions for improvement.

In 2025, we strengthened central ESG data collection through our ESG Implementation Team and the group-wide rollout of NetSuite, providing a centralised system for data capture.

The majority of entities are now onboarded, which will enable more consistent business travel data collection in 2026, and provide us with a comprehensive overview of our operational impacts.

Organisational changes during the year included the reduction to one office in Romania and the acquisition of Pemac, adding offices in Cork and Dublin. Vertical Digital and Sons of Coding (Romania) have been included for a full year of reporting, while Pemac has been included from its acquisition in January 2025.

Energy & Carbon:

During 2025, 57 per cent of our managed and serviced offices (8 of 14) were supplied by renewable electricity contracts, compared with 55 per cent in 2024. This change reflects the inclusion of Pemac offices in our energy reporting, and the transition of our Haddenham UK office to a 100 per cent renewable electricity contract. In the coming year, we will continue to explore renewable procurement options as energy contracts and office leases come up for renewal.

For 2025, total UK energy consumption was 220,736 kWh. Total UK GHG emissions were 50 tCO₂e (market-based), compared with 62 tCO₂e in 2024, representing a year-on-year reduction. This decrease was primarily driven by the absence of reported refrigerant leakages during the year and an increased proportion of electricity (kWh) supplied under renewable tariffs. Including reported Scope 3 emissions from fuel and energy-related activities and grey fleet mileage (35 tCO₂e), UK emissions equated to an intensity ratio of 2.60 tCO₂e per £m revenue, compared with 3.76 tCO₂e per £m revenue in 2024.

On a global basis, total energy consumption was 829,731 kWh, with associated gross GHG emissions of 178 tCO₂e, compared with 229 tCO₂e in 2024. The decrease in absolute emissions reflects a significant change in reported travel from company vehicles and the grey fleet during the year, additionally compounded by the continued transition of the vehicle fleet towards electric and hybrid vehicles. The result leads to an improved emissions intensity of 4.60 tCO₂e per £m, compared with 7.06 tCO₂e per £m in 2024.

This year we again took steps to mitigate our global carbon emissions through the purchase of 191 tCO₂e of verified carbon offsets¹ from the Maisa REDD+ project, which protects areas of the Brazilian Amazon rainforest while supporting local communities and sustainable livelihoods. All purchased offsets are retired at the point of acquisition, ensuring they cannot be resold or reused.

A detailed breakdown of energy consumption by category and business unit is included on page 57 of the ESG Committee Report.

Furthermore, we are completing Eleco's full corporate GHG inventory, including all relevant Scope 3 emission categories. This work will underpin future emission disclosures and inform the development of a formal carbon reduction plan aligned with global science-based targets.

We have also reviewed the energy performance of the majority of our office portfolio to inform future leasing decisions. Of the offices with known Energy Performance Certificate (EPC) ratings, all but one are rated C or above. Two site ratings remain unknown, and one is exempt. This assessment will inform future decisions aimed at improving energy efficiency.

Transport:

Our company vehicle fleet sits within our operational control and as such, remains an important area of focus. In 2025, Eleco operated 23 vehicles, of which 78 per cent were hybrid or electric (2024: 71 per cent). This reflects a continued reduction in diesel vehicles, alongside transitioning to lower-emission options as leases are renewed. We are also exploring the installation of electric vehicle charging points at our locations in conjunction with our landlords to support and encourage employees adopting electric vehicles.

Beyond the company fleet, the integration of NetSuite is expected to significantly improve the quality and completeness of business travel and grey fleet data. While our immediate focus is on establishing a robust baseline, we are keen to explore further incentives to reduce travel-related emissions. We already have travel policies in place that prioritise lower-carbon travel options, and once data coverage is complete, we will use this to assess further opportunities for intervention.

Software Solutions:

Amidst increasing regulatory and climate pressures, the built environment industry faces growing demand to demonstrate sustainable practices often within tight margins. Through our software solutions, we help customers navigate these challenges through improved decision-making, enhanced resource efficiency, increased automation, and strengthened reporting - all of which ease the integration of sustainability into project management. Additionally, our products enable customers to calculate and manage embodied carbon emissions, helping them advance their own sustainability journeys.

👥 Social

Our commitment to social responsibility is reflected in our dedication to delivering service excellence to our customers and value to our shareholders, while fostering the development and wellbeing of our colleagues. We are dedicated to creating an inclusive and supportive workplace and contributing positively to our local communities.

Culture:

The health, safety and wellbeing of our employees is fundamental to our culture and long-term success. We strive to create a supportive, inclusive and engaging workplace where colleagues feel valued, listened to and empowered to develop professionally.

We formally engage employees through annual anonymous surveys, providing an opportunity to share feedback on their experience and help shape our approach. We are Great Place to Work® certified in the UK, Ireland, Sweden, the Netherlands and Romania.

In 2025, our Trust Index score was 72 per cent, reflecting the impact of significant organisational change during the year, including the integration of Pemac and continued business unit consolidation. While this represents a decline from 74 per cent in 2024, we note that our score continues to exceed the 65 per cent threshold required for Great Place to Work® certification across all qualifying regions, and that our regretted turnover metric remained within target.

Improving employee satisfaction is a priority for 2026, and insights from our survey results are directly informing our people strategy.

Tracking key wellbeing performance metrics also provides us with crucial insights into our workforce. In 2025, we introduced employee absenteeism as an additional internal KPI, enabling more effective monitoring of health and wellbeing over time.

We also see our culture reflected in strong employee retention. In 2025, regretted employee turnover was 8.68 per cent, a positive indication that colleagues want to stay with Eleco and grow alongside the business.

Diversity, Equity & Inclusion:

We remain committed to being an equal opportunities employer and to fostering an inclusive workplace. Employee surveys conducted during the year have helped us better understand workforce demographics and identify areas to inform future diversity and inclusion planning.

During the year, we continued embedding diversity, equity and inclusion (DEI) principles into our recruitment, promotion and people management processes, supported by targeted DEI awareness initiatives.

Women represented 33.5 per cent of our workforce at year end, compared with 34.9 per cent in 2024. This reflects in part the composition of the Pemac workforce acquired during the year. Improving female representation across the Group remains a target for 2026.

Customers:

Our mission is to provide best-in-class software solutions to organisations across the built environment. Customer feedback plays a central role in measuring our performance and driving continuous improvement. We regularly engage with customers to understand their needs, challenges and expectations, using insights gathered to enhance our software, services and support. Our focus remains on solving customer challenges, improving decision-making and providing tools that deliver real operational value. Our CSAT score for 2025 was 81 per cent, indicating we continue to deliver on this focus.

Additionally, we are extremely proud to have been awarded 'Company of the Year' as well as 'Project Management Software of the Year' for the twelfth consecutive year at the 2025 UK Construction Computing Awards.

Communities:

We recognise that social responsibility extends beyond our employees and customers to the communities in which we operate. We support the development of future talent in the built environment by providing over 10,500 (2024: over 8,500) free educational software licences to relevant institutions.

We encourage colleagues to give back by offering one paid volunteering day each year, enabling them to support causes that matter personally to them. Activities during the year included sponsored swims, beach clean-ups, litter picking and providing support to local facilities. Across the Group, our colleagues contributed a total of 119 volunteering days, helping strengthen local communities and national causes important to our teams.

Electric vehicles

43%



Customer satisfaction

81%



1 These offsets cover 2025 emissions from Scopes 1 and 2, as well as the reported Scope 3 categories of fuel- and energy-related activities, grey fleet business travel and downstream leased assets (sublet office). In addition, following the identification of a calculation error in 2024 emissions reporting, a further 9 tCO₂e of offsets were purchased to cover the resulting restatement.

Sustainability Report

Continued

Governance

We are committed to building a resilient and ethical business through effective risk management, robust decision-making and strong governance frameworks. Eleco adheres to the Quoted Companies Alliance Corporate Governance Code for AIM-listed companies and continues to embed sustainability principles across all levels of the organisation.

Strong governance underpins Eleco's approach to sustainability, risk management and long-term value creation. Our governance framework supports accountability, transparency and effective decision-making across the Group.

ESG Integration:

The sustainability strategy is overseen by the ESG Committee and delivered through the ESG Implementation Team, drawing on representation from across the Group. This structure supports coordinated data collection, action planning and performance tracking, while ensuring accountability at both operational and senior management levels.

On page 23 is our balanced ESG Scorecard, aimed at transparently reporting our progress against ESG Key Performance Indicators (KPIs).

We have documented a structured business integration approach, which has been tested through the onboarding of Pemac through 2025. Integration activity will continue in the coming year, with all remaining entities expected to be fully onboarded onto NetSuite in Q1 2026. This will ensure a consistent approach to ESG data capture and reporting across the Group.

Shareholder Engagement:

We maintain open and constructive dialogue with shareholders on matters that are important to them, including strategy, performance and ESG priorities. Engagement activities include results presentations and investor roadshows, and shareholder feedback is actively considered in informing strategic decision-making.

Risk Management:

Effective risk management is integral to Eleco's governance framework. In Q1 2025, we completed and published an updated review of our principal risks, clearly setting out our risk appetite, alongside associated mitigation and monitoring practices.

We operate a moderate-to-high risk appetite in areas that support strategic growth, including innovation in digital transformation, cloud-based solutions and market expansion. In contrast, we maintain a very low tolerance for risks relating to regulatory compliance, data protection and cybersecurity.

As part of our risk management approach, we conduct regular reviews of key suppliers to ensure alignment with our operational, quality and ESG standards.

Cybersecurity:

Operating within the technology sector, we recognise the critical importance of cybersecurity and data protection. We maintain strong governance controls, supported by expert external advice and mandatory cybersecurity training for all employees.

Elecosoft UK, BestOutcome and Pemac achieved recertification to ISO 27001, the international standard for Information Security Management. All key communications providers are also certified to ISO 27001 and SOC 2 standards.

Policies and Procedures:

We maintain a comprehensive suite of Group policies that are designed to support compliance, ethical conduct and effective business operations. Policies are reviewed regularly to ensure they remain current and aligned with applicable regulations and best practice.

All colleagues are required to read and confirm adherence to relevant policies through our human resources information system (HRIS), with new employees completing this process as part of onboarding. Policies are centrally managed, and colleagues are notified of updates to promote ongoing awareness and compliance.

Payment days to supply chain

16






ESG Scorecard

We are committed to measuring, monitoring and transparently disclosing our ESG performance over time through a defined set of Key Performance Indicators (KPIs). The ESG Scorecard provides a consistent framework to track progress, identify areas for improvement and support informed decision-making across the Group.

We view ESG as a continuous journey. This scorecard presents a balanced and honest reflection of our performance during the year, highlighting both areas of progress and those requiring increased focus. By maintaining integrity, accountability and consistency in our reporting, we aim to remain a trusted and responsible partner to our stakeholders.

During 2025, ESG Scorecard coverage was expanded to include additional offices following the acquisition of Pemac and the inclusion of Vertical Digital and Sons of Coding in Romania.

		2024	2025	
 Environment	Energy consumption by revenue (kWh/£m) (SECR – UK)	13,304	11,441	●
	Energy consumption by revenue (kWh/£m) (global)	27,493	21,362	●
	Renewable energy supplies	55%	57%	●
	Electric vehicles	35%	43%	●
	tCO ₂ e emissions (market based)	229*	178	●
	Intensity based tCO ₂ e emissions (market based) / FTE**	0.81	0.62	●
 Social	Employee satisfaction	74%	72%	●
	Customer satisfaction	80%	81%	●
	Female staff members	34.9%	33.5%	●
	Employee Turnover – regretted**	6.9%	8.7%	●
 Governance	Female representation on the Board	33%	33%	●
	Independent Directors on the Board	67%	67%	●
	Payment days to supply chain	17 days 100% within 60 days	16 days 100% within 60 days	●
	CEO and Chair role split	Yes	Yes	●

* Following the identification of an error in the market-based emissions calculations for 2024, the total carbon-equivalent emissions have been restated.

** Additional topics included on ESG Scorecard for 2025.

- Due to continued business growth through acquisitions, we have reported our emissions on an intensity basis relative to the number of Full-Time Equivalent (FTE) employees.
- The Employee Turnover – regretted metric refers to employees that have resigned and voluntarily chosen to leave.

Section 172 Statement

Key considerations and decisions

Section 172 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 Company's success for the benefit of its members as a whole. In doing this, s.172 requires a director to have regard, amongst other matters, to the:

- likely consequences of any decisions in the long term (including on the environment – please see ESG section on page 54);
- interests of the Company's employees;
- need to foster the Company's business relationships with suppliers, customers, and others;
- impact of the Company's operations on the community and environment;
- desirability of the Company maintaining a reputation for high standards of business conduct; and
- need to act fairly as between members of the Company.

Eleco and the Board embrace and fully support these reporting requirements. The Board ensures that regular training is undertaken concerning directors' obligations and that directors have access to advice from the Company Secretary whenever necessary. By having a good governance framework and procedures in place, the Board aims to ensure that its decision-making is open and transparent. We feel that the new Non-Executive Directors in recent years have created a strong platform for good governance, and the balance of skills, experience and expertise of the Board suits the needs of Eleco.

We explain on the next page some of the key decisions taken by the Board and then outline in the form of a table how we engage with our stakeholders.



Key decisions of 2025

<p>1</p> <p>Continuation of Mergers and Acquisitions (M&A) strategy</p>	<p>We began the year with the acquisition of Pemac to complement the Group’s existing ShireSystem CMMS capabilities and to broaden the asset management and maintenance customer base. We continue to actively seek opportunities to accelerate profitable revenue growth. Each opportunity is considered through a rigorous screening process, which evaluates the compatibility and ultimate integration of the potential acquisition.</p> <p>The acquisition strategy is determined according to customer, market and business needs, which is underpinned by our ongoing engagement with customers.</p>
<p>2</p> <p>Systems</p>	<p>Throughout 2025, we continued on our multi-year programme to consolidate all subsidiaries onto a single global cloud platform. This transition will create a scalable, secure and efficient foundation for managing both customer and corporate data. With the final subsidiaries migrated during the coming year, we should see meaningful improvements in reporting accuracy, operational consistency and efficiencies across the business.</p> <p>Newly acquired companies are integrated directly into this unified environment, supporting faster onboarding and alignment with Group standards. In 2026, we will continue to embed new ways of working, enhance training for our teams and further leverage the benefits of a centralised, modernised technology infrastructure.</p>
<p>3</p> <p>Branding and Business Restructure</p>	<p>In 2025, we undertook a review of our organisational structure to ensure it fully supports the long-term ambitions of the Company. As part of this, we introduced a Chief Revenue Officer to the senior leadership team, strengthening our commercial capability and reinforcing accountability for sustainable revenue growth. We also expanded the remit of the Chief Technology Officer to advance strategic oversight of product development and innovation across the Group.</p> <p>Alongside these structural enhancements, we refreshed the Company’s branding and this is being rolled out progressively throughout 2026. This initiative was designed to present a unified and compelling identity to the market, clarifying our value proposition. The enhanced brand framework ensures consistent messaging across all subsidiaries and enables customers to more readily recognise the breadth and strength of our offering.</p>
<p>4</p> <p>Risk Management Framework</p>	<p>Reflecting the Company’s continued growth, a key priority for 2025 was to further mature the Company’s risk management framework. During the year, we reviewed and updated our risk definitions, delegations of authority and reporting processes to ensure they remain robust, practical and aligned with best practice for a business of our scale and complexity. We also refreshed our risk appetite statements and individual subsidiary risk registers. Further detail on our risk management approach is set out on pages 28 to 35.</p>
<p>5</p> <p>Stakeholder engagement</p>	<p>The table on the following pages sets out how we engage with our key stakeholders.</p>

Section 172 Statement

Continued

Customers	Shareholders and Investors	Employees
Engagement		
<p>Our customers are critical to our business. Our products and services are critical in the construction supply chain. We aim to:</p> <ul style="list-style-type: none"> ▪ Keep the supply chain operating in the safest possible way. ▪ Support the production of goods used in construction. ▪ Support customers to make better decisions through accurate software solutions. 	<p>The Company liaised and interacted with a number of our major shareholders this year to understand those aspects which are uppermost on their agenda.</p> <p>The Company maintains open communications with the wider stakeholder community. The Chairman and Executive Directors engage through results roadshows. The Company utilises Investor Meet Company to give access to a wider group of investors and other investor forums. The Company also hosts analyst meetings to promote the business and releases regular announcements to keep investors informed on the Company's latest progress and performance. We continue to look at ways to improve our communication with all of our shareholders.</p>	<p>Our employees are a strong, talented and dedicated group of people who work with skill and enthusiasm in all of our target markets. Their health, safety and wellbeing are fundamental to us. We seek regular feedback through internal surveys to assess employee engagement, reduce employee attrition and build stronger teams.</p> <p>The Group is committed to keeping its employees fully informed regarding its performance and prospects. Employees are encouraged to present their suggestions and views.</p> <p>We are keen to promote diversity and equal opportunities within our workforce, being mindful that having a workforce that comprises people from different backgrounds and with different perspectives encourages the creation of a more dynamic and inclusive environment. We embed this into our entire recruitment, training and promotion processes.</p>
How this engagement influenced Board discussions and decision making		
<p>The Board receives regular updates on customer feedback and sales throughout the year, which informs its strategic decisions. For further details of those strategic decisions please see the Chairman's Statement on pages 3 to 4 and the CEO Report on pages 5 to 10.</p>	<p>The Board regularly seeks and reviews the feedback from shareholders and investors, which feeds into board discussions and informs strategic decisions. For example, we regularly engage with shareholders and potential shareholders outside of close periods. Additionally, we consult with relevant and appropriate board advisors as and when necessary.</p>	<p>Understanding the views of our people helps us in improving our relationship with employees and influences decisions such as spending allocation.</p>

Suppliers	Partners (resellers and technology partners)	Wider community
Engagement		
<p>The Company utilises a number of key suppliers for IT services including telecommunications, data storage and security. These relationships are generally reviewed every two to three years. Other suppliers and advisory relationships are reviewed every 12–18 months. The review process includes a minimum of two comparable proposals.</p>	<p>The Company engages with resellers through a channel management function. We also provide technical support and training on an ongoing basis to our reseller community.</p> <p>We maintain confidentiality when partnering with other software vendors by entering into API (Application Programming Interface) partnership agreements.</p>	<p>Our solutions directly and indirectly impact a whole host of stakeholders including end users and local residents. We provide greater certainty in the built environment.</p> <p>We continue to emphasise, and in accordance with the revised QCA code, the importance of our ESG targets and credentials. Further information on this can be found on pages 20 to 23.</p>
How this engagement influenced Board discussions and decision making		
<p>The Group looks to enhance and consolidate supplier relationships, by means of an ongoing review of service agreements and supplier relationships.</p>	<p>Prior to entering into any formal reseller or API agreements with prospective partners, the Senior Management receives, reviews and approves all arrangements.</p>	<p>Whilst the Board may not have direct involvement with the wider community it is mindful of the impact our business and solutions have on the wider community as a critical part of the building lifecycle. Therefore, the Board decided in 2021 to establish an ESG Committee to specifically consider the impact of our decision making on the community. This Committee reviews the Group's progress on its ESG journey. Further details of this can be found in the ESG Committee report on pages 54 to 58.</p>

Principal Risks and Uncertainties

Monitoring and managing risks

A Risk Appetite Statement (RAS) defines the level and type of risk an organisation is willing to accept in pursuit of its strategic objectives. The Board approved the following overall Board Risk Appetite Statement on 22 January 2026:

“Eleco plc embraces a structured and disciplined approach to risk, balancing innovation, growth, and resilience while ensuring compliance with regulatory and security standards. We recognise that different risks require different levels of tolerance, and our risk appetite reflects our strategic priorities and operational commitments.

We have a moderate-to-high risk appetite for strategic growth and innovation in digital transformation, cloud-based solutions, and market expansion. However, we maintain a very low threshold for risks related to cybersecurity, legal and regulatory compliance, and reputational integrity, where strong controls and governance are essential.

Our risk appetite is guided by robust governance, regulatory alignment, and continuous risk monitoring to support sustainable long-term value for our shareholders and other stakeholders.”

Monitoring and management of risks in 2025

During the year the evaluation of risks within the Group was significantly enhanced, with detailed bottom up and top down exercises undertaken and deeper formal monitoring processes implemented. For example, information security is a key area of focus for any corporate, and even more so for a technology business such as Eleco. Alongside heightened internal security through the use of IT software applications and processes, the human firewall of regular information security training is undertaken for all staff through mandated online training with associated testing. Likewise, we actively use in-house phishing simulations and penetration testing. We are pleased to say we did not have any significant information breaches in the year and we actively seek to minimise exposure to third party information security risk.

The following are the principal risks identified, together with mitigating actions and controls and response strategies.

Area	Risk	Description	Internal/external change	Mitigating actions/controls	Response strategy
Product risk					
1 Product development and competition	Products could fall behind competition in functionality and/or user interface, reducing revenue	Eleco provides digital solutions for clients and their end customers. In an environment of constantly changing customer requirements, increased technology adoption, and industry and technological innovation, there is a risk that competitors may develop solutions that are superior to ours. This could result in a loss of customers and related revenue. Note that as Artificial Intelligence (AI) is developing rapidly and becoming more consequential, we have separated out AI as a risk in its own right below.	Internal →	Eleco is enhancing its Product Roadmapping process and integrating the additional development capability gained from Vertical Digital. This includes the creation of clearer multi-year roadmaps, better prioritisation of architectural improvements and more structured investment decisions focused on competitive advantage. Work continues to modernise key product architectures and reduce the reliance on single individuals with specialist knowledge. Improvements to user interface and user experience design remain a priority to ensure products continue to meet customer expectations.	⊕ (increase capability)

Key: Change
 ↗ Increase → No or little change
 ↘ Decrease

Key: Response strategy
 ⊗ Avoid ⊕ Mitigate
 ⊗ Exploit ⊖ Accept

Area	Risk	Description	Internal/external change	Mitigating actions/controls	Response strategy
Product risk continued					
<p>2</p> <p>Artificial Intelligence (AI)</p>	<p>Artificial Intelligence could enable competitor products to potentially outperform Eleco, and changes the operating model of our customers</p>	<p>AI continues to reshape both Eleco’s competitive environment and the expectations of customers. Business Units in 2025 reported increasing availability of AI-enhanced tools that could accelerate competitors’ development or improve their product performance. Customers may also change their own operating models by adopting AI, which could influence the demand for Eleco solutions. Internally, the use of AI in software development creates risks related to understanding, documenting and controlling new code. There are also concerns that employees might inadvertently share confidential data with external AI tools, and we mitigate through governance and training. These trends collectively increase the importance of adopting AI safely while keeping pace with market innovation.</p>	<p>External ↗</p>	<p>Eleco’s approach to AI is focused on augmenting professional capability while maintaining customer control over critical decisions. A key mitigant against competitive and technological risk is the Group’s data advantage; clients have built data over decades of use across mission-critical and regulated environments. This includes project and site schedules, asset histories, maintenance regimes, compliance workflows and programme and portfolio performance data. The scale, quality and dependency on this data materially strengthen the relevance and defensibility of Eleco’s solutions and is not readily replicable by new entrants to the market.</p> <p>The Group’s software platforms are feature-rich, well embedded and support complex, end-to-end workflows rather than surface-level applications. This results in high switching costs and long-term customer relationships. Eleco’s business logic, domain expertise and process models – which have been developed over many years – are integral to delivering reliable outcomes in complex, safety-critical and regulated contexts and represent a further moat against competitors seeking to replicate functionality without equivalent depth or heritage.</p> <p>Eleco is increasingly enabling secure access to data generated within its solutions, supporting deeper integrations and embedding its solutions further into customer workflows. This strengthens Eleco’s position as a system of record and provides a controlled foundation for AI-driven use cases.</p>	<p>⊖ (monitor)</p> <p>⊗ (develop Eleco capability)</p>

Principal Risks and Uncertainties

Continued

Area	Risk	Description	Internal/ external change	Mitigating actions/controls	Response strategy
Product risk continued					
<p>3</p> <p>Cyber security and data protection</p>	<p>Cyber attacks on Eleco products and infrastructure</p>	<p>As a technology business, Eleco plc and its companies rely on the security and availability of their technologies and underlying infrastructure for their own operations and for the purpose of serving and supporting customers. Like virtually all other businesses, Eleco plc faces daily potential cyber security threats such as:</p> <ul style="list-style-type: none"> ▪ Disruption to customers' use of Eleco products, whether hosted by us as SaaS, or on their own infrastructure. ▪ Breaches leading to the theft of confidential data, both internal and that of customers, which could lead to reduced sales, penalties, and reputational harm. ▪ Breaches and attacks which could impact Eleco plc's own operational capability by compromising key business-critical systems. 	<p>External ↗</p>	<p>Effective technology risk management and close monitoring are crucial for addressing potential IT security incidents and system failures, as well as protecting customer information from unauthorised access or disclosure. Consistent investment and adherence to regulatory standards help mitigate these risks. Eleco plc employs a range of cyber defence tools, including industrial-strength email and web filtering services, server and endpoint security suites, and hardware and software firewall protection suites. This includes a Secure Development Policy to enable our products to be secure when running on customers' infrastructure.</p> <p>All third-party partners used for communication, security, or hosting services are certified to ISO 27001 and SOC2 levels, which encompasses physical and cyber security measures to guard against attacks. Additionally, all Eleco plc employees receive regular cyber awareness and data protection training, and cyber security insurance is in place to further mitigate threats. Many Group companies are already certified to ISO 27001 standard.</p> <p>As a requirement of ISO 27001, Eleco constantly reviews security measures and follows recruitment, confidentiality, and data security practices for the people aspects of security. In the extreme case, our End User Licence Agreement (EULA) and Terms & Conditions provide protection against breaches and data protection.</p>	<p>⊗ (Counter Measures)</p> <p>⊕ (EULA)</p>

Key: Change		Key: Response strategy	
↗ Increase	→ No or little change	⊗ Avoid	⊕ Mitigate
↘ Decrease		⊙ Exploit	⊖ Accept

Area	Risk	Description	Internal/external change	Mitigating actions/controls	Response strategy
People risk					
<p>4</p> <p>People</p>	Inability to attract and/or retain employees	Eleco’s employees develop and maintain our solutions, serve our customers, and provide leadership to the business. Loss of key employees or an inability to attract talent could have an impact on the Group’s operations. Workforce shortages and increased competition for talent in certain markets increase the risk that departures, retirements or unexpected absences could disrupt operations, slow product development or reduce service levels.	External and Internal ↓	Eleco has won many awards for its products and has been recognised as a top performer in the market. Eleco continues to strengthen its employee value proposition, benchmark remuneration and promote a progressive workplace culture recognised by multiple Great Place to Work® certifications. Succession planning is being expanded in areas where single-resource dependencies exist, combined with targeted capability building and recruitment in specialist roles. Enhanced communication of career pathways and internal development opportunities further supports retention efforts.	<p>⊕ (employee value proposition)</p> <p>⊖ (succession plans)</p>

Principal Risks and Uncertainties

Continued

Area	Risk	Description	Internal/ external change	Mitigating actions/controls	Response strategy
Market and strategic risk					
<p>5</p> <p>Macroeconomic and geopolitical conditions</p>	<p>Economic challenges may reduce demand for Eleco products</p>	<p>Economic conditions in several key markets remain uncertain, influenced by inflation, funding constraints and uneven confidence across the construction sector. Business Units highlight pressure on operational costs, including infrastructure and salaries, and the potential for reduced public sector spending, which could affect customers such as the NHS. These factors may reduce demand for software products or delay investment decisions by customers. Although Eleco serves a diverse set of industries, broader cost-of-living pressures and cyclical construction slowdowns continue to pose a risk to revenue growth and pricing. A downturn in the built environment business cycle may adversely affect Eleco's performance, though historically it has been resilient in these circumstances (for example during the pandemic). Additionally, ongoing cost of living pressures (arising from a high inflationary and interest rate environment), may impact wider economic activity.</p>	<p>External ↗</p>	<p>The building lifecycle software markets are changing as the built environment accelerates its digitalisation. We work closely with customers and the market risk is mitigated through diversity of our product portfolio and distributed geographic market exposure. Eleco maintains strong cost control to stay financially competitive and recovers such cost base increases through price rises where possible. Our product solutions and services help clients save time and bring efficiencies in a highly cost effective and value-for-money manner. Eleco's position is further strengthened by servicing the maintenance stages of the building lifecycle and manufacturing, property and retail markets. These markets experience different economic pressures and can be stable when demand is low in other markets.</p>	<p>⊕ (monitor market and control costs, diversification)</p>

