



Driving innovation Delivering reliability



Our Purpose

To provide powerful processing solutions for our critical applications.

Our Ambition

Striving to be first to market with the latest technology.



Our Culture

We're successful because of the quality of our people and the culture we build around them. We invest in high-quality work environments and a high-performance, 'get things done' culture, so teams can make decisions quickly, execute well, and deliver for customers.

Culture15 is our engagement survey and culture analytics platform. It helps us measure progress over time by focusing on behaviours: how we work together, make decisions and get work done — so we can strengthen what's working and stay aligned with our strategy as we grow.

[→](#) Read more, **see page 11**

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Financial highlights

Revenue

£45.9m

+14%

EBITDA

£10.1m

+29%

Shareholders' funds

£44.8m

FY24: £38.9m

Dividend per share

1.155p

FY24: 1.1p

Profit before tax

£6.5m

+25%

Gross profit

£24.5m

+23%

Earnings per share

5.86p

FY24: 5.49p

Total assets

£59.8m

Operational highlights

Strengthening our foundations for long-term success.

Record order intake and enhanced visibility

- Order intake reached a record level in FY25, reflecting the strength of our relationships with leading global defence primes and the increasing relevance of our technology to next-generation programmes.
- The growing portfolio of long-lifecycle design wins provides enhanced multi-year revenue visibility, with several programmes expected to transition into sustained production from FY26 onwards.

Advancing technology leadership

- Strengthening reputation as a first-to-market innovator in high-performance, rugged computing through the launch of differentiated new products and expanded capabilities aligned with open standards such as Sensor Open Systems Architecture (SOSA) and VPX.
- Continued investment in research and development underpins our ability to maintain performance leadership in mission-critical applications.

Expanding systems and design services capability

- The Systems business is continuing to mature, supported by strategic investment in facilities and leadership.
- Design Services gained early validation through the award and expansion of our largest single contract to date, highlighting the opportunity to broaden Concurrent's role within customer programmes and deepen long-term engagement.

Investing for scale

- Operational capacity was expanded in both the UK and the United States to support future growth, including enhanced manufacturing capability in Colchester and the new state-of-the-art facility in Los Angeles.

Positioned for the next phase of growth

- With record order momentum, an expanding pipeline of design wins, strengthened operational infrastructure and supportive structural defence market dynamics, we believe that Concurrent Technologies plc (Concurrent) is well positioned to build a business of greater scale and strategic importance in the years ahead.

Company at a glance

Embedded computing that drives performance and resilience

What we do

We design and manufacture high-performance embedded computing solutions for some of the world's largest OEMs (Original Equipment Manufacturers). From vehicle-mounted countermeasures to sensor integration and secure communications, our technology supports some of the most demanding mission profiles across the globe.

Our solutions:

Embedded processing boards: powerful circuit boards that serve as the brains inside advanced machines and equipment.

Systems: complete computing units designed for high-performance, reliability, and long lifecycle operation.

Design solutions: end-to-end design services, we develop custom products for clients to manufacture based on Concurrent's design.

What it means to be Concurrent, what we offer



183 employees across **UK and US** design and manufacturing sites.



Global network of sales **partners.**



Four decades of embedded computing expertise.



Longstanding relationships built on **quality, reliability and delivery.**



Strong multi-year track record of **double-digit growth.**



Prestige **member of the Intel® Partner Alliance**, providing early chipset access and deep technical collaboration.



Active **member of the VITA and SOSA® standards** bodies shaping the next generation of modular computing.



Dedicated to making end-users' lives safer, easier and more productive.



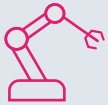
Company at a glance continued

Revenue by market



Defence

£41.2m 89.9%



Industrial and scientific

£2.9m 6.2%



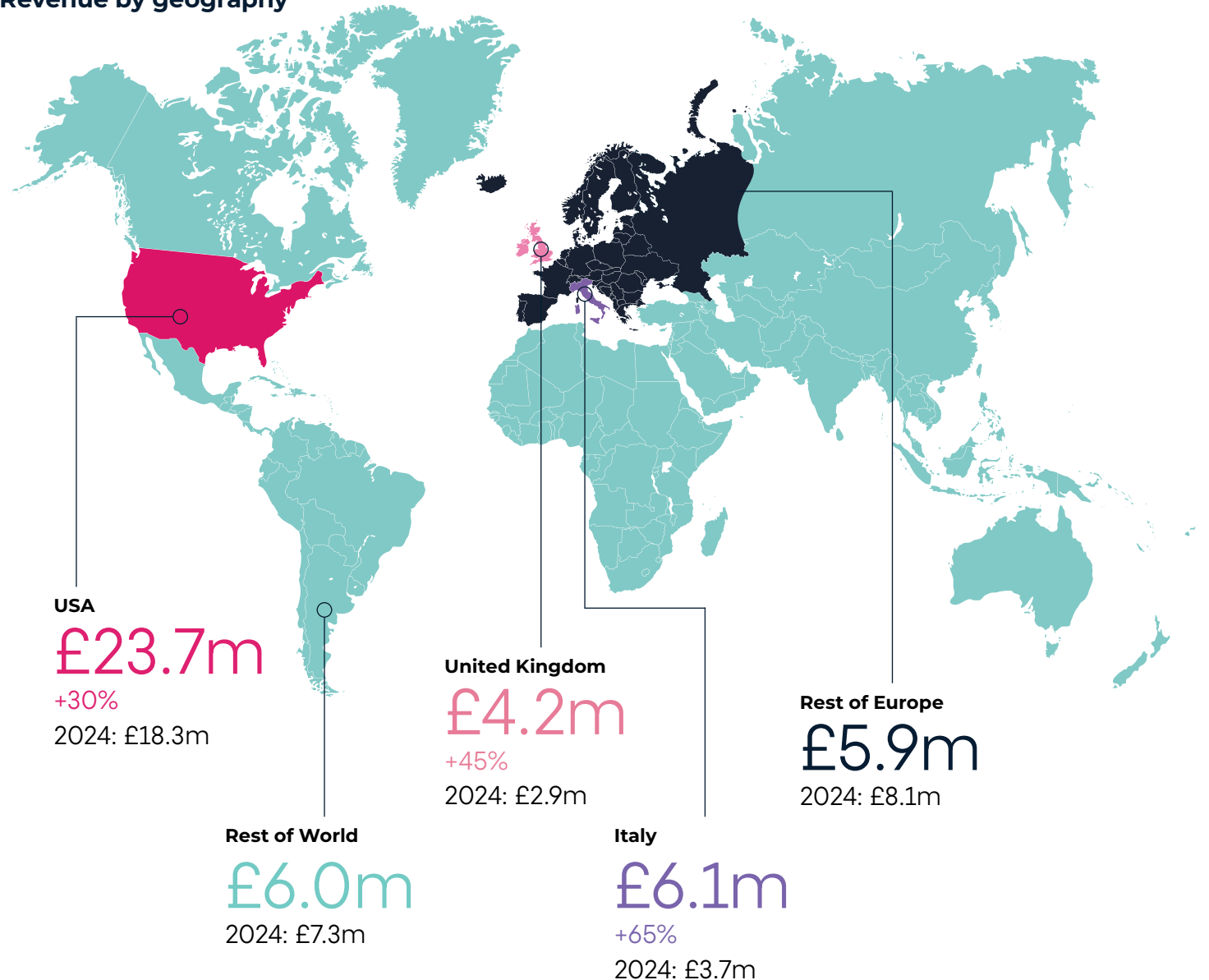
Communications, medical and other

£1.8m 3.9%

Total

£45.9m

Revenue by geography



Chairman's Statement

Delivering another record year

FY25 has been another year of strong progress for Concurrent, marked by sustained growth, record order intake and the continued execution of our long-term strategy.

The Group delivered further revenue and profit growth on the prior year, strengthened its market position and continued to invest in the capabilities required to support future scale.

The Board remains confident that the strategic decisions taken over recent years, to accelerate innovation, broaden our offering and deepen relationships with global customers, are now establishing a platform from which to deliver solid growth as design wins begin to translate into sustained production revenues from FY26 onwards.

The year in review

The Group delivered FY25 revenue and profit growth in line with market expectations, which were upgraded in at the interim results in September 2025, with revenue increasing by more than 14% year on year and profit before tax rising by over 25%. This performance reflects the continued momentum across both the Products and Systems business units, underpinned by disciplined

execution and an increasing contribution from higher-value programmes. Order intake reached a record level during the year, providing strong multi-year visibility and reinforcing the quality of Concurrent's customer relationships.

Demand was particularly strong across Europe and Asia-Pacific, highlighting the Group's increasingly international footprint and reputation among leading global primes.

Cash at year end was £14.4m, providing the financial resilience and flexibility required to continue investing in growth, while navigating short-term uncertainties such as delays to US Department of Defense budget approvals and wider supply chain considerations. Design wins secured in prior years are beginning to transition into production, while new wins achieved during FY25 further extend the pipeline of long-term opportunities. These programmes typically span many years, offering attractive lifetime value and reinforcing the importance of sustained investment in research and development.

The Systems business continued to gain momentum during the year, further building on the successful US acquisition of Philips Aerospace in 2023, with design services emerging as an increasingly important growth vector.

The announcement of the Group's largest single order to date, including an expanded scope covering Automatic Test Equipment, is clear validation of this capability and highlights the opportunity to continue to broaden Concurrent's role within customer programmes.

Operationally, the Group has continued to invest in capacity and infrastructure to support future growth, including the completion of new facilities in Los Angeles and expansion of our existing UK manufacturing in Colchester with the relocation of engineering and support functions to an adjacent facility. These investments are strategic, ensuring Concurrent is well positioned to meet increasing customer demand in the years ahead.



Board, governance and people

The Board continues to focus on maintaining strong corporate governance, clear strategic oversight and an appropriate balance between growth investment and financial discipline.

During the year, the Board has remained actively engaged with management as the business scales. The senior leadership team appointments post-year end, including Jon Jayal as Managing Director of Products and Cody Cox as Director of Embedded Technology, reinforce the breadth of Concurrent's leadership expertise and position the business well for continued success.

Chairman's Statement continued

// Order intake reached a record level during the year, providing strong multi-year visibility.

Dividend

The Board recognises the importance of delivering sustainable shareholder returns alongside continued investment in the business. The Board proposes, subject to shareholder approval at the Company's AGM on 10 June 2026, a final dividend of 1.155p, (FY24: 1.1p) to be paid on 3 July 2026 to shareholders on the register on 19 June 2026, reflecting the Group's strong performance during FY25, while retaining sufficient capital to fund future growth opportunities. The Board remains committed to maintaining an appropriate balance between reinvestment and returns.

Outlook

Building on the momentum from FY25, Concurrent has entered FY26 with a strong pipeline, record order intake and a growing number of design wins, many of which reflect programmes where the Group has already been down selected, providing good visibility on future revenue. While cognisant of the macro-economic environment, underlying market dynamics remain supportive,

and alongside the resilience of the Products business, the Systems unit offers additional long-term upside.

With a strong balance sheet and a proven strategy, the Board believes Concurrent is well placed to build a business of greater scale and strategic importance in the years ahead.

Mark Cubitt
Chairman



Chief Executive Officer's Statement

Delivering against our strategy

It's been another successful year for Concurrent, marked by continued growth and disciplined execution of our strategy, as we accelerate innovation and strengthen the foundations for long-term growth.

Overview

We are increasingly recognised as a leading high-performance partner in mission-critical defence computing, benefiting from rising defence investment, the adoption of open standards such as SOSA, and a clear industry shift toward outsourced hardware development.

Financial performance

We delivered a robust financial performance for FY25, with revenue of £45.9m (FY24: £40.3m) and profit before tax of £6.5m (FY24: £5.2m). This performance represents strong double-digit growth, driven by continued momentum in the Products and Systems business units, achieved despite delays to US Department of Defense budget approvals and the recent US government shutdown. Underpinned by particularly strong demand from customers in Europe and the Asia-Pacific region, order intake for FY25 was at a record level of approximately £47 million (FY24: £41 million).

This reflects the continued strengthening of Concurrent's reputation among leading global defence primes and the

increasing relevance of our technology to next generation defence programmes, as we are increasingly selected for larger, higher value contracts. The Group continues to secure design wins across both the Products and Systems business units, underpinning confidence in its medium and long-term growth prospects. These wins typically convert to purchase orders within two to three years and generate revenue over a seven- to ten-year period. Pleasingly, design wins secured in FY25 have an estimated lifetime value of £145m, providing strong visibility over future revenues and reinforcing the Group's focus on long-term customer engagement. The Group ended FY25 with a £14.4 million cash position (FY24: £13.7 million), giving us the flexibility to continue investing in growth and capabilities.

Products

The Products division had another successful year, reinforcing our position at the cutting edge of rugged computing. We combined early access to next-generation technologies with disciplined execution to bring differentiated capability to market ahead of our peers.

The launch of Kratos in March 2025 marked a step-change in performance, more than doubling the computing power of our previous generation. Securing early access to Intel's Xeon 6516P-B processor, six months ahead of general availability, enabled us to be among the first to market and underlines the strategic value of our Prestige Partner status. This momentum continued with the introduction of Bragi, which significantly enhances our ability to support data-intensive, AI-enabled defence applications and strengthens our broader systems offering. Bragi is our first NVIDIA-enabled graphics solution, developed with EIZO Rugged Solutions and the first 3U VPX PIC to incorporate the NVIDIA Blackwell architecture.

We also made encouraging progress in Design Services, securing and subsequently expanding a \$6.2 million programme with a major US defence prime, our largest single order to date. Beyond its immediate commercial value, this engagement validates our technical capability, demonstrates growing customer trust, and is accelerating the development of engineering expertise that will benefit both our Products and Systems units over time. Customer



feedback on the programme has been very positive to date, with Concurrent meeting all milestone delivery dates during 2025.

Since the period end, we have continued to build on this momentum. The launch of Kratos (32 Core) further extends our performance leadership, while a new family of rugged embedded computing products based on Intel's latest Core™ Ultra architecture, including Eir, Hermes II, Magni II and Caelus, broadens our portfolio with enhanced processing capability, security features and long-term lifecycle support. Together, these developments expand our addressable market and position us strongly to support next-generation mission-critical applications.

Chief Executive Officer's Statement continued

// Partnerships continue to play a critical role in expanding Concurrent's capabilities and product offerings.

Systems

Our Systems business is in its early stages but is gaining real momentum. While the division's performance was lower than we had expected in FY25 due to delays to customer ordering following the US government shutdown, we remain confident the business can achieve sustainable profitability as order flow normalises. During the year we launched Apollo, a compact, rugged, rapidly deployable computing system that integrates expertise from both our Products and Systems teams. This is strategically important, as it demonstrates our ability to deliver complete, integrated solutions rather than standalone components.

The growth and ambition of the Systems business unit has been reinforced by the successful move into its new state-of-the-art facility in Los Angeles. This marks an important milestone for the Group, strengthening our presence in the USA and positioning it for continued growth.

The pipeline of opportunities continues to grow and we are confident that the momentum built will continue throughout the year ahead.

Partners

Partnerships continue to play a critical role in expanding Concurrent's capabilities and product offerings. Further to strengthening our relationship with EIZO, through Bragi, we also signed an agreement with New Wave, a leading designer of cutting-edge FPGA products using AMD's latest Xilinx chips.

This partnership allows us to market New Wave's full product portfolio outside the USA, providing access to innovative technology and broadening our international reach. In addition, we partnered with Amphenol to incorporate their high-quality switches into our systems, further enhancing the breadth and flexibility of our solutions.

These collaborations strengthen our ability to offer comprehensive, integrated solutions to our customers and position the business to deliver on the launch of several new products in 2026.

Markets

Concurrent is well positioned at the intersection of a structural defence spending upcycle and the ongoing digital transformation of military platforms, both of which are driving sustained demand for rugged, high-performance computing. Defence budgets across NATO are rising, and the shift toward open standards such as VPX and SOSA is deliberately designed to reduce vendor lock-in and encourage competition, advantaging agile, specialist

People spotlight



Kate Lomas Gutierrez,
Project Manager

Delivery discipline in action: balancing cost, schedule, resources and risk to keep Systems programmes moving forward.

"I'm happiest in my role when projects are flowing according to plan, key project milestones are being achieved, and when stakeholders feel informed and confident."

suppliers like Concurrent over larger incumbents. At the same time, a number of competitors have stepped back from legacy VME architectures, creating a clear opportunity for us to gain share in markets that remain large relative to its current scale.

Chief Executive Officer's Statement continued

// We delivered a robust financial performance for FY25, with revenue of £45.9m (FY24: £40.3m)

These trends are reinforced by a broader industry move toward outsourced hardware design and modular architectures, which plays directly to Concurrent's strengths in speed to market, technical differentiation and vertical integration. Against this backdrop, the Group's growing portfolio of long-visibility design wins, increasing traction in Systems, and expanded manufacturing capacity provide strong leverage to what remains a supportive and expanding end market.

People

Everything we do at Concurrent is underpinned by a strong culture focused on technical excellence, collaboration and ambition, enabling us to attract and retain the best talent needed to drive our growth. During the year, the Group's headcount increased by 15.6% in the UK to 148 and by 9.4% in the US to 35. Employee engagement remains strong, with a Trust survey score of 80%, placing the Group in the upper quartile of comparable organisations.

Post-period end, we strengthened our leadership team with the appointment of Jon Jayal as Managing Director of

Products. Jon previously served as CEO of Nexteq plc and brings deep senior leadership experience and strong product knowledge aligned with Concurrent's technology and market focus. We also welcomed Cody Cox as Director of Embedded Technology, whose expertise in Modular Open Systems Architecture and SOSA aligned platforms will be invaluable as we scale our defence offerings.

M&A

In September 2023, we acquired California based Phillips Aerospace and, two and half years on, we are delighted with the strategic progress made. As well as expanding our US presence, the acquisition has added specialist engineering talent, strengthened customer relationships, and significantly contributed to our growing orderbook. We continue to actively evaluate disciplined M&A opportunities that enhance our geographic footprint and end-market capabilities, prioritising acquisitions with strong strategic fit, clear operational synergies, and alignment with our product platform and long-term growth roadmap.

Summary and outlook

We have entered FY26 with encouraging momentum, supported by record order intake and a substantial pipeline of opportunities, the majority of which relate to programmes where we have already been selected and are awaiting contract award. While cognisant of the broader macro-economic environment, underlying market dynamics remain supportive and the strength of the Company's pipeline, our robust balance sheet and disciplined supply chain management mean that the Board is confident of delivering results for FY26 in line with market expectations.

Miles Adcock
Chief Executive Officer

People spotlight



James Reilly
Thermal/Mechanical Lead

People who scale the business; leadership that turns technical excellence into repeatable execution.

"Leadership for me is about follow-through; listening properly, committing to actions, and creating a clear path forward for each person. That's how we scale capability as the business grows."

Market overview

Concurrent's strategy to be first to market with modular open standards based products that align to the needs of the US Department of Defense (DoD) is starting to pay dividends.

The strategic nature and life-time revenue of the programmes that we're engaged with is an order of magnitude larger than previously handled. Most of our growth has come from these types of opportunity, many of which have yet to progress from low-rate production because of the time it takes to qualify and field products.

In the UK, the publication of the Strategic Defence Review and the Defence Industrial Strategy set the expectation that defence will become an engine for growth and that there will be a transformation in procurement pace.

The Company welcomes this new approach and will encourage further progress. As examples, the Company is engaged with the CBI Central Council and Defence & Economic Working Group and is a founder member of the East Regional Defence and Security Cluster, designed to open communication directly between the Ministry of Defence (MoD) and the triumvirate of industry, academia and local authorities.

Strategic, but limited, investment into the Company's legacy product ranges is continuing to maintain a profitable revenue stream.

The ongoing situation in Ukraine has generated an uptick in multi-year supply opportunities from UK and European prime contractors who are accelerating their production of sensor-based equipment used in this type of critical environment.



What sets us apart

Leader in specialist computing design

We have over four decades of experience in designing and manufacturing a range of computing used in some of the toughest and most critical embedded applications in the world.



For more information, visit:
www.concurrent.tech



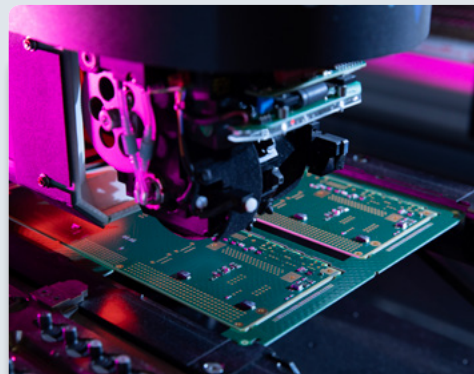
Successful acquisition strategy

We aim to accelerate growth through selective acquisitions in our home markets: the US and UK. The acquisition of Philips Aerospace has significantly strengthened our in-house capability, adding key systems expertise and deeper client relationships.



Trusted by some of the world's largest businesses

We have high-quality relationships with some of the world's leading OEMs in defence, including companies such as **Boeing, Raytheon, MBDA, BAE Systems** and many more.



Major runway for growth

Our target market is valued at **over \$100bn**, providing significant runway for growth as we expand with new major clients, release new products, win new long-term programmes, penetrate further into new markets and accelerate through acquisition.

Scalable financial model

We have significant order book visibility and can generate manufacturing capacity to deliver multiples of current revenues which, together with optimising all our processes, can deliver cash-backed **profit margins of 15–20%**.

Ambitious leadership team

We have **strengthened our leadership across all functions** and have the right team in place with the track record, ambition and plan to build on our reputation and transform our growth potential.



For more information, visit:
www.concurrent.tech/directors

What sets us apart continued

Investing in our team & culture

Our people and culture drive our success. We attract top talent by investing in high-quality work environments and a high-performance culture. Through regular engagement surveys, we measure our progress, ensuring our team has the tools and space to perform at their best.

Investing in our 'get things done' culture

In FY25, we sharpened decision-making to accelerate time-to-market. Our 'Culture15' survey shows rising trust and engagement, supported by quarterly 'Evolve Weeks' and leadership offsites. We ensure every year is developmental by providing targeted training and stretch assignments aligned with business needs. We also strategically upgraded our offices to increase capacity and wellbeing. Our new Los Angeles facility has already optimised workflows and reduced operational risk.



In FY26, we will expand our Colchester footprint with a state-of-the-art factory to double capacity, alongside a dedicated engineering hub. We are also planning upgrades for our Woburn sales and technical support facility to further attract and retain premier talent.

Engagement score

8.7

Trust score

80%

Survey participation

80%+

Investing in the quality of our people & their development

We continue to strengthen leadership and technical capabilities to support our next growth phase. In FY25, we made two critical leadership and technical capability hires: Jon Jayal as MD Products, bringing extensive rugged computing expertise, and Cody Cox as Director of Embedded Technology to lead our SOSA compliance. Our focus remains on robust succession planning for the Executive Committee and securing 'hard-to-fill' technical skill sets, such as BIOS engineering. By prioritising internal mobility and leadership development, we ensure our workforce remains agile and equipped to meet evolving market demands while maintaining the high standards our customers and investors expect.

"Our commitment to our people is that every year should be the most developmental year of their career."

Victoria Flynn
Vice President People



Headcount growth FY25

14.4%

Promotions or moves

10%

Business model

Our business model is built on securing long-term design wins with OEM customers and converting these into sustained, multi-year revenue streams through the supply of ruggedised products and bespoke systems over the life of each programme. By focusing on high-reliability applications with long lifecycles and strong technical barriers to entry, we build durable customer relationships, repeat business and resilient margins.

What we deliver

Embedded processing boards:



Systems:



Design solutions:



Who we do it for

- Defence
- Aerospace
- Communications
- Industrial
- Scientific
- Transport

The value we bring

- Proven supplier to leading OEMs globally with manufacturing across both the US and UK.
- Longstanding relationships built on quality, reliability and delivery.
- Active member of the VITA and SOSA standards bodies shaping the next generation of modular computing.
- Prestige member of the Intel® Partner Alliance, providing early chipset access and deep technical collaboration.

Our approach

- Customers are typically Tier-1 OEMs, prime contractors, and system integrators, with products designed into platforms at an early stage.
- Design-win approach results in multi-year contracts, strong order visibility, and repeat revenues over extended periods.
- Increasingly moving up the value chain by supplying full systems rather than individual components, increasing the value captured per programme.

The business model is underpinned by continued investment in **research and development** to accelerate our time to market, **robust supply-chain partnerships**, and **high-quality manufacturing and certification standards**.

Strategic framework


Concurrent's strategic focus remains on delivering cutting-edge technology to the defence industry at pace.



Innovation

Rapid market entry with innovative products


By investing in R&D, partnerships and innovative design, we aim to cut time to market and, where possible, be first. We'll move up the value chain by selling complete systems, helping us scale and capture more profit.

 Read more, [see page 14](#)

Talent

Investing in our people


Attracting and retaining the right talent is essential for maintaining innovation and supporting long-term growth.

 Read more, [see page 15](#)

Growth

Exploring acquisition opportunities

We see opportunities to expand our capabilities, customer base, and market presence through acquisition in the medium term.

 Read more, [see page 16](#)

Strategy in action

Innovation

In defence computing, programmes are selected early and lifecycles are long. Design wins at inception drive lifetime value, visibility and margin durability, making speed to market and early access to leading-edge silicon key differentiators.

FY25 progress:

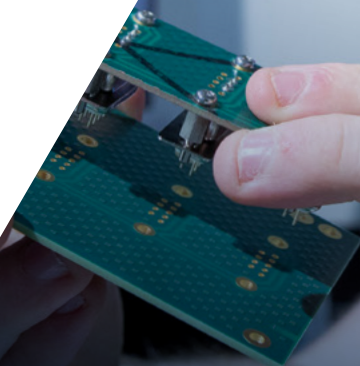
- Launched Kratos, delivering more than 2x the performance of prior-generation products.
- Secured early access to Intel® Xeon® 6516P-B processors, six months ahead of general availability.
- Launched Bragi, the first 3U VPX PIC incorporating NVIDIA's Blackwell processor.
- Secured a \$6.2m Design Services contract with a major US defence prime. The largest single order in our history.

Innovation extends beyond boards into integrated systems and design services. Complete solutions increase programme value, strengthen switching barriers and improve revenue visibility. As design wins move into production from FY26, this strategy will drive revenue growth and operating leverage.

Record order intake in FY25

£47m

2024: £41m



Strategy in action continued

Talent

Concurrent operates in highly specialised defence computing, where engineering expertise, program knowledge and long-term customer relationships are critical. Recruiting and retaining skilled people enables rapid, scalable delivery for programmes.

FY25 progress:

- Total headcount increased by 15.6% in the UK to 148 and 9.4% in the US to 35
- Expanded engineering capacity, with 14 engineers recruited in Products and Systems in 2025.
- Operations team growth of 13.02%, adding seven people across Products and Systems.
- Employee engagement remains strong, with a Trust survey score of 80%, placing the Group in the upper quartile of comparable organisations.

Investing in talent ensures Concurrent maintains the technical expertise required to support long lifecycle defence programmes, deliver innovation at pace and scale the business as demand continues to grow.

Engineering team growth in FY25

12.5%

2024: 6.9%



Strategy in action continued

Growth

Selective acquisitions can accelerate scale, strengthen customer relationships and enhance technical breadth, particularly in a defence market increasingly favouring modular architectures and outsourced development.

Year-end cash to support strategic flexibility

£14.4m

2024: £13.7m

FY25 progress:

- Continued strategic progress from the acquisition of Philips Aerospace which has strengthened our presence in the US and contributed to a growing order book.
- Ongoing evaluation of disciplined acquisition opportunities that enhance scale, capabilities and long-term strategic positioning.

Our M&A approach remains selective, and value driven. We prioritise transactions that deepen programme engagement, accelerate Systems capability and strengthen our competitive position in mission-critical defence computing.

Chief Financial Officer's Statement

A year of significant growth



FY25 was another year of significant progress for Concurrent, delivering double-digit growth in both revenue and profit, alongside a strengthened closing cash position. This performance was achieved despite a challenging environment in the US, our largest geographic customer-base. FY25 represents another important milestone in our journey to significant growth from design wins.”

Kim Garrod
Chief Financial Officer

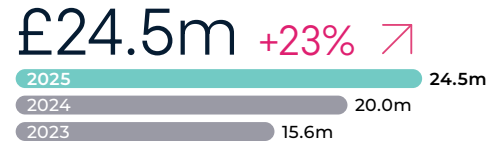


Financial key performance indicators

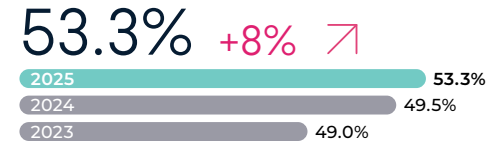
Revenue



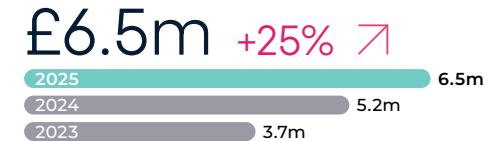
Gross profit



% Gross margin



Profit before tax



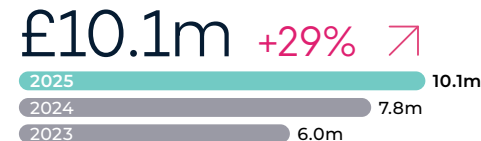
Earnings per share



Dividend per share



EBITDA



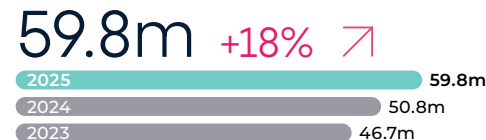
Closing cash



Development Costs



Total assets



Shareholders' funds



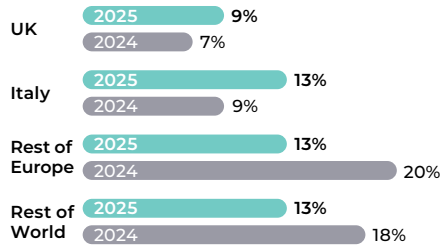
Chief Financial Officer's Statement continued

Geographical split

(USA: 0–60% scale)

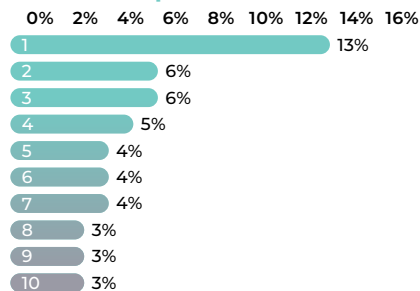


(Other geographies: 0–25% scale)



Note: USA and Other geographies are shown on different scales. Use labels to compare between them.

Customer split



Revenue

Group revenue for FY25 increased to £45.9m (FY24: £40.3m), generated from the sale of products, services and systems. Our established Products business delivered £40m of revenue, comprising £37m of product revenue (up 6% on FY24) and £3.2m of project revenue, (flat on FY24). Concurrent sales to the US grew by 30%, with Systems accounting for most of this (23%). The US now accounts for more than half of Concurrent's revenue at 52% (FY24: 45%). The UK, a focus home market, grew by 45% to £4.2m (FY24: £2.9m).

Systems delivered significant growth in revenue to £5.4m v £2.1m in FY24, representing growth of 157%. While this is encouraging, we believe this performance was slowed by the difficult US environment with delayed approval of the Defense budget and the US government shutdown. We expect a pickup in momentum in FY26, as conditions normalise and as design wins convert into higher-volume production orders.

Gross Profit

Gross profit increased to £24.5m (FY24: £20m), resulting in a gross margin of 53.3% (FY24: 49.4%). This was predominantly driven by excellent procurement management, and the increased buying power that Concurrent is experiencing as it scales. Price increases were kept at a minimal level.

The Group kept price increases to a minimal level, to retain its attractive customer proposition while also achieving strong gross margins. Concurrent Products business achieved a gross margin of 57% (FY24: 50%), and Systems made a 16% gross margin (FY24: -7%). Systems is a project-based business, so the gross profit includes the cost of manpower to deliver the customer design projects, hence is lower. Systems is at a point in its journey where the revenue is dominated by custom design contracts, with greater production orders to come in future periods.

Cost Base

The cost base increased by £3.2m from FY24 to £18.0m (FY24: £14.8m).

This is driven by several factors including:

- Salaries increased by £2.4m, reflecting pay increases and headcount growth (closing headcount: 183 (FY24: 155)).

- Capitalisation of product development increased by £0.8m compared with FY24, reducing the net profit and loss (P&L) charge. A further £0.7m capitalised related to the implementation of a new enterprise resource planning (ERP) system, to be amortised over 5 years.
- Amortisation increased by £0.8m as newly developed products completed their engineering phase. We expect amortisation to continue increasing as more complex and higher-value development programmes reach maturity, partially offset by older, lower-value products reaching the end of their life cycle.

The US dollar (USD) has been a challenge in FY25 with major movements in the rate, peaking at \$1.38 to £1 towards the end of the year. We are managing currency movements more proactively, with hedging major contracts, and transacting sales of currency at various points, but we will always have a risk as a UK, pounds sterling company, with large amounts of customer payments in USD. We do have a natural hedge as well with many of our suppliers in USD, but timing is always key.

The cost base will continue to develop across the business. Systems remains in the early phase of its journey, and will require continued investment in people and infrastructure as it grows. Across the Group, growth will drive further investment in engineering capability, functional support and a new facility planned for FY26.

Profit

Concurrent delivered profit before tax of £6.5m in FY25 (FY24: £5.2m), an increase of 25%. This was driven by increased gross profit, net of increased costs.

This represents a profit margin of 14% (FY24: 13%). The Systems business reported a loss in FY25 of -£0.3m (FY24: -£1.1m), due to the level of revenue received in a difficult year. We expect this to achieve breakeven or beyond in FY26, subject to external factors in the US. This demonstrates the strength of the core business – the products, which delivered a 17% profit margin.

Cash

Net cash closed at £14.4m (FY24: £13.7m), in line with the table below:

	£m
Opening cash	13.7
Cash generated from operations	7.0
Cash used in investing activities	(5.3)
Cash from financing activities	(1.0)
Closing cash	14.4

Cash generated in the year was £0.7m, with strong cash generation from Operations but significant investment in Product development, property improvements and equipment (e.g. the new facility in US for Systems), and dividend payment of c. £1m

We have developed a renewed banking relationship and a Rolling Credit Facility (RCF) which provides Concurrent with more flexibility in regards to its cash generation and investments. FY26 will see considerable investment in our new and refreshed facility in Colchester, and a significant increase generated in capacity, to support our future growth plans.