Key: Change
 ↗ Increase → No or little change
 ↘ Decrease

Key: Response strategy
 ⊗ Avoid ⊕ Mitigate
 ⊗ Exploit ⊖ Accept

Area	Risk	Description	Internal/external change	Mitigating actions/controls	Response strategy
Market and strategic risk continued					
6 Competitor actions	Competitor action may reduce Eleco market share	Eleco faces increasing competition from international providers, local market specialists and adjacent technologies such as BIM and AI-enhanced tools. Competitor capabilities in usability, cloud functionality and integration continue to evolve rapidly. In some markets new or emerging competitors, including regional solutions in the Netherlands, Germany and Sweden, are attracting customer interest. Recruitment competition also affects Eleco's ability to sustain capability. These pressures increase the risk of customer churn, reduced new business and pricing challenges.	External →	Eleco's group structure with local business units enables us to be aware of trends in our markets and to respond locally. We continue to focus on excellent service, deep functionality and competitive pricing to ward off competitors. Customers are well versed in Eleco product solutions and our expanded service offerings. Feedback from customers and market trends are fed into our product roadmapping process.	⊕ (monitor, costing, product road map)
7 Climate change and ESG and associated uncertainties	Environmental and political uncertainty	The geopolitical situation across Europe remains uncertain, for example the situation in Ukraine, and changes in government in a number of countries. Impacts may vary from an increase in investment in housing in the UK to widespread increases in government spending such as Defence. Climate change remains a long-term threat to global economies, but with short-term impacts ranging from the possibility of green investment to changes to building regulations/practices or the repealing of Net Zero policies. Further environmental and health uncertainty arises from the possibility of a future pandemic or pandemics.	External and Internal ↗	Eleco works closely with customers and the market risk is mitigated through operational spread between countries with plans to expand geographically both directly and in non-geographically present countries through reseller partner channels. Eleco's position is further strengthened by servicing the maintenance stages of the building lifecycle and manufacturing, property and retail markets, with different cycles and exposures to construction. As a flexible, geographically-distributed and multi-product solution organisation, Eleco is well-positioned to leverage demand from green projects. The wide use of remote working and supporting technology across the Group means greater resilience in the event of any pandemic-related lockdown.	⊕ (diversification)

Principal Risks and Uncertainties

Continued

Area	Risk	Description	Internal/external change	Mitigating actions/controls	Response strategy
Market and strategic risk continued					
<p>8</p> <p>Suppliers, third parties and resellers</p>	<p>Reputation may be negatively impacted by Eleco, employee or partner activity</p>	<p>The risk of failure to meet stakeholder expectations as a result of any event, behaviour, action or inaction, either by Eleco itself, our employees or partners, that may cause stakeholders to form an adverse view. The risk may not only affect revenue and resulting cost of mitigation but could also have an effect on confidence and market value.</p>	<p>External & Internal ↗</p>	<p>Eleco takes an active role in identifying, assessing and escalating reputational risks for example through regular client meetings and, in the UK, through the Customer Success programme. Our policies aim to ensure reputational risk matters are managed in a globally consistent manner and align with our strategy. Eleco governance of reputational risk is an integral component of overall risk management, with a distinct category and reporting for reputational risk. Eleco mitigates these risks by taking steps to protect against data breaches; project management of customer deliveries; listening to customer and employee feedback to address areas of improvement and any training needs; developing strong company values and ethics and operating on them; and being aware of relevant social media adverse comments from stakeholders.</p>	<p>⊕ (measures to minimise occurrence)</p> <p>⊖ (close liaison with customers)</p>
<p>9</p> <p>M&A</p>	<p>Risks may stem from the acquisition and integration of companies and businesses (M&A related risks)</p>	<p>Irrespective of the fact that acquisitions made in the past have been successfully completed, the risk of conducting acquisitions and subsequent integration exists for future transactions. This includes, among other things, the inability to meet sales volume targets, and higher than expected integration costs, as well as the failure to meet any synergy goals. Furthermore, risks are present that the longer-term understanding to the business needs to be assimilated when integrated into the Group.</p>	<p>Internal ↓</p>	<p>The Group performs strong due diligence processes and closely managed integration processes; we seek to reduce the likelihood of this risk materialising. The integration plan is for the long-term positioning of the acquired business in the ecosystem of the Group. The integrations of BestOutcome, Vertical Digital and Pemac were managed as specific integration projects and there is now a documented Eleco best practice approach for integrating new acquisitions.</p>	<p>⊗ (Due Diligence)</p> <p>⊕ (Integration Planning)</p>

Key: Change		Key: Response strategy	
↗ Increase	→ No or little change	⊗ Avoid	⊕ Mitigate
↘ Decrease		⊗ Exploit	⊖ Accept

Area	Risk	Description	Internal/external change	Mitigating actions/controls	Response strategy
Legal and compliance risk					
10 Legal and compliance	Potential breach of regulatory compliance	Eleco operates across several territories and geographies which are each subject to their own laws, regulations and tax jurisdictions. This includes strict controls on data access e.g. GDPR in the EU. There is a risk of non-compliance which could result in fines, claims, and reputational damage. Exposure varies by region, but regulatory environments continue to evolve quickly.	External and Internal ↗	Eleco uses the services of professional advisors, who are experts in their fields, to complement in-house knowledge. Transactions between group companies are carried out in accordance with Eleco's interpretation of tax laws, tax treaties and OECD guidelines. Eleco has many systems, processes and controls in place to ensure compliance with regulations. Intercompany transactions are conducted at arm's length and transfer pricing arrangements remain under continued review.	⊕ (use of advisors and Eleco Group structure)

CFO Report

2025 marked a further acceleration in Eleco Group's fortunes



Neil Pritchard
Chief Financial Officer

Introduction and Overview

I am delighted with our 2025 reported results: we have seen continued growth in revenues, recurring revenues, adjusted profitability and cash, and all ahead of market expectations. This performance is post our SaaS financial transition, demonstrating the robustness of our value proposition to our customers and the exceptional nature of our internal resources that we can bring to bear.

This superb performance is all the more creditable in what is undoubtedly a more uncertain and volatile world. It is testament to the reliance and robustness of our business model and the execution of our strategy. A high recurring revenue model provides a more sustainable, predictable and forward visibility for the investors in Eleco.

We do not and should not, however, rest on our laurels. Everything we do should be viewed through the lens of strategic fit and shareholder value. In the recent past, we have made some difficult decisions such as disposing of the non-core Arcon architectural software business and discontinued end-of-life product lines, and in 2025 the carrying value of our non-core Visualisation business, Veeuze GmbH, has been impaired.

Our core businesses and product solutions revolve around the whole lifecycle surrounding the built environment. The core drivers in the market are substantial, such as population growth and urbanisation, greater legal, regulatory and compliance demands and requirements, and increased complexity, time and cost pressure on projects. Eleco, with its best-of-breed innovative software, is at the centre of industry trends, such as the digitalisation of workflows, interoperability in technology ecosystems and harnessing of data to meet these challenges and opportunities.

Revenue and Gross Margins

I have great pleasure in reporting a 20 per cent increase in overall revenues to £38.8m (2024: £32.4m). This is ahead of market expectations, and a further demonstration of our successful execution of strategy over recent years.

The increase in constant currency terms amounted to a 19 per cent increase, and excluding contribution from the Pemac acquisition from mid-January 2025, organically the increase was 11 per cent.

Acquisitions, such as Pemac, nonetheless represent an ongoing part of the business going forward.

Eleco Group provides a diversified portfolio of buildtech and proptech lifecycle technological solutions that are extremely well positioned to serve our many thousands of existing loyal and new customers in growing markets. Despite significant market presence, the opportunity for further upsell headroom and cross-sell penetration remains. We have no material customer concentration and are geographically diversified.

Analysis of revenue by geography shows that the revenue outside the UK, defined as overseas revenue, has grown as a proportion of the whole in 2025: to 53 per cent in 2025 (2024: 51 per cent). Within this overseas category, the largest contributor was 'Rest of Europe' (itself bolstered by the addition of Pemac in Ireland) at 20 per cent of Group revenues (2024: 16 per cent), followed by Scandinavia at 18 per cent of Group revenues (2024: 18 per cent), and Germany at 8 per cent (2024: 9 per cent). Revenue contributions in the UK amounted to 47 per cent of the Group total (2024: 49 per cent).

Analysis of revenue by recurring and non-recurring categories as proportion of Group revenues illustrates that Total Recurring Revenues (TRR), those revenues that are recurring when we look across the twelve months, moved ahead at 81 per cent (2024: 77 per cent); Services, a less resilient and more discretionary area in the face of macroeconomic pressures and uncertainties, 18 per cent (2024: 20 per cent); and, as anticipated, Perpetual licence sales lower at 1 per cent (2024: 3 per cent). TRR increased by 26 per cent to £31.3m (2024: £24.9m).

As we further transform as a high recurring revenue business, we increasingly embrace and value many SaaS software related metrics internally and externally report many of these additional performance, non-statutory measures. Central to these are the measures of recurring revenues which indicate the more predictable and sustainable business model we have transitioned to. In addition to the TRR measure mentioned above, Annualised Recurring Revenues (ARR), the normalised exit rate at the end of the year, provides a forward looking indicator and aid to investor visibility. ARR was higher by 29 per cent, being £34.3m (2024: £26.6m).



I have great pleasure in reporting a 20 per cent increase in overall revenues to £38.8m (2024: £32.4m). This is ahead of market expectations, and a further demonstration of our successful execution of strategy over recent years.

The building lifecycle classification of revenue at £31.1m (2024: £24.1m) represents 80 per cent of total revenues (2024: 74 per cent); with a further decline in revenue contribution by the CAD and Visualisation software sector to £5.8m (2024: £6.5m) or 15 per cent (2024: 20 per cent) of Group revenues. In 2025 we saw continuing challenging economic conditions for our German-based Visualisation business, and their customers' budgetary constraints.

Another indicator for future revenues is the level of deferred revenues in the balance sheet. Deferred income is from software subscription licences and from software maintenance and support contracts and is credited to revenue in the income statement on a straight-line basis in line with the service and obligations over the term of the contract. I am delighted to report this increased by 39 per cent (2024: 23 per cent) to £16.8m (2024: £12.1m); organically, stripping out the effects of Pemac at £0.9m at acquisition, the increase was 31 per cent.

High gross margins are an indicator of the value we provide to our customers and add to their businesses. After taking the direct costs of servicing those revenues in cost of sales, Group gross margins remained healthy and ahead at 89.6 per cent (2024: 89.3 per cent). This is symptomatic of a higher mix of recurring revenues and in spite of integrating acquisitions with historically lower gross margins and the ongoing organic cost pressures from hosting providers to software companies such as ours.

Operating Expenses and R&D Investment

We continue to invest in Group resources in our pursuit of our strategy to scale the Group and meet the needs of the business in the face of competitive market pressures. Total operating expenses in 2025 increased by a headline £4.7m, or 19 per cent, to £29.6m in 2025 (2024: £24.9m).

The largest component of total operating expenses was selling and operating expenses which increased by £3.4m (or 16 per cent), to £24.6m (2024: £21.2m). However, when taking into account the absorption of Pemac's overhead base for an eleven and a half month period and also a further three and a half months' overhead addition from Vertical Digital, the net underlying increase was £1.5m, or 7 per cent. This net increase was driven by salary-related costs represents both inflationary increases and heightened levels of Go-To-Market resourcing as we scale up the business. Operating expenses included negative FX of £0.1m, consistent with 2024 (negative FX of £0.1m).

Outside of these core underlying operating costs, depreciation and amortisation of intangible assets increased by £0.8m, or 25 per cent, to £4.0m (2024: £3.2m). Within this, amortisation from acquired intangibles, a feature of acquisition activity, increased by £0.5m to £1.1m (2024: £0.6m). Amortisation of other intangible assets, representing amortisation of capitalised development innovation and other internally generated internal system-related intangibles, rose by £0.3m to £2.2m (2024: £1.9m). Depreciation (including of right of use assets) increased by £0.1m to £0.8m (2024: £0.7m).

Share-based payments costs were very significantly higher at £0.7m in 2025 (2024: £0.1m). This is largely due to the 2024 charge being the net of an IFRS2 charge offset by a credit for staff leavers forfeiture of share options and write back of share options with stringent performance criteria. The 2025 figure is also reflective of the cumulative effect of overlapping charges for recent multi-year share option awards.

Acquisition-related expenses and stamp duties were slightly lower by £0.1m in 2025 at £0.3m (2024: £0.4m). The 2025 figure included only £0.1m relating to the Pemac acquisition (the majority being incurred in 2024 of £0.2m). The remainder in both years relates to other M&A activity, both where we have chosen to proceed to a successful outcome (such as the Kivue acquisition announced post year end) and also where we have chosen to not further progress some transactions.

Turning to research and development (R&D) expenditure, it is important that the Group continues to invest in its software solutions, bringing a superior reliability of existing solutions and also new innovation for its existing customers and enhanced offers to potential new customers. The benefits of a software company over some non-technology companies is the ability to bring such offers with a regular cadence and relative ease of deployment, thus reducing time-to-market constraints and improving both products for customers and returns for our shareholders.

Total R&D spend, at £5.8m (2024: £5.4m), represented 15 per cent of total revenue (2024: 17 per cent of total revenue); or 19 per cent of recurring revenues (2024: 22 per cent of recurring revenues). Of this total spend, approximately £3.5m was capitalised (2024: £3.0m), subject to amortisation (as discussed above), and £2.3m was expensed (2024: £2.5m), reflecting a shift to leading-edge innovation by our over eighty in-house software developers.

CFO Report

Continued

Adjusted EBITDA*

£10.2m

2025 £10.2m

2024 £7.7m

Adjusted Profit Before Tax*

£7.3m

2025 £7.3m

2024 £5.4m

Cash

£16.3m

2025 £16.3m

2024 £14.0m

* For definitions please see note 26.

Profitability and Impairment

Another key benefit of software businesses is, beyond a core fixed overhead, to be able to scale up revenues without being subject to constraints in working capital (specifically inventory build) that non-technology companies might otherwise need to do to address market dynamics. This means time-to-market is not further delayed.

In 2025, we witnessed strong top-line organic and inorganic revenue growth, enhanced gross margins and gross profits, a less than proportionate increased investment in overheads, and consequently improved levels of operating profitability over 2024. Operating profitability before impairment improved by £1.1m, or 27 per cent, to £5.2m (2024: £4.1m). After taking into account the Veeuze impairment, EBITDA amounted to £6.9m (2024: £7.2m), a 4 per cent decrease.

When we look at the portfolio of businesses that we hold, whether long-held or recently acquired, we continually monitor and evaluate their performance in the light of many factors and competitive market pressures, and not least against our ongoing strategy and need to deliver superior returns for our investors. For these reasons, after a number of years significant stagnant macroeconomic conditions and specific challenges within the visualisation customer sector itself, the carrying value of assets held relating to the Veeuze Visualisation business has been impaired by £2.3m. Post year end, we have taken action to divest this business to a management buy-out, the remaining result of which will be reported in the 2026 financial year end.

For Eleco, this strategic decision is one-off in nature, meaning that Adjusted levels of profitability exclude this impairment of the Visualisation cash-generating unit, but non-Adjusted, statutory reported levels of profitability report this necessary, one-off impact. A reconciliation between statutory and Adjusted measures is provided in note 26 of these Annual Report and Accounts.

Adjusted EBITDA was higher by 32 per cent to £10.2m (2024: £7.7m), Adjusted profit before taxation was up 35 per cent to £7.3m (2024: £5.4m), Adjusted profit after taxation increased by 24 per cent to £5.2m (2024: £4.2m) and Adjusted EPS rose by 24 per cent to 6.3 pence per share (2024: 5.1 pence per share).

On a non-Adjusted, statutory basis, EBITDA (after impairment) was £6.9m (2024: £7.2m), a decrease of £0.3m or 4 per cent. Operating profit (after impairment) decreased by 32 per cent to £2.8m (2024: £4.1m); profit before taxation was lower by 35 per cent to £2.8m (2024: £4.3m); and profit after taxation was down by 61 per cent to £1.3m (2024: £3.3m). Overall, basic earnings per share was 1.6 pence per share, a 60 per cent decrease over 2024, which was 4.0 pence per share.

Finance income slightly reduced by £0.1m, reflecting a lower interest rate environment; while finance expense was similar for the IFRS16 lease notional accounting interest charge but increased for the £0.2m addition of a notional interest charge for the unwinding of the discount on earnout consideration for the Pemac acquisition anticipated to be paid out in 2026 and 2027 (2024: £nil discounting).

The Group's tax charge for 2025 was £1.5m (2024: £1.0m), which on higher total revenues year-on-year, gives an effective tax rate of 53.8 per cent (2024: effective rate of 22.3 per cent), and excluding the non-tax effecting impairment, the effective tax rate was 29.5 per cent. While the current tax rate moved in line with increased revenues, it was disproportionately higher for the mix of UK versus overseas elements. This UK current tax element was higher in 2025 by £0.4m with the full year effect of headline rates of 25 per cent, a less generous RDEC tax credit government regime, and absent of any prior year UK tax adjustment. Conversely, deferred tax credit adjustments increased for our German businesses by £0.6m.

Operating Cash, Cash and Liquidity

In uncertain macroeconomic and geopolitical times, Eleco's resilient business model of high gross margins, high recurring revenues as a proportion of total revenues, high retention rates, lack of inventory build, and timely payment by our loyal and valued customers for the software stands us in good stead, and somewhat apart from some software businesses.

This cash generation allows us to fund investments in the business to drive organic growth, M&A from internal resources where possible to do so, and sustain a progressive and consistent dividend policy for our shareholders.

The Group's cash position, as at 31 December 2025, was robust at £16.3m (2024: £14.0m). Had we not acquired Pemac in January 2025, the cash figure would have been higher by £4.6m on that one metric alone. The Group remains free of debt.

Strategic Report Sign-Off

Cash generated from operations before working capital, reflective of underlying cash operating profits, increased by £2.6m to £9.9m (2024: £7.3m). Cash generated from operations after working capital movements increased by a similar £2.3m to £13.0m (2024: £10.7m). Net tax cash paid in 2025 in Group jurisdictions, following significant prepayments made in 2024, was significantly lower in cash terms in the year of £0.8m (2024: £1.7m).

Capital expenditure on intangible assets, comprising the capitalisation of software product development costs and acquired and other intangibles, further advanced by £0.9m to £4.2m (2024: £3.3m). Capital expenditure on property, plant and equipment at £0.1m was similar to the prior year (2024: £0.1m).

I am delighted to say that free cash flow, taking cash generated from operations after working capital less the intangibles and tangibles additions and taxation and net finance flows, increased by £1.9m to £8.2m (2024: £6.3m). This represents 158 per cent of operating profit before impairment (2024: 154 per cent).

Cash flows relating to finance costs, lease liabilities, equity dividends and any issue of shares, resulted in net outflows of £1.6m (2024: net outflows of £1.3m). Included within this were dividends paid in 2025, relating to the 2025 interim dividend and 2024 final dividend, amounting to £0.9m (2024: £0.7m) the increase reflective of our progressive dividend policy.

The net overall inflow of cash in the year was therefore £1.9m (2024: net cash inflow of £3.4m), added to by net exchange gains in 2025 of £0.5m (2024: net exchange losses of £0.3m).

Dividends

Unlike many other technology companies, the Company pays dividends in accordance with its progressive and sustainable dividend policy. The growth in our business and our unencumbered and cash generative status, allows us to both invest in the Group organically and inorganically, increasing the Group while also rewarding our loyal and supportive shareholders with such dividends.

The Board therefore proposes a final dividend of 0.85 pence per share, a 21 per cent increase (2024: 0.70 pence per share), which, with the interim dividend of 0.35 pence per share, gives a total for 2025 of 1.20 pence per share (2024: 1.00 pence). The proposed final dividend shall be paid on 3 July 2026 to shareholders on the share register as at 19 June 2026 with an associated ex-dividend date of 18 June 2026.

Summary

2025 marked a further acceleration in Eleco Group's fortunes over the previous three years' momentum. I'm especially proud of the value we create with the Eleco people we have: their dedication, skills and experience provide an unparalleled customer experience. Our deep and long-held domain experience means we solve the real-world, complex challenges our customers have and realise their commercial opportunities. These intangibles are not always readily identified on our balance sheet, nor is the value they add always fully captured in our financial performance.

Our innovative software solutions, paired with our increasingly honed go-to-market approach, embracing data, wider ecosystems and artificial intelligence, are well placed to solve the challenges of project delivery for the future: to time, reduced waste, lower cost and improved productivity. We remain focused on execution of strategy at pace and delivery of enhanced shareholder value.

Neil Pritchard

Chief Financial Officer

27 April 2026

In accordance with Section 414D(1) of the Companies Act 2006, the Strategic Report on pages 1 to 39 is signed by order of the Board.

By order of the Board

Jonathan Hunter

Chief Executive Officer

27 April 2026

Eleco plc

Dawson House
5 Jewry Street
London
EC3N 2EX

Board of Directors

Providing a broad balance of skills and experience



Mark Castle FRICS

Non-Executive Chairman



Appointed by the Board: 2021

Experience:

- Joined the Board of Eleco plc in September 2021 as an Independent Non-Executive Director before becoming Chairman in October 2023.
- Joined the industry in 1981 as an apprentice and during his executive career held senior positions at Wates Group, StructureTone and Mace Group, the global construction and consultancy business, where he was Chief Operating Officer until 2021 having joined the business in 2005 and stepped down from the Board as Non-Executive Director on 31 December 2023.
- Chairman of Build UK, the construction industry body, from 2017–2019.

Other current roles:

- Chairman of contracting group Speller Metcalfe.
- Chairman of the private equity backed Triangle Fire Group.
- Non-Executive Director at Taylor Wimpey plc, the FTSE 100 Housebuilder.

Accreditations:

- Fellow of the Royal Institution of Chartered Surveyors.



Jonathan Hunter

BBus BMm

Chief Executive Officer



Appointed by the Board: 2016

Responsible for devising and implementing the Group's strategy for growth and building company culture.

Experience:

- Appointed Chief Executive Officer in September 2020 having served as Chief Operating Officer with the Group.
- Over 15 years of investor relations and public company experience.
- At the forefront of the Group's M&A activity since the commencement of his directorship.
- Played a fundamental role in Eleco's transition to a software group during and post divestment of the Building Systems division, defining the Group's initial software portfolio strategy and more recently leading the successful transformation to a SaaS organisation.
- Over 20 years' experience of technology in the built environment and extensive understanding of Eleco's software, markets and competitors amassed through senior leadership roles with the Company including MD of UK operations and Business Development Director.
- Member of Criticaleye, the peer-to-peer board community, with regular involvement in growth company roundtables and forums.

Accreditations:

- Bachelor of Business Management, majoring in Marketing Management, Griffith University, Australia.
- Bachelor of Multimedia, Griffith University, Australia.



Neil Pritchard FCA

BSc (Hons)

Chief Financial Officer



Appointed by the Board: 2022

Experience:

- A wealth of international public company experience in technology-driven businesses and over 30 years' experience in international FTSE250 and AIM listed groups.
- Extensive merger and acquisition (M&A) transactions throughout his career.
- Chief Financial Officer (CFO) and Executive Director at Corero Network Security plc, a London-listed global leader in DDoS cyber software solutions.
- Group Financial Director and Executive Director at London-listed technology business CML Microsystems plc Group.
- Finance Director of the UK and Eire division of the DAX-listed group Continental AG.
- Senior financial positions with quoted companies Delta plc Group (now Valmont Industries) and Yule Catto & Co plc, renamed to Synthomer plc Group.
- Independent Trustee and Director of The Magic Circle Foundation Limited from 2021 to 2024.

Accreditations:

- Qualified Chartered Accountant, holding an FCA, having spent six years with KPMG London in audit, treasury and forensic transaction services (TS) for M&A transaction roles.
- Economics and Politics degree from the University of Bath, UK.



Dr Annette Nabavi
MA (Oxon), Doc. de 3ième cycle (Dijon)
 Senior Independent Non-Executive Director

A R N E



Alyson Levett ACA, MA (Cantab)
 Independent Non-Executive Director

A R N E



James Pellatt
MRICS BSc (Hons)
 Independent Non-Executive Director

A R N E

Key Committee Membership

- A **Audit and Risk** N **Nomination** C **Committee**
- R **Remuneration** E **ESG** C **Chair**

Appointed by the Board: 2021
Experience:

- 30+ years' track record in operational and advisory roles in the technology, telecoms and digital industries.
- Seven-year tenure at AIM-listed Maintel Holdings plc, a cloud and managed services company, where Dr Nabavi also chaired the Remuneration Committee.
- Substantial experience in board remuneration through involvement with the Quoted Companies Alliance (QCA), where Dr Nabavi supported the update to the Remuneration Committee Guide.
- Non-Executive Director, Remuneration Committee Chair and Senior Independent Director at Gemserv Ltd, a professional services company providing policy advisory and digital transformation services to the energy and healthcare sectors, until its sale to Talan Group in January 2023.
- Non-Executive Director of EFI Limited, a specialised financial services consultancy, until April 2023.

Other current roles:

- Non-Executive Director and Chair of the Remuneration Committee at iomart Group plc, a secure cloud solutions and IT managed services company.
- Non-Executive Director and Chair of the Remuneration Committee at Norman Broadbent plc, the executive search group.

Accreditations:

- MA from Oxford University and a Doctorate from the University of Dijon.
- Shortlisted for The Sunday Times' Non-Executive Director Awards as AIM Director of the Year.
- Finance Director for Women in Telecoms and Technology, a Not-for-Profit organisation, and has served as a judge for the prestigious World Communications Awards.

Appointed by the Board: 2023
Experience:

- Over 20 years of leadership experience spanning various sectors such as software, telecommunications, consumer services, FMCG, and manufacturing.
- Extensive expertise in finance, audit and reporting, strategy, software, technology, risk management, and cyber security to the Board.
- Previously a director and Chair of Audit Committee at AMTE Power plc.
- Alyson's most recent executive position was as Chief Financial Officer at I-Nexus Global plc, where she played a pivotal role in their strategic direction, oversaw finance operations, and guided the company through its IPO on the AIM market in 2018.

Other current roles:

- Directorships at the Financial Services Compensation Scheme Limited, Getech plc, and Skin Bio Therapeutics plc and Chair of the Audit and Risk Committee at all four companies.
- Trustee at En-Fold, a growing charitable incorporated organisation supporting information, training and support around autism.

Accreditations:

- Alyson is a qualified Chartered Accountant and holds an MA from Cambridge University.

Appointed by the Board: 2024
Experience:

- Founder and CEO – Digital Trees – advising property companies, consultancies and tech companies on emerging trends in real estate related technology – from AI adoption, strategic planning and implementation of transformational technology.
- Director of Innovation at Great Portland Estates plc, developing and executing strategies to improve staff productivity and reduce energy consumption through digital transformation in line with the organisation's customer first and net zero ambitions. A market leader in smart buildings, James created the world's first Platinum SmartScore building at The Hickman.
- Senior Director, Design and Construction at Tishman Speyer – delivery of a range of projects in London, Europe and New York.
- More London Development: project delivery of successful development phases including for Lawrence Graham and EY.
- Partner at Arcadis, leading the Project Management division in Central London.
- Board member of UK PropTech Association prior to merger with British Property Federation.
- Board member of British Council for Offices – research and mentoring committees.