Kim Garrod
Chief Financial Officer

ESG Report

Our ESG strategy

Our Environmental, Social, and Governance (ESG) strategy and long-term vision are dependent on four key areas: delivering safe, high-quality products; developing an inclusive, safe and engaged workforce; creating energy-efficient operations; and underpinning the organisation with a robust governance and control framework.



Our People:

We place a strong focus on our people. Creating a safe, inclusive and engaging workplace to attract and retain talented people remains a top priority.

Our Products:

We are committed to safe, high-quality products, supported by AS9100 certification in the US and UK and strong supply-chain controls.

Our Operations:

We are focused on reducing environmental impact through energy-efficient operations, renewable electricity, and sustainable site design. We also support low-carbon transport, efficient manufacturing, and strong waste and recycling programmes.

Our Governance:

We have a focus on strong governance and responsible business practices, underpinned by robust cyber and information security, effective risk management, ethical operations, and accountable leadership.

ESG Report continued

Progress against our pillars

Priorities

Highlights

2026 plan

Our products

- Product quality, health & safety
- Raw materials sourcing
- Supply chain management

- Assured quality management - AS9100 (US and UK) – UK certified in 2025
- Hazardous substance compliant - RoHS, REACH & COSHH
- Supplier due diligence, audits and traceability
- Conflict minerals management
- Upgraded supply chain (ERP) tool

- Continued enhancement of ERP system
- Fully leverage global supply chain buying power
- Continuous improvement in our AS9100 management systems in US & UK

Our people

- Inclusive culture and engaged workforce
- Employee wellbeing
- Training and development

- Competitive, benchmarked benefits
- Bespoke professional and technical development
- Comprehensive Health, Safety and Wellbeing framework
- 80%+ response rate and 80% trust rating in culture survey (upper quartile against those surveyed)
- 33% female representation on board
- Implemented applicant tracking system for recruitment to support Diversity, Equity & Inclusion (DEI), fair hiring, transparency, controls, risk management, and efficiency gains.
- Partnered with pay benchmarking company to boost pay equity, fairness and wellbeing

- Partnering with a company for strategic workforce planning to ensure workforce stability, equity and future skills for our fast-changing workforce.
- Introduction of share benefits for all employees
- Focus on Neurodiversity in the workplace
- Continuous improvement on inclusive culture and engaged workforce

ESG Report continued

Our operations

- Waste, recycling and reuse
-
- No environmental incidents in 2025
 - Use 99% recycled packaging; reduced paper in marketing
 - Appropriate waste management and auditing
 - Wastewater monitoring
 - Investing in energy efficient manufacturing equipment
 - Calculated and published second carbon footprint, evidencing our low UK operating emissions 66tCO₂e and 1.34tCO₂e/£million revenue
-
- Investing in a third Surface Mount line with modern, more energy-efficient machines
 - Create a US support centre of excellence, requiring technical support employees
 - Continuous improvement to reduce impact on nature with waste and recycling initiatives

Our Governance

- Cyber and information security
 - Systemic risk management
 - Ethical business
 - Leadership and corporate governance
-
- Robust risk management framework,
 - Extensive information and data security controls
 - NIST compliant (US)/Cyber Essentials Plus accredited (UK)
 - IT security partner in US
 - Strengthened business continuity and disaster recovery plans
 - QCA code
-
- Continuous improvement in risk management and cyber control frameworks
 - Establish a Mission Assurance function to enhance enterprise resilience governance, business resilience and operating principles



ESG Report continued

Concurrent Streamlined Energy and Carbon Reporting ('SECR')

FY25 is the second year that Concurrent is reporting in accordance with the Streamlined Energy & Carbon Reporting (SECR) framework. As a large, unquoted company, we are only required to report on the energy use and greenhouse gas (GHG) emissions resulting from our UK operations. We are providing this data in line with our reporting period of 1 January to 31 December 2025.

In line with the requirements of SECR, we have calculated and reported the following metrics. All emissions have been calculated in line with The *GHG Protocol Corporate Accounting and Reporting Standard* methodology:

- UK energy use
- UK Scope 1 (direct) and 2 (indirect) GHG emissions
- UK grey fleet energy usage and emissions (Scope 3)
- Intensity metric(s).

Last year, we chose tCO₂e per £million revenue as the most appropriate intensity metric for Concurrent's business model as this reflects Concurrent's business activities and allows us to show progress with growth, year-on-year.

Calculation methodology

Responsibilities

Concurrent was responsible for collection and aggregation of the data, which includes the associated kWh readings from gas and electricity bills for FY25.

Our ESG consultant, Addidat was responsible for the GHG calculation. The *UK Government GHG Conversion Factors for Company Reporting 2025* were used to calculate emissions of CO₂, NO₂ and CH₄, which are ultimately expressed in a combined format as tonnes of carbon dioxide equivalent (tCO₂e).

GHG sources & assumptions

Scope 1 covers the Greenhouse Gas (GHG) emissions directly associated with Concurrent through the combustion of fuels in our offices, namely natural gas.

Scope 2 emissions are those indirectly generated through the consumption of electricity on our sites. The location-based values indicate Concurrent's emissions using a UK grid emissions factor. The market-based values use supplier specific emissions factors, therefore providing a more accurate representation of Concurrent's actual emissions.

Grey fleet emissions relate to emissions produced by the use of fuel in personal and hire cars in the UK, in line with the SECR regulation.

Understanding our emissions

This year, we have restated our 2024 Scope 1 emissions to account for the use of more accurate emissions factors. This has led to a 2.35 tCO₂e reduction in total emissions for FY24.

In 2025, Concurrent's total (SECR) location-based emissions have decreased by 12.66 tCO₂e compared to 2024 emissions, predominantly due to:

- A decrease in gas consumption in our offices (5,419 kWh)
- A decrease in electricity usage in our Colchester office (1,232 kWh)
- A decrease in the UK grid electricity emissions factors.

ESG Report continued

Our total market-based emissions have increased by 26.01 tCO₂e due to a change in electricity contract and provider at our Colchester office.

UK Energy Use kWh	FY25	FY24
Scope 1 – Gas	103,947	109,366
Scope 2 – Electricity	398,661	398,637
Scope 3 – Grey fleet	62,496	62,582 ¹
Total	565,104	570,585

¹ Grey Fleet mileage kWh included for FY25 and retrospectively for FY24, in line with SECR guidelines.

UK Emissions tCO ₂ e	FY25	FY24
Scope 1		
Combustion of gas	19.22	20.00 ²
Scope 2		
Purchased electricity (location-based)	70.56	82.54
Purchased electricity (market-based)	31.73	5.03
Total Scope 1 and 2 (location-based)	89.79	102.54
Total Scope 1 and 2 (market-based)	50.95	25.03
Scope 3 – Partial		
Grey fleet	15.20	15.10
Total Scope 1, 2 + grey fleet (location-based)	104.98	117.64
Total Scope 1, 2 + grey fleet (market-based)	66.15	40.13

² FY24 Scope 1 emissions have been restated this year from 22.35 to 20.00, to account for the use of more accurate emissions factor.

UK GHG Emission Intensity Ratio tCO ₂ e/£million revenue	FY25	FY24
Total Scope 1, 2 + grey fleet (location-based)	2.12	2.98
Total Scope 1, 2 + grey fleet (market-based)	1.34	1.05

Energy efficiency action

We have continued to take steps to reduce our carbon footprint and environmental impact. Key points are summarised below:

Waste in operations

- We use 99% recycled packaging and reduced paper use in marketing
- Appropriate waste management and auditing is carried out, and effort is made to recycle and reuse where possible
- We auction old IT hardware for reuse.

Energy use in operations

- We are investing in modern, energy efficient manufacturing equipment, such as a third Surface Mount line
- Hybrid working has been implemented, to support the reduction of travel in the UK.

Our products

- Inherently low-energy component products
- Long life of products (15-20 years).

Section 172 Statement

The Directors have acted in a way that they consider, in good faith, would be most likely to promote the success of the Company for the benefit of its members as a whole, in line with Section 172 of the Companies Act 2006.

The Strategic Report describes how the Directors continue to have regard for:

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

In discharging its Section 172 duties, the Board has considered the factors set out above and the views of key stakeholders as described below. The Board identifies the Group's key stakeholders as shareholders, employees, customers, suppliers and advisors, and it is committed to effective engagement with these stakeholders.

Further information on our stakeholder engagement, including how the Board stays informed of stakeholder views, can be found in the corporate governance disclosures on pages 27 to 30.



Principal risks and uncertainties

Concurrent's approach is built on careful risk management, while actively looking for new opportunities to grow.

The risks listed below are not exhaustive but are intended to represent the key uncertainties currently facing the business.

Geopolitical environment and trade tensions

A significant proportion of our revenue and activity comes from outside the UK. That means we operate in a trading environment that can change quickly, for example due to tariffs, bilateral disputes, a shift towards more nationalist policies, or the potential for further US government shutdowns.

We monitor these uncertainties closely and regularly review both short-term and longer-term mitigation plans.

Our revenue is spread across multiple jurisdictions, which provides some protection. In the specific case of US government shutdowns, the impact is typically delays to order intake and revenue, which requires additional management.

Customer risk

Our revenue depends on our customers' ability to develop, manufacture and sell products that include Concurrent technology. There is always a risk that a customer could face financial, technical or other difficulties, which could affect sales and overall performance.

Defence is our largest market, and our customer base includes major, long-established prime defence contractors with strong track records. This provides a natural buffer. We will continue our business development activities to broaden our customer base.

Export and conflict risks

Some of our advanced technology is subject to export control legislation. As governments increase scrutiny around controlled technology, there is a risk that export approvals could take longer in some jurisdictions.

Our export compliance function manages this through close liaison with export authorities, and we continuously monitor and manage the risk.

Foreign exchange rates

A significant portion of our revenue and activity is exposed to foreign exchange movements. Many purchases are made in the same currency US dollars as our sales, providing a natural hedge. Our US entities operate in local currency, but we still have some translation exposure. We monitor this regularly, reduce the impact where possible, and use hedging facilities when needed.

Attracting talent

Attracting and retaining the right people remains a key priority. If we cannot retain existing talent, or attract the right people at the right time, it could impact the business.

We believe we offer a strong overall package, including good working conditions, development and training opportunities, and a flexible, modern approach.

Board of Directors



Dr Miles Adcock (age 52)
Chief Executive Officer

Miles joined Concurrent as CEO in June 2021 and brings a wealth of technical and senior business management experience to the Board. Before this, he served as President of Space Imaging at Teledyne Technologies, Inc. His earlier career includes leadership roles at QinetiQ, where he was Managing Director and a member of the Group Executive Committee after serving as Group Engineering Director. He also held senior positions at BAE Systems and GEC-Marconi.



Brent Salgat (age 60)
Chief Revenue Officer

Brent joined the Company as President of Concurrent Technologies Inc. in 2008 and was appointed Director of the Company in May 2020, before being promoted to Chief Revenue Officer in 2024. He previously held sales management roles at SBS Technologies and GE Intelligent Platforms, giving him extensive insight into the markets in which Concurrent sells its products.



Kim Garrod (age 59)
Chief Financial Officer

Kim was appointed as a Director and CFO of Concurrent in May 2022. Kim brings extensive strategic planning and financial management and oversight experience from various senior financial roles at QinetiQ Group plc and its predecessor organisations, including five years as Finance Director for the international business. Kim brings strong commercial insight and a proven track record in driving financial performance.



Mark Cubitt (age 63)
Chairman



Mark has been the Chairman of Concurrent since March 2020. He has experience leading AIM-listed companies, serving as Executive Chairman of IQE plc from November 2024 and as a Non-Executive Director of Beeks Financial Group, where he was Chairman from 2016 to 2024. A chartered accountant until 2023, he held senior roles including CFO of Wolfson Microelectronics, Non-Executive Chairman of Superglass Holdings, VP of Finance at Jacobs Engineering, and Finance Director of Babtie Group.



Nat Edington (age 56)
Non-Executive Director



Nat joined Concurrent in September 2021 and provides the Board with a strong technical and business transformation skillset. Nat is the CEO of Filtronic plc, and the former CEO of Dukosi, where he led the company's transformation into a technology leader in battery systems. Before Dukosi, he was CEO at Cambridge CMOS Sensors, playing a key role in the company's sale to AMS AG and held senior positions at Wolfson Microelectronics plc



Issy Urquhart (age 57)
Non-Executive Director



Issy joined Concurrent in February 2024. She is a seasoned international business leader, including of AIM-listed companies, with over 30 years of strategic and operational global HR experience. Issy is the Chief People Officer and a Director at Craneware plc, a global AIM-listed SaaS company. Issy has held senior roles at CommScope, Wolfson Microelectronics plc, and Convergys. Her expertise spans a wide range of sectors, including technology, business process outsourcing, financial services, and fast-moving consumer goods.

 Audit and Risk Committee

 Remuneration Committee Member

 Nomination Committee Member

Corporate Governance Statement

As Chairman of the Board, it is my responsibility to ensure the highest standard of corporate governance is upheld across Concurrent, as this is essential to delivering long-term shareholder value.

The Board has adopted the Quoted Companies Alliance (QCA) Corporate Governance Code on the basis that it remains the most appropriate for Concurrent, in terms of size and structure.

The QCA Code is constructed around ten principles. It states what it considers to be appropriate arrangements for small and mid-size companies and asks companies to explain how they meet the principles through the prescribed disclosures.

Recognising the significant impact of its strategic and risk decisions on Concurrent's culture and performance, the Board emphasises transparent engagement with both individual and corporate investors. Ethical values and behaviours are fundamental to achieving corporate objectives, a commitment the Board maintains across all activities.

The Board understands that good corporate governance is an important factor in creating a sustainable and efficient business and works hard to ensure that it does not depart from any of the principles of the QCA Code.

The Board is confident that our approach to corporate governance will underpin the development of Concurrent and successfully position the business for its next stage of growth.

A summary of how we comply with the QCA Code is set out below, and additional information can be found on our website.

Principle 1: Establish a purpose, strategy and business model which promote long-term value for shareholders

Concurrent designs and manufactures high-performance embedded computer products and systems for demanding applications, primarily for the defence and aerospace markets. It looks to be first-to-market with high quality products and systems that can be relied upon in all conditions and is forming valuable partnerships, including in the US with major defence contractors.

Part of Concurrent's strategy is to grow through acquiring businesses that align with our offering, whilst remaining agile to the changing market conditions and growing organically. Our business model is designed to promote long-term profitable growth and cash generation, and our dividend policy and total shareholder return in recent years are indicators of long-term value for our shareholders.

Concurrent's purpose is on the inside front cover, business model is on page 12 and the strategic framework follows from pages 13 to 16. The key risks and uncertainties faced by Concurrent are set out on page 25.

Principle 2: Promote a corporate culture that is based on ethical values and behaviours

Concurrent's vision is to excite our customers, colleagues and communities. The Board is committed to supporting and promoting the strong ethical and values-driven culture that is embedded throughout Concurrent. Our values and culture are integral to our identity and operations and are clearly communicated to all new employees through induction sessions and training. Regular discussions are held across teams and business units, to openly explore ways employees can contribute to and embody Concurrent's culture. This effort is further supported by an internal handbook and policies, such as the anti-bribery policy, whistleblowing policy and share dealing policies, designed to reinforce consistent and meaningful cultural alignment. There are regular inter-company events, which the Board considers increasingly important to embedding the values-driven culture it aspires to achieve as Concurrent grows.



Concurrent continues to utilise Culture15 to assess its alignment with the target culture through comprehensive surveys. This process is supported by action tracking and ensuring that managers take ownership to actively drive the desired cultural transformations. Concurrent has also retained a working relationship with Coode Associates, a consultancy associated with Culture15, to carry out leadership training linked to its culture.

Corporate Governance Statement continued

Principle 3: Seek to understand and meet shareholder needs and expectations

Led by the Chairman, the Board engages with shareholders directly through meetings, stock exchange announcements and at the Annual General Meeting (AGM). At the AGM, the CEO provides a business update, and shareholders are given the opportunity to ask questions of the Board.

The CEO and CFO also meet shareholders and equity researchers at least twice yearly, and shareholder presentations are hosted on the Investor Meet Company platform, usually after the interim and full-year results announcements. These presentations include updates on major projects, financial highlights and results, and are also used to seek feedback directly from shareholders. Understanding what analysts and investors think about the business is critical for driving our business forward. Where significant feedback is provided, it is discussed by the Board and addressed appropriately.

Quantitative and qualitative reporting of Concurrent's environmental and social matters are provided in the ESG Report on pages 19 to 23.

Principle 4: Take into account wider stakeholder interests, including social and environmental responsibilities, and their implications for long-term success

The Board as a whole is responsible for identifying the key resources and relationships on which Concurrent relies. The Board undertakes horizon scanning to identify its key stakeholder relationships, and makes sure that it has in place mechanisms to engage with its key stakeholders. Further details on how Concurrent interacts with its key stakeholders is detailed in the Strategic Report.

Details of the environment and social issues that the Board has identified as being material to Concurrent are set out in the ESG Report on pages 19 to 23.

Concurrent has partnered with Addidat, a leading ESG data and advisory provider, to provide analytics on its ESG performance and to support with its forward-looking targets and ambitions. Further information can be found in the ESG Report.

Principle 5: Embed effective risk management, internal controls and assurance activities, considering both opportunities and threats, throughout the organisation

Concurrent's approach to risk management is to ensure there are appropriate safeguards in place whilst proactively seeking new opportunities to grow. The Board is responsible for determining Concurrent's risk appetite as part of its strategic planning, and regularly reviews the risks that have been identified by the Executive Directors, which is supported by regular risk horizon scanning across Concurrent's operations and geographies.

Details of Concurrent's principal risks and uncertainties are set out on page 25.

Concurrent's overall control environment, as well as the risk management procedures, are also regularly reviewed by the Audit and Risk Committee.

The principal elements of our internal control system include:

- close management of the day-to-day activities by the Executive Directors, ensuring information flow is constant and any emergent risks are flagged as early as possible;
- a well-defined, robust organisational structure, promoting ambitious and timely decision making;
- a comprehensive annual budgeting process, including a detailed profit and loss (P&L) account, and associated statements of financial positions, all of which are prepared under the oversight of the Board;

- detailed monthly reporting of Concurrent's financial performance, including revenue, profit, working capital, capital investment and quality, and the reasons if and where these figures deviate from the budget;
- strict controls over central finance, including capital expenditure and banking facilities; and
- an extensive ISO 9001 quality system.

Despite considerable growth, the Board has determined that an internal audit function is not required due to the size of Concurrent's administrative function, the high level of Executive Director review and authorisation of transactions, and the close attention given to Concurrent's risk and control environment by the Board. The Board will continue to keep this matter under review.

Details of Concurrent's governance of climate-related risks and opportunities, including how these are integrated into the overall governance framework, are set out in the ESG Report on pages 19 to 23.

The Audit and Risk Committee, on behalf of the Board, reviews on an annual basis the independence of Concurrent's auditors, HaysMac LLP, who have held the position since 2023, taking into account their tenure, relationships with Concurrent and the wider group companies, and level of non-audit services provided.

Corporate Governance Statement continued

Principle 6: Establish and maintain the board as a well-functioning, balanced team led by the chair

Concurrent's Board is made up of six Directors, led by the Chairman, each of whom brings relevant skills and experience to their role. Details of each of the Directors, including their relevant experience, skills and capabilities is set out on page 26.

The Board considers that Mark Cubitt (Chairman), Issy Urquhart and Nat Edington are all independent. Apart from receiving directors' remuneration as disclosed in the Remuneration Report, none receive performance-related remuneration nor are entitled to participate in any share option scheme. The Board is satisfied that it has a suitable balance between independence and knowledge of the business to allow it to discharge its duties and responsibilities effectively.

The Board is comprised of 33% women, with Directors from a broad range of backgrounds and experiences, and as such is able to efficiently inform and direct Concurrent's strategy for the benefit of its shareholders and other stakeholders.

All Non-Executive Directors have confirmed and demonstrated that they have adequate time available to meet the requirements of the role and that they have no conflicts of interest. Non-Executive Directors are expected to devote such time as is necessary for the proper performance of their duties, including preparation for and attendance at board, committee, and shareholder meetings. Executive Directors work full time in the business and have no other outside business commitments.

In line with best practice, each Director resigns and stands for reappointment at each Annual General Meeting (AGM).

Principle 7: Maintain appropriate governance structures and ensure that individually and collectively the directors have the necessary up-to-date experience, skills and capabilities

The Board is supported by the Audit and Risk, Remuneration and Nomination Committees. All of the Committees are made up of exclusively independent Non-Executive Directors, although Executive Directors are often invited to attend to present and provide relevant information or reports.

Audit and Risk Committee

The Audit and Risk Committee is chaired by Mark Cubitt, whom the Board views as having the significant financial experience needed for the role. Its other members are Issy Urquhart and Nat Edington. The Audit and Risk Committee reviews the audited financial statements and independent report of Concurrent's auditors, and oversees the risk management procedures. Further details on the activities of the Audit and Risk Committee can be found in the Audit and Risk Committee Report on page 35.

Remuneration Committee

The Remuneration Committee is chaired by Issy Urquhart, and its other members are Mark Cubitt and Nat Edington. It reviews and makes decisions on remuneration for the Executive Directors and other members of senior management, including bonuses, share schemes and long-term incentive plans. The Remuneration Committee has sought benchmarking data in order to ensure that remuneration is competitive and fair, whilst maintaining good value for shareholders. Further details on the activities of the Remuneration Committee can be found in the Remuneration Report on pages 31 to 34.

Nomination Committee

The Nomination Committee is chaired by Mark Cubitt, and its other members are Issy Urquhart and Nat Edington. Its function is to review and, where appropriate, recommend changes to the composition and membership of the Board and its committees, as well as to oversee the succession planning of the senior management.

The Company Secretary is responsible for providing a clear and timely information flow to the Board and its committees, and supports the Board on matters of corporate governance. The Company Secretary is responsible for ensuring that procedures are followed, and applicable rules and regulations are complied with. In addition, the Company Secretary supports the Board with the evolution of its governance framework in line with Concurrent's strategy.

Throughout 2025, the Board met formally on 10 occasions, and other such times as necessary. Details of attendance at the Board and Committee meetings is as follows:

	Board	Audit and Risk Committee	Remuneration Committee	Nomination Committee
Mark Cubitt	10	3	3	1
Nat Edington	10	3	3	1
Issy Urquhart	10	3	3	1
Miles Adcock	10	1*	3*	1*
Kim Garrod	10	3*	3*	n/a
Brent Salgat	10	n/a	n/a	n/a
Total meetings	10	3	3	1

* by invitation

Corporate Governance Statement continued

Principle 8: Evaluate board performance based on clear and relevant objectives, seeking continuous improvement

The Board considers the measure of its effectiveness to be Concurrent's progress against the long-term strategy and aims of the business. This progress is reviewed in board meetings and takes into consideration various criteria such as the effectiveness of the composition of the Board, the approach to its work, the culture and dynamics, the structure and processes, the accessibility to information, the success in achieving its goals, and the need for succession planning.

Due to its size, the Board did not undertake a formal performance review in 2025, and instead undertook ongoing assessment of all members of the Board, which included ensuring that each Director:

- is committed to the progress and long-term success of Concurrent;
- contributes in a meaningful and effective way;
- progresses within their role;
- adheres to the high standards of ethics and compliance within the regulatory framework; and
- maintains independence, where relevant.

The Board will keep under review the need to undertake a formal performance review exercise.

Succession planning is a matter considered by the whole board from their various points of view (risk, experience, incentivisation etc.). Primary responsibility for developing a succession planning approach currently rests with the Board but is undertaken on its behalf by the Nomination Committee. Concurrent seeks to promote staff internally but where internal promotion is not possible, Concurrent uses external advisors to seek appropriately qualified candidates.

Principle 9: Establish a remuneration policy which is supportive of long-term value creation and the company's purpose, strategy and culture

The Board has established a remuneration structure that provides an appropriate balance of fixed salary and benefits, annual bonuses for achieving specific targets that are set by the Board, and long-term share incentive plans to incentivise growth and shareholder value, aligning remuneration to shareholder interests. Targets for the Executive Directors are set by the Remuneration Committee on an annual basis to align to the execution and delivery of Concurrent's strategy, and to ensure its fairness, equity and alignment with Concurrent's pay principles.

Further details of the remuneration arrangements can be found in the Remuneration Report on pages 31 to 34. In line with best practice, the Remuneration Policy and Report were put to shareholder votes at the AGM held in 2025, both receiving overwhelming shareholder support. The Remuneration Report will be put to a shareholder vote at the AGM to be held in 2026.

Principle 10: Communicate how the company is governed and is performing by maintaining a dialogue with shareholders and other key stakeholders

Concurrent places a strong emphasis on the standards of good corporate governance and maintaining effective engagement with its shareholders and key stakeholders. This is considered to be integral to longer-term growth and success and aims to ensure that all communications concerning Concurrent's activities are fair, balanced and understandable.

The Board takes engagement and dialogue with its shareholders and stakeholders seriously, and has set out as part of the disclosures under Principles 3 and 4 of the QCA Code how it has taken steps to engage with these groups.

In formally adopting the QCA Code as its chosen corporate governance code, the Board has reviewed all aspects of its compliance and has set out in these disclosures where the Board has taken the decision not to implement specific provisions of the QCA Code.

Further information on Concurrent's compliance with the QCA Code can be found on the website at: <https://concurrent.tech/investors/corporate-governance>.

People spotlight



Ben Archer, Lead Applications Engineer

Good governance in practice: disciplined decisions that protect outcomes.

"I take extra care to validate requirements early, ask the right questions up front, and document constraints clearly. In mission-critical systems, finding a working solution isn't optional; the impact can reach all the way to the end user."

Remuneration Report

Concurrent is committed to attracting and retaining talented people who help turn strategy into action and deliver the Company's ambitious growth objectives.

Introduction

Attracting and retaining brilliant people is essential to delivering our strategy and meeting our growth ambitions. We know our success depends on the calibre of our teams, so we focus on building and keeping a workforce capable of executing our plans.

We offer a compelling employee proposition, combining competitive remuneration with a culture that values innovation, inclusion, and excellence. This helps us stay attractive to prospective talent, while also fostering an environment where current employees feel valued and motivated to contribute to our success.

For Executive Directors, Concurrent's strategic direction and growth plans require people with deep market expertise and exceptional leadership capability. The Remuneration Committee reflects these requirements when setting Executive Director compensation, while ensuring alignment with the wider employee population, and reinforcing our commitment to fairness.

Executive Director Remuneration

This report outlines the remuneration and benefits provided to Directors of Concurrent Technologies plc for the year ending 31 December 2025. As an AIM-listed company, Concurrent is not required to follow Directors' Remuneration Report regulations under Main Market UK Listing Rules or certain Companies Act 2006 provisions for listed companies. The Board has adopted the QCA Corporate Governance Code, with details of compliance explained in the Corporate Governance Report on pages 27 to 30. Further information on how we apply the QCA Remuneration provisions is included in this Remuneration Committee report.

Remuneration Committee

The Remuneration Committee operates under agreed terms of reference. It evaluates the performance of Executive Directors and the Executive Committee, and makes recommendations to the Board on remuneration, share awards, and terms of service, as appropriate. The committee also reviews the Company's pay practices to ensure they remain fair, equitable and consistent with Concurrent's compensation principles.

The Remuneration Committee is chaired by Issy Urquhart and includes Mark Cubitt, Chair of the Board, and Nat Edington, Non-Executive Director.

Remuneration Committee report

During FY25, the Remuneration Committee met three times.

Remuneration Policy

Our Remuneration Policy is designed to reward Executive Directors fairly for their unique contribution to the Group's strategy and long-term success, while also taking market benchmarks into account. We consider the QCA Corporate Governance Code and relevant best-practice guidance, including adherence to plan rules such as the Long-Term Incentive Plan.

A substantial portion of Executive Directors' pay is linked to performance. This supports our ability to attract and retain talented leaders with the skills and experience needed to manage the Group effectively in shareholders' interests. Each year, within the Remuneration Policy, the Remuneration Committee sets individual Executive Directors pay packages, which generally include:

- Base salary
- Annual bonus
- Long-term incentive plan (LTIP) awards
- Retirement benefits
- Healthcare



Remuneration Report continued

Base salary

At the start of each financial year, the Remuneration Committee recommends base salaries for Directors. These are based on external benchmarks, individual performance and Company affordability. A market analysis exercise is also carried out for other members of the Executive Committee. The same approach is applied to the annual salary review for the wider employee base. Concurrent remains committed to ensuring all employees are paid at least the Real Living Wage.

Annual Bonus Structure

The Chief Executive Officer's annual bonus target is 100% of base salary. For FY25, the performance criteria were revised so that the entire bonus is determined by the Company's pre-tax profit performance. Under this approach, delivering on-target pre-tax profit performance results in an award of 50% of the total bonus, and achieving the stretch pre-tax profit target results in an award of 100% of the total bonus.

Other Directors follow the same bonus structure, with their annual bonus target set at 66.7% of base salary. The Executive Committee (direct reports to the CEO) also follow this bonus structure, with an annual bonus target of 33.3% of base salary. Direct reports to the Executive Committee who hold key roles (the "Leadership Team") participate on the same basis, with a target of 15% of annual base salary. All of these roles use the same pre-tax profit performance criteria described above.

All other employees remain eligible for the All-Employee Bonus Plan, which is also based on pre-tax profit, and uses the same on-target and stretch thresholds. This approach aligns performance measures across the Company. The wider sales team has its own bonus plans, based on regional targets, and is therefore excluded from the All-Employee Bonus Plan.

This structure reflects our continued focus on profit performance: individual contributions (such as skills, capability and performance) are recognised through base salary, and collective performance is rewarded through incentives.

Long-term incentive plan (LTIP)

The Remuneration Committee, as a duly authorised committee of the Board, is responsible for setting policies for the Plan's operation and administration. This includes determining eligible employees, maximum share values for awards, performance targets, and grant conditions.

The Plan limits the total number of shares allocated under it, together with any other Company Share Scheme, to not exceed 10% of the Company's issued share capital over a ten-year period. Individual awards are typically limited to 100% of salary, with possible exceptions up to 300% in any one year in exceptional circumstances. Where the Committee considers a one-off award above 100% of salary to be appropriate for retaining key talent, it will consult with the Company's largest shareholders before making any award. Any such award would include challenging performance conditions aligned with shareholder interests.

Annual LTIP awards have a three-year vesting period and are linked to EPS growth. Awards vest at 25% for 5% annual compound EPS growth (gate) and at 100% for 10% annual growth (target), with vesting on a straight-line basis

between gate and target. Awards lapse if performance falls below the gate, subject to the Remuneration Committee's discretion. EPS growth targets are reviewed annually for future awards.

Annual LTIP awards are set as a percentage of base salary as follows:

- CEO – 100%
- Other Executive Directors – 66.7%
- Executive Committee and one additional employee – 33.3%
- Leadership Team – 15%

Retirement benefits

UK-based Executive Directors are eligible to participate in the Company's defined contribution pension plan, as outlined in Note 22 of the financial statements. The CEO has opted out of the Company's pension plan and instead receives an alternative payment, which is cost-neutral for the Company. This payment is excluded from base salary when calculating bonuses and share-based awards.

US-based Executive Directors are eligible to participate in the Company's 401(k) retirement plan.

Remuneration Report continued

Actual Performance bonus

The table below outlines the structure of actual bonus payments awarded to Executive Directors for FY25.

	Personal Objectives £	Pre-tax profit £	2025 £	2025 as % of base %
Miles Adcock	70,874	212,621	283,495	100
Kim Garrod	28,364	85,090	113,454	67
Brent Salgat	27,428	82,284	109,712	67
Total	126,666	379,995	506,661	

Each Director has an employment contract, with the CEO and CRO's contracts stipulating a nine-month notice period, while the CFO is on a six-month notice period.

The Non-Executive Directors' service contracts have a three-month notice period and offer a base fee structure without additional benefits or participation in the Company's bonus plans or share scheme.

Director's emoluments during the year ended 31 December 2025 were:

Directors emoluments

	Fees/basic salary £	Objective bonus £	Performance bonus £	Pension £	Benefits in Kind £	2025 Total £	2024 Total £
Executive							
Miles Adcock	300,000	70,874	212,621	27,000	1,522	612,017	614,719
Kim Garrod	190,000	28,364	85,090	19,000	1,712	324,166	277,966
Brent Salgat	170,134	27,428	82,284	0	0	279,846	292,567
Non-Executive							
Mark Cubitt	59,000	0	0	0	0	59,000	57,900
Nat Edington	35,000	0	0	0	0	35,000	34,059
Issy Urquhart	35,000	0	0	0	0	35,000	35,000
Total	789,134	126,666	379,995	46,000	3,234	1,345,029	1,312,211

Remuneration Report continued

Share options

The Company operates both a legacy Enterprise Management Incentive (EMI) scheme and a more recent LTIP. While overall responsibility for these plans sits with the Board, their management is delegated to the Remuneration Committee. The Remuneration Committee also determines which employees are invited to participate in the schemes, extending options to a select group based on defined criteria.

Details of the Directors' outstanding share awards are below.

	No. of shares under option 31.12.24	New awards	Options exercised	Lapsed	No. of shares under option 31.12.25	Exercise price	Date from which share option is exercisable	Share option expiry date
Miles Adcock	267,379	0	267,379	0	0	93.5p	2-Jun-24	21-Jun-31
Miles Adcock	288,235	0	288,235	0	0	1.0p	1-Jan-25	23-Nov-31
Miles Adcock	326,136	0	0	0	326,136	1.0p	1-Jan-26	27-Oct-32
Miles Adcock	393,306	0	0	0	393,306	1.0p	31-Dec-26	22-Oct-33
Miles Adcock	245,365	0	0	0	245,365	1.0p	31-Dec-27	24-Sep-34
Miles Adcock	0	134,228	0	0	134,228	1.0p	31-Dec-28	29-Sep-35
Brent Salgat	100,000	0	100,000	0	0	101.5p	14-Oct-23	14-Oct-30
Brent Salgat	82,789	0	82,789	0	0	1.0p	1-Jan-25	21-Nov-31
Brent Salgat	114,377	0	0	0	114,377	1.0p	1-Jan-26	27-Oct-32
Brent Salgat	127,858	0	0	0	127,858	1.0p	31-Dec-26	22-Oct-33
Brent Salgat	100,938	0	0	0	100,938	1.0p	31-Dec-27	24-Sep-34
Brent Salgat	0	52,931	0	0	52,931	1.0p	31-Dec-28	29-Sep-35
Kim Garrod	153,061	0	153,061	0	0	1.0p	1-Jan-25	19-May-32
Kim Garrod	97,403	0	0	0	97,403	1.0p	1-Jan-26	27-Oct-32
Kim Garrod	117,463	0	0	0	117,463	1.0p	31-Dec-26	22-Oct-33
Kim Garrod	98,195	0	0	0	98,195	1.0p	31-Dec-27	24-Sep-34
Kim Garrod	0	56,957	0	0	56,957	1.0p	31-Dec-28	29-Sep-35

The market price of the Company's shares at the end of FY25 was 221.5p and the range of published market prices during the year was 136.5p to 264.0p.