Other current roles:

- Strategic advisor to emerging tech company Layout and a Venture Partner at Pi Labs.

Accreditations:

- Member of the Royal Institution of Chartered Surveyors.
- Digital Transformation and AI at MIT.

Corporate Governance Report

Dear Shareholder

As Chairman of the Company, it is my responsibility to manage the Board in the best interests of our many stakeholders, which include shareholders and our employees.

Good corporate governance is key to safeguarding those interests, and the Board seeks to ensure that the Company is committed to the highest standards of corporate governance and continually evaluates its policies, procedures and structures to ensure they are fit for purpose and relevant.

People and Culture

Our people are our most important asset, and in the year, we conducted a survey across colleagues as part of the review of our purpose and culture.

Trust, customer centricity, flexibility, innovation and collaborative teamwork are Eleco's core values, held by the Board and translated into a culture and behaviours that are becoming part of our DNA. It is essential that we are able to attract and retain the right talent in the competitive environment we are working in.

Composition of the Board

The Board comprises the Non-Executive Chairman, three independent Non-Executive Directors (including the Senior Independent Director) and two Executive Directors, being the CEO and CFO. The Directors maintain and enhance their experience and skillsets through exposure to other (listed) companies, attendance at industry events, academic certifications, reading and research around subjects, use of advisors, discussions with staff, and training as appropriate.

A summary of each Director's skills and experience is explained on page 40. We remain confident that the current Board encompasses the right mix of experience and skills to support us through our ambitious growth journey. Nonetheless, the Company considers succession planning to be essential and continues to monitor the succession requirements of both Executive and Non-Executive Directors of the Board, in light of the Company's overall needs.

Governance and the Board

The Company's shares trade on the AIM market of the London Stock Exchange. The Company follows the Quoted Companies Alliance Corporate Governance Code for Small and Mid-Sized Quoted Companies (the 'QCA Code'). The Company is cognisant of the fact that compliance is an organic process and is to be embedded into every aspect of operation and will continue to review and improve its procedures to implement the highest levels of governance.

Details of how the Company has dealt with each principle of the QCA Code, including those revisions made in the latest version of the Code, may be found by visiting: www.eleco.com/governance.

Operation of the Board

The Chairman, along with the Senior Independent Director, and the Company Secretary, ensures that the Board functions effectively and has established Board processes designed for this purpose. The independent Non-Executive Directors provide scrutiny and challenge of these processes.

The Board aims to be accountable and give utmost consideration to governance arrangements. It also seeks to:

- Provide direction for management;
- Demonstrate ethical leadership;
- Make well-informed and high-quality decisions;
- Create the framework for helping directors meet their duties; and
- Be accountable to all stakeholders.

The Board encourages open and constructive debate on all matters and seeks, wherever possible, to reach decisions by consensus. Where consensus cannot be achieved, decisions are made by way of a formal vote, with each Board member having one equal vote. The Chairman ensures that all directors have the opportunity to contribute their views, that robust challenge is welcomed and that decisions are made following full consideration of the relevant information and risks.

The Board met 14 times during the year. These meetings were held through a combination of in-person and virtual meetings. The Board values the opportunity to discuss complex issues in depth in person and the team bonding opportunity it provides. Equally, we appreciate that virtual meetings are efficient, time and cost-saving opportunities and support of our environmental considerations. The attendance of individual directors at board meetings in 2025 is set out in the following table and committee meetings in the committee reports on pages 45 to 58.

Throughout the year, the Directors applied their collective skills and experience to the key strategic and operational decisions by the Board. Proposals relating to mergers and acquisitions were subject to rigorous challenge and scrutiny, drawing on the Non-Executive Directors' extensive backgrounds in overseeing company growth, listed company governance and corporate strategy development and execution. The Board's experience in leading and embedding organisational change supported its oversight of acquisition integration activities and the Company's wider internal change programmes, such as the branding and business restructuring. The Board's financial, technological and risk management expertise underpinned its oversight of the transition to a new finance system and the continued enhancement of the Group's risk management framework.

Operation of the Board continued

	Board Meetings in 2025	
	Possible	Attended
Executive		
J Hunter	14	14
N Pritchard	14	14
Non-Executive		
M Castle	14	14
A Nabavi	14	14
A Levett	14	14
J Pellatt	14	14

- Each regular, scheduled board meeting has an overarching theme. These include the annual budget, Group business strategy including M&A, interim and final results.
- Executive directors and members of the senior management team make presentations covering progress against current strategy and key objectives and ideas for future investment.
- In addition, the Board maintains regular electronic communications and makes further decisions by way of written resolutions to address largely procedural issues between the scheduled board meetings. An example of this would be the approval of option exercises by and for employees.
- To enable the Board to discharge its duties, all directors receive appropriate and timely information. Briefing papers are distributed by the Company Secretary and made available via a board portal to all directors usually a minimum of four working days in advance of board and committee meetings.
- A monthly reporting pack containing management accounts with commentary, reports from each Executive Director and individual business unit updates, is provided to the Board on a monthly basis.
- Meetings were held between the Chairman and the Executive Directors during the year, without the other Non-Executive Directors being present, to discuss matters as appropriate.
- Meetings were also held between the Chairman and the Non-Executive Directors during the year, without the other Executive Directors being present, to discuss appropriate matters as necessary. The Non-Executive Directors hold a private session after each board meeting to discuss feedback on how the meeting achieved its objectives.
- Both Executive and Non-Executive Directors are encouraged to undertake annual training in furtherance of their specific roles and general duties as a director and to keep their skills up to date and relevant to the Group. This includes, but is not limited to, attending meetings and workshops run by the London Stock Exchange and the Quoted Companies Alliance.

Control Environment

The Board acknowledges its responsibility for the Group's systems of internal financial and other controls. These are designed to give a level of assurance as to the reliability of information, the maintenance of adequate accounting records, the safeguarding of assets against unauthorised use or disposition and that the Group's businesses are being operated with appropriate awareness of the operational risks to which they are exposed.

The Directors have established an organisational structure with clear lines of responsibility and delegated authorities within the Group Controls Handbook.

The systems include:

- the appropriate delegation of responsibility to operational management;
- financial reporting, within a comprehensive financial planning and accounting framework, including the approval by the Board of the detailed annual budget and the regular consideration by the Board of actual results compared with budgets and forecasts;
- clearly defined capital expenditure and investment control guidelines and procedures; and
- monitoring of business risks, with key risks identified and reported to the Board. These risks can be identified on pages 28 to 35.

The Board Evaluation Process

The performance of the Executive Directors is reviewed on an annual basis by the Remuneration Committee, headed by Annette Nabavi along with the other Non-Executive Directors. The review looks at the individual and the Group's performance as well as any feedback from the other board members, including the Chairman. This review is discussed with each individual director and forms the basis for any additional training or development that may be required.

The performance of the Board as a whole is assessed in an annual internal board effectiveness review, led by the Chairman and the Nomination Committee, and facilitated by the Company Secretary using a third-party survey platform.

The Board considers board evaluation (via an external board evaluation platform) to be critical to sound corporate governance and sustainability and considers that a robust evaluation process will create transparency, better decision-making, stronger culture and more effective meetings.

Corporate Governance Report

Continued

Policy on Appointment and Reappointment

In accordance with corporate governance best practice, all directors will retire and submit themselves for re-election every year at the AGM. New directors are subject to election at the first AGM of the Company following their appointment.

Senior Independent Director

Annette Nabavi is the Senior Independent Director, whose key responsibilities are:

- to act as a sounding board for the Chairman and to carry out the performance evaluation of the Chairman;
- to be available to attend meetings with major shareholders and key advisors to receive their views regarding the Group; and
- to act as a route of access for shareholders and directors who have concerns that cannot be addressed through normal channels.

Non-Executive Directors

Under the QCA Code, the Board should have an appropriate balance between Executive and Non-Executive Directors and should have at least two independent Non-Executive Directors. The Company satisfies this requirement. At the date of appointment, Non-Executive Directors were assessed for independence against the UK Corporate Governance Code and against the QCA Code. Each of the Non-Executive Directors is considered independent of management and free of any relationship that could materially interfere with the exercise of their independent judgement. Their financial or commercial involvement with Eleco is limited to their annual salaries, any publicly-disclosed shareholding, and interest in contracts if any. Any historic employment relationships are disclosed in the Board of Directors pages 40 to 41. No Non-Executive Director has been an employee of the Company within the past seven years.

The Company remains committed to a Board which has a balanced representation of executives and non-executives.

Each Non-Executive Director is expected to attend and be prepared for all Board meetings.

Company Secretary

As part of our commitment to the highest levels of corporate governance, we appoint a professional Company Secretarial firm to advise the Chairman and facilitate the Board and to act as an intermediary between the Company's professional advisors and the Board. The Company Secretary's further duties include:

- assisting the Board in implementing good governance procedures in the Company;
- assisting executives in ensuring that the Group complies with legal, statutory, and regulatory requirements;
- assisting the Chairman with the effective planning and running of board meetings; and
- acting as a confidential sounding board for directors.

The Directors have access to independent professional advice, when they judge it necessary, in executing their duties on behalf of the Company. The main external advisors used by the Company during the year can be found on page 115.

Mark Castle

Chairman

27 April 2026

Audit and Risk Committee Report

Committee Composition and Meeting Attendance in 2025

Director	Possible	Attended
A Levett (Chair)	4	4
M Castle	4	4
A Nabavi	4	4
J Pellatt	4	4

Dear Shareholder

This report sets out how the Audit and Risk Committee has discharged its responsibilities during the financial year.

The primary roles and responsibilities of the Audit and Risk Committee are:

- monitoring and reviewing the financial statements, including the appropriateness and application of accounting policies used, prior to their recommendation to the Board;
- reviewing the effectiveness of the Group's internal controls and risk management systems, including whistleblowing;
- overseeing the relationship with the external auditor, including agreeing its remuneration and assessing auditor independence and the effectiveness of the audit process; and
- making recommendations to the Board in relation to accounting, reporting and risk for its consideration and approval.

Terms of Reference

The full terms of reference for the Audit and Risk Committee may be found by visiting: www.eleco.com. They were last reviewed on 27 March 2025.

The members of the Audit and Risk Committee comprise the independent Non-Executive Directors.

The Audit and Risk Committee met four times during the year and considered the 2025 audit plan, the audit findings report for the year end, the financial statements for the year ended 31 December 2024 and the interim report for the six months ended 30 June 2025. In addition, outside of the Audit and Risk Committee meetings, the Audit and Risk Committee Chair has worked closely with the CFO on the development of an enhanced risk management approach commensurate with the Company's increased size and complexity and framework for the future of the Group.

Although not members of the Audit and Risk Committee, company officers invited to the Audit and Risk Committee meetings to answer specific questions during the year were the CFO, the Group Financial Controller and the Company Secretary who attended all meetings.

External Auditor

The Audit and Risk Committee has engaged RSM UK Audit LLP (RSM) as the Company's external auditor and they are regularly invited to attend Audit and Risk Committee meetings. The Audit and Risk Committee also meets with the auditor without management in attendance.

At the 2025 AGM, RSM was reappointed as the external auditor and has been engaged to undertake the audit of the Group's financial year ended 31 December 2025. The auditor appointment is subject to ongoing monitoring and the Audit and Risk Committee revisited their review of RSM's effectiveness following the completion of the audit for the Group's financial year ended 31 December 2024. The Audit and Risk Committee considered several factors when determining the effectiveness of the external auditor, including: the overall quality and scope of the audit; the audit partner and team; communication and engagement by the external auditor with the Audit and Risk Committee, both formal and informal, and how issues were reported, followed up and resolved; the independence of RSM and whether an appropriate level of challenge and scepticism existed in their work.

The Audit and Risk Committee also sought the views of key members of the finance team and senior management on the audit process and the quality and experience of the audit partner. Their feedback confirmed that RSM had performed relatively well during 2025 and had provided an appropriate level of challenge to management.

Through its scheduled meetings during the year, together with private discussions with the audit partner in the absence of management and regular dialogue with the Executive team, the Committee assessed the independence of RSM. Having considered the nature and extent of the services provided, RSM's own assessment of independence and the Committee's direct interactions with the audit partner, the Committee was satisfied that RSM maintained its independence and continued to provide an objective and robust audit.

RSM has indicated its willingness to continue in office and a resolution will be proposed at the AGM to reappoint it as auditor and to determine its remuneration.

The total fees paid to the Company's Auditor in the year are shown on page 81.

The Group uses separate advisors for taxation.

Audit and Risk Committee Report

Continued

Significant issues considered by the Audit and Risk Committee

A brief summary of the significant issues considered by the Audit and Risk Committee is set out below:

- Treatment of the acquisition accounting for acquisitions;
- Revenue recognition of the components of software sales and associated revenue streams;
- The carrying values of operating companies and the need for reviewing the carrying value of goodwill and other intangibles;
- The capitalisation and amortisation of research and development (R&D) costs;
- Ongoing enhancements to the control environment and continuity of controls;
- The planning of the Audit and the performance of the Company's Auditor;
- Developments in financial reporting standards and regulation; and
- Continued development of an enhanced risk management approach commensurate with the Company's size and complexity.

All of these matters were dealt with by enquiry with Eleco's financial and accounting staff, including the CFO, and by discussion with the Company's Auditor, RSM.

During the year further improvements were made to the control and systems environment, principally by the extension of the implementation of the new group-wide reporting system to more subsidiaries. It is envisaged that the remaining implementations of the group-wide financial system will take place in 2026, alongside other ongoing improvements in the oversight, reporting and control environment including new central financial reporting and controls governance documentation and controls assessment procedures for subsidiaries.

M&A activity

Acquisition of Kivue Ltd

On 10 February 2026, after the 2025 year end, Eleco plc acquired 100 per cent of the issued share capital of Kivue Limited ("Kivue"), a leading UK-based provider of Project Portfolio Management (PPM) SaaS software and associated services, for an enterprise value basis of £2.3m (c£1.84m cash and c£0.46m equity) ("the Acquisition"). Further details of the Acquisition are provided in note 28 of the Accounts section of the report.

Given the proximity of the acquisition to the annual report and accounts being published, and its relatively immaterial size of the acquisition relative to the Group's scale, the Group is therefore unable at this stage to reasonably estimate and determine the fair value of net assets acquired and resulting goodwill and other associated intangibles under IFRS 3 Business Combinations at the date of this report. The Group will work through the fair value exercise under IFRS 3 and provisional disclosures will be reported in the Group's 2026 interim results.

Disposal of Veeuze GmbH

On 10 April 2026, post year end, Eleco plc announced the sale of its wholly owned subsidiary Veeuze GmbH, a German-based visualisation business, to 3A Consult UG via a management buy-out (the "Disposal"). Further details of the Disposal are provided in note 28 of the Accounts section of the report.

In accordance with the provisions of IAS 10 Events After the Reporting Period, the Directors consider that the acquisition and disposal are non-adjusting post balance sheet events, meaning events after the reporting period end that are indicative of conditions that arose after the end of the reporting period, and therefore the 2025 numbers prior to this acquisition have not been adjusted.

Internal Audit

The Audit and Risk Committee considers, as an ongoing matter, whether the Group's internal controls process would be significantly enhanced by an internal audit function separately resourced from the finance function and has taken the view, given the size of the Group, that an internal audit function would not be cost-effective at this time.

However, the Audit and Risk Committee will continue to monitor this in the context of the Group's increasing size and complexity.

Risk Management

Internal controls and risk management are discussed in significant detail on pages 28 to 35 of the Report and Accounts.

During the year the evaluation of risks within the Group was significantly enhanced, with detailed bottom up and top down exercises undertaken and deeper formal monitoring processes implemented. For example, information security is a key area of focus for any corporate, and even more so for a technology business such as Eleco. Alongside heightened internal security through the use of IT software applications and processes, the human firewall of regular information security training is undertaken for all staff through mandated online training with associated testing. Likewise, we actively use in-house phishing simulations and penetration testing. We are pleased to say we did not have any significant information breaches in the year and we actively seek to minimise exposure to third-party information security risk.

Alyson Levett

Audit and Risk Committee Chair

27 April 2026

Nomination Committee Report

Committee Composition and Meeting Attendance in 2025

Director	Possible	Attended
M Castle (Chair)	1	1
A Nabavi	1	1
A Levett	1	1
J Pellatt	1	1

Dear Shareholder

On behalf of the Board and Committee, I am pleased to present the Nomination Committee Report for the year ended 31 December 2025.

The Committee met once during the year. The Committee also discussed matters informally through the year and any decisions were recorded via unanimous written resolutions.

The Nomination Committee consists of the Non-Executive Directors and is chaired by the Chairman of the Board.

The Role of the Committee

The Board has delegated the monitoring of the organisation's leadership requirements as well as succession planning to the Committee, to ensure that the Group has the best resources to perform effectively now and for the future.

Key Responsibilities

The primary roles and responsibilities of the Committee are:

- reviewing the structure, size and composition of the Board and its committees;
- evaluating potential candidates for nomination when and if it is deemed appropriate to appoint a new director to the Board; and
- making recommendations to the full Board for consideration and approval.

The full terms of reference for the Nomination Committee were last adopted on 27 March 2025 and may be found by visiting: www.eleco.com.

Key Activities During the Year

James Pellatt was appointed as Chair of the ESG Committee with effect from 1 January 2025. With this appointment, each of the Non-Executive Directors now chairs one sub-committee of the Board. The Nomination Committee considers the Company's governing structure to be well balanced and appropriate for the Company at this stage, but this will be kept actively under review on an ongoing basis.

The Board as a whole is considered to be complete with the skills and knowledge necessary to drive success in the Company.

The 2025 board evaluation was carried out using an external independent evaluation platform, led by the Chairman and supported by the Company Secretary. The results were positive overall. Improvements were noted particularly in risk management and sustainability. The results highlighted the importance of considering Eleco's evolving customer profile, strategy and target market, and these matters will be discussed by the Board throughout 2026.

In line with corporate governance best practice, all directors shall stand for re-election at the Annual General Meeting (AGM). Resolutions relating to the re-election of each director are included in the AGM Notice that accompanies this report.

Director Induction and Training

On appointment to the Board, directors are given a comprehensive induction tailored to provide each individual with the information necessary for them to perform their new role effectively. Typically this consists of meetings with senior management and receipt of key information relating to the Company's structure, strategy and performance.

Directors are required to keep their skills up to date in accordance with their professional qualifications. Non-Executive Directors and Executive Directors are encouraged annually to undertake relevant training; courses may be suggested to them or they may identify courses themselves.

Recruitment Process

The Committee takes the view that it should appoint the best candidate for a role irrespective of gender, age, marital status, disability, sexual orientation, race and religion, ethnic or national origin – this is in respect of all roles within the Company, not just the Board. It is committed to equal opportunities and promoting diversity where possible. It also aims to support employee development and make promotions from within the organisation where possible.

Mark Castle

Chairman of the Board and Nomination Committee Chair

27 April 2026

Remuneration Committee Report

Committee Composition and Meeting Attendance in 2025

Director	Possible	Attended
A Nabavi (Chair)	4	4
M Castle	4	4
A Levett	4	4
J Pellatt	4	4

Dear Shareholder

On behalf of the Board, I have pleasure in presenting the Report of the Remuneration Committee for the year ended 31 December 2025.

The Committee comprises four independent Non-Executive Directors: Annette Nabavi (Chair), Mark Castle, Alyson Levett and James Pellatt.

All meetings are attended by the Company Secretary and other individuals may be invited to attend as and when appropriate and necessary.

The Remuneration Committee determines and agrees with the Board the framework or broad policy for the remuneration of the Company's Chairman, Executive Directors and, as appropriate, other senior members of the executive management. No director is involved with decisions as to their own remuneration. The objective of the Committee is to ensure that senior executive remuneration is competitive, incentivises and rewards good performance, supports the Company's strategy and helps the Company continue to grow profitably, thereby creating value for shareholders. Due consideration is given to all relevant factors including company performance and individual performance; reference is also made to external benchmarks.

The Committee meets formally at least twice a year and at such other times as the Committee Chair shall require or as the Board may request. The Committee met four times during 2025. The Committee also met informally throughout the year and recorded its decisions via written resolutions. All committee members approved all written resolutions.

The full terms of reference for the Remuneration Committee were last reviewed by the Board on 27 March 2025 and may be found by visiting: www.eleco.com.

The primary roles and responsibilities of the Committee are:

- agree with the Board the framework or broad policy for the remuneration of the Company's Chairman, Executive Directors and, as appropriate, other senior members of the executive management;
- review the ongoing appropriateness and relevance of the Company's remuneration policy;
- determine the total individual remuneration package for each Executive Director and other senior directors including bonuses, incentive payments and share/option awards;
- determine the policy for and scope of any pension arrangements for each Executive Director and other senior executives;
- oversee any major changes in employee benefit structures across the Company or Group;
- review the performance and award of any options granted under the Company's 2014 option share plan; and
- agree the terms of reference of any remuneration consultants.

This report is split into two parts. The first provides the general principles that the Board has agreed should govern executive remuneration, the second details how we intend to apply these principles in 2026 and separately, the basis for the remuneration of Executive Directors in 2025.

As detailed elsewhere in this report, the Company has performed well during the year. Stretching targets were set at the beginning of the year for the bonus plan and I am pleased to be able to confirm to shareholders that a significant number of these targets have been met or exceeded and this has guided the Committee's allocation of the bonus pool. Option grants were made to the Executive Directors and various members of the senior management and wider Group senior management team. The Committee believes that the overall remuneration delivered in relation to 2025 represents a fair outcome with regard to the progress the Company has made and the performance delivered to shareholders and other stakeholders.

Part 1: Remuneration Policy for Executive Directors

As a software company, the Company operates in a particularly active and competitive sector and our Executive Remuneration Policy is designed to attract, incentivise and retain our key staff. Additionally, the Company has increased in size, scale and complexity.

The total package is designed such that a significant proportion is linked to performance conditions related to the long-term success of the Company. However, when setting the levels of short-term and long-term variable remuneration and the balance of cash and share elements, consideration is given to achieving the right balance, so as not to encourage unnecessary risk-taking, or short-term actions which are not in the Company's long-term interests.

The key features of the Remuneration Policy are as follows:

Element of Remuneration	Purpose and link to Strategy	Policy and Approach
Base Salary	To recruit and reward executives of a suitable calibre to execute the Company's strategy by paying a competitive level of fixed remuneration.	Base salaries are reviewed annually by the Committee in January. Inflationary increases will be in line with the Company's overall budgetary increases and approach. Other increases reflect changes in role and responsibility. Benchmark comparisons are also made with other companies of a similar size and complexity.
Benefits	To ensure the well-being of employees and complement the base salary.	Benefits may include car allowance, medical insurance, and life assurance. Executive directors are entitled to 25 days' leave per annum.
Pension	To provide assistance with post-retirement financial planning.	Pension is payable at 5 per cent for the CFO and 9 per cent for the CEO of base salary.

Element of Remuneration	Purpose and link to Strategy	Policy and Approach
Annual Bonus	To incentivise the achievement of the Company's short-term operational and financial goals.	<p>Objectives and KPIs are set annually for each Executive. Normally the KPIs are weighted so that 50 per cent refer to financial targets including revenue, EBITDA, Free Cash Flow and recurring revenue growth whilst the remainder pick up KPIs which reference the Company's ESG targets and other individual targets.</p> <p>The maximum bonus that the CEO can receive is 100 per cent of base salary. The maximum bonus for the CFO is 70 per cent of base salary. The maximum will only be achieved if the KPIs are exceeded. A sliding scale is in place.</p> <p>Annual bonuses are paid fully in cash and are not subject to deferral. The Remuneration Committee considers that bonus deferral would add unnecessary complexity and cost and there are sufficient long-term incentives (see below) promoting retention and alignment with shareholder interest.</p>
Long-term Incentives	To incentivise the delivery of the Company's long-term strategic objectives and provide alignment with shareholders through the use of share-based incentives.	<p>The Company uses long-term incentives to underpin the Company's growth strategy. It had historically used market-priced options coupled with KPIs, issued on an ad hoc basis to senior staff. However, in recent years the Board has moved to a more regular pattern of option grants based on nominal cost options with appropriate KPIs related to the Company's strategy and performance. All awards will be subject to appropriate vesting periods (minimum of three years) and require the option holder to be in employment or an office holder of the Company at the time of vesting.</p> <p>Awards are subject to market standard good leaver and change of control provisions, as defined in detail within the share plan.</p>

Remuneration Committee Report

Continued

Executive Directors' Service Agreements

The Committee reviews new Executive Directors' service contracts before appointment to ensure that they meet best practice. Service contracts include customary restrictive covenants, including non-compete provisions of up to 12 months for the CEO and six months for the CFO.

The standard notice period for Non-Executive service contracts is three months and Executive Directors' notice period is six months. Service contracts are available for inspection at the Company's registered office.

Part 2: How the Remuneration Policy will be applied in 2026

2026 salary review for Executive Directors

The salary of Jonathan Hunter, Chief Executive Officer, was increased from £260,000 to £290,000 in line with the Company's remuneration policy. This increase was based on a benchmarking exercise against other AIM-listed companies. The salary increase is reflective of the significant growth in the Company's total market capitalisation in the past year. An independent benchmarking exercise was conducted to inform the appropriate level of increase in line with industry peers.

The salary of Neil Pritchard, Chief Financial Officer, was increased from £210,000 to £223,000 for 2026 using the same comparisons and rationale as the increase for the Chief Executive Officer.

Performance targets for the 2026 Annual Cash Bonus

The annual bonus is based on a number of KPIs. For the Chief Executive Officer, 40 per cent of the bonus will be paid against the achievement of financial KPIs including Budget Revenue, EBITDA, Free Cash Flow and Monthly Recurring Revenue. The remaining 60 per cent is paid against non-financial measures including the ESG Scorecard and core strategic initiatives. For the Chief Financial Officer, 50 per cent of the bonus will be paid against the achievement of financial KPIs as set out above and the remaining 50 per cent against non-financial measures.

Bonuses are subject to a sliding scale and the payment of 100 per cent of bonus will require overachievement of all KPIs. Normally, no bonus will be paid if the financial results fall substantially below consensus forecasts. However, the Committee reserves the right to exercise its discretion in this and other related matters.

In line with market practice, the Company adopts upper thresholds of 100 per cent and 70 per cent base salary for the CEO and CFO bonuses respectively, with no opportunities for deferral.

Share Option Awards to be granted in 2026

The Committee intends to grant additional options to Jonathan Hunter, Neil Pritchard and other members of the Senior Leadership Team when the Company is in a position to do so.

Directors' Remuneration in 2025

	Basic salary £'000	Bonus £'000	Fees £'000	Sub-committee fees £'000	Benefits £'000	Pension £'000	Year to 31 December 2025 £'000	Year to 31 December 2024 £'000
Executive								
J Hunter	260	213	5	–	5	23	506	442
N Pritchard	210	128	–	–	5	11	354	312
Non-Executive								
M Castle	–	–	94	6	–	–	100	100
A Nabavi	–	–	46	13	–	–	59	54
A Levett	–	–	46	6	–	–	52	48
J Pellatt	–	–	46	6	–	–	52	31

The Executive Directors received in the year share options disclosed here at their full market priced value as follows: CEO £173,000 (2024: £180,000) and CFO £138,000 (2024: £144,000).

Directors' Share Options

	Directors' options in issue at year end	2025		2024	
		Issued during year	Exercise price per share	Issued during year	Exercise price per share
J Hunter	1,105,000	250,000	0.01	250,000	0.01
N Pritchard	675,000	200,000	0.01	200,000	0.01
	1,780,000	450,000		450,000	

During the year, 150,000 share options granted to Jonathan Hunter on 1 August 2022 vested in accordance with the terms of the option contract (2024: nil share options).