Chair of Remuneration Committee Issy Urquhart

Audit and Risk Committee Report

The Audit and Risk Committee is responsible for reviewing and scrutinising Concurrent's financial statements and risk and control environment.

The Audit and Risk Committee is chaired by Mark Cubitt and includes Nat Edington and Issy Urquhart as the other members. The Committee met three times in FY25 to review progress on the audit and approve the annual accounts, and to review Concurrent's risk and control processes.

In addition to standing items on the agenda, during FY25 the Committee also:

- Reviewed reports from the auditor as part of the annual financial statement evaluation, including the:
 - audit plan and scope for the year;
 - key areas of focus and conclusions;
 - auditor's materiality assessments;
 - terms of engagement with the auditor; and
 - ongoing impact of future accounting developments on the Group.
- Assessed the annual report and accounts to ensure they are fair, balanced, and understandable.
- Evaluated the effectiveness and independence of the external audit process.
- Reviewed the Auditor's Report.
- Reviewed the effectiveness of internal controls, risk assessment processes, assurance mechanisms, and changes in significant risks.
- Undertook a detailed review of the risk register with input from across Concurrent.

Further details on Concurrent's risk management approach can be found in the corporate governance disclosures found on pages 27 to 30. The principal risks and uncertainties facing Concurrent are set out on page 25.

Independence and objectivity of the auditor

The Committee is responsible for monitoring the auditor's work to ensure their objectivity and independence are not compromised by inappropriate non-audit activities.

In doing so, the Committee assesses the auditor's performance, considering key factors such as key personnel and tenure. Based on this assessment, the Committee recommends the re-appointment of HaysMac LLP as the Company's external auditors at the next AGM.

Non-audit fees

HaysMac did not provide any non-audit services during FY25. In FY25, the fees paid to the auditor were £183,500 for Group and subsidiary audit.

Other matters

The Committee is empowered to request information from any Group employee and may call staff for questioning during meetings as needed. It can also obtain external legal or professional advice, at the Group's expense, on matters within its remit.

Reporting responsibilities

The Committee provides recommendations to the Board on areas within its remit requiring action or improvement, ensuring compliance with relevant laws, the AIM Rules for Companies, the QCA Corporate Governance Code, and other applicable regulations. It oversees investigations within its scope and operates under

Significant areas considered by the Committee concerning the FY25 financial statements are set out below:

Areas estimates	Matters considered and the role of the Audit and Risk Committee
Capitalisation and impairment of research and development	During 2025, the Committee considered the capitalisation of R&D and the impairment assessment prepared by management. It critically assessed the inputs, such as consideration of the reasonableness of discount rates applied and of reviewing forecasts into individual R&D product projections.
Review of acquired intangibles	The intangibles and goodwill recognised on the FY23 acquisition of Phillips Aerospace were reviewed for impairment. Whilst Systems was loss making in FY25, this was expected and the outlook and pipeline for FY26 is encouraging.
Review of inventory provisioning	The Committee reviewed the levels of stock, ageing and projected usage to determine the level of provisioning required.
Revenue recognition	As Systems revenues expand, the timing of revenue recognition will be an increasing area of significance. Revenue recognition has been identified as an area of increased focus with the auditors and has been discussed in both audit planning and closing meetings.

agreed terms of reference aligned with the Group's financial position and objectives.

The Group has a Whistleblowing Policy in place, outlining a formal process for employees to confidentially raise concerns about potential misconduct, including issues related to financial reporting and other areas.

Directors' Report

The Directors have pleasure in presenting the Annual Report and Accounts for FY25.

Results and dividends

The profit on ordinary activities after taxation for FY25 was £5.1m (FY24: £4.7m). The proposed dividend per share is 1.1p (FY24: 1.1p)

Research and development

Concurrent recognises the critical importance of investing in R&D to drive both technical innovation and commercial competitiveness. Expenditure on R&D was £3.9m (FY24: £3.0m). The drop from FY24 was predominantly due to a mix of customer-funded activities and internal product development.

Donations

The Group made no donations this year or up to the date of signing this Directors' Report.

Substantial shareholders

As of 31 December 2025, the following entities or individuals held an interest of 3% or more in the Company's Ordinary Shares.

Shareholder	Quantity	Percentage
Charles Stanley	9,853,649	11.33%
Hargreaves Lansdown Asset Management	6,741,502	7.75%
Interactive Investor	5,943,835	6.83%
Premier Milton UK Multi Cap Income Fund	4,266,431	4.90%
EFG Harris Allday	4,033,661	4.64%
Rathbone Investment Management	3,422,294	3.93%
AJ Bell Securities	2,635,616	3.03%
Seguro Nominees Ltd	2,615,489	3.01%

Directors' interests

The Directors listed below have held office throughout the period from 1 January 2025 to 31 December 2025. Their beneficial interests in the Company's Ordinary Share Capital as of 31 December 2025 are detailed below:

	31/12/2025	31/12/2024
Mark Cubitt	70,000	70,000
Nat Edington	30,000	30,000
Miles Adcock	315,431	61,538
Brent Salgat	201,555	150,000
Kim Garrod	95,368	15,000

Streamlined energy and carbon reporting (SECR)

Concurrent is only required to report on the energy use and greenhouse gas (GHG) emissions resulting from our UK operations, which can be found in the ESG report on pages 19 to 23.

Employee and stakeholder engagement

Details of our engagement with Concurrent's employees is included in the ESG report on pages 19 to 23. Our engagement with suppliers, customers and others with business relationships is set out in the corporate governance disclosures on pages 27 to 30.

Principal risks and uncertainties

The Directors' assessment of the principal risks and uncertainties facing the Group is discussed on page 25 under the Principal Risks and Uncertainties section.

Officers' insurance

Concurrent has purchased and maintains insurance to cover its officers against liabilities in relation to their duties to the Group.

Post-balance sheet events

There were no post-balance sheet events to report.

Directors' Report continued

Equal opportunities

Our equal opportunities policy demonstrates our commitment to providing equal opportunities through employment, training, career development and promotion to all colleagues, irrespective of age, disability (including colleagues who may have become disabled during service and prospective employees), gender, marriage and civil partnership, pregnancy or maternity, race, religion or sexual orientation. We support managers and colleagues in creating a diverse and inclusive culture where everyone is given fair and equal opportunities.

Auditor

Concurrent's auditor, HaysMac LLP, has expressed its willingness to continue in office and a resolution will be proposed at the next AGM for its reappointment as auditor.

Each of the Directors has confirmed that:

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

Directors' responsibility statement

In accordance with applicable law and regulation, company law requires the Directors to prepare financial statements for each financial year. Under that law the Directors have prepared the Group financial statements in accordance with UK-adopted international accounting standards and the Company financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, comprising FRS 101 "Reduced Disclosure Framework", and applicable law).

Under company law, directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and Company and of the profit or loss of the Group for that period. In preparing the financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- state whether applicable UK-adopted international accounting standards have been followed for the Group financial statements and United Kingdom Accounting Standards, comprising FRS 101 have been followed for the Company financial statements, subject to any material departures disclosed and explained in the financial statements;
- make judgements and accounting estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group and Company will continue in business.

The Directors are responsible for safeguarding the assets of the Group and Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Directors are also responsible for keeping adequate accounting records that are sufficient to show and explain the Group's and Company's transactions and disclose with reasonable accuracy at any time the financial position of the Group and Company and enable them to ensure that the financial statements comply with the Companies Act 2006.

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

This Directors' report was approved by the Board of Directors on 11 April 2026.



Mark Cubitt
Chairman

People spotlight



Astrid Igot, Internal Sales Manager

An inclusive culture in practice: support, learning and progression, so people can thrive as they build expertise.

"Don't be afraid to ask questions and reach out for help... We are lucky enough at Concurrent to have very knowledgeable and helpful people."

Independent Auditor's Report

To the directors of Concurrent Technologies plc

Opinion

We have audited the financial statements of Concurrent Technologies PLC (the 'parent company') and its subsidiaries (the 'group') for the year ended 31 December 2025 which comprise:

Group	Company
– the Consolidated Statement of Comprehensive Income;	– the Company Statement of Financial Position;
– the Consolidated Statement of Financial Position;	– the Company Statement of Changes in Equity;
– the Consolidated Statement of Changes in Equity;	– and related notes to the financial statements
– the Consolidated Statement of Cash flows;	
– and related notes to the financial statements	

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom adopted International Financial Reporting Standards (IFRSs).

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 Financial Reporting Standards (IFRS).
- 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 Financial Reporting Council's (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.

An overview of the scope of our audit

As the group comprises the parent company and two trading subsidiaries, the scope of our work was the audit of the financial statements of the group, with full scope audit procedures performed on Concurrent Technologies PLC and Concurrent Technologies Inc, which were identified as the most significant components of the group compared to our materiality benchmark and risk assessment. Specific scope procedures were performed in relation to Phillips Aerospace, focusing on specific balances and classes of transactions which were identified as being most relevant to our group risk assessment. The scope of the audit and our audit strategy were developed using our audit planning process to obtain and update our understanding of the group, its activities, its internal control environment, and, where relevant to our audit, likely future developments, in order to identify and assess the risks of material misstatement of the group financial statements.

Our audit testing was informed by this understanding of the group and accordingly was designed to focus on areas where we assessed there to be significant risks of material misstatement.

Audit work to respond to the assessed risks was performed directly by the audit engagement team.

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:

- Discussing management's assessment of the group's ability to remain a going concern;
- Obtaining an understanding of relevant controls relating to the assessment of going concern models, including the review of the inputs and assumptions used in those models;

Independent Auditor's Report continued

To the directors of Concurrent Technologies plc

- Obtaining management's approved cash flow forecasts, including sensitivity analysis;
- Reviewing the entity's assessment of going concern and viability;
- Reviewing and understanding the cash flow forecasts for the period to end of April 2027 which are the central element of managements going concern assessment;
- Assessing and challenging inputs and judgements made in the preparation of the cash flow forecasts by:
 - Comparing forecasts to actual results
 - Assessing the ability of management to forecast accurately
- Performing stress tests including sensitivity analysis to model the effect of changing assumptions made or amending key data used in managements cash flow forecasts and considering the impact on the groups ability to adopt the going concern basis.s

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

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the current period and include the most significant assessed risks of material misstatement (whether or not due to fraud) that we identified, including those which had the greatest effect on:

- the overall audit strategy,
- the allocation of resources in the audit; and
- directing the efforts of the engagement team.

These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

In determining the key audit matters we considered the:

- Areas of higher risks of material misstatement or significant risks identified in accordance with ISA (UK) 315
- Significant audit judgements on financial statement line items that involved significant management judgement such as accounting estimates, and
- The impact of significant events and transactions during the period covered by the audit.

The following table summarises the key audit matters we have identified and rationale for their identification together with how we responded to each in our audit. We note that there has been one change to our key audit matters with the inclusion of systems revenue noted due to the significant work performed.

Independent Auditor's Report continued

To the directors of Concurrent Technologies plc

Key audit matter

How we addressed the key audit matter in the audit

Revenue recognition – systems revenue

The Group's revenue recognition policy is included within the accounting policies in note 2 and the components of revenue are set out in note 3.

Systems revenue is material and there's a risk that the application of IFRS 15 for revenue recorded over time is incorrect and results in the overstatement of revenue.

A significant proportion of systems revenue is recognised over time using either the cost input method or the output method, depending on the terms and circumstances of the contract and the measure that most appropriately reflects the transfer of control of goods or services to the customer. Under the cost input method, revenue is recognised by reference to the proportion of costs incurred to date relative to the total estimated costs to complete the contract, whilst under the output method revenue is recognised by reference to the achievement of agreed milestones or delivery of specified services. These methods require significant management judgement in determining contract budgets, forecasting the remaining costs to complete, assessing the stage of completion and ensuring that costs or outputs included within the calculation are appropriate, complete and directly attributable to the performance of the contract. Given the estimation uncertainty and the sensitivity of the revenue recognised to changes in forecast costs, milestones and contract assumptions, this area was considered to be subject to heightened audit risk.

In response to this risk our work consisted of but was not limited to the following audit procedures:

- We obtained an understanding of management's revenue recognition policy for systems income and assessed whether the application of IFRS 15 was appropriate, including the use of both cost input and output methods for revenue recognised over time.
- We assessed a sample of material contracts to understand the key terms such as value, scope of services and performance obligations which have guided management's assessment of measuring progress.
- For systems recognised using the cost input method, we independently recalculated the percentage of completion by reference to actual costs incurred to date compared with the latest forecast total costs to complete, and agreed the resulting revenue recognised to management's calculations. For contracts recognised using the output method, we independently recalculated the measure of progress by reference to agreed milestones and services delivered, and agreed the resulting revenue recognised to management's calculations.
- We challenged management's key assumptions and estimates used in determining total forecast contract costs, including the reasonableness of remaining costs to complete.
- We performed substantive testing over costs included within the measure of progress to assess whether such costs were directly attributable to the relevant contract and appropriately included within the revenue calculation under IFRS 15.

Recognition of capitalised development costs through application of IAS38

The risk that development costs are erroneously capitalised and not in accordance with IAS 38 recognition criteria

Development costs have a carrying value as at December 2025 of £13,942,540 (2024: £12,356,661) and in the period additions of £3,864,766 (2024: £3,043,265) have been recorded (note 12).

Management capitalises development costs where a project is deemed to meet the criteria of IAS 38, and this process consists of both management estimation and judgement.

The costs capitalised in the period, are a combination of directly attributable costs relating to the ongoing development projects as well as an allocation of appropriate attributable overhead costs.

The Group have a specific policy in relation to research and development which has been prepared in accordance with IAS 38 requirements. See note 2 for accounting policy.

In response to this risk our work consisted of but was not limited to the following audit procedures:

- We obtained and reviewed the Group research and development policy and critically assessed the application of the policy in line with the IAS38 requirements.
- We obtained the intangibles fixed asset register and verified the brought forward figures to the prior year signed financial statements.
- For the development projects ongoing in the year, we obtained management's assessment in line with IAS 38 criteria and obtained supporting evidence where possible to ensure that the treatment of these costs as development costs were appropriate.
- We specifically assessed the projects that were new in the year and reviewed the processes in place for capitalisation to be approved by management.
- We performed a test of a sample of capitalised additions to supporting documentation to assess whether it satisfied the development costs criteria. Consideration of the overall projects to which these costs related, were also included in our assessment as to whether the additional capitalised elements were appropriate.
- We discussed projects which were ongoing with members outside of the finance department to ensure that we understood the commercial background to the project and how this determines the project to be capital in nature.

Independent Auditor's Report continued

To the directors of Concurrent Technologies plc

Key audit matter

How we addressed the key audit matter in the audit

Recoverability of intangible assets, capitalised development costs

The impairment of intangible assets, namely those relating to capitalised development costs, has been identified as an area of significant risk with overstatement due to fraud or error considered to be high.

The valuation of capitalised development costs as at 31 December 2025 is £13,942,540 (2024: £12,356,661) (note 12) and there is a risk that this balance is materially overstated.

Management have performed impairment assessments for capitalised development costs in accordance with IAS 36 'Impairment of Assets'.

Where an impairment review was considered to be appropriate, management have assessed impairment using a 'Value in Use' calculation. The calculation consists of a discounted cashflow model on a project-by-project basis (where there are indicators of impairment) to assess whether any impairment of these assets should be recorded in the financial statements.

Management impairment reviews are areas that carry risks of error or fraud due to the degree of estimation uncertainty included in forecasting and discounting future cash flows, due to the assumptions made in relation to future market demand, applicable discount rates and various other macroeconomic inputs included in the impairment model. This is particularly prevalent for those ongoing projects that have not resulted in any sales as at the year-end date.

The impact of this is that the recoverable amount of capitalised development costs carries a high degree of estimation uncertainty and a potential range of reasonable outcomes greater than materiality for the financial statements.

In response to this risk our work consisted of but was not limited to the following audit procedures:

- We obtained management's impairment assessment and critically analysed the inputs in the model and the forecasts for future revenues of the projects in development.
- We challenged assumptions made by management in relation to the forecasts. This included comparing historic forecasts against actuals to determine the accuracy of forecasts as well as performing stress tests on future forecasts to determine the impact.
- We reviewed the amortisation policy as disclosed in the notes and performed our own recalculation to ensure correctly calculated.
- We reviewed the historic sales lifecycles of previously capitalised development projects to ensure that the timing of sales per managements forecasts for projects early in the lifecycle, or those still in the process of being completed were appropriate and in line with the sales of previously capitalised internal projects.
- We reviewed a sample of pipeline opportunities to supporting documentation as well as a sample of backlog sales that management have included in the individual impairment assessments performed. We focussed on those projects where sales had not been recognised as at 31 December 2025.
- We reviewed the calculation of management estimates and inputs in the cashflow forecasts, such as the discount rate to ensure the method and calculation was appropriate including verifying components of these calculations to observable 3rd party information.
- We have performed sensitivity analysis for the impairment reviews undertaken by management to assess the level of headroom in the impairment calculations prepared.