During the year, Jonathan Hunter exercised 120,000 share options (2024: nil share options).

Remuneration Committee Report

Continued

Directors' Share Options *continued*

Details of share options currently in issue to the Executive Directors are tabled below:

Options	Expiry date	Outstanding number of options	Criteria for vesting options
2025	30/04/2035	450,000	The Option shall vest (if at all) in three parts on the third anniversary of the date of grant subject to having met the Performance Targets (as defined in the Rules) as detailed below: 33.3 per cent of the option grant: Revenue target by end 2027 as shown in the Annual Accounts for that year. This KPI is subject to a sliding scale. 33.3 per cent of the option grant: EBITDA target by end 2027 as shown in the Annual Accounts for that year. This KPI is subject to a sliding scale. 33.3 per cent of the option grant: Share price by end 2027 (measured as an average of the 3 months prior to 31 December 2027). This KPI is subject to a sliding scale.
2024	04/06/2034	450,000	The Option shall vest (if at all) in three parts on the third anniversary of the date of grant subject to having met the Performance Targets (as defined in the Rules) as detailed below: 33.3 per cent of the option grant: Revenue target by end 2026 as shown in the Annual Accounts for that year. This KPI is subject to a sliding scale. 33.3 per cent of the option grant: Adjusted EBIT target by end 2026 as shown in the Annual Accounts for that year. This KPI is subject to a sliding scale. 33.3 per cent of the option grant: Share price per cent increase per annum from the current share price (measured as an average of the 3 months prior to the grant) over 3 years. This KPI is subject to a sliding scale.
2023	10/05/2033	350,000	Market-priced options with a three-year vesting period.
2023	10/05/2033	175,000	The Option shall vest (if at all) in two parts on the third anniversary of the date of grant subject to having met the Performance Targets (as defined in the Rules) as detailed below: 50 per cent of the option grant: Recurring revenue % target by end 2025: this KPI is subject to a sliding scale. 50 per cent of the option grant: Organic revenue growth of a % target pa, from £26.6m at end 2022 to £m target, net of acquisitions, at end 2025: this KPI is subject to a sliding scale.
2022	31/07/2032	150,000	Vested
2020	31/05/2030	125,000	Vested
2017	08/08/2027	80,000	Vested
Total		1,780,000	

The Remuneration Committee considers that the long vesting period attaching to share options provides sufficient long-term alignment, and therefore no additional post-vesting holding period is applied, which is proportionate to the size and complexity of the Company and aligns to the approach taken in many other AIM-listed companies. This approach is kept under regular review.

Non-Executive Directors

The Non-Executive Directors do not have service contracts but instead have letters of appointment which contain details of the terms of office, period of appointment, fees and reasonable expenses incurred in the performance of their duties. Each Non-Executive Director is appointed for an initial three-year term. Non-executive directors are typically expected to serve two three-year terms but may be invited by the Board to serve for an additional period. Any term renewal is subject to Board review and AGM re-election. In line with corporate governance best practice, the Company has elected for all Non-Executive Directors along with the Executive Directors to stand for re-election at each AGM. A non-executive director can be reappointed for an additional term following the completion of their first term in office.

Interest in Contracts

There have been no contracts of significance or transactions between the Company or its subsidiary companies and any of the Directors during the year.

Gender Pay Gap

Eleco plc and its UK subsidiaries had 151 employees (2024: 135) in the UK at the year end.

Under current legislative thresholds, the Company is not obliged to undertake a formal review of a potential gender pay gap. However, it carries out a review of gender and remuneration levels across the UK. The Board notes that over 33 per cent (2024: over 33 per cent) of UK employees are female.

Dr. Annette Nabavi

Remuneration Committee Chair

27 April 2026

ESG Committee Report

Committee Composition and Meeting Attendance in 2025

Director	Possible	Attended
J Pellatt (Chair)	2	2
M Castle	2	2
A Nabavi	2	2
A Levett	2	2
J Hunter	2	2
N Pritchard	2	2

Dear Shareholder

I am pleased to share with you this year's Environmental, Social and Governance report, a summary of our continued action to prioritise, develop and embed our ESG strategy into Eleco's business operations.

Our ESG commitments are aligned with our purpose, mission, vision and values, and underpinned by a balanced scorecard framework that tracks year-on-year performance against clearly defined metrics.

We recognise the significant role our world-class software can play in supporting the built environment sector to decarbonise, increase resource efficiency and integrate circular economy principles. In 2025, this remained a key area of focus, and we will continue to strengthen and fine-tune our approach in the years ahead to support our customers.

The ESG Committee comprises the Non-Executive Directors, Chief Executive Officer, and Chief Financial Officer. The Committee met twice in 2025, continuing to shape our ESG strategy, drive action and improve process. Additionally, we have taken the decision to move beyond our Greenhouse Gas (GHG) emissions compliance requirement to calculate our full corporate GHG inventory.

Notable highlights for 2025 include:

- Led a campaign to increase employee engagement on our ESG programme, supporting and encouraging participation across the group.
- Continued certification of Great Place to Work® across the UK, Sweden, the Netherlands, Romania and addition of Ireland.
- The recertification of Eleco UK, BestOutcome and Pemac to ISO 27001.

The ESG implementation team will continue to lead the delivery of the ESG strategy, oversee carbon emissions reporting, and begin to drive progress towards our Net Zero journey in 2026, following the completion of our full corporate GHG inventory.

Furthermore, I am pleased to confirm that we have retained our Great Place To Work® accreditation for our qualifying regions of Sweden, the UK, the Netherlands, Romania and in addition Ireland for the first time with Pemac having joined the Group. In future years, we also aim to extend the certification to other regions where eligible. In the meantime, we remain focused on promoting an environment of safety, equity and inclusivity at Eleco.

In line with best practice, Eleco policies and procedures are reviewed regularly to ensure compliance with both current legislation and evolving standards. Integrating activity across all entities has been a key focus in 2025, and will continue into 2026, ensuring not only a consistent approach to governance, but also to ESG data capture and reporting.

While we are proud of the progress made across many of our ESG metrics, we are committed to balanced and transparent reporting. Employee satisfaction declined to 72 per cent in 2025, below our target range of 74–77 per cent. This reflects a period of deliberate organisational change as we integrate acquisitions and evolve our operating model to support Eleco's long-term growth. We remain focused on our people and are closely monitoring wellbeing indicators — our regretted turnover metric held within target, which we view as an important signal that colleagues remain engaged with the business. We expect satisfaction to recover as the benefits of these changes become more apparent to our teams. We also fell marginally short of our targets for female representation in the workforce and training completion, both of which remain priorities for 2026.

We look forward to reporting back on our progress next year, as we work towards even more ambitious ESG milestones.

Terms of Reference

The full terms of reference for the ESG Committee were reviewed on 12 March 2026 and may be found by visiting: www.eleco.com.

Streamlined Energy Carbon Reporting (SECR)

In line with The Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018 our energy use and greenhouse gas Greenhouse Gas (GHG) emissions for the twelve-month period from 1 January 2025 to 31 December 2025 are set out below.

This report covers UK emissions for SECR purposes, alongside global energy use and emissions to provide additional transparency and context.

Eleco Energy Use and Associated Greenhouse Gas Emissions (SECR UK only)

	Jan-Dec 2025	Jan-Dec 2024	Jan-Dec 2020 Baseline	Percentage change 2024 to 2025*
Total Energy consumption	220,736 kWh	211,419 kWh	286,860 kWh	4%
Emissions from combustion of gas (Scope 1)	8 tCO ₂ e	8 tCO ₂ e	20 tCO ₂ e	-
Emissions from combustion of fuel for the purposes of transport (Scope 1)	0 tCO ₂ e	0 tCO ₂ e	5 tCO ₂ e	-
Emissions from refrigerant leakage (Scope 1)	0 tCO ₂ e	4 tCO ₂ e	Not included	-100%
Emissions from purchased electricity, heat and steam (Scope 2 location based)	10 tCO ₂ e	13 tCO ₂ e	25 tCO ₂ e	-28%
Emissions from purchased electricity, heat and steam (Scope 2 market based)	7 tCO ₂ e	12 tCO ₂ e**	21 tCO ₂ e	-40%
Indirect emissions from fuel and energy-related activities (Scope 3)	5 tCO ₂ e	6 tCO ₂ e	Not included	-12%
Emissions from business travel in rental cars or employee-owned vehicles where company is responsible for purchasing the fuel (Scope 3)	30 tCO ₂ e	32 tCO ₂ e	7 tCO ₂ e	-6%
Total gross emissions (location based)	52 tCO ₂ e	63 tCO ₂ e	57 tCO ₂ e	-17%
Total gross emissions (market based)	50 tCO ₂ e	62 tCO ₂ e**	53 tCO ₂ e	-19%
Less carbon offsets	50 tCO ₂ e	62 tCO ₂ e	0 tCO ₂ e	N/A
Total net emissions	0 tCO ₂ e	0 tCO ₂ e	53 tCO ₂ e	N/A
Emissions per £m turnover (market based)	2.60 tCO ₂ e	3.85 tCO ₂ e	6.0 tCO ₂ e	-33%

* The percentage change is calculated using precise values before rounding. Due to rounding, the percentage change may not always align exactly with the whole numbers shown.

** Following the identification of an error in the market-based emissions calculations for 2024, the total carbon-equivalent emissions have been restated.

ESG Committee Report

Continued

Eleco Energy Use and Associated Greenhouse Gas Emissions (Global Emissions)

	Jan-Dec 2025	Jan-Dec 2024	Jan-Dec 2020 Baseline	Percentage change 2024 to 2025*
Total Energy consumption (absolute)	829,731 kWh	890,618 kWh	779,303 kWh	-7%
Emissions from combustion of gas (Scope 1)	35 tCO ₂ e	25 tCO ₂ e	27 tCO ₂ e	38%
Emissions from combustion of fuel for the purposes of transport (Scope 1)	29 tCO ₂ e	31 tCO ₂ e	43 tCO ₂ e	-7%
Emissions from refrigerant leakage (Scope 1)	0 tCO ₂ e	7 tCO ₂ e	6 tCO ₂ e	-100%
Emissions from purchased electricity, heat and steam (Scope 2 location based)	46 tCO ₂ e	66 tCO ₂ e	76 tCO ₂ e	-30%
Emissions from purchased electricity, heat and steam (Scope 2 market based)	43 tCO ₂ e	50 tCO ₂ e**	51 tCO ₂ e	-13%
Emissions from Electricity used for electric vehicles (EVs)	5 tCO ₂ e	13 tCO ₂ e	Not included	-63%
Indirect emissions from fuel and energy-related activities (Scope 3)	30 tCO ₂ e	27 tCO ₂ e	Not included	12%
Emissions from business travel in rental cars or employee-owned vehicles where company is responsible for purchasing the fuel (Scope 3)	37 tCO ₂ e	76 tCO ₂ e	13 tCO ₂ e	-51%
Total gross emissions (location based)	182 tCO ₂ e	245 tCO ₂ e	165 tCO ₂ e	-26%
Total gross emissions (market based)	178 tCO ₂ e	229 tCO ₂ e**	140 tCO ₂ e	-22%
Less carbon offsets	182 tCO ₂ e	229 tCO ₂ e	0 tCO ₂ e	N/A
Total net emissions	0 tCO ₂ e	0 tCO ₂ e	140 tCO ₂ e	N/A
Emissions per £m turnover (market based)	4.60 tCO ₂ e	7.06 tCO ₂ e	7.2 tCO ₂ e	-35%

* The percentage change is calculated using precise values before rounding. Due to rounding, the percentage change may not always align exactly with the whole numbers shown.

** Following the identification of an error in the market-based emissions calculations for 2024, the total carbon-equivalent emissions have been restated.

Eleco plc Energy Use and Associated Greenhouse Gas Emissions: Company Breakdown

In accordance with SECR guidance, the reported data is disaggregated by subsidiary and business unit to demonstrate the coverage of the Group report.

	Electricity and district heating (market based)		Refrigerators tCO ₂ e	Gas		Transport Fuels Company Cars		Fuel and energy-related activities tCO ₂ e	Mileage Claims		Total	
	kWh	tCO ₂ e		kWh	tCO ₂ e	kWh	tCO ₂ e		kWh	tCO ₂ e	kWh	tCO ₂ e*
Asta Development GmbH	10,265	3	0	0	0	25,294	6	3	6,731	2	42,290	12
BestOutcome Ltd	5,569	2	0	0	0	0	0	0	7,212	2	12,781	4
Eleco plc	3,670	1	0	7,523	1	0	0	0	12,172	3	23,365	6
Elecosoft BV	25,530	10	0	0	0	56,211	12	5	212	0	81,953	27
Elecosoft Consultec AB	171,187	13	0	0	0	5,072	1	2	0	0	176,259	17
Elecosoft UK Ltd	44,727	4	0	35,137	6	0	0	4	104,727	25	184,591	40
Pemac	26,806	8	0	357	0	0	0	2	20,875	5	48,038	15
Sons of Coding	4,986	1	0	10,222	2	4,759	1	1	0	0	19,967	5
Veeuze GmbH	37,680	0	0	126,588	23	59,716	14	11	0	0	223,984	48
Vertical Digital	4,986	1	0	10,222	2	1,297	0	1	0	0	16,505	4
Total	335,406	43	0	190,049	34	152,349	34	29	151,929	37	829,733	178

* Total kWh and tCO₂e values have been summed for each category and per entity before rounding to the nearest whole number. The displayed totals have been rounded up or down for illustrative purposes. The exact figures, which include decimal points, are held by Eleco (and its third-party consultant), both of whom accept no responsibility for any final representation of these figures (which may differ slightly from the actual calculated values).

As part of this exercise we have excluded office sites with fewer than five people and those without physical offices/sites as the energy and carbon impact they generate fall are deemed to fall below the 5 per cent of total emission inclusion threshold and therefore are considered de minimis within Eleco's Group SECR disclosure.

ESG Committee Report

Continued

Quantification and Reporting Methodology

The carbon footprint of the reporting organisation is determined for the considered period of 1 January 2025 to 31 December 2025 following the Greenhouse Gas Protocol, ISO 14064, SECR regulations requirements, as well as the Environmental Reporting Guidelines from the UK Department for Business, Energy and Industrial Strategy (BEIS). This report covers Scope 1 and Scope 2 emissions, as well as partial data from Scope 3. Emissions from category 3: fuel and energy-related activities and the grey fleet aspect of category 6: business travel have been included. The reporting methodology for the considered period aligns with Eleco plc's previous year carbon reporting methodology.

The operational control approach is applied to determine the organisational and operational boundaries of the carbon footprint. This implies that all organisational entities and all sources of greenhouse gas emissions which are under operational control of the reporting organisation are included in the carbon footprint. An organisation has operational control over an entity or activity if it has the ability to change operational policies related to that entity or activity.

Emission factors for Scope 1, 2 and 3 emissions were taken from the UK Department for Energy Security and Net Zero (DESNZ). International electricity emission factors were used to account for the individual grid fuel mix for each reporting country. Carbon offsets are reported in this SECR report and have been subtracted from the total gross emissions to give net emissions. Both gross and net figures have been reported.

Intensity Ratio

We have chosen to report our gross emissions (market based) against £m Sales Revenue. The global value for the intensity ratio was 4.60 tCO₂e per £m sales revenue (2024: 7.06 tCO₂e per £m sales revenue), while the UK value for the intensity ratio was 2.60 tCO₂e per £m sales revenue (2024: 3.76 tCO₂e per £m sales revenue).

Energy Efficiency Action

In the period covered by the report Eleco has:

- Reviewed the energy performance of offices, incorporating building ratings into decisions for lease renewals.
- Transitioned vehicle fleet towards low-carbon alternatives, with 78 per cent of vehicles now hybrid or electric.
- Purchased renewable electricity contracts at select sites, currently covering 57 per cent of procured and non-managed electricity contracts.
- Continued regular ESG Committee oversight of energy efficiency and carbon emissions.

James Pellatt

ESG Committee Chair

27 April 2026

Directors' Report

Dear Shareholder

The Directors present their report and the audited financial statements for the year ended 31 December 2025.

The Company is a member of the Quoted Companies Alliance (QCA). The QCA publishes its own Corporate Governance Code (Code) that recognises that good corporate governance helps deliver business success and growth. The Board noted the Code's refresh in November 2023 and has worked to ensure compliance with the revised principles.

In accordance with section 414C of the Companies Act 2006, certain matters that would otherwise be required in the Directors' Report are included elsewhere in the financial statements as indicated in the table below and are incorporated into this report by reference.

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Research and development activities	Notes to the Consolidated Financial Statements	Page 76
Risk management	Review of Principal Risks and Uncertainties	Page 28
Share capital	Notes to the Consolidated Financial Statements	Page 92
Strategic review	Various reports – see page references	Pages 1 to 39
Stakeholder engagement	Section 172 Statement	Page 24

Results for the Year Ended 31 December 2025

The Group profit on ordinary activities before taxation was £2,848,000 (2024: £4,294,000). The detailed financial statements of the Group are set out on pages 68 to 71.

Business Review and Future Development

A review of the Group's operations during the year and its plans for the future are set out in the CEO Report on pages 5 to 10.

Key Performance Indicators

The Group is a collection of diverse software businesses for the built environment and each business will have slightly different Key Performance Indicators (KPIs) from one another. Common KPIs to all businesses are Revenue, Recurring Revenues, measures of profitability and metrics for cash flow and cash generation.

Dividends

The Directors have recommended a final dividend of 0.85 pence (2024: 0.70 pence). An interim dividend of 0.35 pence was paid on 13 October 2025 (2024: 0.30 pence).

Share Price

The middle market price of the Company's Ordinary Shares on 31 December 2025 was 126 pence and the range during the period under review was 110 pence to 181.5 pence.

Directors

The current composition of the Board of Directors is shown on pages 40 to 41. Directors who held office during the 2025 year were:

- J Hunter
- N Pritchard
- M Castle
- A Nabavi
- A Levett
- J Pellatt

The Group carries and maintains Directors' and Officers' liability insurance in respect of itself and its Directors throughout the financial period.

Directors' Report

Continued

Directors' Shareholdings

The interests, beneficial unless otherwise indicated, in the ordinary shares of 1 pence each in the Company of the Directors who held office on 31 December 2025 were as follows:

	2025	2024
J Hunter	148,361	28,361
N Pritchard	20,000	20,000

Substantial Interests

As at 31 March 2026, the Company has been notified of the following interests in the issued share capital by substantial (3 per cent or over) shareholders:

Shareholder	No. of shares	%
H A Allen & Co	11,882,584	14.12
Mr J H B Ketteley	8,751,418	10.40
Charles Stanley	6,397,861	7.60
Mr J D Lee	5,462,064	6.49
Columbia Threadneedle Investments	5,107,302	6.07
Jupiter Asset Management	4,266,027	5.07
Tikvah Management	3,905,614	4.64
Janus Henderson Investors	3,043,443	3.62
Hargreaves Lansdown	3,030,887	3.60

Political Donations

The Group did not make any political donations in 2025 (2024: £nil).

Research and Development

Product innovation and development is a continuous process. The Company commits resources to the development of new products and quality improvements to existing products and processes in all its business segments. During the year, the Group capitalised £3.5m of development expenditure (2024: £3.0m).

A significant share of our software development expenditure relates to the upgrade of existing products and is written off as incurred. Development expenditure on new or substantially new products is capitalised only if it meets the criteria set out in the Significant Accounting Policies on page 76.

Acquisition

Acquisition of Pemac

On 14 January 2025, the Group, through its wholly owned subsidiary ElecoSoft Limited, acquired 100 per cent of the share capital of PMI Software Limited ("Pemac") (the 'Acquisition') for an initial cash consideration of £5.3m. The Acquisition's completion date was 14 January 2025. The Group funded the Acquisition exclusively by utilisation of its existing internal cash resources for this consideration. Cash and cash equivalents within the Acquisition entity at the acquisition date totaled £0.8m and the Acquisition has no debt. The acquisition net cash outflow is included in investing activities in the consolidated cash flow statement.

Pemac, located in Cork and Dublin, Ireland, is a recognised leader in providing SaaS Computerised Maintenance and Management Software ("CMMS") and specialist services in the market, used by over 100 blue-chip international manufacturing companies. Pemac has developed a strong reputation for its ability to support clients in highly regulated sectors, including life sciences and healthcare, through its robust software capabilities tailored to meet industry-specific regulatory requirements.

The acquisition of Pemac by Eleco plc highlights Eleco's shared commitment to delivering innovative, customer-focused solutions in manufacturing, regulated industries. Pemac's expertise and proven capabilities complements the Group's existing ShireSystem Computerised Maintenance Management Software ("CMMS"), enhancing the overall offering to support customers' evolving needs. Pemac and ShireSystem are committed to maintaining the exceptional standards of service and support their customers rely on. Over time, it is intended that both organisations will collaborate to deliver technological advancements, ensuring their customers benefit from enhanced solutions. Further details are provided in note 27 of the Accounts section of the report.

Acquisition of Kivue Ltd

On 10 February 2026, after the 2025 year end, Eleco plc acquired 100 per cent of the issued share capital of Kivue Limited (“Kivue”), a leading UK-based provider of Project Portfolio Management (PPM) SaaS software and associated services, for an enterprise value basis of £2.3m (c£1.84m cash and c£0.46m equity) (“the Acquisition”). The Acquisition’s completion date was therefore 10 February 2026.

Kivue, located in Reading, England, is a software company specialising in PPM solutions, part of Eleco’s Building Lifecycle portfolio of solutions. The business’s ISO-certified and Cyber Essentials accredited cloud based platform, Perform, provides immediate and automated, visual portfolio insights, governance, risks and portfolio performance for project teams and enterprise-level (senior) executives. Further details are provided in note 28 of the Accounts section of the report.

Disposal of Veeuze GmbH

On 10 April 2026, post year end, Eleco plc announced the sale of its wholly owned subsidiary Veeuze GmbH, a German-based visualisation business, to 3A Consult UG via a management buy-out (the “Disposal”). The disposal reinforces the Group’s strategic focus on its Building Lifecycle businesses and primary verticals, and reflects a continued emphasis on shareholder value.

Under the terms of the agreement, the consideration for the Disposal is an initial nominal cash amount of €1, payable on completion and a share of the annual profit after tax over a 5-year period to 2030, capped at €250,000 payable in cash. The separation of the business is effective on 1 January 2026. Further details are provided in note 28 of the Accounts section of the report.

Diversity, Equality and Inclusion

The Group is committed to keeping its employees fully informed regarding its performance and prospects. Employees are encouraged to present their suggestions and views.

We are keen to promote diversity and equal opportunities within our workforce, being mindful that having a workforce that comprises people from different backgrounds and with different perspectives encourages the creation of a more dynamic and inclusive environment. We embed this into our entire recruitment, training and promotion processes.

The Company provides equality of opportunity for all employees without discrimination and continues to encourage the employment, training and advancement of disabled persons in accordance with their abilities and aptitudes, provided that they can be employed in a safe working environment. Suitable employment would, if possible, be found for an existing employee who becomes disabled during their employment with the Company.

Directors’ Responsibilities in relation to the Financial Statements

The Directors are responsible for preparing the Strategic Report, the Corporate Governance Report, the Directors’ Report and the Financial Statements in accordance with applicable law and regulations.

Company law requires the Directors to prepare Group and Company financial statements for each financial year. The Directors have elected under company law and are required by the AIM Rules of the London Stock Exchange to prepare the Group financial statements in accordance with UK adopted International Accounting Standards and to prepare the Company financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law).

The Group financial statements are required by law and UK adopted International Accounting Standards to present fairly the financial position and performance of the Group; the Companies Act 2006 provides in relation to such financial statements that references in the relevant part of that Act to financial statements giving a true and fair view are references to their achieving a fair presentation.

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 profit or loss of the Group for that period. In preparing these financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- for the Group financial statements, state whether they have been prepared in accordance with UK adopted International Accounting Standards within the requirements of the Companies Act 2006;
- for the Company financial statements, state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the Company financial statements; and
- prepare financial statements on the going concern basis unless it is inappropriate to presume the Group and the Company will continue in business.

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Group’s and 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 Group and the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Directors' Report

Continued

The Directors are responsible for the maintenance and integrity of the corporate and financial information included on the Eleco website.

Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Matters of Strategic Importance

The business review and future outlook, key performance indicators, principal risks and uncertainties required by Schedule 7 of the Large and Medium-sized Companies and Groups (Accounts and Reports) Regulations 2008 have been included in the separate Strategic Report in accordance with the section 414C (11) of the Companies Act 2006.

Disclosure of Information to the Auditor

Each of the Directors who are in office at the date when this report is approved has confirmed that, as far as they are aware, there is no relevant audit information of which the Auditor is unaware. Each of the Directors have confirmed that they have taken all the steps that they ought to have taken as Directors to make themselves aware of any relevant audit information and to establish that the Auditor is aware of such information.

SECR Disclosures

The SECR disclosures can be found in the ESG Committee Report on pages 54 to 58.

Directors' Report Sign-Off

In accordance with Section 415D(1) of the Companies Act 2006, the Directors' Report on pages 59 to 62 is signed by order of the Board.

By order of the Board

Jonathan Hunter

Chief Executive Officer

27 April 2026

Eleco plc

Dawson House

5 Jewry Street

London

EC3N 2EX

Independent Auditor's Report

to the members of Eleco plc

Opinion

We have audited the financial statements of Eleco Plc (the 'parent company') and its subsidiaries (the 'group') for the year ended 31 December 2025 which comprise Consolidated Income Statement, Consolidated Statement of Comprehensive Income, Consolidated and Company Statement of Changes in Equity, Consolidated and Company Balance Sheets, Consolidated Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in the preparation of the group financial statements is applicable law and UK-adopted International Accounting Standards. The financial reporting framework that has been applied in the preparation of the parent company financial statements is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion:

- the financial statements give a true and fair view of the state of the group's and of the parent company's affairs as at 31 December 2025 and of the group's profit for the year then ended;
- the group financial statements have been properly prepared in accordance with UK-adopted International Accounting Standards;
- the parent company 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.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and 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 as applied to listed entities and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Summary of our audit approach

Key audit matters	Group and Parent Company <ul style="list-style-type: none"> None
Materiality	<p>Group</p> <ul style="list-style-type: none"> Overall materiality: £427,000 (2024: £340,000) Performance materiality: £320,000 (2024: £255,000) <p>Parent Company</p> <ul style="list-style-type: none"> Overall materiality: £170,000 (2024: £131,200) Performance materiality: £127,500 (2024: £98,400)
Scope	Our audit procedures covered 85% of revenue, 96% of total assets and 93% of profit before tax.

Key audit matters

We have determined that there are no key audit matters to communicate in our report.

Independent Auditor's Report

to the members of Eleco plc continued

Our application of materiality

When establishing our overall audit strategy, we set certain thresholds which help us to determine the nature, timing and extent of our audit procedures. When evaluating whether the effects of misstatements, both individually and on the financial statements as a whole, could reasonably influence the economic decisions of the users we take into account the qualitative nature and the size of the misstatements. Based on our professional judgement, we determined materiality as follows:

	Group	Parent company
Overall Materiality	£427,000 (2024: £340,000)	£170,000 (2024: £131,200)
Basis for determining overall materiality	4.2% of Adjusted EBITDA	0.7% of net assets (as restricted for the purposes of providing a Group opinion)
Rationale for benchmark applied	Include details of any significant qualitative considerations in evaluating materiality.	Parent company is a holding company so net assets used as a benchmark.
Performance materiality	£320,000 (2024: £255,000)	£127,500 (2024: £198,400)
Basis for determining performance materiality	75% of overall materiality	75% of overall materiality
Reporting of misstatements to the Audit Committee	Misstatements in excess of £21,000 and misstatements below that threshold that, in our view, warranted reporting on qualitative grounds.	Misstatements in excess of £8,500 and misstatements below that threshold that, in our view, warranted reporting on qualitative grounds.

An overview of the scope of our audit

The group consists of 8 components, located in the following countries;

- United Kingdom
- Sweden
- Germany
- United States
- Netherlands
- Australia
- Romania
- Ireland

The coverage achieved by our audit procedures was as shown in the table below:

Full scope audits were performed for 4 components, with 2 component subject to specific audit procedures.

	Number of components	Revenue	Total assets	Profit before tax
Full scope audit	2	64%	66%	60%
Specific audit procedures	4	21%	30%	33%
Total	6	85%	96%	93%

Of the above, full scope audits for 1 component was undertaken by component auditors.

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. Our evaluation of the directors' assessment of the group's and parent company's ability to continue to adopt the going concern basis of accounting included:

- Obtaining, reviewing and evaluating management's 18-month cash flow forecasts to June 2027, including challenging the assumptions made by management.
- Checking the arithmetic accuracy of the forecasts that form the basis of the directors' going concern assessment.
- Reviewing the latest monthly management accounts and cash position to the end of March 2026 to compare actual results against the forecast prepared; and
- Assessing the appropriateness of the going concern disclosures

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's or the 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.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The directors are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

Matters on which we are required to report by exception

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

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

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

Independent Auditor's Report

to the members of Eleco plc continued

Responsibilities of directors

As explained more fully in the directors' responsibilities statement set out on page 61, 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.

Auditor's responsibilities for the audit of the financial statements

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

The extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.

In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the group audit engagement team and component auditors:

- obtained an understanding of the nature of the industry and sector, including the legal and regulatory frameworks that the group and parent company operates in and how the group and parent company are complying with the legal and regulatory frameworks;
- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud;
- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

All relevant laws and regulations identified at a Group level and areas susceptible to fraud that could have a material effect on the financial statements were communicated to component auditors. Any instances of non-compliance with laws and regulations identified and communicated by a component auditor were considered in our audit approach.

The most significant laws and regulations were determined as follows:

Legislation/Regulation	Additional audit procedures performed by the Group audit engagement team and component auditors included:
UK-adopted IAS, FRS102 and Companies Act 2006	Review of the financial statement disclosures and testing to supporting documentation; Completion of disclosure checklists to identify areas of non-compliance
Tax compliance regulations	Inspection of advice received from external tax advisors. Inspection of correspondence with local tax authorities Consideration of whether any matter identified during the audit required reporting to an appropriate authority outside the entity

The areas that we identified as being susceptible to material misstatement due to fraud were:

Risk	Audit procedures performed by the audit engagement team:
Revenue recognition – occurrence and valuation	In order to address the risks associated with revenue, we obtained an understanding of the processes and controls around revenue recognition and how they are implemented. Used data analytics software to test the sales cycle for revenue transactions in the group and analysed the postings to identify any items which did not appear to match the expected transactions flows and investigated a sample of these by obtaining support to confirm they are an appropriate revenue transaction. To support our procedures above, traced a sample of cash book receipts to supporting sales invoices and bank statements.
Management override of controls	Tested the appropriateness of journal entries and other adjustments; Assessed whether the judgements made in making accounting estimates are indicative of a potential bias; and Evaluated the business rationale of any significant transactions that are unusual or outside the normal course of business.

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

Use of our report

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

David Clark (Senior Statutory Auditor)

For and on behalf of RSM UK Audit LLP, Statutory Auditor
Chartered Accountants
25 Farringdon Street
London, EC4A 4AB

27 April 2026

Consolidated Income Statement

For the year ended 31 December 2025

	Note	2025 £'000	2024 £'000
Continuing operations			
Revenue	1	38,816	32,394
Cost of sales		(4,034)	(3,482)
Gross profit		34,782	28,912
Depreciation and amortisation of intangible assets	3	(4,021)	(3,183)
Acquisition-related expenses and stamp duties		(302)	(432)
Share-based payments		(725)	(60)
Other selling and administrative expenses		(24,553)	(21,181)
Selling and administrative expenses		(29,601)	(24,856)
Operating profit before impairment of subsidiary	3	5,181	4,056
Impairment of subsidiary	9,10	(2,343)	-
Operating profit		2,838	4,056
Finance expense	5	(238)	(72)
Finance income	5	248	310
Profit before taxation		2,848	4,294
Taxation	6	(1,531)	(960)
Profit after taxation for the year		1,317	3,334
Attributable to:			
Equity holders of the parent		1,317	3,334
Earnings per share – (pence per share)			
Basic earnings per share	8	1.6p	4.0p
Diluted earnings per share	8	1.6p	4.0p

	Note	2025 £'000	2024 £'000
Alternative Performance Measures (APM) ¹			
EBITDA	26	6,859	7,239
Adjusted EBITDA	26	10,229	7,731
		Earnings per share (pence)	Earnings per share (pence)
Adjusted basic earnings per share	8	6.3p	5.1p

¹ The above measures are commonly adopted alternative performance measures, not generally accepted accounting principle metrics. For definition and reconciliation see note 26.

Consolidated Statement of Comprehensive Income

For the year ended 31 December 2025

	2025 £'000	2024 £'000
Profit for the year	1,317	3,334
Other comprehensive income/(expense):		
Items that will be reclassified subsequently to profit or loss:		
Translation differences on foreign operations	303	(196)
Other comprehensive income/(expense) net of taxation	303	(196)
Total comprehensive income for the year	1,620	3,138
Attributable to:		
Equity holders of the parent	1,620	3,138

Consolidated Statement of Changes in Equity

For the year ended 31 December 2025

	Share capital £'000	Share premium £'000	Merger reserve £'000	Translation reserve £'000	Share options reserve £'000	Employee share ownership trust £'000	Retained earnings £'000	Total £'000
At 1 January 2024	832	2,418	1,002	(509)	621	(358)	23,353	27,359
Dividends	-	-	-	-	-	-	(665)	(665)
Share-based payments	-	-	-	-	41	-	19	60
Deferred tax on intrinsic value of vested options	-	-	-	-	229	-	-	229
Issue of share capital	1	50	-	-	-	-	-	51
Transactions with owners	1	50	-	-	270	-	(646)	(325)
Profit for the year	-	-	-	-	-	-	3,334	3,334
Other comprehensive expense:								
Exchange differences on translation of net investments in foreign operations	-	-	-	(196)	-	-	-	(196)
Total comprehensive income for the year	-	-	-	(196)	-	-	3,334	3,138
At 31 December 2024	833	2,468	1,002	(705)	891	(358)	26,041	30,172
Dividends	-	-	-	-	-	-	(868)	(868)
Share-based payments	-	-	-	-	549	-	176	725
Deferred tax on intrinsic value of vested options	-	-	-	-	(198)	-	-	(198)
Issue of share capital	4	180	-	-	-	-	-	184
Transactions with owners	4	180	-	-	351	-	(692)	(157)
Profit for the year	-	-	-	-	-	-	1,317	1,317
Other comprehensive income:								
Exchange differences on translation of net investments in foreign operations	-	-	-	303	-	-	-	303
Total comprehensive income for the year	-	-	-	303	-	-	1,317	1,620
At 31 December 2025	837	2,648	1,002	(402)	1,242	(358)	26,666	31,635

Consolidated Balance Sheet

At 31 December 2025

	Note	2025 £'000	2024 £'000
Non-current assets			
Goodwill	9	20,262	18,852
Other intangible assets	10	14,375	10,333
Property, plant and equipment	11	576	629
Right-of-Use assets	22	1,039	1,290
Deferred tax assets	19	368	549
Total non-current assets		36,620	31,653
Current assets			
Inventories	13	29	4
Trade and other receivables	14	6,421	5,434
Current tax assets		640	746
Cash and cash equivalents		16,285	13,975
Total current assets		23,375	20,159
Total assets		59,995	51,812
Current liabilities			
Lease liabilities	16	(510)	(578)
Trade and other payables	15	(2,459)	(2,269)
Accruals and deferred income	18	(20,246)	(15,264)
Current tax liabilities		(205)	(65)
Total current liabilities		(23,420)	(18,176)
Non-current liabilities			
Contingent consideration	23	(1,141)	-
Lease liabilities	16	(686)	(882)
Deferred tax liabilities	19	(3,113)	(2,556)
Provisions	17	-	(26)
Total non-current liabilities		(4,940)	(3,464)
Total liabilities		(28,360)	(21,640)
Net assets		31,635	30,172

	Note	2025 £'000	2024 £'000
Equity			
Share capital	20	837	833
Share premium		2,648	2,468
Merger reserve		1,002	1,002
Translation reserve		(402)	(705)
Share options reserve	21	1,242	891
Employee share ownership trust		(358)	(358)
Retained earnings		26,666	26,041
Equity attributable to shareholders of the parent		31,635	30,172

The financial statements of Eleco plc, registered number 00354915, on pages 68 to 103 were approved by the Board of Directors on 27 April 2026 and signed on its behalf by:

Jonathan Hunter
Chief Executive Officer

Consolidated Statement of Cash Flows

For the year ended 31 December 2025

	Note	2025 £'000	2024 £'000
Cash flows from operating activities			
Profit after taxation for the year		1,317	3,334
Income tax expense	6	1,531	960
Amortisation of intangible assets	10	3,221	2,492
Impairment of subsidiary	9,10	2,343	–
Depreciation charge	11,22	800	691
(Profit)/loss on sale of property, plant and equipment		(17)	6
Finance expense	5	238	72
Finance income	5	(248)	(310)
Share-based payments expense	21	725	60
Cash generated from operations before working capital movements		9,910	7,305
Increase in trade and other receivables		(619)	(206)
(Increase)/decrease in inventories and work in progress		(25)	109
Increase in trade and other payables, accruals and deferred income		3,705	3,468
Cash generated from operations		12,971	10,676
Net taxation paid		(827)	(1,716)
Net cash inflow from operating activities		12,144	8,960
Investing activities			
Investment in development expenditure		(3,518)	(2,958)
Investment in other intangible assets		(728)	(271)
Purchase of property, plant and equipment		(80)	(85)
Acquisition of subsidiary undertakings net of cash acquired	27	(4,638)	(1,252)
Proceeds from sale of property, plant and equipment		33	2
Finance income		248	310
Net cash outflow from investing activities		(8,683)	(4,254)

	Note	2025 £'000	2024 £'000
Financing activities			
Finance expense		(238)	(72)
Repayments of principal of lease liabilities	22	(687)	(650)
Equity dividends paid	7	(868)	(665)
Issue of share capital	20	184	50
Net cash outflow from financing activities		(1,609)	(1,337)
Net increase in cash and cash equivalents		1,852	3,369
Cash and cash equivalents at 1 January		13,975	10,903
Exchange gains/(losses) on cash and cash equivalents		458	(297)
Cash and cash equivalents at 31 December		16,285	13,975

Significant Accounting Policies

Eleco plc is a public limited company incorporated and domiciled in the United Kingdom under the Companies Act 2006 whose shares are publicly traded on the Alternative Investment Market (AIM). The Company is limited by shares and the registered number is 00354915. The consolidated financial statements for the year ended 31 December 2025 comprise the Company and its subsidiaries (together referred to as the 'Group'). The consolidated and parent company financial statements were authorised for issuance on 27 April 2026.

The address of the registered office is given on page 115. The nature of the Group's operations and its principal activities are set out in the Chairman's Statement on page 3, CEO Report on pages 5 to 10 and Directors' Report on pages 59 to 62.

Eleco plc's consolidated annual financial statements are presented in Pounds Sterling which is also the functional currency of the parent company. Amounts are rounded to the nearest thousand, unless otherwise stated. Foreign operations are included in accordance with the accounting policies set out as follows.

Basis of consolidation

The Group financial statements consolidate those of Eleco plc and of its subsidiary undertakings at the balance sheet date and all subsidiaries have a reporting date of 31 December. Subsidiaries are entities controlled by the Group and their results have been adjusted, where necessary, to ensure accounting policies are consistent with those of the Group. Control exists where the Group has the power to direct the activities that significantly affect the subsidiary's returns and exposure or rights to variable returns from its investment with the subsidiary and the ability to use its power over the subsidiary to affect the amount of the subsidiary's returns. The Group obtains and exercises control through board representation and voting rights.

The consolidated financial statements have been prepared in accordance with UK-adopted International Accounting Standards in conformity with the requirements of the Companies Act 2006.

All inter-company balances and transactions are eliminated in full on consolidation.

The results of subsidiaries acquired or sold in the year are included in the consolidated income statement from or up to the date control passes and until control ceases.

A. Statement of compliance

The Group financial statements have been prepared in accordance with applicable law and UK-adopted International Accounting Standards. The Parent Company financial statements have been prepared in accordance with 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).

The following amendments that affect the Group are effective for the period beginning 1 January 2025:

- Lack of Exchangeability (Amendments to IAS 21), effective from 1 January 2025.

Furthermore, new standards, new interpretations and amendments to standards and interpretations that have been issued but are not effective for the current period have not been adopted early and are set out in the Significant Accounting Policies note W.

B. Basis of preparation

The consolidated financial statements have been prepared on the historical cost basis and all financial information has been rounded to the nearest thousand unless otherwise stated.

The accounting policies set out as follows have been applied consistently to all periods presented in these consolidated financial statements, unless otherwise stated.

Judgements and key areas of estimation uncertainty

Application of the Group's accounting policies in conformity with generally accepted accounting principles requires judgements, estimates and assumptions that affect the amounts of assets, liabilities, revenues and expenses reported in the financial statements. These judgements, estimates and assumptions may be affected by subsequent events or actions such that actual results may ultimately differ from the estimates.

The key assumptions concerning the future and other key sources of uncertainty at the balance sheet date that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next financial year are discussed as follows.

B. Basis of preparation *continued*

Impairment of goodwill – Judgement and Estimate

The Group determines whether goodwill is impaired at least on a bi-annual basis. This requires a judgement of the value in use of the cash-generating units to which the goodwill is allocated. The value in use requires the Group to make an estimate of the expected future cash flows from the cash-generating unit to which goodwill has been allocated and also to choose a suitable discount rate in order to calculate the present value of those cash flows. Further details are given in note 9 of the Consolidated Financial Statements.

Capitalisation of development costs and carrying value – Judgement

Development costs are capitalised in accordance with the Group accounting policy. Initial recognition is based on management's judgement that technological and economic feasibility is confirmed, usually when a product development project has reached a defined milestone of technical viability according to an established project management model.

There are judgements used in apportioning costs relating to work that can be capitalised compared to those of maintenance nature. The carrying value of the capitalised development costs are reviewed annually by management with reference to the expected future cash generation of the assets, discount rates to be applied and expected period of the benefits. Further details are given in note 10 of the Consolidated Financial Statements.

Business combinations – Judgement and Estimates

Goodwill arising on acquisition is recognised as an asset and initially measured at cost, being the excess of the consideration transferred over the Group's interest in the net fair value of the identifiable assets, liabilities and contingent liabilities acquired.

The acquisition of subsidiaries is dealt with using the acquisition method. The acquisition method involves the recognition at fair value of all identifiable assets and liabilities at the acquisition date, including contingent liabilities of the subsidiary regardless of whether or not they were recorded in the financial statements of the subsidiary prior to acquisition. Acquisition costs are expensed as incurred. The fair valuation of the assets and liabilities is based on judgements and estimates provided by the Director's to an external valuation specialist in the areas of, but not limited to, forecast revenue, costs, discounted cash flows, weighted average cost of capital, royalty rates and capital expenditure.

C. Going concern

The Group has continued to monitor the on going effects and consequences of US - Israeli/Iran war, Russian/Ukraine conflict and the wider macroeconomic environment in 2025 going into 2026. The Group continues to monitor and mitigate the risks and has taken this into account in assessing the going concern position and has enhanced its corporate risk policies and processes in 2025.

The Board is taking reasonable measures to consider likely factors to affect the ability of the Group to continue as a Going Concern. The Directors have a reasonable expectation that the Group has adequate resources to continue in operation for the foreseeable future, being at least the twelve-month period from approval of these consolidated financial statements. Accordingly, the Group continues to adopt the going concern basis in preparing its consolidated financial statements.

The Group continues to demonstrate strong cash generation from operations closely reflecting its EBITDA performance. Our positive operating cash flow remains healthy, even after the acquisition of Kivue, with cash at £16.3m (2024: £14.0m). The Group has both cash and undrawn credit facilities available and headroom comprising £1.0m bank overdraft facility (2024: £1.0m) to support its business operations.

On 10 February 2026, after the 2025 year end, the Group acquired 100 per cent of the share capital of Kivue Limited, (the 'Acquisition'), for a consideration of £2.3m. Further details of the Acquisition are provided in note 28. The Group funded the Acquisition using approximately £1.8m of existing internal cash resources (as detailed above), with the remaining £0.5m settled in shares. The Board has taken into account this one-off consideration outflow post year end in exchange for a profitable and cash generative business in arriving at their opinion that the Group continues to be a Going Concern.

The Group regularly updates its budget and forecasts to take account of trading performance and the change in market conditions and the continuing transition and trend towards subscription pricing, which continue to demonstrate the Group's ability to generate sufficient liquidity. The Group is continuing to build on its recurring revenue and the current liabilities include a substantial and increasing deferred income balance.

Significant Accounting Policies

Continued

The Group has net current liabilities of £0.0m at 31 December 2025 (2024: assets £2.0m) these amounts are after deferred income of £16.8m (2024: £12.1m) relating to annual maintenance contracts which are non-refundable. These annual contracts are renewed throughout the year although there is a slightly greater weighting in the fourth quarter. For these reasons, the Group has good visibility on any potential deterioration in its trading outlook and potential risk to the business. Historically, there is a low level of cancellations each year and the Board closely monitors clients that are potentially at risk of cancellation as well as the pipeline of new business.

The Group's clients include many top contractors in the building and construction sector in the UK, Scandinavia, Germany, Benelux and the United States with no significant client concentration. The software products and services provided by the Group are reasonably embedded in their client's core operations and 81 per cent (2024: 77 per cent) of the Group's revenue is from recurring revenue contracts.

D. Revenue recognition

The Group recognises revenue in accordance with IFRS 15 'Revenue from Contracts with Customers'.

The core principle of IFRS 15 is that an entity will recognise revenue when control of goods or services is transferred to a customer in an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services. This core principle is delivered in a five-step model framework:

1. Identify the contract(s) with a customer.
2. Identify the performance obligations in the contract.
3. Determine the transaction price.
4. Allocate the transaction price to the performance obligations in the contract.
5. Recognise revenue when (or as) the entity satisfies a performance obligation.

Application of this guidance will depend on the facts and circumstances present in a contract with a customer and will require the exercise of judgement.

D. Revenue recognition *continued*

The table below shows the main revenue recognition differences for each performance obligation under IFRS 15:

Revenue Type	Accounting Treatment under IFRS 15:
Perpetual Licence revenues	At the point of transfer (delivery) of the licence to a customer, the customer has control and benefit of the software (right to access and right to use). There is no obligation to provide updates which are provided under maintenance contracts.
Subscription Licences	<p>The licence does not provide the customer with the ownership of the software, nor the right to use it in perpetuity.</p> <p>The performance obligations associated with the software as a service are access to software, hosting of software, hosting of client data and maintaining software and client data. These performance obligations are not distinct – the obligations are highly interdependent, as a package they form a single performance obligation.</p> <p>The customer simultaneously receives and consumes the benefits of the contract as the Company provides the services. As these services are provided over the term of the contract, revenue is recognised over the life of the contract.</p>
Maintenance and Support Contracts	The customer simultaneously receives and consumes the benefits of the contract as the Company provides the services. As these services are provided over the term of the contract, revenue is recognised over the life of the contract.
Hosted Services (Licence, Maintenance and Hosted Services performance obligations)	<p>The licence is considered a separate service, and hence treated as a separate performance obligation, where the customer could have the licence installed on their own systems. For the licence element, the point of transfer (delivery or access to the hosted system) of the licence to the customer is the point to recognise revenue.</p> <p>For Maintenance and Hosting Services, the customer simultaneously receives and consumes the benefits of the contract as the Company provides the services. As these services are provided over the term of the contract, revenue is recognised over the life of the contract.</p>
Consultancy	Benefits associated with consulting services are considered to have passed to the customer upon consulting hours being worked. Revenue is therefore recognised in line with delivery of consulting.
Training	Benefits associated with training services are considered to have passed to the customer upon delivery of training. Revenue is therefore recognised in line with delivery of training.
Development Consultancy	Such projects are typically small in scale and completed over a relatively short space of time. In such cases, control of the asset is assumed to pass to the customer when they obtain possession of the developed software and have accepted the software.
Scanning and rendering	The performance obligation is satisfied on delivery of images to the customers, and revenue is recognised at that point in time.

The Group recognised Deferred Income in respect of contract liabilities for consideration received in respect of unsatisfied performance obligations and reports these as Deferred Income in the Consolidated Balance Sheet (see note 18).

Significant Accounting Policies

Continued

E. Government grants

Grants from the Government are recognised at their fair value where there is a reasonable assurance that the grant will be received and the Group will comply with all attached conditions. Government grants relating to costs are deferred and recognised in the statement of comprehensive income within administrative expenses over the period necessary to match them with the costs that they are intended to compensate.

F. Exceptional items

Exceptional items are those significant items which are separately disclosed by their size or nature to enable a full understanding of the financial performance of the Group.

G. Finance income and costs

Financing costs comprise interest payable on borrowings, unwind of the discount on the time-value-of-money adjusted earnout consideration and leasing arrangements, calculated on an effective interest basis. Interest income and cost is recognised in the income statement as it accrues.

H. Taxation

Current tax is the tax payable based on taxable profit for the year, calculated using tax rates that have been enacted, or substantially enacted, by the balance sheet date.

Deferred tax is calculated using the liability method on temporary differences and provided on the difference between the carrying amounts of assets and liabilities and their tax bases. However, deferred tax is not provided on the initial recognition of goodwill nor on the initial recognition of an asset or liability, unless the related transaction is a business combination or affects tax or accounting profit.

Deferred tax liabilities are provided in full, with no discounting. Deferred tax assets are recognised to the extent that it is probable that the underlying deductible temporary differences will be able to be offset against future taxable income. Deferred tax assets and liabilities are calculated at tax rates that are expected to apply to their respective period of realisation, provided the expected tax rates are enacted or substantively enacted at the balance sheet date and charged or credited to the income statement or statement of comprehensive income.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when they relate to income taxes levied by the same taxation authority and the Group intends to settle its current tax assets and liabilities on a net basis. The recoverability of deferred tax assets is considered during the impairment review process.

I. Intangible assets

Goodwill arising on consolidation represents the excess of the consideration transferred, excluding expenses, over the Group's interest in the fair value of the identifiable net assets acquired. The carrying value of goodwill is recognised as an asset and reviewed for impairment on a bi-annual basis and any impairment is recognised immediately in the income statement. On disposal, the amount of goodwill attributable to the disposal is included in the determination of profit or loss on disposal.

Other intangible assets acquired separately are capitalised at cost and on a business combination are capitalised at fair value as at the date of acquisition. Following initial recognition, an intangible asset is held at cost less accumulated amortisation and any accumulated impairment losses.

Intangible assets excluding goodwill are amortised on a straight-line basis over their useful economic lives and shown separately in the income statement. The useful economic life of each class of intangible asset is as follows:

Customer relationships	– up to twelve years
Brands	– up to twelve years
Intellectual property	– up to fifteen years

The Group owns intellectual property both in its software tools and software products. Intellectual property purchased is capitalised at cost and is amortised on a straight-line basis over its expected useful life.

Research expenditure is written off as software product development when incurred. Development expenditure on a project is written off as incurred unless it can be demonstrated that the following conditions for capitalisation as intellectual property, in accordance with IAS 38 'Intangible Assets', are met:

- the intention to complete the development of the intangible asset and use or sell it;
- the development costs are separately identifiable and can be measured reliably;
- management are satisfied as to the ultimate technical and commercial viability of the project, so that it will be available for use or sale;
- management are satisfied with the availability of technical, financial and other resources to complete the development and to use or sell the intangible asset; and
- it is probable that the asset will generate future economic benefit.

Any subsequent development costs are capitalised and are amortised from the date the product or process is available for use on a straight-line basis over the period of their expected benefit, being their finite life of up to five years.

The carrying amounts of intangible assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable and in the case of capitalised development expenditure reviewed for impairment annually while the asset is not yet in use.

J. Property, plant and equipment

Property, plant and equipment is stated at purchase cost, together with any directly attributable costs of acquisition, and subsequently cost less accumulated depreciation and impairment. The carrying amount and useful lives of property, plant and equipment with material residual values are reviewed at each balance sheet date.

Depreciation is provided on all property, plant and equipment on a straight-line basis to write down the assets to their estimated residual value over the useful economic life of the asset as follows:

Leasehold improvements	– over the term of the lease
Plant, equipment and vehicles	– two to ten years

When parts of an item of property, plant and equipment have different useful lives, those components are accounted for as separate items of property, plant and equipment. An item of property, plant and equipment is derecognised upon disposal or when there is no future economic benefit to the consolidated entity. Gains and losses between the carrying amount and the disposal proceeds are taken to profit or loss.

K. Right-of-Use assets

A Right-of-Use asset is recognised at the commencement date of a lease. The right-of-use asset is measured at cost, which comprises the initial amount of the lease liability, adjusted for, as applicable, any lease payments made at or before the commencement date net of any lease incentives received, any initial direct costs incurred, and, except where included in the cost of inventories, an estimate of costs expected to be incurred for dismantling and removing the underlying asset and restoring the site or asset.

Right-of-Use assets are depreciated on a straight-line basis over the unexpired period of the lease or the estimated useful life of the asset, whichever is the shorter. Where the consolidated group expects to obtain ownership of the leased asset at the end of the lease term, the depreciation is over its estimated useful life. Right-of-use assets are assessed for impairment when such indicators exist or adjusted for any remeasurement of lease liabilities.

The consolidated group has elected not to recognise a right-of-use asset and corresponding lease liability for short-term leases with terms of twelve months or less and leases of low-value assets. Lease payments on these assets are expensed to profit or loss as incurred.

Lease liabilities

At the commencement date, the Group measures the lease liability at the present value of the lease payments unpaid at that date, discounted using the interest rate implicit in the lease if that rate is readily available or the Group's incremental borrowing rate.

Lease payments included in the measurement of the lease liability are made up of fixed payments (including in substance fixed), variable payments based on an index or rate, amounts expected to be payable under a residual value guarantee and payments arising from options reasonably certain to be exercised.

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification, or if there are changes in substance fixed payments.

When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset, or profit and loss if the right-of-use asset is already reduced to zero.

L. Impairment of assets

Goodwill

The carrying amounts of the Group's goodwill assets are assessed annually as to whether an impairment adjustment may be required. The assets under review are grouped under the appropriate cash-generating unit ("CGU") for which there are separately identifiable cash flows. Goodwill is held at Group level and allocated directly to the CGU under review. The calculation requires an estimation of the value in use of the CGU to which the goodwill is allocated. Estimating the value in use requires the Group to make an estimate of the expected future cash flows from the CGU and also to choose a suitable discount rate in order to calculate the present value of those cash flows. An impairment charge is initially made against goodwill of the CGU and thereafter against other assets. Any impairment is charged to the income statement under the relevant expense heading.

Property, plant and equipment and intangible assets excluding goodwill

At each balance sheet date the Group reviews the carrying amounts of its property, plant and equipment and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated to determine the extent of any impairment loss. The recoverable amount is the higher of the asset's value in use and its fair value less costs to sell. Value in use is calculated using cash flow projections for the asset discounted at the specific discount rate for the asset. If the recoverable amount of an asset is estimated to be less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. An impairment loss is recognised as an expense in the income statement.

A previously recognised impairment loss, other than goodwill, is reversed only if there has been a change in the previous indicator used to determine the assets recoverable amount since the last impairment loss was recognised. The reinstated carrying amount cannot exceed the carrying amount that would have been determined, net of amortisation, had no impairment loss been recognised for the asset in prior years.