Valuation of intangible assets and goodwill relating to historic business combinations

In 2023 the Group acquired a 100% shareholding in Phillips Aerospace resulting in the recognition of goodwill and separately identifiable intangible assets of £2,259,719.

There is a risk that the balances are materially overstated due to existing impairment indicators present at the CGU level to which these intangible assets are allocated.

In assessing this area of significant risk, there is a risk that the judgements and estimates made by management in preparing an appropriate impairment assessment

In response to this risk our work consisted of but was not limited to the following audit procedures:

- We obtained and critically assessed management's impairment assessment performed regarding the intangible assets attributed to the CGU.
- We reviewed the key judgements and estimates incorporated within the impairment assessment such as estimated levels of revenue growth, margin expectations and expected levels of operating costs. We compared performance of the subsidiary in the financial year to prior year forecasts and expectations for any indicators of impairment.
- We reviewed the calculation of management estimates and inputs in the cashflow forecasts, such as the discount rate to ensure the method and calculation was appropriate including verifying components of these calculations to observable 3rd party information.
- We reviewed the sales pipeline, including known wins to assess whether the forecasted revenue levels were reasonable.
- We have performed sensitivity analysis for the impairment reviews undertaken by management to assess the level of headroom in the impairment calculations prepared.
- We reviewed the impairment assessment on both a CGU level, as well as at an individual intangible asset level to ensure that assets recognised for customer relationships in the prior period did not require impairment by assessing whether the relationships with key customers at the time of acquisition were still ongoing.

Independent Auditor's Report continued

To the directors of Concurrent Technologies plc

Our application of materiality

The scope and focus of our audit were influenced by our assessment and application of materiality. We define materiality as the magnitude of misstatement that could reasonably be expected to influence the readers and the economic decisions of the users of the financial statements. We use materiality to determine the scope of our audit and the nature, timing and extent of our audit procedures and to evaluate the effect of misstatements, both individually and on the financial statements as a whole.

	Group Financial Statements	Parent Company Financial Statements
Materiality	£620,000	£526,000
Benchmark	This was determined as being 1.35% of Group revenue.	This was determined as being 1.35% of Parent company revenue.
Basis for, and judgements used in the determination of materiality	<p>We determined overall materiality for the Group financial statements as a whole to be £620,000, being 1.35% of revenue for the year. We considered it appropriate to determine materiality based on revenue as this is considered a key performance indicator for stakeholders in assessing the financial performance and position of the Group. We considered the use of alternative benchmarks, including profit before tax and EBITDA, but concluded that these measures were less appropriate due to the volatility of these metrics in recent years. Our methodology for determining materiality has remained consistent with the prior year; however, the absolute level of materiality has increased in line with the continued growth in the Group's revenue.</p> <p>Materiality was reassessed at the year end following completion of our interim work, and no revisions were made during the course of the audit.</p>	<p>For the parent company financial statements, overall materiality was determined to be £526,000, representing 1.35% of revenue for the year. Revenue was considered the most appropriate benchmark for the parent company as it is the principal measure used in assessing its financial performance and position. Other potential benchmarks, such as profit before tax and EBITDA, were considered but discounted given the volatility of these metrics in recent years. The basis of calculation is consistent with the prior year, with the increase in materiality reflecting the growth in parent company revenue.</p> <p>Materiality was reassessed at the year end following completion of our interim work, and no revisions were made during the course of the audit.</p>

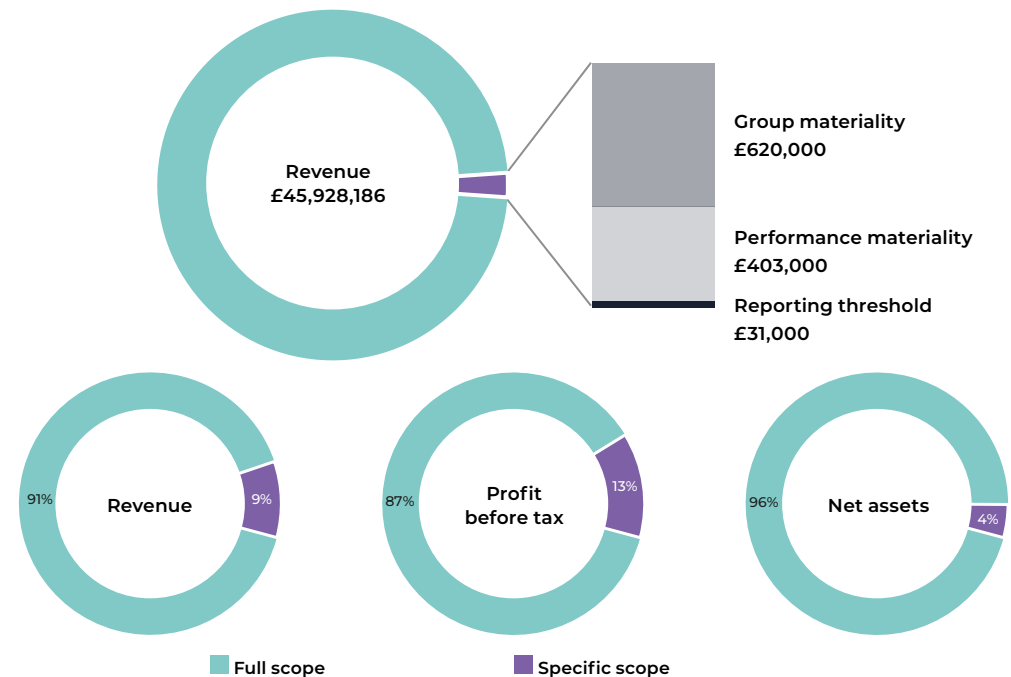
Performance materiality – Based on our risk assessment, our experience of the prior year audits and review of the group's control environment, performance materiality was set at 65% of materiality, being £403,000 for the Group, and £342,000 for the Parent company.

Reporting threshold – The reporting threshold for differences to be communicated to the Audit Committee was set at 5% of overall materiality, being £31,000 for the Group, and £26,300 for the Parent company. If, in our opinion in differences below this level warranted reporting on qualitative grounds, these would also be reported.

Differences in materiality levels from the previous audit

The increase in materiality compared with the previous audit primarily reflects the continued growth in the Group's revenue for the year ended 31 December 2025, with the basis and methodology for determining materiality remaining unchanged from the prior year.

Overall Materiality – Group



Independent Auditor's Report continued

To the directors of Concurrent Technologies plc

Other information

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

In connection with our audit of the financial statements, 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. 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 its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report.

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

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

Responsibilities of directors

As explained more fully in the directors' responsibilities statement, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the group's and the parent company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the group or the parent company or to cease operations, or have no realistic alternative but to do so.

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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below. However, the primary responsibility for the prevention and detection of fraud rests with both those charged with governance and management of the group and parent company.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

Based on our understanding of the Group and industry, we considered the extent to which non-compliance with laws and regulations could have a material effect on the financial statements. We also identified and considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, AIM listing rules, corporation tax, payroll tax and sales tax.

Independent Auditor's Report continued

To the directors of Concurrent Technologies plc

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to posting inappropriate journal entries to revenue and management bias in accounting estimates. Audit procedures performed by the engagement team included:

- We obtained an understanding of the legal and regulatory frameworks that are applicable to the Group and determined that the most significant are the AIM Rules, Companies Act 2006, minimum wage regulations, health and safety regulations, corporation tax, payroll tax and sales tax;
- We obtained an understanding of how the Group complies with these frameworks through discussions with the Directors;
- We inspected relevant tax filings and considered these and other relevant correspondence for indications of non-compliance;
- We assessed the susceptibility of the Group's financial statements to material misstatement including how fraud might occur by considering the key risks impacting the financial statements;
- We carried out a review of manual entries recorded in management's accounting records, particularly those relating to revenue, and assessed the appropriateness of such entries;
- We challenged assumptions and judgements made by management and their critical accounting estimates;
- We assessed whether the Group's control environment is adequate for the size and operating model of such a Group.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the FRC's website at: 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.



Jonathan Maddison (Senior Statutory Auditor)
For and on behalf of HaysMac LLP,
Statutory Auditor
10 Queen Street Place
London EC4R 1AG

11 April 2026

Consolidated Statement of Comprehensive Income

For the year ended 31 December 2025

	Note	Year to 31 Dec 2025 £	Year to 31 Dec 2024 £
Revenue	3	45,870,248	40,324,083
Cost of sales		(21,411,445)	(20,348,752)
Gross profit		24,458,803	19,975,331
Other income		206,557	–
Administrative expenses		(18,035,426)	(14,782,064)
Group operating profit	4	6,629,934	5,193,267
Finance costs		(125,099)	(93,284)
Finance income	5	158,312	79,294
Exceptional items		(145,805)	–
Profit before tax		6,517,342	5,179,277
Tax (charge)	6	(1,457,981)	(476,839)
Profit for the year		5,059,361	4,702,438
Other comprehensive income			
Exchange losses on translating foreign operations		60,279	(53,556)
Other comprehensive income for the year, net of tax		60,279	(53,556)
Total comprehensive income for the year		5,119,640	4,648,882
Profit for the period attributable to:			
Equity holders of the parent		5,059,361	4,702,438
Total comprehensive income attributable to:			
Equity holders of the parent		5,119,640	4,648,882
Earnings per share			
Basic earnings per share	8	5.86p	5.49p
Diluted earnings per share	8	5.58p	5.18p

All operations were continuing within the year.

This statement should be read in conjunction with accompanying notes.

Consolidated statement of financial position

For the year ended 31 December 2025

Assets	Note	Year to 31 Dec 2025 £	Year to 31 Dec 2024 £
Non-current assets			
Property, plant and equipment	11	4,671,360	2,686,772
Intangible assets	12	16,978,211	15,392,208
		21,649,571	18,078,980
Current assets			
Inventories	15	11,669,593	10,875,616
Trade and other receivables	16	12,114,658	8,104,112
Current tax assets	6	–	14,957
Cash and cash equivalents		14,373,596	13,706,703
		38,157,847	32,701,389
Total assets		59,807,419	50,780,369
Liabilities			
Non-current liabilities			
Deferred tax liabilities	13	2,468,524	2,123,264
Trade and other payables	17	1,726,030	446,477
Long-term provisions	19	355,611	326,596
		4,550,165	2,896,337
Current liabilities			
Trade and other payables	17	10,445,223	8,940,768
Short-term provisions	19	35,375	18,256
Current tax liabilities		4,398	–
		10,484,996	8,959,024
Total liabilities		15,035,162	11,855,361
Net assets		44,772,257	38,925,008

Equity	Note	Year to 31 Dec 2025 £	Year to 31 Dec 2024 £
Capital and reserves			
Share capital	21	869,890	861,692
Share premium account		10,453,983	9,950,231
Merger reserve		1,283,457	1,283,457
Capital redemption reserve		256,976	256,976
Cumulative translation reserve		(122,552)	(182,832)
Profit and loss account		32,030,503	26,755,483
Equity attributable to equity holders of the parent		44,772,257	38,925,008
Total equity		44,772,257	38,925,008

This statement should be read in conjunction with accompanying notes.

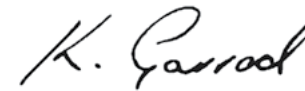
Company Registered Number: 01919979

Company Name: Concurrent Technologies plc

The Financial Statements were approved and authorised for issue by the Board of Directors on 11 April 2026 and signed on its behalf by:



M Adcock
CEO



K Garrod
CFO

Company Statement of Financial Position

For the year ended 31 December 2025

Assets	Note	Year to 31 Dec 2025 £	Year to 31 Dec 2024 £	Equity	Note	Year to 31 Dec 2025 £	Year to 31 Dec 2024 £
Non-current assets				Capital and reserves			
Property, plant and equipment	11	2,452,414	2,468,789	Share capital	21	869,890	861,692
Intangible assets	12	14,718,490	12,788,842	Share premium account		10,453,983	9,950,231
Investments	14	2,382,392	1,947,312	Merger reserve		1,283,457	1,283,457
Trade and other receivables	16	3,223,456	3,301,753	Capital redemption reserve		256,976	256,976
		22,776,752	20,506,697	Profit and loss account		35,576,188	28,213,425
Current assets				Equity attributable to equity holders of the parent		48,440,494	40,565,781
Inventories	15	10,892,647	10,094,952	Total equity		48,440,494	40,565,781
Trade and other receivables	16	13,974,528	8,980,097				
Cash and cash equivalents		12,566,418	10,692,223				
		37,433,593	29,767,272				
Total assets		60,210,344	50,273,969				
Liabilities							
Non-current liabilities							
Deferred tax liabilities	13	2,429,773	1,890,207				
Trade and other payables	17	167,462	428,913				
Long-term provisions	19	355,611	326,596				
		2,952,846	2,645,716				
Current liabilities							
Trade and other payables	17	8,733,296	7,011,848				
Current tax liabilities		48,333	32,368				
Short-term provisions	19	35,375	18,256				
		8,817,005	7,062,472				
Total liabilities		11,769,851	9,708,188				
Net assets		48,440,494	40,565,781				

This statement should be read in conjunction with accompanying notes.

The Company has taken advantage of section 408 to not include its own profit and loss.

The Parent Company profit after tax for the year was £7,147,104 (2024: £6,628,833).

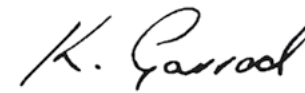
Company Registered Number: 01919979.

Company Name: Concurrent Technologies plc

The Financial Statements were approved and authorised for issue by the Board of Directors on 11 April 2026 and signed on its behalf by:



M Adcock
CEO



K Garrod
CFO

Consolidated Cash Flow Statement

For the year ended 31 December 2025

	Year to 31 Dec 2025 £	Year to 31 Dec 2024 £		Year to 31 Dec 2025 £	Year to 31 Dec 2024 £
Cash flows from operating activities			Cash flows from financing activities		
Profit before tax for the period	6,517,342	5,179,277	Equity dividends paid	(950,732)	(856,377)
Adjustments for:			Repayment of leasing liabilities	(364,902)	(233,230)
Finance income	(158,312)	(79,294)	Interest paid	(125,099)	(93,284)
Finance costs	125,099	93,284	Issue of ordinary shares	511,950	–
Depreciation	904,601	673,058	Sale of treasury shares	7,018	58,500
Amortisation	2,331,936	1,936,561	Net cash used in financing activities	(921,765)	(1,124,391)
Impairment loss	225,174	4,088	Effects of exchange rate changes on cash and cash equivalents	(172,364)	–
Share-based payment	945,627	744,755	Net Increase In Cash	666,893	2,587,975
Exchange differences	403,976	27,547	Cash at beginning of period	13,706,703	11,118,728
(Increase)/decrease in inventories	(793,977)	1,082,884	Cash at the end of the period	14,373,596	13,706,703
Increase in trade and other receivables	(4,010,546)	(1,661,285)			
Increase/(decrease) in trade and other payables	1,425,498	(749,800)			
Cash generated from operations	7,916,418	7,251,074			
Tax received/(paid)	(862,043)	641,594			
Net cash generated from operating activities	7,054,375	7,892,668			
Cash flows from investing activities					
Finance income	158,312	79,294			
Purchases of property, plant and equipment (PPE)	(1,116,057)	(877,072)			
Capitalisation of development costs and purchases of intangible assets	(4,335,608)	(3,382,525)			
Net cash used in investing activities	(5,293,353)	(4,180,302)			

This statement should be read in conjunction with accompanying notes.

Consolidated Statement of Changes in Equity

For the year ended 31 December 2025

	Share capital £	Share premium £	Merger reserve £	Capital redemption reserve £	Cumulative translation reserve	Profit and loss account £	Total equity £
Balance at 1 January 2024	861,692	9,950,231	1,283,457	256,976	(129,276)	22,100,347	34,323,427
Profit for the period	–	–	–	–	–	4,702,438	4,702,438
Exchange differences on translating foreign operations	–	–	–	–	(53,556)	–	(53,556)
Total comprehensive income for the period	–	–	–	–	(53,556)	4,702,438	4,648,882
Share-based payment	–	–	–	–	–	744,755	744,755
Deferred tax on share-based payment	–	–	–	–	–	5,820	5,820
Dividends paid	–	–	–	–	–	(856,377)	(856,377)
Sale/purchase of treasury shares	–	–	–	–	–	58,500	58,500
Balance at 31 December 2024	861,692	9,950,231	1,283,457	256,976	(182,832)	26,755,483	38,925,008
Profit for the period	–	–	–	–	–	5,059,361	5,059,361
Exchange differences on translating foreign operations	–	–	–	–	60,279	–	60,279
Total comprehensive income for the period	–	–	–	–	60,279	5,059,361	5,119,640
Share-based payment	–	–	–	–	–	945,627	945,627
Deferred tax on share-based payment	–	–	–	–	–	220,764	220,764
Dividends paid	–	–	–	–	–	(950,732)	(950,732)
Sale/purchase of treasury shares	–	–	–	–	–	–	–
Shares issued during the year	8,198	503,752	–	–	–	–	511,950
Balance at 31 December 2025	869,890	10,453,983	1,283,457	256,976	(122,553)	32,030,503	44,772,257

This statement should be read in conjunction with accompanying notes.

Company Statement of Changes in Equity

For the year ended 31 December 2025

	Share capital £	Share premium £	Merger reserve £	Capital redemption reserve £	Profit and loss account £	Total equity £
Balance at 1 January 2024	861,692	9,950,231	1,283,457	256,976	21,631,894	33,984,250
Total profit and comprehensive income for the period	–	–	–	–	6,628,833	6,628,833
Share-based payment	–	–	–	–	744,755	744,755
Deferred tax on share-based payment	–	–	–	–	5,820	5,820
Dividends paid	–	–	–	–	(856,377)	(856,377)
Sale/purchase of treasury shares	–	–	–	–	58,500	58,500
Balance at 31 December 2024	861,692	9,950,231	1,283,457	256,976	28,213,425	40,565,781
Profit for the period	–	–	–	–	7,147,104	7,147,104
Share-based payment	–	–	–	–	945,627	945,627
Deferred tax on share-based payment	–	–	–	–	220,764	220,764
Dividends paid	–	–	–	–	(950,732)	(950,732)
Sale/purchase of treasury shares	–	–	–	–	–	–
Shares issued during the year	8,198	503,752	–	–	–	511,950
Balance at 31 December 2025	869,890	10,453,983	1,283,457	256,976	35,576,188	48,440,494

This statement should be read in conjunction with accompanying notes.

Notes to the financial statements

For the year ended 31 December 2025

Note 1 – General information

The principal activity of Concurrent Technologies plc ('the Company') and its subsidiaries (together 'the Group') is the design, development, manufacture and marketing of single board computers for system integrators and original equipment manufacturers.

Concurrent Technologies plc is the Group's ultimate Parent Company. It is incorporated and domiciled in the United Kingdom. Concurrent Technologies plc's shares are listed on the Alternative Investment Market of the London Stock Exchange.

The Group's financial statements are presented in pounds sterling (£), which is also the functional currency of the Parent Company. They have been approved for issue by the Board of Directors on 10 April 2026.

Note 2 – Summary of significant accounting policies

Basis of preparation

These financial statements are for the year ended 31 December 2025. They have been prepared in accordance with UK-Adopted International Accounting Standards and with the requirements of the Companies Act 2006. These financial statements have been prepared under the historical cost convention.

New and amended IFRS Accounting Standards that are effective for the current year

In the current year, the Group has applied a number of amendments to IFRS Accounting Standards issued by the International Accounting Standards Board (IASB) that are mandatorily effective for an accounting period that begins on or after 1 January 2026. Their adoption has not had any material impact on the disclosures or on the amounts reported in these financial statements.

- IFRS 7 & 9: Amendments to the classification and measurement of financial instruments;
- IFRS 7 & 9: Contracts referencing Nature-dependent Electricity;
- Annual improvements to IFRS Accounting Standards – Volume 11;
- IFRS 1: Practise Statement 1 Management Commentary; and
- Disclosures about Uncertainties in the Financial Statements.

New and revised IFRS accounting standards in issue but not yet effective

Certain standards, amendments to, and interpretations of, published standards have been published that are mandatory for the Group's accounting years beginning on or after 1 January 2027 or later years and which the Group has decided not to adopt early:

- IFRS 18: Presentation and Disclosure in Financial Statements;
- IFRS 19: Subsidiaries without Public Accountability Disclosures; and
- Amendments to IAS 21: Translation to a Hyperinflationary Presentation Currency.

None of the above listed changes are anticipated to have a material impact on the Group's financial statements. IFRS 18 will impact the presentation of the income statement but not have an impact on balances or transactions.

Changes in significant accounting policies

There have been no changes in the year to significant accounting policies in the period.

The policies set out below have been consistently applied to all the years presented, except where stated.

Basis of presentation and disclosure exemptions

The consolidated financial statements are presented in accordance with IAS 1 Presentation of Financial Statements. The Group has elected to present the 'Income Statement' and 'Statement of Other Comprehensive Income' in one statement.

The company financial statements are separate financial statements prepared in accordance with FRS 101. The Company is a qualifying entity as defined in FRS 101 and has applied the disclosure exemptions available under FRS 101 in the preparation of these financial statements.

As permitted by FRS 101, the Company has taken advantage of the following disclosure exemptions:

- A cash flow statement and related notes (IAS 7)
- Comparative information in respect of certain disclosures (IAS 1)
- Disclosure requirements of IFRS 7 (Financial Instruments: Disclosures)
- Disclosure requirements of IFRS 13 (Fair Value Measurement)
- Related party disclosures (IAS 24), where transactions are with wholly-owned subsidiaries.

Notes to the financial statements continued

For the year ended 31 December 2025

Going concern

The Directors have reviewed the approved budget and projections sensitised for different scenarios through to end of April 2027, considering general and specific market conditions, status of suppliers, liquidity and funding requirements and the needs of subsidiary companies.

The Directors have assessed the viability of the Group using extreme assumptions to test the cash forecast. Assumptions include extreme reduction in sales, decrease in gross margin, and reduced reduction in inventory levels. Additionally, within these scenarios we have excluded any potential beneficial impacts such as tighter management of working capital and cost reduction measures. These have been excluded to retain headroom in the forecast and to provide a worst expected case scenario. The forecast is that significant cash balances remain within the Group and there is no borrowing requirement leaving the Directors confident that the Group will be able to meet its obligations and as such, there is no material uncertainty over the going concern assumption.

Basis of consolidation

The consolidated financial statements incorporate the financial statements of the Company and its subsidiary undertakings. A subsidiary is a company controlled directly by the Group. Control is achieved where the Group has the power over the investee, rights to variable returns and the ability to use the power to affect the investee's returns.

The acquisition method views a business combination from the perspective of the combining entity that is identified as the acquirer. The acquirer recognises the assets acquired and liabilities and contingent liabilities assumed, including those not previously recognised by the acquiree, where recognition criteria are met. Measurement of these items is generally at fair value at acquisition date. The measurement of the acquirer's assets and liabilities is not affected by the transaction, nor are any additional assets or liabilities of the acquirer recognised as a result of the transaction, because they are not the subjects of the transaction. All subsidiaries are 100% wholly owned and are fully controlled by the Group. All intra-Group transactions, balances, income and expenses are eliminated on consolidation.

Revenue recognition

Revenue is recognised by the Group using the five-step process outlined in IFRS 15:

- Identifying a contract with a customer
- Identifying the performance obligations
- Determining the transaction price
- Allocating the transaction price to the performance obligations
- Recognising revenue when the performance obligations are satisfied.

The Group's principal source of revenue is from the sale of single board computers and associated products (which could include software products which are required by the customer to be added to the boards sold, for example security software). Revenue from the sale of products, including any added software (this is so interlinked with the single board computer (SBC) that they are considered one performance obligation under IFRS 15), is recognised when the Group satisfies its performance obligations by transferring the promised goods to its customers. Control is considered to transfer, at the point in time, when the customer takes undisputed responsibility for the goods. This depends on the terms and conditions of sale with the customer. There are three main terms for delivery: 1) On delivery terms being the Group is responsible for the goods until delivered at the stated delivery address under the contract. 2) Free on Board contract terms means the goods remain the Group's responsibility until they are placed on board the vehicle for shipping, with export duty being the Group's responsibility as well. The customer is responsible after this point. 3) Ex-works contract terms, where the customer is responsible from the point the goods leave the factory or appropriate site, often, under control of the customer's defined shipping arrangement.

The Group provides a basic warranty on its products but does offer customers the opportunity to purchase an extended warranty of one, two or three years for their boards. As the customer has the option of purchasing the additional warranty separately, this is accounted for as a separate performance obligation under IFRS 15 where the Group will repair or replace faulty boards at no additional charge to the customer. Contract liabilities on these extended warranties is recognised and released to income over the warranty period until the performance obligation is satisfied. During the twelve months to 31 December 2025, £38,725 was released to Profit and Loss.

Revenue recognised for Systems contracts, under IFRS 15, was £5,485,060 for 2025 accounts. Systems revenue generated through the Philips acquisition in 2023 will continue to grow in 2026 as the Company continues to mature and grow organically. Revenue will normally be recognised over time, in accordance with IFRS 15, using the input method based on the percentage of completion (using costs versus budgeted/forecasts of costs at completion), and will be dependent on the conditions of each specific contract (in line with the five-step process above). Where applicable, the output method is used based on contracts with specific milestones where control passes to the customer over a period of time and an assessment is performed as to the value of services provided.

For our single board business, invoices are raised on despatch, with payment terms being usually 30 days from date of invoice. For the Systems business, payment terms will be based on negotiations and could include pro-forma and 30-day payment terms but will be subject to negotiated positions.

Notes to the financial statements continued

For the year ended 31 December 2025

Note 2 – Summary of significant accounting policies continued

Cost of sales

Cost of sales consists of external purchases and inventory used on delivering specific contracts, plus the direct manpower (predominantly manufacturing) related to the fulfilment of the specific contracts and direct ancillary costs such as shipping.

Administrative expenses

This includes all non-direct costs (e.g. general overheads such as rent, rates, sales and indirect functions). This also includes non-direct engineering expenses.

Foreign currencies

The functional and presentational currency of the Company is pounds sterling (GBP). Transactions in currencies other than the functional currency of the individual entities within the Group are recorded at the rates of exchange prevailing on the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the remeasurement of monetary items at year-end, exchange rates are recognised in profit or loss.

In the Group's financial statements, all assets, liabilities and transactions of Group entities with a functional currency other than GBP are translated into pounds sterling upon consolidation. The functional currencies of the entities in the Group have remained unchanged during the reporting period.

On consolidation, assets and liabilities have been translated into GBP at the closing rate at the reporting date. Foreign Exchange differences arising for intercompany transactions are charged within profit and loss. Income and expenses have been translated into GBP at the rates of exchange prevailing on the dates of the transactions over the reporting period. In line with IAS 21, an average rate is used for the period unless exchange rates fluctuate significantly and then the weighted average rate is used. Exchange differences are charged/credited to other comprehensive income and recognised in the cumulative translation reserve in equity. On disposal of a foreign operation the cumulative translation differences recognised in equity are reclassified to profit or loss and recognised as part of the gain or loss on disposal. Goodwill and fair value adjustments arising on the acquisition of a foreign entity are treated as assets and liabilities of the foreign entity and translated into GBP at the closing rate.

Inventories

Inventories are stated at the lower of cost and net realisable value on a first-in first-out basis. Cost includes materials, direct labour and an attributable proportion of manufacturing overheads based on normal levels of activity. Net realisable value represents the estimated selling price after allowing for the costs of realisation and, where appropriate, the cost of conversion from their existing state into a finished condition. Provision is made where necessary for obsolete, slow moving or defective inventories.

Leases

A lease is defined as a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration. To apply this definition, the Group assesses whether the contract meets three key evaluations which are whether the contract contains an identified asset, which is either explicitly identified in the contract or implicitly specified by being identified at the time the asset is made available to the Group; the Group has the right to obtain substantially all of the economic benefits from use of the identified asset throughout the period of use, considering its rights within the defined scope of the contract; and the Group has the right to direct the use of the identified asset throughout the period of use.

At lease commencement the Group recognises a right of use asset and a lease liability on the statement of financial position. The right of use asset is measured at cost and initial direct costs incurred by the Group. The right of use asset is then depreciated on a straight-line basis over the term of the lease or the estimated useful life of the asset if shorter. At commencement date the Group measures the lease liability at the present value of the future lease payments, discounted using the Group's incremental borrowing rate.

The Group has elected to account for short-term leases and leases of low-value assets using the recognition exemptions and payments in relation to these are recognised as an expense in the appropriate period.

Right of use assets have been included in property, plant and equipment and the corresponding lease liability included in trade and other payables. Detailed lease liability information is included in Notes 17 and 20.

Notes to the financial statements continued

For the year ended 31 December 2025

Property, plant and equipment

Property, plant and equipment is stated at original historical cost, net of depreciation and any provision for impairment. Depreciation is charged to write off the cost of assets together with any cost directly attributable with bringing the asset into use, less estimated residual value, on a straight-line basis over their estimated useful lives in accordance with the table below:

Plant and machinery	5–15 years on a straight-line basis
Fixtures, fittings, and equipment	3–7 years on a straight-line basis
Computer equipment	3–5 years on a straight-line basis
Improvements to short leasehold property	5–10 years on a straight-line basis

The gain or loss arising on the disposal or retirement of an asset is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognised in the statement of comprehensive income.

The residual values and useful economic lives of property, plant and equipment are reviewed annually.

Intangible assets

All intangible assets are stated at cost less accumulated amortisation and any accumulated impairment losses.

Goodwill

Goodwill arose upon the acquisition of Phillips Aerospace made on 6 September 2023, which was defined as a single cash generating unit (CGU). The assets acquired are not capable of individually generating revenue on their own, so they are deemed combined within the business as a whole to generate revenue, and therefore the business (Phillips Aerospace) is defined as a single CGU.

The goodwill is the amount attributable to the excess of consideration over the fair value of the net assets acquired, including expected synergies, future growth, critical accreditations, and technical knowledge of the employee, and is recorded in accordance with IFRS 3, 'Business Combinations'.

Goodwill is reviewed and tested annually for impairment.

Research costs

Research costs are charged directly to administrative expense in the statement of comprehensive income as incurred.

Development costs

Development costs are capitalised as intangible assets if the asset can be separately identified; it is in the control of the Group; future economic benefits will accrue to the Group; it is technically feasible; the Group has adequate resources to complete the development of the asset; and the costs can be reliably determined.

Capitalised development costs comprise all directly attributable costs necessary to create, produce and prepare the asset to be capable of operating in the manner intended by management, including development-related overheads. Amortisation commences upon completion of the development or when the asset becomes available for commercial production. Capitalised development costs are amortised on a straight-line basis, over the estimated product life which is generally five to seven years. The asset will be reviewed annually for indicators of impairment and whenever indicators suggest that the carrying amount may not be recovered throughout the period in which it is being used, the asset will be subject to a full impairment review. All intangible assets, including those not yet available for use, will be reviewed for indicators of impairment.

All other development costs are recorded under administrative expense in the statement of comprehensive income in the period they are incurred. The following table shows products with a net book value (NBV) of £500k or more:

Product	NBV	Remaining Amortisation Period
Board A	2,141,930	70 months
Board B	467,656	84 months
Board C	1,157,608	65 months
Board D	960,373	76 months
Board E	264,278	84 months
Board F	712,546	46 months
Board G	590,562	78 months
Board H	581,063	60 months

Customer relationships

Customer relationships were acquired as part of the acquisition of Phillips Aerospace on 6 September 2023 and have applied an income approach valuation using the multi-period excess earning method with a useful economic life of ten years.

Notes to the financial statements continued

For the year ended 31 December 2025

Note 2 – Summary of significant accounting policies continued

Intangible assets continued

Other intangible assets

Intangible assets purchased separately, such as software licences that do not form an integral part of hardware, are capitalised at cost and amortised over their useful lives of three to seven years.

The carrying values of intangible assets with finite lives are reviewed for impairment when events or changes in circumstance indicate the carrying value may be impaired. If any such indication exists, the recoverable amount of the asset is estimated to determine the extent of impairment loss.

The recoverable amount of the asset will be used as for all other intangible assets (e.g. backlog and pipeline opportunities), except where the asset does not generate independent cashflows i.e. additional software packages sold as an add-on to a board.

Impairment of property, plant and equipment, and intangible assets

At each statement of financial position date, the Group reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated to determine the extent of the impairment loss.

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows (using both backlog and weighted pipeline) are discounted (13.7% rate used) to their present value. 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 immediately recognised as an expense in the statement of comprehensive income.

Where an impairment loss subsequently reverses, the carrying amount of the asset is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years. A reversal of an impairment loss is recognised as a credit to expenses immediately.

Taxation

Current tax is the tax currently payable based on taxable profit for the year. Current tax for current and prior periods shall, to the extent unpaid, be recognised as a liability. If the amount already paid in respect of current and prior periods exceeds the amount due for those periods, the excess shall be recognised as an asset.

The tax expense for the period comprises current and deferred tax. Tax is recognised in the income statement, except to the extent that it relates to items recognised in other comprehensive income, or directly in equity. In this case, the tax is also recognised in other comprehensive income or directly in equity, respectively.

The Group takes advantage of the merged scheme and Development Expenditure Credits (RDEC) scheme in respect of R&D credits. These are included as other income within Administrative Expenses in the Statement of Comprehensive Income (SOI) to the extent that they relate to expenditure recognised in the SOI. Credits relating to expenditure that has been capitalised are recognised as deferred income in the Statement of Financial Position and are released over the useful life of the assets.

Deferred income taxes are calculated using the liability method on temporary differences. Deferred tax is generally 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 on temporary differences associated with shares in subsidiaries is not provided if reversal of these temporary differences can be controlled by the group and it is probable that reversal will not occur in the foreseeable future. In addition, tax losses available to be carried forward as well as other income tax credits to the Group are assessed for recognition as deferred tax assets.