Significant Accounting Policies

Continued

M. Inventories

Inventories are stated at the lower of cost and net realisable value on an average cost basis. Cost includes expenditure incurred in acquiring the inventories and bringing them to their existing location and condition. Net realisable value is based on estimated selling price less further costs expected to be incurred to completion such as marketing, selling and distribution.

N. Share-based payments

The Company issues share options to employees from time to time. Under IFRS the equity-settled, share-based payment awards are valued at fair value at inception and this cost is recognised over the option vesting period.

The Board has used a valuation model to estimate the fair value of the options. Various assumptions affect the value of the options and the Board has considered these assumptions in order to derive an appropriate charge for the cost of the options. The key assumptions used to derive the charge include the probability of performance achievement and the expected future dividend yield of the shares.

O. Provisions and contingent liabilities

A provision is recognised in the balance sheet when the Group has a present legal or constructive obligation as a result of a past event and it is probable that an outflow of economic benefits will be required to settle the obligation. If the effect is material, provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and, where appropriate, the risks specific to the liability.

Contingent liabilities are possible obligations whose existence depends on the outcome of uncertain future events or present obligations where the outflow of resources is uncertain or cannot be measured reliably. Contingent liabilities are not recognised in the financial statements but are disclosed unless they are remote.

P. Pensions

The Group provides contributions on behalf of certain Directors and employees to a series of defined contribution pension schemes. Contributions payable in the year are charged to the income statement.

Q. Foreign currencies

The individual financial statements of each Group company are presented in the currency of the primary economic environment in which it operates (its functional currency). For the purposes of the consolidated financial statements, the results and financial position of each Group company are expressed in UK Pounds Sterling, which is the functional currency of the Company and the presentational currency for the consolidated financial statements.

Transactions in foreign currencies are translated at the exchange rate ruling at the date of transaction. Foreign exchange differences arising on the settlement of monetary items or on translating monetary items at rates different from those at which they were initially recorded are recognised in the income statement in the period in which they arise.

Assets and liabilities of subsidiaries denominated in a different functional currency to that of the Group's presentational currency are translated into Pounds Sterling at the rate of exchange ruling at the balance sheet date and results are translated at the average rate of exchange for the year. The use of an average exchange rate for the year rather than actual exchange rates at the dates of transactions is considered to approximate to actual rates for the translation of the results of foreign subsidiaries.

Differences on exchange, arising from the retranslation of the opening net investment in subsidiary companies which have functional currencies that differ to Pound Sterling, and from the translation of the results of those companies at an average rate, are taken to reserves and reported in other comprehensive income. Exchange differences arising on the retranslation of non-trading intra-group balances reported in foreign subsidiaries are regarded as part of the net investment in the subsidiary and treated as a movement in the translation reserve on consolidation. When an operation is sold, amounts recognised in reserves on the translation of foreign operations are recycled through the income statement.

R. Financial instruments

The Group has only basic financial assets measured at amortised cost which are held for collecting contractual associated cash flows. These are initially recognised at fair value and subsequently measured at amortised cost.

Financial Assets

The Group applies the impairment requirements and recognises a loss allowance for expected credit losses on its financial assets. At each reporting date, it will measure the loss allowance at an amount equal to the 12 month expected credit losses.

The Group will recognise in profit or loss, as an impairment gain or loss, the amount of expected credit losses (or reversal) that is required to adjust the loss allowance at the reporting date to the amount that is required to be recognised in accordance with IFRS 9. This impairment would be shown separately on the face of the Group Income Statement as an Adjusting item, if material.

Trade and other receivables

Trade receivables are initially measured at fair value and subsequently at amortised cost. At each period end, there is an assessment of the lifetime expected credit losses applying the simplified approach under IFRS 9; with any increase or reduction in the credit loss provision shown separately on the face of the statement of comprehensive income, if material.

R. Financial instruments *continued*

Cash and Cash Equivalents

Cash and cash equivalents comprise cash on hand and short-term deposits with an original maturity of three months or less, which are subject to an insignificant risk of changes in value.

Financial liabilities

Financial liabilities are obligations to pay cash or other financial assets and are recognised when the Group becomes a party to the contractual provisions of the instrument.

Financial liabilities are recorded initially at fair value and subsequently at amortised cost using the effective interest method, with interest-related charges recognised as an expense in finance cost in the profit and loss.

A financial liability is derecognised when the obligation is extinguished.

Trade and other payables

These amounts represent liabilities for goods and services provided to the consolidated entity prior to the end of the financial year in which are unpaid. Due to their short-term nature they are measured at amortised cost and are not discounted. The amounts are unsecured and are usually paid within 30 days of recognition.

Borrowings

Loans and borrowings are initially recognised at the fair value of the consideration received, net of issue costs. They are subsequently measured at amortised cost using the effective interest method.

S. Equity

Share capital reflects the nominal value of the Company's shares in issue. The share premium account reflects any premium arising on the issuance of those shares, net of issue costs.

The merger reserve arose on the premium on shares issued to acquire 100 per cent of Integrated Computing & Office Networking Limited (2016) and Active Online GmbH (2018). The reserve relates to merger relief then allowed to be applied under s.612 of the Companies Act 2006.

The translation reserve is used to record exchange differences arising from the retranslation of the opening net investment and income statement of foreign subsidiaries. The amounts relating to share options issued but not yet exercised and shares in the Company held by the Employee Share Ownership Trust are reported separately.

T. Dividends

Dividends attributable to the equity holders of the Company approved for payment during the year are recognised directly in equity.

U. Earnings per share

Basic earnings per share is calculated based on the Group's profit after tax divided by the weighted average number of shares in issue during the year.

Diluted earnings per share is calculated based on the Group's profit after tax divided by the diluted weighted average number of shares in issue during the year. Dilution to the weighted average shares issues in the year are as a result of any share options granted, exercised, cancelled or lapsed in the year.

V. Employee Share Ownership Trust

Equity shares in Eleco plc held by the Employee Share Ownership Trust (ESOT) are treated as a deduction from the weighted average number of shares. The consideration paid is deducted from equity (other reserves) until the shares are cancelled, reissued or disposed of. When such shares are subsequently sold or reissued, any consideration received, net of related transaction costs and income tax effects, are included in equity attributable to the Company's equity holders.

W. New standards and interpretations

At the date of authorisation of these financial statements, the following Standards and Interpretations relevant to the Group operations that have been applied in these financial statements were in issue but effective:

International Accounting Standards (IAS/IFRS)

The following standards, interpretations and amendments to existing standards became effective on 1 January 2024 and have not had a material impact (other than presentation and disclosure matters in relation to IFRS 18 below) on the Group:

- Lack of Exchangeability (Amendments to IAS 21), effective from 1 January 2025.

The following other standards, interpretations and amendments to existing standards have been issued but were not mandatory for accounting periods beginning on 1 January 2025. These either have been, or are expected to be, endorsed by the UK Endorsement Board and are not expected to have a material impact (other than presentation and disclosure matters in relation to IFRS 18 below) on the Group:

- Amendments to the Classification and Measurement of Financial Instruments (Amendments to IFRS 9 and IFRS 7), effective from 1 January 2026;
- Contracts Referencing Nature-dependent Electricity (Amendments to IFRS 9 and IFRS 7), effective from 1 January 2026;
- IFRS 18 Presentation and Disclosure in Financial Statements, effective from 1 January 2027; and
- IFRS 19 Subsidiaries without Public Accountability: Disclosures, effective from 1 January 2027.

Notes to the Consolidated Financial Statements

1. Revenue

All results relate to continuing operations.

Revenue disclosed in the income statement is analysed as follows:

	2025 £'000	2024 £'000
Recurring revenue	31,313	24,933
Services revenue	6,958	6,448
Perpetual licence revenue	545	1,013
Total revenue	38,816	32,394

Revenue is recognised for each income stream as follows:

- Recurring revenue: SaaS, maintenance, support, subscriptions and hosting – as these services are provided over the term of the contract, revenue is recognised over the life of the contract.
- Services revenue – recognised on delivery of the service.
- Perpetual licence revenue – recognised at the point of transfer (delivery) of the licence to a customer.

From the perspective of revenue recognition as follows:

Revenue recognised over-time (over the term of the contract)	SaaS, maintenance, support, subscriptions and hosting
Revenue recognised once the service has been delivered (at a point in time)	Services revenue (training and consultancy)
Revenue recognised on transfer of control (at a point in time)	Perpetual licence revenue

Revenue recorded in the year includes £12.1m (2024: £9.8m) of income that had been deferred in the balance sheet in the previous year because the associated performance obligations were not fully satisfied. The deferred income represents a timing difference between satisfaction of the performance obligation where that performance condition is in part fulfilled after a reporting period end. The majority of the Group's contracts are twelve months in length but these twelve months may span a reporting period end.

The Group has applied the practical expedient of IFRS 15.121 in respect of contracts which have a duration of one year or less. Therefore, this then means that the transaction price in respect of unsatisfied performance obligations has not been disclosed. Contract liabilities in respect of contracts with customers have been disclosed in note 18 under deferred income.

Geographical, Product and Sales Channel Information

Revenue by geographical area represents revenue from external customers based upon the geographical location of the customer.

Revenue by geographical destination is as follows:

	2025 £'000	2024 £'000
UK	18,389	15,891
Scandinavia	6,867	5,830
Germany	3,296	3,058
USA	1,480	1,642
Rest of Europe	7,650	5,217
Rest of World	1,134	756
	38,816	32,394

Revenue by product group represents revenue from external customers.

Revenue by product group is as follows:

	2025 £'000	2024 £'000
Software for:		
Building Lifecycle	31,094	24,052
CAD and Visualisation	5,831	6,499
Other – third-party software	1,891	1,843
	38,816	32,394

The Group utilises resellers to access certain markets. Revenue by sales channel represents revenue from external customers.

Revenue by sales channel is as follows:

	2025 £'000	2024 £'000
Direct	37,479	31,075
Reseller	1,337	1,319
	38,816	32,394

2. Segment information

IFRS 8 requires operating segments to be identified on the basis of internal reports about components of the Group that are regularly reviewed by the chief operating decision makers to allocate resources to the segments and to assess their performance.

The chief operating decision makers have been identified as the Executive Directors. The Group revenue is derived entirely from the sale of perpetual software licences, subscription and SaaS software licences, software maintenance and support and related services. Consequently, the Executive Directors review the management information on the basis of this one unified segment.

	2025 Software £'000	2024 Software £'000
Group assets and liabilities		
Segment assets	59,995	51,812
Total Group assets	59,995	51,812
Segment liabilities	28,360	21,640
Total Group liabilities	28,360	21,640

Non-current assets by geographical area represent the carrying amount of assets based in the geographical area in which the assets are located.

Non-current assets by geographical location are as follows:

	2025 £'000	2024 £'000
UK	22,314	21,278
Scandinavia	6,044	6,030
Germany	720	3,307
Rest of Europe	7,542	1,038
	36,620	31,653

Information about major customers

Revenues arising from sales to the Group's largest customer were below the reporting threshold of 10 per cent of Group revenue (2024: below 10 per cent reporting threshold).

3. Operating profit

The operating profit for the period is stated after charging/(crediting) the following items:

	2025 £'000	2024 £'000
Software product development expense	2,257	2,467
Depreciation of property, plant and equipment – note 11	230	114
Depreciation of right-of-use assets – note 22	570	577
Amortisation of acquired intangible assets acquired separately and through business combinations – note 10	1,056	626
Amortisation of other intangible assets – note 10	2,165	1,866
Impairment of subsidiary – notes 9 and 10	2,343	–
Share-based payments	725	60
(Profit)/loss on disposal of property, plant and equipment	(17)	6
Foreign exchange losses	79	67
Acquisition-related expenses and stamp duties	302	432
Fees payable to the Company's auditor for:		
The audit of the parent company and consolidated financial statements	202	190
Fees payable to the Company's auditor and its associates for other services:		
The audit of the Company's subsidiaries	141	131
Review of interim financial report	15	13

Notes to the Consolidated Financial Statements

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4. Employee information

The average number of employees during the period, including Directors, was made up as follows:

	2025 Number	2024 Number
Sales and marketing	72	59
Customer support and services	109	104
Software development	87	84
Management	15	13
Administration	31	28
	314	288

Staff costs during the period, including Directors, amounted to:

	2025 £'000	2024 £'000
Wages and salaries	16,753	15,450
Social security	2,727	2,390
Pension costs	783	738
Share-based payments charge	725	60
	20,988	18,638
Less: Development staff costs capitalised	(3,518)	(2,958)
	17,470	15,680

Pension costs relate to contributions to defined contribution pension schemes. Development staff costs are charged to projects and capitalised if those projects meet the criteria for capitalisation. The details of the criteria for capitalisation is set out in the Significant Accounting Policies under section I.

The remuneration of the Directors, who are the key management personnel of the Group, is set out below:

	2025 £'000	2024 £'000
Short-term employee benefits	826	722
Post-employment benefits	34	32
Executive Directors	860	754
Grant value of share options issued	312	323
Total remuneration in respect of key management personnel (excluding employers national insurance cost)	1,172	1,077
Fees – Non-Executive Directors	263	233
	2025	2024
Number of Directors exercised options	1	–
Number of options issued to the Directors ('000)	450	450
Gain made in exercise of options (£'000)	–	–

The emoluments of the highest paid Director totalled £679,000 (2024: £622,000). For a detailed breakdown see Remuneration Committee Report, Directors' Remuneration page 51.

The remuneration of the Non-Executive Directors is determined by the Board. The Non-Executive Directors are engaged through service contracts and each is appointed for an initial term of three years, which may thereafter be renewed. The Company has chosen for all directors to stand for annual re-election at each year's AGM. The Non-Executive Directors do not participate in any of the Group's share-based incentive or pension schemes. Further details of Directors emoluments are shown on page 50 of the Remuneration Committee Report.

5. Finance income and costs

Finance income and costs disclosed in the consolidated income statement are set out below:

	2025 £'000	2024 £'000
Finance income:		
Bank and other interest receivable	248	310
Total finance income	248	310
Finance costs:		
Bank overdraft and loan interest	(6)	(7)
Inputted interest expense for leasing arrangements	(66)	(65)
Discounting of earn-out consideration of acquisition	(166)	–
Total finance costs	(238)	(72)
Total net finance income	10	238

6. Taxation

(a) Taxation on profit on ordinary activities

The tax charge in the income statement is as follows:

	2025 £'000	2024 £'000
Current tax:		
UK corporation tax on profits of the year	1,389	808
Tax adjustments in respect of previous years	3	(76)
	1,392	732
Foreign tax:		
Tax adjustments in respect of previous years	(93)	(57)
Total current tax	1,540	1,003
Deferred tax:		
Origination and reversal of temporary differences	28	(42)
Tax adjustments in respect of previous years	(37)	(1)
Total deferred tax	(9)	(43)
Tax charge in the consolidated income statement	1,531	960

Income tax for the UK has been calculated at the weighted average rate of UK corporation tax of 25 per cent (2024: 25 per cent) on the estimated assessable profit for the period. Taxation for foreign companies is calculated at the rates prevailing in the relevant jurisdictions.

The UK corporation tax rate of 25 per cent substantively enacted in the Finance Bill 2021 has been applied to determine deferred tax assets and liabilities at the Balance Sheet date.

Deferred tax positions relate primarily to investment in intangible assets, share options reserve and trading tax losses across international jurisdictions. There are no material uncertain tax positions as at 31 December 2025 (as at 31 December 2024: no material uncertain tax positions).

Notes to the Consolidated Financial Statements

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6. Taxation continued

(b) Reconciliation of tax charge

The tax assessed on accounting profit before income tax for the year is the same as the standard rate of UK corporation tax of 25 per cent (2024: 25 per cent) for the period under review. The reconciliation is explained below:

	2025 £'000	2024 £'000
Profit before tax	2,848	4,294
Tax calculated at the average standard rate of UK corporation tax of 25% (2024: 25%) applied to profits before tax	712	1,074
Effects of:		
Expenses not deductible for tax purposes	168	115
Research & development tax relief	(197)	(167)
Losses not provided for	646	139
Prior year adjustments	(127)	(134)
Tax rate differences in foreign jurisdictions	(133)	(107)
Impairment of goodwill	482	–
Other differences	(20)	40
Tax charge for the year	1,531	960

(c) Unrecognised tax losses

The Group has unrecognised tax losses of £5,226,000 (2024: £3,123,000). The potential deferred tax asset not recognised in respect of losses is £1,371,000 (2024: £708,000). No deferred tax is recognised on the UK and overseas subsidiaries as there are no foreseeable future profits available in the respective subsidiaries to offset the losses against.

7. Dividends

Dividends declared and to be paid

The Directors have recommended a final dividend of 0.85 pence per ordinary share (2024: final dividend of 0.70 pence per ordinary share). The dividend is subject to approval by shareholders at the AGM and has not been included as a liability in these financial statements.

Dividends paid in the year

Dividends paid in the year were 1.05 pence per ordinary share (2024: 0.85 pence per ordinary share). Cash dividends of £868,000 (2024: £700,000) were paid during the year. Unclaimed dividends of £35,000 were returned to the Company during 2024.

Ordinary Shares	2025 pence per share	2024 pence per share	2025 £'000	2024 £'000
Declared and paid during the year				
Interim – Full Year 2025	0.35	0.30	290	247
Final – Full Year 2024	0.70	0.55	578	453
	1.05	0.85	868	700

8. Basic and diluted earnings per share

	2025			2024		
	Net profit attributable to shareholders £'000	Weighted average number of shares (millions)	Earnings per share (pence)	Net profit attributable to shareholders £'000	Weighted average number of shares (millions)	Earnings per share (pence)
Ordinary Shares						
Basic earnings per share	1,317	82.6	1.6	3,334	82.3	4.0
Diluted earnings per share	1,317	83.5	1.6	3,334	83.2	4.0
Adjusted basic earnings per share	5,210	82.6	6.3	4,172	82.3	5.1

Adjusted basic earnings per share is a non-statutory measurement. The explanation of Adjusted measures can be found in the Alternative performance measures (note 26).

In determining the diluted earnings per share the dilutive impact of share options on weighted average number of shares was included. The reconciliations to the above figures are shown below:

	2025			2024		
	Net profit attributable to shareholders £'000	Weighted average number of shares (millions)	Earnings per share (pence)	Net profit attributable to shareholders £'000	Weighted average number of shares (millions)	Earnings per share (pence)
Ordinary Shares						
Basic earnings per share	1,317	82.6	1.6	3,334	82.3	4.0
Dilutive effect of share options	–	0.9	–	–	0.9	–
Diluted earnings per share	1,317	83.5	1.6	3,334	83.2	4.0

	2025			2024		
	Net profit attributable to shareholders £'000	Weighted average number of shares (millions)	Earnings per share (pence)	Net profit attributable to shareholders £'000	Weighted average number of shares (millions)	Earnings per share (pence)
Ordinary Shares						
Basic earnings per share	1,317	82.6	1.6	3,334	82.3	4.0
Effect of adjusted profit (note 26)	3,893	–	4.7	838	–	1.1
Adjusted basic earnings per share	5,210	82.6	6.3	4,172	82.3	5.1

Shares held by the Employee Share Ownership Trust are excluded from the weighted average number of shares in the period. Adjusted profit attributable to shareholders is reconciled to reported profit attributable to shareholders in note 26.

Notes to the Consolidated Financial Statements

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9. Goodwill

	2025 £'000	2024 £'000
Cost:		
As at 1 January	23,585	23,310
Acquisition of business – note 27	3,178	435
Exchange differences	203	(160)
As at 31 December	26,966	23,585
Accumulated impairment:		
As at 1 January	4,733	4,766
Impairment of cash generating unit – notes 9 and 10	1,926	–
Exchange differences	45	(33)
As at 31 December	6,704	4,733
Net book value:	20,262	18,852

There was one acquisition in the year, see note 27 (2024: one acquisition).

Goodwill denominated in currencies other than Sterling is revalued at the appropriate closing exchange rate. Goodwill acquired through acquisitions net of impairments is set out below:

	2025 £'000	2024 £'000
Elecosoft UK	8,703	8,703
Pemac	3,178	–
BestOutcome	3,258	3,258
Asta Development Germany	223	223
Elecosoft Sweden	4,445	4,368
Elecosoft Netherlands	20	20
Veeuze Germany	–	1,845
Vertical Digital Romania	435	435
	20,262	18,852

The Directors consider each of the operating businesses listed above, which are those units for which a separate cash flow is computed, to be a cash-generating unit (CGU) and each CGU is reviewed bi-annually for impairment. For each CGU the Directors have determined its recoverable amount based on value in use calculations.

The value in use was derived from discounted post-tax management cash flow forecasts for the businesses, using the budgets and strategic plans based on past performance and expectations for the market development of the CGU incorporating an appropriate business risk. The key assumptions for the value in use calculations are those regarding the discount rates, growth rates and expected changes to revenues and operating cost during the period and into perpetuity. Costs, which are primarily fixed in nature, are assumed to be based on trend rates of inflation and any other factors identified in the budgets and strategic plans of the businesses. Goodwill arising on the recent acquisition of Pemac derives from the purchase consideration less fair value and purchase price adjustments, including for other separable valued intangibles.

The key judgement and assumptions used in calculating each CGU value in use are shown in the table below. The market growth rates, nominal long-term growth rate and inflation rates used are in line with external sources.

The market growth rates for revenues for years one to five range across a variety of different sized locations and business units from 4.5 to 40 per cent (2024: 6 to 66 per cent) in accordance with the underlying growth in the businesses and from the SaaS transition; after this initial five years, the nominal long-term growth rates are used in subsequent years.

The pre-tax discount rate and nominal long-term growth rates are shown in the table below:

CGU	2025		2024	
	Pre-tax discount rate	Nominal long-term growth rate	Pre-tax discount rate	Nominal long-term growth rate
Elecosoft UK	13.2%	1.5%	14.4%	1.9%
Pemac	9.6%	4.0%	–	–
BestOutcome	13.2%	1.5%	14.4%	1.9%
Asta Development Germany	10.6%	1.0%	15.4%	1.6%
Elecosoft Sweden	12.5%	2.0%	13.7%	2.9%
Elecosoft Netherlands	10.0%	1.9%	14.6%	2.1%
Veeuze Germany	10.6%	1.0%	15.4%	1.6%
Vertical Digital Romania	17.5%	2.0%	12.9%	2.6%

9. Goodwill continued

These budgets and strategic plans cover a five-year period. The growth rates used to extrapolate the cash flows beyond this period range between 1.0 per cent and 4.0 per cent depending on the geographical location of the CGU (2024: range between 1.6 per cent and 2.9 per cent).

A sensitivity analysis has been performed based on changes in key assumptions considered to be reasonably possible by management: an increase in the discount rate of 1 per cent, a decrease in the compound annual growth rate for cash flow in the five-year forecast period of 1 per cent, and a decrease in the nominal long-term market growth rates of 1 per cent. The sensitivity analysis shows that no impairment charges would result from these scenarios.

The European based CGUs have lower impairment headroom in the value in use calculations and accordingly are more sensitive to changes in the discount and revenue growth rates. If the discount rate was increased by 35 per cent or the compound annual market growth rates and long term growth rates were both reduced by 26 per cent then all the European CGUs' discounted cash flow values would equate to or be lower than the value in use attributed to those European CGUs.

10. Other intangible assets

	Customer relationships £'000	Intellectual property £'000	Total £'000
Cost:			
At 1 January 2024	8,045	15,180	23,225
Additions from acquisition at fair value	477	–	477
Additions	–	271	271
Additions – internal development	–	2,958	2,958
Disposals	–	122	122
Exchange differences	(2)	2	–
At 31 December 2024	8,520	18,533	27,053
Additions from acquisition at fair value	1,807	1,613	3,420
Additions	575	153	728
Additions – internal development	–	3,518	3,518
Exchange differences	2	(15)	(13)
At 31 December 2025	10,904	23,802	34,706
Accumulated amortisation and impairment:			
At 1 January 2024	5,328	8,897	14,225
Amortisation charge for the year	471	2,021	2,492
Exchange differences	(1)	4	3
At 31 December 2024	5,798	10,922	16,720
Amortisation charge for the year	622	2,599	3,221
Impairment charge	417	–	417
Exchange differences	1	(28)	(27)
At 31 December 2025	6,838	13,493	20,331
Net book value:			
At 31 December 2024 and 1 January 2025	2,722	7,611	10,333
At 31 December 2025	4,066	10,309	14,375

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10. Other intangible assets continued

Values attributed to internal development costs meet criteria as set out in section 11 of the Accounting Policies. Additions – internal development represent development within the business and differing stages of the development cycle. The values attributed to customer relationships represent the fair value of acquired customer contracts and relationships held by the acquired company at the date of acquisition. Similarly, values attributed to intellectual property represent the fair value of acquired intellectual property. There was one acquisition in the year – note 27.

Intellectual property additions from acquisitions in the year represent purchased intangible assets of £1,613,000 at fair value (2024: £nil) and internal development costs capitalised of £3,518,000 (2024: £2,958,000). Internal development represents software development project costs that meet the accounting policy criteria for capitalisation. Further details of the software development projects that have been capitalised in the period are set out in the CFO Report on pages 36 to 39.

Amortisation charges are shown separately on the Consolidated Statement of Cash Flows.

An impairment review of internally generated intangibles and customer relationships is carried out when there is indication of impairment.

Indicators of impairment include:

- External sources: include market value declines, negative changes in technology, markets, economy, or laws, increases in market interest rates, net assets of the Company higher than market capitalisation
- Internal sources: part of a restructuring or held for disposal, worse economic performance than expected for investments

There were no indicators of impairment of internally generated intangibles in the current year.

An impairment charge of £417,000 (2024: £nil) was recorded in the year in respect of the Veeuze customer relationships to a £nil net book value following a review of its recoverable amount.

11. Property, plant and equipment

	Leasehold buildings and improvements £'000	Plant, equipment and vehicles £'000	Total £'000
Cost:			
At 1 January 2024	577	839	1,416
Additions from acquisition at fair value	–	49	49
Additions	53	32	85
Disposals	–	(17)	(17)
Transfers	–	(122)	(122)
Exchange differences	(14)	(27)	(41)
At 31 December 2024	616	754	1,370
Additions from acquisition at fair value	–	56	56
Additions	–	80	80
Disposals	–	(190)	(190)
Exchange differences	14	114	128
At 31 December 2025	630	814	1,444
Accumulated depreciation and impairment:			
At 1 January 2025	208	442	650
Depreciation charge for the year	5	109	114
Disposals	7	(16)	(9)
Exchange differences	–	(14)	(14)
At 31 December 2024	220	521	741
Depreciation charge for the year	33	197	230
Disposals	–	(174)	(174)
Exchange differences	14	57	71
At 31 December 2025	267	601	868
Net book value:			
At 31 December 2024 and 1 January 2025	396	233	629
At 31 December 2025	363	213	576

12. Capital commitments

Capital expenditure commitments of £nil (2024: £nil) have been placed with suppliers at 31 December 2025.

13. Inventories

	2025 £'000	2024 £'000
Work in progress	24	-
Finished goods	5	4
	29	4

At 31 December 2025 the Group's inventory provisions were £nil (2024: £nil).

14. Trade and other receivables

	2025 £'000	2024 £'000
Gross trade receivables	5,926	4,749
Provision for credit losses	(504)	(364)
Net trade receivables	5,422	4,385
Other receivables	70	96
Prepayments and accrued income	929	953
	6,421	5,434

The Group offers credit terms to customers depending on the credit status of the customer. Trade receivables are initially measured at fair value and subsequently amortised at cost. The Group performed an impairment exercise to determine whether the write down of amounts receivable was required, using an expected credit loss model to determine the lifetime expected credit losses attributable to the receivables. In its assessment using the expected loss model, it was deemed provisions against receivables to be in line with historic payment patterns for Eleco's customer base where a significant number are repeat purchasers and pass the Eleco Group company's credit check process. The average credit period taken on the sales of goods and services is 46 days (2024: 45 days). No interest is charged on past due trade receivables (2024: £nil).

The carrying amounts of trade and other receivables are denominated in the following currencies:

	2025 £'000	2024 £'000
Sterling	3,026	2,259
Euro	1,413	953
Swedish Krona	1,472	1,784
US Dollar	276	139
Other	234	299
	6,421	5,434

Movement in the provision for credit losses in respect of trade receivables during the year was as follows:

	2025 £'000	2024 £'000
At 1 January	(364)	(114)
Written off as uncollectable	87	70
Recovered during period	16	-
Provided against during the period	(217)	(333)
Exchange	(26)	13
At 31 December	(504)	(364)

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15. Trade and other payables

	2025 £'000	2024 £'000
Trade payables	888	788
Other taxation and social security	1,261	1,117
Other payables	310	364
	2,459	2,269

Trade payables principally comprise amounts outstanding for trade purchases and ongoing costs. The average credit period taken for trade purchases is 16 days (2024: 17 days). The Directors consider that the carrying amount of trade payables approximates to their fair value.

16. Borrowings

	2025 £'000	2024 £'000
Current liabilities:		
Lease liabilities	510	578
	510	578
Non-current liabilities:		
Lease liabilities	686	882
	686	882
Total lease liabilities	1,196	1,460
Cash and cash equivalents	(16,285)	(13,975)
Net (cash)/borrowings	(15,089)	(12,515)

The UK banking facilities are with Barclays Bank plc and the Group facilities comprise a £1.0m overdraft facility, carrying an interest rate of 1.75 per cent over base rate (undrawn at 2025 and 2024).

17. Provisions

	2025 £'000	2024 £'000
At 1 January	26	26
Release of provision in year	(26)	–
At 31 December	–	26
Non-current liabilities	–	26

The provision related to reorganisation costs following the disposal of the former ElecoBuild businesses and the expected ongoing cost of the professional indemnity run off insurance premiums relating to the former ElecoBuild businesses. Due to the absence of claims (not otherwise covered by insurance) over the effluxion of time, the provision was released in the year (2024: nil release).

18. Accruals and Deferred Income

	2025 £'000	2024 £'000
Accruals	3,460	3,140
Deferred income	16,786	12,124
	20,246	15,264

Deferred income represents income from software subscription licences and from software maintenance and support contracts and is credited to revenue in the income statement on a straight-line basis in line with the service and obligations over the term of the contract.

19. Deferred Tax

	Deferred tax assets				Deferred tax liabilities			
	Tax losses carried forward £'000	Excess of amortisation over tax allowances £'000	Other temporary differences £'000	Total £'000	Intangible assets £'000	Accelerated capital allowances £'000	Other temporary differences £'000	Total £'000
At 1 January 2024	–	42	69	111	(2,140)	(50)	(210)	(2,400)
Credit/(charge) to the income statement	207	(11)	18	214	(151)	(64)	45	(170)
Credit to the Statement of Changes in Equity	–	–	229	229	–	–	–	–
Exchange differences	(5)	–	–	(5)	–	–	14	14
At 31 December 2024	202	31	316	549	(2,291)	(114)	(151)	(2,556)
Acquisition of business	–	–	–	–	(543)	–	–	(543)
(Charge)/credit to the income statement	(140)	(1)	151	10	(25)	(31)	56	–
(Charge) to the Statement of Changes in Equity	–	–	(198)	(198)	–	–	–	–
Exchange differences	7	–	–	7	–	–	(14)	(14)
At 31 December 2025	69	30	269	368	(2,859)	(145)	(109)	(3,113)

Deferred tax is calculated using tax rates and laws that have been enacted or substantively enacted at the end of the reporting period, and which are expected to apply when the related deferred tax asset is realised or the deferred tax liability is settled.

Deferred tax assets and liabilities are presented as non-current in the consolidated balance sheet. Potential deferred tax assets in respect of losses of £1,371,000 (2024: £708,000) have not been recognised due to the unpredictability of future profit streams against which these losses may be offset. These losses may be carried forward indefinitely.

Notes to the Consolidated Financial Statements

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20. Share capital

	No. of shares	2025 Nominal Value £'000	No. of shares	2024 Nominal Value £'000
Authorised:				
Ordinary Shares of 1p each	85,000,000	850	85,000,000	850
Allotted, called up and fully paid:				
Ordinary Shares of 1p each at start of year	83,312,397	833	83,207,397	832
Issue of Ordinary Shares	365,000	4	105,000	1
Ordinary Shares of 1p each at end of year	83,677,397	837	83,312,397	833

In the year 365,000 ordinary 1 pence new shares were issued (2024: 105,000) at a premium of £180,000 (2024: £50,000).

21. Share-based payments

The Company operates one share scheme and options outstanding at 31 December 2025 over Ordinary Shares granted under the scheme were as follows:

Date awarded	Number of Ordinary Shares	Vesting dates		Weighted average remaining contractual life (years)
		Earliest	Latest	
9 August 2017	330,000	1 May 2020	8 August 2027	1.6
18 May 2020	325,000	31 May 2023	30 May 2030	4.4
1 August 2022	250,000	31 July 2025	30 July 2032	6.6
11 May 2023	855,000	11 May 2026	10 May 2033	7.4
3 June 2024	865,000	3 June 2027	2 June 2034	8.4
5 June 2024	500,000	5 June 2027	4 June 2034	8.4
1 May 2025	1,465,000	1 May 2028	30 April 2035	9.3
	4,590,000			7.6

Further details of these option grants are detailed below:

1,465,000 options were granted during 2025 under the Company's Share Option Scheme. There were no vesting criteria other than an employee being employed at the vesting date.

Vesting criteria for Directors are detailed in the Remuneration Committee Report on page 52. During the prior year no options were forfeited.

Details of the number of options over Ordinary Shares outstanding during the year are as follows:

	2025		2024	
	Number	Weighted average exercise price (pence)	Number (pence)	Weighted average exercise price (pence)
Outstanding at the beginning of the year	3,490,000	65.9	3,340,000	70.1
Granted during the year	1,465,000	121.0	1,365,000	72.7
Exercised during the year	(365,000)	50.4	(105,000)	48.0
Forfeited during the year	–	–	(1,110,000)	88.6
Outstanding at the end of the year	4,590,000	73.0	3,490,000	65.9
Exercisable at the end of the year	905,000		820,000	

The net expense recognised by the Group for share-based payments under the share options scheme in respect of employee services during the year ended 31 December 2025 was £725,000 (2024: £60,000).

21. Share-based payments *continued*

The Black-Scholes valuation model is used to value the share options and the key assumptions used for the outstanding awards granted during 2025 and 2024 are shown below:

	2025	2024
Share price at grant date	£1.325	£1.170-1.075
Exercise price per share	£0.01-1.210	£0.01-1.075
Per cent expected to vest (at date of grant)	98%	98%
Expected life (years)	5.0	5.0
Dividend yield	0.83%	0.46-0.47%
Share price volatility	69%	74%
Fair value per option	£0.69	£0.66-0.72

22. Right-of-Use assets

The Group has leases for the properties it occupies, motor vehicles and other plant and equipment. With the exception of short-term leases, each lease is reflected on the balance sheet as a right-of-use asset and a lease liability. The Group classifies its right-of-use assets in a consistent manner to its property, motor vehicles and plant and equipment for presentation purposes.

Each lease imposes a restriction that the right-of-use asset can only be used by the Group. Some leases have a break clause; however, the majority are either non-cancellable or may only be cancelled by incurring a substantial termination fee.

The Group has assessed the lease liability on each individual lease and applied an appropriate incremental borrowing rate determined by the type and geographical location of the right-of-use asset.

The Group elects not to recognise a lease liability for short-term leases (leases with an expected term of twelve months or less). Payments made under such leases are expensed on a straight-line basis.

The cash payments made across the group during the year for all right of use assets was £0.7m (2024: £0.6m).

The recognised right-of-use assets relate to the following types of assets:

Right-of-Use assets

	2025 £'000	2024 £'000
Properties	906	1,060
Motor vehicles	133	230
	1,039	1,290

Below are the carrying amounts of right-of-use assets recognised and the movements during the period:

Right-of-Use-assets

	Property £'000	Motor vehicles £'000	Total £'000
At 1 January 2024	1,025	249	1,274
Additions	540	111	651
Exchange difference	(45)	(13)	(58)
Depreciation charge for the year	(460)	(117)	(577)
At 31 December 2024 and 1 January 2025	1,060	230	1,290
Additions	290	-	290
Disposals	-	(28)	(28)
Exchange difference	44	13	57
Depreciation charge for the year	(490)	(80)	(570)
At 31 December 2025	904	135	1,039

Notes to the Consolidated Financial Statements

Continued

22. Right-of-Use assets continued

The corresponding amounts of lease liabilities recognised under IFRS 16 and movements during the period are set out as follows:

Lease liabilities

	Property £'000	Motor vehicles £'000	Total £'000
At 1 January 2024	1,241	219	1,460
Reclassification	(33)	33	–
Additions	540	111	651
Interest charge	49	15	64
Lease payments	(530)	(120)	(650)
Exchange difference	(57)	(8)	(65)
At 31 December 2024 and 1 January 2025	1,210	250	1,460
Additions	290	–	290
Interest charge	53	13	66
Lease payments	(574)	(113)	(687)
Exchange difference	58	9	67
At 31 December 2025	1,037	159	1,196

Maturity profile of Lease liabilities

	2025 £'000	2024 £'000
Current	510	578
Non-current	686	882
At 31 December	1,196	1,460

23. Financial instruments

(a) Financial assets and liabilities

The carrying amount and fair value of financial assets and liabilities at the period end are set out below:

	2025 £'000	2024 £'000
Financial assets at amortised cost:		
Cash and cash equivalents	16,285	13,975
Trade and other receivables	5,492	4,480
Financial assets held at amortised cost	21,777	18,455
Financial liabilities at amortised cost:		
Trade and other payables	1,198	1,151
Accruals	3,460	3,140
Lease liabilities	1,196	1,460
Financial liabilities held at amortised cost	5,854	5,751

The carrying value of the Group's financial assets and liabilities are considered to approximate their respective fair values.

The contingent consideration at 31 December 2025 represented the fair value of the Pemac earn-out consideration. The fair value of the earn-out at the date of the acquisition was £0.9m. This fair value was determined using a discount rate determined with a CAPM approach of 19.40 per cent, as a Key Level 3 input, reflecting the risk profile of the acquired Pemac business. The valuation of contingent consideration involves significant estimation uncertainty due to forecast performance and discount rates. A 10 per cent change in the discount rate would have less than £0.1m impact on the liability.

	2025 £'000	14 January 2025 £'000
Contingent consideration at fair value	1,141	933

23. Financial instruments *continued*

(b) Interest rate and currency profile of financial assets and liabilities

The currency profiles of the Group's financial assets and liabilities are set out below:

	Financial liabilities		Financial assets	
	Floating rate £'000	Total £'000	Floating rate £'000	Total £'000
Sterling	2,764	2,764	12,409	12,409
Euro	1,098	1,098	2,732	2,732
Swedish Krona	1,780	1,780	5,358	5,358
US Dollar	73	73	831	831
South African Rand	5	5	41	41
Other	134	134	406	406
At 31 December 2025	5,854	5,854	21,777	21,777
Sterling	3,032	3,032	10,820	10,820
Euro	791	791	1,879	1,879
Swedish Krona	1,835	1,835	4,918	4,918
US Dollar	11	11	269	269
South African Rand	5	5	41	41
Other	77	77	528	528
At 31 December 2024	5,751	5,751	18,455	18,455

There are no fixed interest rate financial assets or liabilities.

The Group finances its operations through a mixture of retained profits and a bank overdraft.

(c) Currency profile of net foreign currency monetary assets and liabilities

The table below shows the net unhedged monetary assets/(liabilities) of the Group that are not denominated in the functional currency of the operating unit and which therefore give rise to exchange gains and losses in the income statement.

Functional currency of Group operation	Euro £'000	US Dollar £'000	Other £'000	Total £'000
Sterling	41	397	56	494
Euro	–	(36)	–	(36)
Swedish Krona	452	34	100	586
At 31 December 2025	493	395	156	1,044
Sterling	158	15	42	215
Euro	–	–	–	–
Swedish Krona	340	41	77	458
At 31 December 2024	498	56	119	673

(d) Financial risk: objectives, policies and strategies

The Group's interest rate risks and currency risks are managed centrally within policies approved by the Board. The objective of these policies is to mitigate the impact of movements in interest rates and currency rates on the consolidated results of the Group. In addition to these policies, the Group's liquidity risk policies, approved by the Board, ensure appropriate funding is made available across the Group and is managed centrally.

The net finance income for the year was £10,000 (2024: income of £238,000). No speculative transactions are undertaken.

At present there is no policy to hedge the Group's currency exposures arising from the translation of the Group's overseas net assets or the effect of exchange rate movements on the Group's overseas earnings.

(e) Market risk: sensitivities

A sensitivity analysis for financial assets and liabilities affected by market risk is set out as follows. Each risk is analysed separately and shows the sensitivity of financial assets and liabilities when a certain parameter is changed. The sensitivity analysis has been performed on period end balances each year and therefore is not representative of transactions throughout the year. The rates used are based on historical trends and, where relevant, projected forecasts.

Notes to the Consolidated Financial Statements

Continued

23. Financial instruments continued

(e) Market risk: sensitivities continued

(i) Currencies

The Group is exposed to currency risk in relation to the value of its financial assets and liabilities that are denominated in currencies other than Sterling (see note 23(c) above), arising from fluctuations in exchange rates. The Group's mitigation of its currency risk is set out on page 95. The table below shows the impact on the value of the Group's reported net financial assets at 31 December of exchange rates either strengthening or weakening by 10 per cent against Sterling and the impact this would have on the reported profit or loss and equity. The Group's reported equity would be £28,000 lower (2024: £171,000 lower) if Sterling strengthened by 10 per cent and £32,000 higher (2024: £189,000 higher) if Sterling weakened by 10 per cent.

Effect of change in	Net financial (assets)/liabilities:			Profit/(loss)		Equity	
	2025 £'000	Rate +10% £'000	Rate -10% £'000	Rate +10% £'000	Rate -10% £'000	Rate +10% £'000	Rate -10% £'000
Sterling +/-10%							
Denominated in Sterling	(9,645)	-	-	-	-	-	-
Euro	(1,634)	149	(163)	299	(329)	38	(41)
Swedish Krona	(3,578)	325	(358)	(19)	21	(234)	258
US Dollar	(758)	69	(76)	39	(43)	140	(154)
Other	(308)	28	(31)	21	(23)	28	(31)
Total net financial liabilities	(15,923)	571	(628)	340	(374)	(28)	32

Effect of change in	Net financial (assets)/liabilities:			Profit/(loss)		Equity	
	2024 £'000	Rate +10% £'000	Rate -10% £'000	Rate +10% £'000	Rate -10% £'000	Rate +10% £'000	Rate -10% £'000
Sterling +/-10%							
Denominated in Sterling	(7,788)	-	-	-	-	-	-
Euro	(1,088)	99	(109)	26	(29)	(81)	89
Swedish Krona	(3,083)	280	(308)	(7)	8	(198)	218
US Dollar	(258)	23	(26)	38	(41)	108	(119)
Other	(487)	44	(49)	13	(15)	-	1
Total net financial liabilities	(12,704)	447	(492)	70	(77)	(171)	189

23. Financial instruments continued**(ii) Interest rates**

Changes in market interest rates expose the Group to the risk of fluctuations in the cash flow relating to its financial assets and liabilities some of which attract interest at floating rates (see note 23(b) above). Based upon the interest rate profile of the Group's financial assets and liabilities as at 31 December, the table below shows the impact of a one percentage point change in the market interest rates on the Group's profit and equity.

	2025	Effect of increase in interest rates of 1%			Effect of decrease in interest rates of 1%		
	As reported £'000	Rate +1% £'000	Profit/(loss) £'000	Equity £'000	Rate -1% £'000	Profit/(loss) £'000	Equity £'000
Net finance income	10	3	3	3	(3)	(3)	(3)

	2024	Effect of increase in interest rates of 1%			Effect of decrease in interest rates of 1%		
	As reported £'000	Rate +1% £'000	Profit/(loss) £'000	Equity £'000	Rate -1% £'000	Profit/(loss) £'000	Equity £'000
Net finance income	238	79	79	79	(63)	(63)	(63)

2025 net finance income excludes discounted finance expense on earn-out consideration.

Notes to the Consolidated Financial Statements

Continued

23. Financial instruments continued

(f) Liquidity risk

The Group monitors its liquidity to maintain a sufficient level of undrawn committed debt facilities together with central management of the Group's cash resources to minimise liquidity risk. The table below shows the maturity of the Group's financial liabilities:

	Fair value £'000	3 months or less £'000	3 to 6 months £'000	6 to 12 months £'000	Between 1 and 5 years £'000
Trade and other payables	2,459	2,459	–	–	–
Accruals	3,456	3,456	–	–	–
Contingent consideration	1,141	–	736	–	405
Lease liabilities	1,304	178	133	244	749
At 31 December 2025	8,360	6,093	869	244	1,154
Trade and other payables	2,269	2,269	–	–	–
Accruals	3,140	3,140	–	–	–
Lease liabilities	1,460	15	15	548	882
At 31 December 2024	6,869	5,424	15	548	882

The Group's overdraft facilities with Barclays Bank plc are explained in note 16.

(g) Credit risk

Group policies are aimed at minimising losses due to customer payment default. The loss allowance on all financial assets is measured by considering the probability of default. Deferred payment terms are only granted to those customers who satisfy creditworthiness criteria and individual exposures to customers are monitored.

The maximum exposure to credit risk for uninsured trade receivables only before provision for credit losses at the reporting date by geographic region is as follows:

	2025 £'000	2024 £'000
UK	2,594	1,752
Germany	685	698
Scandinavia	1,188	1,548
USA	261	146
Rest of Europe	1,123	499
Rest of World	75	106
	5,926	4,749

Receivables are written off by the Group when there is no reasonable expectation of recovery, such as when the counterparty is known to be going bankrupt, or into liquidation or administration.

(h) Capital risk

The Group's objective is to minimise its cost of capital by optimising the efficiency of its capital structure, being the balance between equity and debt. The objective is subject always to an overriding principle that capital must be managed to ensure the Group's ability to continue as a going concern in order to provide returns for shareholders and benefits for other stakeholders.

23. Financial instruments *continued*

(i) Reconciliation of liabilities arising from financing activities

The changes in the Group's lease liabilities arising from financing activities can be classified as follows:

	Lease liabilities £'000
At 1 January 2025	1,460
Cash flows:	
– Repayment	(687)
Non cash flows:	
– Additions	290
– Interest	66
– Exchange difference	67
At 31 December 2025	1,196

	Lease liabilities £'000
At 1 January 2024	1,460
Cash flows:	
– Repayment	(650)
– Additions	650
At 31 December 2024	1,460

24. Contingent liabilities

It is the Group's policy to make specific provisions at the balance sheet date for all liabilities which, in the opinion of the Directors, represent a present obligation and outflow of resources to be probable at the balance sheet date.

The Directors have considered all the facts surrounding any open claims and any pending litigation against the Group at 31 December 2025 and have concluded that no material loss is likely to accrue from any such unprovided claims.

25. Related party transactions

Transactions between Group undertakings, which are related parties, have been eliminated on consolidation and are not disclosed in this note. The key management personnel are the Directors who are listed on page 59 of the Directors' Report.

The Directors of the Group had no transactions with the Group during the year, other than a result of service agreements.

26. Additional performance measures

The Group uses adjusted figures, which are not defined by generally accepted accounting principles (GAAP) such as UK-IAS. Adjusted figures and underlying growth rates are presented as additional performance measures used by management, as they provide additional relevant information in assessing the Group's performance, position and cash flows. In addition to the standard measures in the financial statements, the measures enable investors to track the core operational performance of the Group, for example by separating out items of income or expenditure relating to acquisitions, disposals and capital items. For example, one-off acquisition expenses due to advisor fees would not ordinarily be incurred in normal trading. Amortisation will vary considerably where the Group has to recognise separable purchased intangibles and amortisation on those intangibles will therefore fluctuate. Management uses these financial measures, along with UK-IAS financial measures, in evaluating the operating performance of the Group.

	Year ended 31 December 2025 £'000	Year ended 31 December 2024 £'000
Total reported revenue	38,816	32,394
Less: currency impact in current period	(389)	419
Total revenue on a constant currency basis (to the prior year)	38,427	32,813

	Year ended 31 December 2025 £'000	Year ended 31 December 2024 £'000
Total reported revenue	38,816	32,394
Less: revenue derived from acquisitions	(2,713)	(816)
Underlying revenue	36,103	31,578

Notes to the Consolidated Financial Statements

Continued

26. Additional performance measures continued

	Year ended 31 December 2025 £'000	Year ended 31 December 2024 £'000
Annualised recurring revenue (ARR)	34,281	26,590

ARR is defined as normalised annualised recurring revenues and includes revenues from subscription licences, contract values of annual support and maintenance, and SaaS contracts. This ARR figure is calculated with the inclusion of contributions from acquisitions as part of the Group business going forward. This equates to the normalised recurring revenue for December 2025 multiplied by twelve.

	Year ended 31 December 2025 £'000	Year ended 31 December 2024 £'000
Total recurring revenue (TRR)	31,313	24,933

TRR is defined as the recurring revenues from subscription licences, contract values of annual support and maintenance, and SaaS contracts.

	Year ended 31 December 2025 £'000	Year ended 31 December 2024 £'000
Operating profit	2,838	4,056
Amortisation of intangible assets	3,221	2,492
Depreciation charge	800	691
EBITDA	6,859	7,239

	Year ended 31 December 2025 £'000	Year ended 31 December 2024 £'000
EBITDA	6,859	7,239
Acquisition-related expenses	302	432
Impairment charge	2,343	–
Share-based payments	725	60
Adjusted EBITDA	10,229	7,731
Operating profit	2,838	4,056
Impairment charge	2,343	–
Acquisition-related expenses	302	432
Amortisation of acquired intangible assets	1,056	626
Share-based payments	725	60
Adjusted operating profit	7,264	5,174
Profit before taxation	2,848	4,294
Impairment charge	2,343	–
Acquisition-related expenses	302	432
Amortisation of acquired intangible assets	1,056	626
Share-based payments	725	60
Adjusted profit before taxation	7,274	5,412
Taxation charge	(1,531)	(960)
Reversal of tax losses provided for following disposal of subsidiary	574	–
Impairment charge	(586)	–
Acquisition-related expenses	(76)	(108)
Amortisation of acquired intangible assets	(264)	(157)
Share-based payments	(181)	(15)
Adjusted taxation charge	(2,064)	(1,240)

26. Additional performance measures continued

	Year ended 31 December 2025 £'000	Year ended 31 December 2024 £'000
Profit after taxation	1,317	3,334
Reversal of tax losses provided for following disposal of subsidiary	574	–
Impairment charge	1,757	–
Acquisition-related expenses	226	324
Amortisation of acquired intangible assets	792	469
Share-based payments	544	45
Adjusted profit after taxation	5,210	4,172
Adjusted profit after taxation	5,210	4,172
Weighted average number of shares (m)	82.6	82.3
Adjusted basic earnings per share (pence)	6.3	5.1
Cash generated from operations	12,971	10,676
Purchase of intangible assets – investment in development expenditure	(3,518)	(2,958)
Purchase of intangible assets – other intangible assets	(728)	(271)
Purchase of property, plant and equipment	(80)	(85)
Acquisition-related expenses	302	432
Adjusted operating cash flow	8,947	7,794
Adjusted operating cash flow	8,947	7,794
Net interest received	10	238
Taxation paid	(827)	(1,716)
Proceeds from disposal of property, plant and equipment	33	2
Free cash flow	8,163	6,318

27. Acquisition of Pemac

On 14 January 2025, the Group, through its wholly owned subsidiary Elecosoft Limited, acquired 100 per cent of the share capital of PMI Software Limited (“Pemac”) (the ‘Acquisition’) for an initial cash consideration of £5.3m. The Acquisition’s completion date was 14 January 2025. The Group funded the Acquisition exclusively by utilisation of its existing internal cash resources for this consideration. Cash and cash equivalents within the Acquisition entity at the acquisition date totaled £0.8m and the Acquisition has no debt. The acquisition net cash outflow is included in investing activities in the consolidated cash flow statement.

Pemac, located in Cork and Dublin, Ireland, is a recognised leader in providing SaaS Computerised Maintenance and Management Software (“CMMS”) and specialist services in the market, used by over 100 blue-chip international manufacturing companies. Pemac has developed a strong reputation for its ability to support clients in highly regulated sectors, including life sciences and healthcare, through its robust software capabilities tailored to meet industry-specific regulatory requirements.

The acquisition of Pemac by Eleco plc highlights Eleco’s shared commitment to delivering innovative, customer-focused solutions in manufacturing, regulated industries. Pemac’s expertise and proven capabilities complements the Group’s existing ShireSystem Computerised Maintenance Management Software (“CMMS”), enhancing the overall offering to support customers’ evolving needs. Pemac and ShireSystem are committed to maintaining the exceptional standards of service and support their customers rely on. Over time, it is intended that both organisations will collaborate to deliver technological advancements, ensuring their customers benefit from enhanced solutions.

For the above explanatory reasons, including the ability to repurpose the acquisition towards our internal research and development roadmap, combined with the anticipated profitability of Pemac in other Group markets, synergies arising, plus the ability to hire the assembled workforce of Pemac (including the founders and management team), the Group understandably paid a premium over the acquisition net assets, giving rise, aside from the value of customer relationships, to goodwill. All intangible assets, in accordance with IFRS3 Business Combinations, were recognised at their fair values on acquisition date, with the residual excess over net assets being recognised as customer relationships, brands, development expenditure and goodwill.

Notes to the Consolidated Financial Statements

Continued

27. Acquisition of Pemac continued

Intangibles arising from the acquisition consist of customer relationships, brands, and development expenditure and have been independently valued by professional experienced advisors.

The following table summarises the consideration and fair values of assets acquired and liabilities assumed at the date of the Acquisition:

	£'000
Intangible fixed assets:	
Customer Relationships	1,807
Brands	253
Development expenditure	1,360
Property, plant and equipment	57
Trade receivables and prepayments	401
Cash and cash equivalents	840
Corporation tax	320
Trade and other payables	(476)
Deferred income	(901)
Deferred tax	(428)
Net assets acquired	3,233
Goodwill	3,178
Acquisition cost	6,411

There are no non-controlling interests in relation to the Acquisition. Receivables at the acquisition date were collected in accordance with the gross contractual amounts.

The acquisition cost was satisfied by:

	£'000
Cash	5,478
Deferred earn-out consideration	933
Total consideration	6,411

The net cash outflow arising of acquisition was:

	£'000
Cash consideration paid	5,478
Cash and cash equivalents within the Pemac business on acquisition	(840)
Total net cash outflow of acquisition	4,638

An additional completion accounts adjustment of £0.2m consideration due was paid in August 2025 and included in the figure above.

There were no non-controlling interests in relation to the Acquisition.

The transaction terms also provided for potential additional earn-out consideration of up to €2.4m payable in two tranches in 2026 and 2027, subject to the Pemac business attaining specific performance targets agreed with Eleco plc during the financial years ending 31 December 2025 and 31 December 2026. These specific performance targets are linked to achievement of revenue targets over those two financial years, subject to minimum gross margin thresholds. The fair value of the earn-out at the date of the acquisition was €1.1m. The fair value was determined using a discount rate determined with a CAPM approach of 19.40 per cent, as a Key Level 3 input, reflecting the risk profile of the acquired Pemac business.

Costs relating to the acquisition have not been included in the consideration. Directly attributable acquisition costs include external legal and accounting costs incurred in compiling the acquisition legal contracts and the performance of due diligence activity and the fair value exercise, together with stamp duty, total £0.3m. These costs have been charged in selling and administrative expenses in the consolidated income statement in 2024 (£0.2m) and 2025 (£0.1m).

Had the acquisition taken place from the start of the Group's financial year (from 1 January 2025) and based on figures and accounting policies prior to Eleco plc Group control, management estimate that Pemac would have contributed revenue of €3.4m (£2.9m) and profit before taxation of €1.0m (£0.9m) to the Group results in this first year. For the eleven and a half months since the Acquisition date, Pemac contributed €3.2m (£2.7m) of revenue and net profit before taxation of €1.0m (£0.8m).

28. Post-balance sheet events

Acquisition of Kivue Ltd

On 10 February 2026, after the 2025 year end, Eleco plc acquired 100 per cent of the issued share capital of Kivue Limited ("Kivue"), a leading UK-based provider of Project Portfolio Management (PPM) SaaS software and associated services, for an enterprise value basis of £2.3m (c£1.84m cash and c£0.46m equity) ("the Acquisition"). The Acquisition's completion date was therefore 10 February 2026. The Group funded the Acquisition exclusively by utilisation of its existing internal cash resources and by issuance of shares under permitted authorities. Under the terms of the Acquisition, the vendors were issued 337,363 new ordinary shares of 1 pence each in the Company ("Ordinary Shares").

Cash and cash equivalents within the Acquisition entity at the acquisition date totalled £0.3m and the Acquisition has no debt. There are no non-controlling interests in relation to the Acquisition.

Kivue, located in Reading, England, is a software company specialising in PPM solutions, part of Eleco's Building Lifecycle portfolio of solutions. The business's ISO-certified and Cyber Essentials accredited cloud-based platform, Perform, provides immediate and automated, visual portfolio insights, governance, risks and portfolio performance for project teams and enterprise-level (senior) executives.

Kivue's market reputation is one of an intuitive, easy-to-use and highly agile PPM solution that can quickly demonstrate value to its clients and their senior management. Primarily focused on the private sector but with some success with public sector clients, notable customers include London City Airport, Aon, Bentley, Virgin Atlantic and The Government of Jersey.

Kivue has a 31 May calendar year end. In the year to 31 May 2025, before Eleco plc Group control, Kivue delivered revenue of £1.3m, Adjusted EBITDA of £0.1m and a profit before taxation of £0.1m based on Kivue's own accounting policies. Had the acquisition taken place from the start of the Group's financial year (from 1 January 2025) and based on figures and accounting policies prior to Eleco plc Group control, management estimate the contribution towards Group revenues would have been £1.6m, Adjusted EBITDA would have been £0.1m and profit before taxation £0.1m.

Given the proximity of the acquisition to the annual report and accounts being published, and its relatively immaterial size of the acquisition relative to the Group's scale, the Group is therefore unable at this stage to reasonably estimate and determine the fair value of net assets acquired and resulting goodwill and other associated intangibles under IFRS 3 Business Combinations at the date of this report. The Group will work through the fair value exercise under IFRS 3 and provisional disclosures will be reported in the Group's 2026 interim results.

In accordance with the provisions of IAS 10 Events After the Reporting Period, the Directors consider that the acquisition is a non-adjusting post balance sheet event, meaning an event after the reporting period end that is indicative of a condition that arose after the end of the reporting period, and therefore the full year 2025 numbers prior to this acquisition have not been adjusted. An estimate of its financial effect is described above.

Disposal of Veeuze GmbH

On 10 April 2026, post year end, Eleco plc announced the sale of its wholly owned subsidiary Veeuze GmbH, a German-based visualisation business, to 3A Consult UG via a management buy-out (the "Disposal").

The Disposal reinforces the Group's strategic focus on its Building Lifecycle businesses and primary verticals, and reflects a continued emphasis on shareholder value.

Under the terms of the agreement, the consideration for the Disposal is an initial nominal cash amount of €1, payable on completion and a share of the annual profit after tax over a 5-year period to 2030, capped at €250,000 payable in cash. The separation of the business is effective on 1 January 2026.

Following a period of challenging market conditions, Veeuze became increasingly non-core to the Group and required a level of ongoing investment that was not aligned with Eleco's strategic priorities. During the financial year ended 31 December 2025, the Subsidiary experienced a decline in performance, evidenced by lower revenues, continued operating losses, and, in the second half of 2025, the requirement for substantial cash injections to sustain operations.

In the financial year ended 31 December 2025, the Subsidiary had revenues of £3.7m and recorded a loss before tax of £1.3m. The Subsidiary has net liabilities of approximately £1.1m. The Disposal will prevent ongoing losses and cash outflows associated with Veeuze.

The Disposal has been structured to support the continuity and future development of Veeuze under the Management ownership. In connection with the Disposal, Eleco has agreed to provide a financing package of €1.5m (c£1.3m) to Veeuze (the "Financing Package"). The Board has approved the commercial terms of the Financing Package on an arm's length basis. This will be repayable over a five-year period to 31 December 2030, and will carry an interest rate of ECB base rate plus 5.85 per cent per annum (at a minimum of 8 per cent per annum or above).

The purchaser of the Subsidiary is a former director of Veeuze and the controlling shareholder of 3A Consult UG. Consequently, the Disposal of Veeuze and provision of the Financing Package are both related party transactions but carried out on an arm's length basis.

The profit or loss on disposal will be finalised and registered in the financial year ended 31 December 2026.

29. Exchange rates

The following exchange rates have been applied in preparing the consolidated financial statements:

	Income statement		Balance sheet	
	Average rate		Year end rate	
	2025	2024	2025	2024
Swedish Krona to Sterling	12.93	13.51	12.39	13.86
Euro to Sterling	1.17	1.18	1.15	1.21
US Dollar to Sterling	1.32	1.28	1.35	1.25
Romanian Lei to Sterling	5.89	5.90	5.84	6.02

Company Statement of Changes in Equity

For the year ended 31 December 2025

	Share capital £'000	Share premium £'000	Merger reserve £'000	Translation reserve £'000	Share options reserve £'000	Employee share ownership trust £'000	Retained earnings £'000	Total £'000
At 1 January 2024	832	2,418	1,002	291	621	(358)	9,143	13,949
Dividends	-	-	-	-	-	-	(665)	(665)
Share-based payments	-	-	-	-	41	-	19	60
Deferred tax on intrinsic value of vested options	-	-	-	-	229	-	-	229
Issue of share capital	1	50	-	-	-	-	-	51
Transactions with owners	1	50	-	-	270	-	(646)	(325)
Profit for the year	-	-	-	-	-	-	2,012	2,012
Exchange differences on translation of net investments in foreign operations	-	-	-	65	-	-	-	65
Total comprehensive income for the year	-	-	-	65	-	-	2,012	2,077
At 31 December 2024	833	2,468	1,002	356	891	(358)	10,509	15,701
Dividends	-	-	-	-	-	-	(868)	(868)
Share-based payments	-	-	-	-	549	-	176	725
Deferred tax on intrinsic value of vested options	-	-	-	-	(198)	-	-	(198)
Other reserve transfer	-	-	-	(356)	-	-	356	-
Issue of share capital	4	180	-	-	-	-	-	184
Transactions with owners	4	180	-	(356)	351	-	(336)	(157)
Profit for the year	-	-	-	-	-	-	6,827	6,827
Total comprehensive income for the year	-	-	-	-	-	-	6,827	6,827
At 31 December 2025	837	2,648	1,002	-	1,242	(358)	17,000	22,371

Company Balance Sheet

At 31 December 2025

	Note	2025 £'000	2024 £'000
Fixed assets			
Intangible assets	3	719	613
Tangible assets	4	3	13
Investments	5	5,930	8,977
		6,652	9,603
Current assets			
Debtors amounts due after more than one year	6	31,194	24,759
Debtors amounts due within one year	7	542	591
Cash at bank and in hand		2,412	228
		34,148	25,578
Creditors: amounts falling due within one year	8	(1,555)	(1,627)
Net current assets		32,593	23,951
Total assets less current liabilities		39,245	33,554
Creditors: amounts falling due after more than one year	9	(16,874)	(17,827)
Provisions for liabilities	10	–	(26)
Net assets		22,371	15,701
Capital and reserves			
Called up share capital	11	837	833
Share premium account		2,648	2,468
Merger reserve		1,002	1,002
Translation reserve		–	356
Share options reserve	12	1,242	891
Employee share ownership trust	13	(358)	(358)
Profit and loss account		17,000	10,509
Shareholders' equity		22,371	15,701

The Parent Company's profit for the year was £6.8m (2024: £2.0m) and total comprehensive income attributable to the equity shareholders was £6.8m (2024: £2.0m).

The financial statements of Eleco plc, registered number 00354915, on pages 104 to 112 were approved by the Board of Directors on 27 April 2026 and signed on its behalf by:

Jonathan Hunter

Chief Executive Officer

Statement of Company Accounting Policies

The Company financial statements have been prepared in accordance with applicable United Kingdom accounting standards including Financial Reporting Standard 102 (as revised), the Financial Reporting Standard applicable to the United Kingdom and Ireland, and with the Companies Act 2006 including the provisions of the Large and Medium sized Companies and Groups (Accounts and Reports) Regulations 2008, and under the historical cost convention. A summary of the more important accounting policies, which have been applied consistently, is set out as follows:

Basis of accounting

The financial statements are prepared in accordance with the historical cost convention and are presented in Pounds Sterling. The Company has taken advantage of section 408 of the Companies Act 2006 and has not included its own Income Statement in these financial statements. In addition, the Company has adopted the following disclosure exemptions under FRS 102 as the parent company consolidated financial statements are publicly available:

- requirement to present a statement of cash flows and related notes;
- share based payment disclosures; and
- financial instrument disclosures.

Judgements and key areas of estimation uncertainty

Application of the Group's accounting policies in conformity with generally accepted accounting principles requires judgements, estimates and assumptions that affect the amounts of assets, liabilities, revenues and expenses reported in the financial statements. These judgements, estimates and assumptions may be affected by subsequent events or actions such that actual results may ultimately differ from the estimates.

The key assumptions concerning the future and other key sources of uncertainty at the balance sheet date that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next financial year are discussed as follows.

Accounting policies

Recoverability of intercompany investments and loans

Intercompany investments and loans to subsidiary companies are stated at their carrying value under fixed assets in the Company Balance Sheet. The carrying value of the intercompany investments and loans are determined after consideration of the historical financial performance and future financial projections of the subsidiary company and the recoverability of the investments and loans.

Intangible and tangible fixed assets

Tangible fixed assets are stated at their purchase cost, together with any incidental costs of acquisition, net of depreciation and provision for impairment.

Assets in the course of construction are carried at cost, less any identified impairment loss. Cost includes professional fees and other directly attributable costs that are necessary to bring the asset to its operating condition. Depreciation commences when the assets are ready for their intended use.

The Company owns intellectual property both in its software tools and software products. Intellectual property acquired is capitalised at cost and is amortised on a straight-line basis over its expected useful life not exceeding twelve years. The current intellectual property assets held by the Company were attributed a useful life of fifteen years and this amortisation period has been used in the accounts.

Depreciation is provided on all tangible fixed assets, except freehold and leasehold land, at annual rates calculated to write off the cost, less the estimated residual value of each asset, over its expected useful life as follows:

Plant, equipment and vehicles – from three to four years.

Investments in subsidiaries

Fixed asset investments are shown at cost, together with any incidental costs of acquisition, less any provision for impairment. Provisions are reviewed and adjusted annually to reflect any changes in the carrying value of the underlying subsidiary investments.

Finance and operating leases

The capital element of finance lease commitments is shown as obligations under finance leases. The capital element of finance lease rentals is applied to reduce the outstanding obligations under finance leases. The interest element of the rental obligations is charged to the profit and loss account over the period of the lease in proportion to the reducing capital balance outstanding. Amounts payable under operating leases are recognised in the profit and loss account on a straight-line basis over the term of the lease.

Share-based payments

The Company issues share options to employees from time to time. Under FRS 102 the equity-settled, share-based payment awards are valued at fair value at inception and this cost is recognised over the option vesting period of three years. The Board has used an appropriate model to estimate the fair value of the options. Various assumptions affect the value of the options and the Board has considered these assumptions in order to derive an appropriate charge for the cost of the options. The key assumptions used to derive the charge include the probability of performance achievement and the expected future dividend yield of the shares.

Provisions

A provision is recognised in the Company Balance Sheet when the Company has a present legal or constructive obligation as a result of a past event and it is probable that an outflow of economic benefits will be required to settle the obligation. If the effect is material, provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and, where appropriate, the risks specific to the liability.

Interest-bearing loans and borrowings

All loans and borrowings are recognised at proceeds received less directly attributable transaction costs. Borrowing costs are recognised as an expense over the period based on the maturity of the underlying instrument.

Intercompany loans that are not considered to be at market rate are adjusted to their fair value. The difference between the transaction value and the fair value of the intercompany loans are recorded as an investment in the Company Balance Sheet. The difference unwinds to the profit and loss as interest receivable over the period of the loan.

Foreign exchange

Transactions in foreign currencies are recorded at the rate of exchange at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies at the balance sheet date are reported at the rates of exchange prevailing at that date. Any gain or loss arising from a change in exchange rates subsequent to the date of the transaction is included as an exchange gain/loss in the profit and loss account.

Taxation

Current UK corporation tax is provided at amounts expected to be paid (or recovered) using the tax rates and laws that have been enacted or substantially enacted by the balance sheet date.

Deferred taxation 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 the date will result in an obligation to pay more tax or a right to pay less or to receive more tax, with the following exceptions:

- provision is made for deferred tax that would arise on remittance of the retained earnings of overseas subsidiary undertakings only to the extent that, at the balance sheet date, dividends have been accrued as receivable; 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.

Employee Share Ownership Trust

Equity shares in Eleco plc held by the Employee Share Ownership Trust (ESOT) are treated as a deduction from the weighted average number of shares. The consideration paid is deducted from equity until the shares are cancelled, reissued or disposed of. When such shares are subsequently sold or reissued, any consideration received, net of related transaction costs and income tax effects, is included in equity attributable to the Company's equity holders.

Notes to the Company Financial Statements

1. Profit for the year

As permitted by section 408 of the Companies Act 2006, the parent company's profit and loss account has not been included in these financial statements. The Parent Company's profit for the financial year was £6.8m (2024: £2.0m).

2. Employee information

The average number of employees during the period, including Directors, was made up as follows:

	2025 Number	2024 Number
Software development	1	1
Management and administration	17	14
	18	15

Staff costs during the period, including Directors, amounted to:

	2025 £'000	2024 £'000
Wages and salaries	2,240	1,879
Social security	223	237
Pension costs	98	84
Share-based payments	725	60
	3,286	2,260

Pension costs relate to contributions to defined contribution pension schemes. The remuneration of the Directors, who are the key management personnel of the Company, is set out below:

	2025 £'000	2024 £'000
Short-term employee benefits	826	722
Post-employment benefits	34	32
Executive Directors	860	754
Grant value of share options issued	312	323
Total remuneration in respect of key management personnel (excluding employer's NI)	1,172	1,077
Fees – Non-Executive Directors	263	233
	2025	2024
Number of Directors' exercised options	1	–
Number of options issued to the Directors ('000)	450	450
Gain made in exercise of options (£'000)	–	–

The emoluments of the highest paid Director totalled £679,000 (2024: £622,000). For a detailed breakdown see Remuneration Committee Report, Directors' Remuneration on page 51.

The remuneration of the Non-Executive Directors is determined by the Board. The Non-Executive Directors are engaged through service contracts and each is appointed for an initial term of three years, which may thereafter be renewed. The Company has chosen for all Directors to stand for annual re-election at each year's AGM. The Non-Executive Directors do not participate in any of the Group's share-based incentive or pension schemes.

3. Intangible fixed assets

	Intellectual property £'000
Cost:	
At 1 January 2024	1,673
Additions	272
At 31 December 2024	1,945
Additions	153
At 31 December 2025	2,098
Accumulated amortisation:	
At 1 January 2024	1,301
Charge for the year	31
At 31 December 2024	1,332
Charge for the year	47
At 31 December 2025	1,379
Net book value at 31 December 2024	613
Net book value at 31 December 2025	719

4. Tangible fixed assets

	Plant, equipment and vehicles £'000
Cost:	
At 1 January 2024	22
Additions	12
At 31 December 2024	34
Additions	-
At 31 December 2025	34
Accumulated depreciation:	
At 1 January 2024	12
Charge for the year	9
At 31 December 2024	21
Charge for the year	10
At 31 December 2025	31
Net book value at 31 December 2024	13
Net book value at 31 December 2025	3

Notes to the Company Financial Statements

Continued

5. Investments in subsidiaries

Investments in subsidiaries are stated at cost less, where appropriate, provisions for impairment.

	Shares at cost £'000	Investments £'000	Total £'000
Cost:			
At 1 January 2024	24,289	728	25,017
At 31 December 2024 and 1 January 2025	24,289	728	25,017
At 31 December 2025	24,289	728	25,017
Accumulated provision:			
At 1 January 2024	16,040	–	16,040
At 31 December 2024 and 1 January 2025	16,040	–	16,040
Impairment	3,047	–	3,047
At 31 December 2025	19,087	–	19,087
Net book value at 31 December 2024	8,249	728	8,977
Net book value at 31 December 2025	5,202	728	5,930

Investments include £728,000 (2024: £728,000) in respect of a fair value adjustment to a particular intercompany loan receivable and the amount represents the benefit passed to that subsidiary as a result of one historic loan being at below market value and consequently adjusted accordingly to an appropriate level.

The above impairment relates to the impairment in the carrying value of the Veeuze GmbH subsidiary in the Company's books. During the financial year ended 31 December 2025, the Subsidiary experienced a decline in performance, evidenced by lower revenues, continued operating losses, and, in the second half of 2025, the requirement for substantial cash injections to sustain operations.

The trading subsidiary undertakings are unlisted and wholly owned and set out in the table as follows. They are registered in England and Wales, where their operations are located in the United Kingdom. Overseas subsidiary undertakings are incorporated in their country of operations. All other subsidiary undertakings are dormant and are listed on page 114.

Company	Country of operations	Class of share capital held	Proportion held within Group	Nature of business
Elecosoft UK Limited	UK	Ordinary	100%	Software and services
BestOutcome Limited	UK	Ordinary	100%	Software and services
Eleco Software Limited	UK	Ordinary	100%	Software
PMI Software Ltd	Ireland	Ordinary	100%	Software and services
Elecosoft Consultec AB	Sweden	Ordinary	100%	Software and services
Asta Development GmbH	Germany	Ordinary	100%	Software and services
Veeuze GmbH	Germany	Ordinary	100%	Software and services
Elecosoft LLC	US	Ordinary	100%	Software and services
Elecosoft BV	Netherlands	Ordinary	100%	Software and services
Elecosoft (Pty) Ltd	Australia	Ordinary	100%	Software and services
Sons of Coding SRL	Romania	Ordinary	100%	Services
Vertical Digital SRL	Romania	Ordinary	100%	Services
Elecosoft Limited	UK	Ordinary	100%	Holding company
Asta Group Limited	UK	Ordinary	100%	Holding company

The registered office of the UK subsidiary undertakings other than BestOutcome Ltd and PMI Software Ltd, is Parkway House, Haddenham Business Park, Pegasus Way, Haddenham, Buckinghamshire, England, HP17 8LJ. BestOutcome's registered office is Europa House, 11 Marsham Way, Gerrards Cross, Buckinghamshire, SL9 8BQ. PMI Software's registered office is Unit 1, Lee House, Riverview Business Park, Bessboro Road, Blackrock, Cork T12 X400, Ireland.

The registered office of the overseas subsidiary undertakings is shown in the Professional Advisors and Registered Offices section of this Annual Report and Accounts.

The ordinary shares in the above companies are held through an intermediate holding company except for Elecosoft Consultec AB, Veeuze GmbH, Elecosoft (Pty) Ltd and BestOutcome Limited.

6. Debtors: amounts due after more than one year

	2025 £'000	2024 £'000
Deferred tax assets	247	307
Amounts due from subsidiary undertakings	30,947	24,452
	31,194	24,759

The amounts due from subsidiary undertakings comprise of interest-bearing loans. The interest rate applied to the loans was in the range of 1.6 per cent to 3.0 per cent (2024: 1.6 per cent to 3.0 per cent).

7. Debtors: amounts due within one year

	2025 £'000	2024 £'000
Trade debtors	14	14
Other debtors	30	53
Prepayments and accrued income	189	334
Other taxation and social security	119	122
Current taxation	45	45
Amounts due from subsidiary undertakings	145	23
	542	591

Amounts due from subsidiary undertakings comprise of trading intercompany current accounts which do not carry any interest receivable.

8. Creditors: amounts falling due within one year

	2025 £'000	2024 £'000
Trade creditors	440	609
Other taxation and social security	76	68
Other creditors	25	35
Accruals and deferred income	1,014	915
	1,555	1,627

9. Creditors: amounts falling due after more than one year

The Company's facilities with Barclays Bank plc are explained in note 16 to the Consolidated Financial Statements.

	2025 £'000	2024 £'000
Deferred tax liabilities	143	112
Amounts due to subsidiary undertakings	16,731	17,715
	16,874	17,827

Amounts due to subsidiary undertakings comprise of interest-bearing loans of £ £15,972,000 (2024: £16,955,000) and intercompany accounts of £759,000 (2024: £759,000) which do not carry any interest receivable.

The interest rate applied to the interest-bearing loans was in the range of 1.6 per cent to 3.0 per cent (2024: 1.6 per cent to 3.0 per cent).

10. Provisions for liabilities

	2025 £'000	2024 £'000
At 1 January	26	26
At 31 December	–	26

Further information on the details of the provisions is set out in note 17 of the consolidated accounts.

Notes to the Company Financial Statements

Continued

11. Called up share capital

	No. of shares	2025 Nominal value £'000	No. of shares	2024 Nominal value £'000
Authorised:				
Ordinary Shares of 1p each	85,000,000	850	85,000,000	850
Allotted, called up and fully paid:				
Ordinary shares of 1p each at the start of the year	83,312,397	833	83,207,397	832
Issue of Ordinary Shares	365,000	4	105,000	1
Ordinary shares of 1p each at the end of the year	83,677,397	837	83,312,397	833

In the year 365,000 ordinary 1 pence new shares were issued (2024: 105,000) at a premium of £180,000 (2024: £50,000).

12. Share-based payments

The Company operates one share scheme and options outstanding at 31 December 2025 over Ordinary Shares granted under the scheme were as follows:

	Number of Ordinary Shares	Vesting dates		Weighted average remaining contractual life (years)
		Earliest	Latest	
9 August 2017	330,000	1 May 2020	8 August 2027	1.6
18 May 2020	325,000	31 May 2023	31 May 2030	4.4
1 August 2022	250,000	31 July 2025	31 July 2032	6.6
11 May 2023	855,000	11 May 2026	10 May 2033	7.4
3 June 2024	865,000	3 June 2027	2 June 2034	8.4
5 June 2024	500,000	5 June 2027	4 June 2034	8.4
1 May 2025	1,465,000	1 May 2028	30 April 2035	9.3
	4,590,000			7.6

Further details of the share options and the valuation model used are included in note 21 of the consolidated accounts.

13. Reserves

The Employee Share Ownership Trust held 907,849 shares at 31 December 2025 (2024: 907,849 shares) with a market value of £1,144,000 (2024: £1,339,000) and has waived its entitlement to dividends on Ordinary Shares held by it until such time as they are vested in employees.

14. Operating lease commitments

	Property 2025 £'000	Property 2024 £'000
Leases expiring:		
Within one year	14	83
Between two and five years	–	14
	14	97

15. Related party transactions

The Company has taken advantage of the exemption granted by paragraph FRS 102.33.1A not to disclose transactions with other Group companies as all subsidiaries are wholly owned. The Directors of Eleco plc Group had no material transactions with the Group during the year, other than as a result of service agreements or as disclosed in the Directors' Report. Details of the Directors' remuneration is disclosed in the Remuneration Committee Report on pages 48 to 53.

The Directors of the Company had no transactions with the Company during the year, other than a result of service agreements. The key management personnel are the Directors who are listed on page 59 of the Directors' Report.

16. Post-balance sheet events

See note 28 of the Group notes for details of post balance sheet events.

Five-Year Summary

	Year ended 31 December 2025 £'000	Year ended 31 December 2024 £'000	Year ended 31 December 2023 £'000	Year ended 31 December 2022 £'000	Year ended 31 December 2021 £'000
Revenue	38,816	32,394	28,006	26,566	27,344
EBITDA	6,859	7,239	5,759	5,200	7,182
Adjusted EBITDA	10,229	7,731	6,076	5,401	7,251
Gain on business disposal	-	-	(152)	-	-
Impairment of intangible assets	(2,343)	-	-	-	-
Amortisation and impairment of intangible assets	(3,221)	(2,492)	(1,774)	(1,596)	(2,361)
Depreciation	(800)	(691)	(630)	(621)	(722)
Gain on business disposal	(2,343)	-	-	-	-
Operating profit before impairment	5,181	4,056	3,203	2,983	4,099
Operating profit after impairment	2,838	-	-	-	-
Gain on business disposal	-	-	152	-	-
Net finance income/(costs)	10	238	62	(39)	(173)
Profit before taxation	2,848	4,294	3,417	2,944	3,926
Taxation	(1,531)	(960)	(762)	(549)	(1,195)
Profit after taxation	1,317	3,334	2,655	2,395	2,731
Basic earnings per share (continuing operations)	1.6p	4.0p	3.2p	2.9p	3.3p
Shareholders' equity	31,635	30,172	27,359	25,842	23,846
Final dividend per share	0.85	0.70p	0.55p	0.50p	0.40p

Dormant Subsidiary Undertakings

The dormant subsidiary undertakings are unlisted and wholly owned and set out in the table below:

Company	Country of operations	Class of share capital held	Proportion held within Group	Nature of business
Bell and Webster Limited	UK	Ordinary	100%	Dormant
Citehow Limited	UK	Ordinary	100%	Dormant
Consultec Group AB	Sweden	Ordinary	100%	Holding company
Elecoprecast Limited	UK	Ordinary	100%	Holding company
Elecosoft Pvt Limited	India	Ordinary	100%	Dormant
Elecosoft (Pty) Limited	South Africa	Ordinary	100%	Dormant
Falconer Road Property Limited	UK	Ordinary	100%	Dormant
Shire Systems Limited	UK	Ordinary	100%	Dormant
Webster Homes (Southern) Limited	UK	Ordinary	100%	Dormant
Webster Properties Limited	UK	Ordinary	100%	Dormant

Professional Advisors and Registered Offices

Professional Advisors

Auditor

RSM UK Audit LLP

25 Farringdon Street
London EC4A 4AB

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Eleco Software Limited

Elecosoft Limited

Asta Group Limited

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BestOutcome Limited

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Elecosoft Consultec AB

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Elecosoft LLC

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Austin TX 78738
USA

Elecosoft BV

Vendelier 71B
3905 PD Veenendaal
Nederland

Vertical Digital SRL

Sons of Coding SRL

Oradea pe Strada Meșteșugarilor nr. 51B
etaj 2, cod postal 410256, județul Bihor
Romania

PMI Software Limited (trading as Pemac)

Unit 1, Lee House
Riverview Business Park
Bessboro Road
Blackrock
Cork T12 X400
Ireland

Eleco plc's commitment to environmental issues is reflected in this Annual Report, which has been printed on Magno Satin an FSC® certified material. This document was printed using environmental print technology, which minimises the impact of printing on the environment. Vegetable-based inks have been used and 99% of dry waste is diverted from landfill. The printer is a CarbonNeutral® company.

Both the printer and the paper mill are registered to ISO 14001.



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