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. Current and deferred tax assets and liabilities are calculated at tax rates that are expected to apply to their respective period of realisation, provided they are enacted or substantively enacted at the year-end date.

Notes to the financial statements continued

For the year ended 31 December 2025

Financial instruments

Financial assets and financial liabilities are recognised in the statement of financial position when the Group becomes a party to the contractual provisions of the instrument.

(i) Financial assets

Financial assets are held at amortised cost if the assets are held with the objective to collect contractual cash flows and where the contractual terms of the financial assets give rise to cash flows that are solely payments of principal and interest on the principal amount outstanding. After initial recognition at transaction price being the amount of consideration that is unconditional, receivable balances are measured at amortised cost using the effective interest method, less loss allowance for expected credit losses. The Group's cash and cash equivalents, other financial assets (fixed-term deposits), trade and most other receivables fall into this category of financial instruments.

The Group applies the IFRS 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade receivables.

(ii) Financial liabilities

Trade and other payables are not interest bearing and are initially recognised at fair value plus transaction costs directly attributable to their acquisition and then subsequently measured at amortised cost.

(iii) Financial liabilities and equity

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. 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. They are initially recognised at fair value plus transaction costs directly attributable to their acquisition and subsequently measured at amortised cost using the effective interest method. An equity instrument is any contract that evidences a residual interest in the assets of the Group after deducting all of its liabilities.

Investments in subsidiaries

Investments in subsidiaries, as reported in the Parent Company financial statements, are included at cost less provision for impairment.

Finance income

Finance income comprises interest income accrued on a time basis, by reference to the principal outstanding at the effective interest rate applicable.

Dividends

Dividends to the Company's shareholders are recognised as a liability and deducted from shareholders' equity in the period in which the shareholders' right to receive payment is established.

Employee benefits

Retirement benefits

The Company operates a defined contribution retirement benefit plan. The cost of the defined contribution plan is charged to administrative expenses in the statement of comprehensive income on the basis of contributions payable by the Company during the year.

Share-based payments

The Group issues equity-settled, share-based payments to certain employees. Equity-settled, share-based payments are measured at fair value at the date of grant. In the consolidated Financial Statements, the fair value determined at the grant date of equity-settled, share-based payments is expensed on a straight-line basis over the vesting period based on the Group's estimate of shares which will eventually vest, together with a corresponding increase in equity. In the Financial Statements of the Company, equity-settled, share-based payments issued to employees of the Company are treated in the same manner as in the consolidated Financial Statements. Equity-settled, share-based payments issued to employees of subsidiary undertakings are treated in the Financial Statements of the Company as an increase in investment in subsidiary companies, together with a corresponding increase in equity, over the vesting period based on the Group's estimate of shares which will eventually vest.

Fair value is measured by use of a binomial option pricing model and has been adjusted for the estimated effect of non-transferability, exercise restrictions and behavioural considerations.

For options that have non-market vesting conditions such as EPS growth, the award has been valued using a Black-Scholes Model. This type of model is typically used where no market conditions are associated with the awards.

Options granted from November 2021 have been valued using the Black-Scholes Model. Options granted pre-November 2021 used the binomial option pricing model.

Treasury shares

The Company's shares which have been purchased and not cancelled are held as treasury shares and deducted from shareholders' equity. No gain or loss is recognised in profit or loss on the purchase, sale, issue or cancellation of the shares.

Notes to the financial statements continued

For the year ended 31 December 2025

Note 2 – Summary of significant accounting policies continued

Reserves

Share premium account represents the difference between the price received on the sale of shares and their par value.

Capital redemption reserve arose from the purchase of shares and represents their nominal value.

Cumulative translation reserve arises from the consolidation of foreign subsidiaries.

Share capital represents the nominal value of shares that have been issued.

Profit and loss account includes all current and prior period retained profits and share-based payments less treasury shares held at the statement of financial position date.

Merger reserve represents the difference between the price of the shares issued on acquisition of Phillips Aerospace and their par value.

Provisions

Provisions are recognised when present obligations resulting from a past event will probably lead to an outflow of economic resources from the Group and amounts can be estimated reliably. Provisions reported are for non-purchased warranties (all additional purchased warranties are accounted for under contract liabilities). The obligation under IFRS 15 is for the Group to repair or replace faulty boards at no additional charge to the customer.

EPS

Basic earnings per share (EPS) is calculated by dividing the profit attributable to the owners of Concurrent Technologies plc, excluding any costs of servicing equity other than ordinary shares, by the weighted average number of ordinary shares outstanding during the financial year.

DEPS

Diluted earnings per share (DEPS) is calculated by dividing the profit attributable to the owners of Concurrent Technologies plc, excluding any costs of servicing equity other than Ordinary Shares, by the weighted average number of Ordinary Shares and share options outstanding during the financial year.

Key judgements and estimates

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectation of future events that are believed to be reasonable under the circumstances.

Estimates

The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of creating a material adjustment to the carrying amounts of assets and liabilities are discussed below.

Development costs

To determine whether an impairment is required regarding the carrying value of the capitalised development costs, management has applied the criteria of IAS 36 'Impairment of Assets' and have projected the future economic benefits of the asset. Reviewing against current sales backlog and estimated weighted, (based on probability factors, predominantly driven by stage of the opportunity), future pipeline opportunities, which will be achieved from this investment using an estimated useful life of seven years. Management considers the review to be sufficiently robust regarding reasonable movements in discount rates (current rate used 13.7%).

A 1% increase in the discount rate would not lead to a material increase in impairment, so therefore, the discount rate is not considered to be the key source of estimation uncertainty, but it is the assumptions made around conversion of future sales that is key to the estimate. Where indicators exist, management then record judgement-based impairment charges which consider project specific technical issues, customer feedback, opportunity for product substitution and other market factors. Estimation uncertainty relates to assumptions about future results.

The Group has performed a sensitivity analysis against our top five boards in terms of NBV, using the key input of gross margin, and the result is the gross margin would have to reduce between 50% and 70%, depending on the board, to achieve a breakeven position. This provides the Directors with comfort in respect of headroom in the impairment calculations.

Inventory

A slow moving inventory provision has been made where necessary where inventory has had no movement in three years or more as per our accounting policy. Items that are provided for, should they start being used again, will have the provision removed/reversed.

Notes to the financial statements continued

For the year ended 31 December 2025

R&D Tax Credits

The Group takes advantage of the Research and Development Expenditure Credits (RDEC) merged scheme in respect of R&D credits. These are included as other income within Administrative Expenses in the Statement of Comprehensive Income (SOI) to the extent that they relate to expenditure recognised in the SOI. Credits relating to expenditure that has been capitalised are recognised as deferred income in the Statement of Financial Position and are released over the useful life of the assets. The merged scheme has been accounted for in line with IAS 20 government grants.

Goodwill and intangible assets on acquisition

Application of IFRS 3

In 2023, the Group acquired Phillips Aerospace and accordingly reviewed the acquisition of the entity in accordance with IFRS 3 'Business Combinations'. Any assets that were identified as being separately identifiable assets have been valued using appropriate valuation techniques in order to determine the fair value of intangible assets acquired as part of the business combination aside from any goodwill arising as a result of the transaction. Management has undertaken an impairment assessment and in accordance with IAS 36 in preparing value in use calculations and concluded there is no indication of impairment of any business combinations.

These are accordingly recorded as separate intangible assets in Note 12 and have been reviewed for impairment as noted in Note 12.

CGU

The classification of Phillips Aerospace as a single CGU is a key judgement based on the understanding of the elements that were purchased. The assets purchased (e.g., accreditation, customer relationships, working capital etc.) are not capable of generating revenue in their own right, individually, and therefore, they are judged to be intrinsically linked as one to define the business of Phillips Aerospace to be one single CGU. Accordingly, any goodwill arising as a result of this acquisition has been allocated to the CGU identified.

The subsequent impairment and amortisation of the goodwill and assets are based on key estimates and judgements, reviewing the capability of the business from key forecasts of revenue and orders. These are tested for impairment in the same way as development costs (i.e. the use of a discounted cashflow forecast to determine the value in use of the CGU, which has been prepared in accordance with IAS 36).

Capitalisation of development costs IAS 38 – Intangible Assets

Judgement is required when distinguishing the research and development phases of new projects and determining whether the recognition requirements for capitalisation of the development costs are met under IAS 38. Research covers pre-solution options often through feasibility studies of various technologies. Development is the application of research findings or other knowledge to plan or design for the production of new or substantially improved products before the start of commercial production. Development costs are capitalised as an intangible asset if all the following criteria are met: there is technical feasibility of completing the asset so that it will be available for use or sale; the intention is to complete the asset and use or sell it; there is an ability to use or sell the asset; the asset will generate future economic benefits and demonstrate the existence of a market or the usefulness of the asset if it is to be used internally; the availability of adequate technical, financial and other resources to complete the development and to use or sell it; and the ability to measure reliably the expenditure attributable to the intangible asset.

Judgements

Research and Development

Judgement is required when distinguishing the research and development phases of new projects and determining whether the recognition requirements for capitalisation of the development costs are met. Research covers pre-solution options often through feasibility studies of various technologies. Development is the application of research findings or other knowledge to plan or design for the production of new or substantially improved products before the start of commercial production. Development costs are capitalised as an intangible asset if all the following criteria are met: there is technical feasibility of completing the asset so that it will be available for use or sale; the intention is to complete the asset and use or sell it; there is an ability to use or sell the asset; the asset will generate future economic benefits and demonstrate the existence of a market or the usefulness of the asset if it is to be used internally; the availability of adequate technical, financial and other resources to complete the development and to use or sell it; and the ability to measure reliably the expenditure attributable to the intangible asset.

Revenue Recognition

Judgement is required when assessing the most appropriate method for revenue recognition under IFRS 15. For certain contracts, a judgement has been applied that under certain circumstances, milestones related to acquisition of key materials at the outset of a contract is representative of value to the customer and therefore faithfully depicts revenue earned, revenue has therefore been recorded in accordance with these milestones for output method contracts.

Notes to the financial statements continued

For the year ended 31 December 2025

Note 3 – Segment reporting

The Directors consider that there is only one operating segment, Concurrent Group, which undertakes the design, manufacture and supply of high-end embedded computer products and systems. The Company's products can be supplied to more than one business sector and are sold on a global basis. All manufacturing of computer products is undertaken in the UK.

Whilst looking at sales by business sectors, the Executive Board members of the Company as the Chief Operating Decision Maker do not make decisions regarding allocation of Group resources on such a basis.

The Board in its entirety, i.e. including Non-Executive members, is not involved in making operational decisions. Further, Group profits are not categorised for internal reporting purposes by sectors or geography. The historical and anticipated performance of the Group is therefore reported to the Board of Concurrent Technologies plc as a single entity. Thus, the Directors consider that there are no additional segments required to be disclosed under IFRS 8 – Operating Segments but have provided the following geographic sales analysis. No geographical analysis of non-current assets is provided as non-current assets outside of the UK are immaterial.

During 2025, £6.1m or 13% of Group Revenue depended on a single customer. In 2024, £5.9m or 15% of Group Revenue depended on a single customer.

All board revenue is recognised at a point in time, with systems and warranty (immaterial) revenue recognised over time.

	Year to 31 December 2025 £	Year to 31 December 2024 £
United States	23,667,198	18,333,933
Italy	6,131,646	3,661,980
United Kingdom	4,236,392	2,929,047
Other Europe	5,864,756	8,098,949
Rest of the World	5,970,256	7,300,174
	45,870,248	40,324,083

	2025 £	2024 £
Products	37,225,716	37,836,380
Projects	3,159,472	1,225,720
Systems	5,485,060	1,261,981
	45,870,248	40,324,081

Note 4 – Group operating profit

	Year to 31 December 2025 £	Year to 31 December 2024 £
Group operating profit is stated after charging to cost of sales:		
Cost of inventories recognised as expense	18,755,599	18,393,779
Staff costs (see Note 10)	2,655,846	2,244,166
Group operating profit is stated after charging/ (crediting) to operating expenses:		
Net foreign exchange losses/(gains)	617,060	(303,144)
Total expensed research and development costs	1,819,283	2,573,902
Amortisation of intangible assets	2,331,936	1,936,561
Impairment of intangible assets	225,174	4,088
Depreciation of owned property, plant and equipment	586,440	468,683
Depreciation of right of use (ROU) Asset	318,161	204,374
Staff costs (see Note 10)	12,394,737	10,540,722
Group principal auditor's remuneration:		
Audit of Group financial statements pursuant to legislation	183,500	158,300
Other non-auditor remuneration relating to taxation compliance	46,275	39,200

Notes to the financial statements continued

For the year ended 31 December 2025

Note 5 – Finance income

	Year to 31 December 2025 £	Year to 31 December 2024 £
Interest earned on bank deposits	158,312	79,294

Note 6 – Tax

	Year to 31 December 2025 £	Year to 31 December 2024 £
Current tax expense	899,386	–
Current deferred tax	876,226	1,014,506
Prior year tax expense	(7,429)	(17,007)
Prior year deferred tax	(310,202)	(520,660)
	1,457,981	476,839

The tax assessed on the Group's profit before tax for the year is less than the standard rate of corporation tax in the UK. The applicable rate of corporation tax for the year to 31 December 2025 was 25.00% (2024: 25.00%). The differences are explained below:

	Year to 31 December 2025 £	Year to 31 December 2024 £
Profit before tax	6,517,342	5,179,277
Corporation tax on profit before tax at standard rate	1,629,335	1,294,819
Expenses not deductible for tax purposes	19,560	13,771
UK tax credits	–	(731,734)
Share options	(261,706)	4,736
Impact of overseas losses	388,423	432,914
Adjustment in respect of previous years	(317,631)	(537,667)
Tax charge/(credit)	1,457,981	476,839

Factors that may affect future tax charges are the UK tax rates, and any changes to R&D tax credits would have an impact on the tax position of the Group and Parent company.

Note 7 – Dividend

	2025 £	2024 £	2025 pence per share	2024 pence per share
Final (for the previous year)	950,732	856,377	1.155	1.00
Interim	–	–	–	–
	950,732	856,377	1.155	1.00

Interim dividends are recognised in the Financial Statements in the period they are paid. The Directors have proposed a 1.155p dividend for the year ended 31 December 2025 as a resolution for the Annual General Meeting (total dividend for 2024 was £950,732).

Notes to the financial statements continued

For the year ended 31 December 2025

Note 8 – Earnings per share

Basic earnings per share is calculated by dividing the profit attributable to ordinary equity holders for the period by the weighted average number of Ordinary Shares outstanding during the period. Diluted earnings per share is calculated by adjusting the weighted average number of Ordinary Shares outstanding to assume conversion of all contracted dilutive potential Ordinary Shares. The Company only has one category of dilutive potential Ordinary Share namely the share options.

The inputs to the earnings per share calculation are shown below:

	Year to 31 December 2025 £	Year to 31 December 2024 £
Profit after tax	5,059,361	4,702,438
	Year to 31 December 2025 No.	Year to 31 December 2024 No.
Weighted average number of Ordinary Shares for basic earnings per share	86,390,532	85,676,344
Adjustment for share options	4,330,295	5,106,393
	90,720,827	90,782,737
	Year to 31 December 2025	Year to 31 December 2024
Earnings per share amount	5.86p	5.49p
Diluted earnings per share amount	5.58p	5.18p

Note 9 – Directors' emoluments

	Year to 31 December 2025 £	Year to 31 December 2024 £
Fees and emoluments	1,372,030	1,295,912
Pension contributions	19,000	16,298
	1,391,030	1,312,210
The emoluments of Directors disclosed above include in respect of the highest paid Director:		
Fees and emoluments	612,017	614,719
Pension contributions	–	–
The number of Directors to whom retirement benefits are accruing under a defined contribution scheme is:	1	1

Detailed information concerning Directors' emoluments, shareholdings and options is provided in the Report of the Remuneration Committee.

Notes to the financial statements continued

For the year ended 31 December 2025

Note 10 – Staff costs

	Group Year to 31 December 2025 £	Company Year to 31 December 2025 £	Group Year to 31 December 2024 £	Company Year to 31 December 2024 £
Wages and salaries	11,997,019	8,986,367	10,160,327	7,822,904
Social security costs	1,409,070	944,043	1,277,769	985,571
Defined contribution pension costs	693,400	634,035	602,037	547,017
Share-based payment	951,094	523,271	744,755	370,083
	15,050,583	11,087,716	12,784,888	9,725,575
Average number of employees:	No	No	No	No
Production	45	45	40	39
Other	141	99	115	89
	186	144	155	128

Direct employment costs capitalised for the year to 31 December 2025 £3,587,579 (2024:£2,656,170).

Notes to the financial statements continued

For the year ended 31 December 2025

Note 11 – Property, plant and equipment

Group	Improvements to short leasehold property £	Right of use asset £	Plant, fixtures & computer equipment £	Total £
Cost				
At 1 January 2024	1,005,651	1,262,252	4,995,195	7,263,098
Foreign exchange movement	(2,018)	–	(2,785)	(4,803)
Additions	28,629	–	868,482	897,111
At 31 December 2024	1,032,262	1,262,252	5,860,892	8,155,406
Foreign exchange movement	(48,565)	–	(32,093)	(80,658)
Additions	469,110	1,789,539	646,947	2,905,596
Disposals	(104,784)	–	(724,524)	(829,308)
At 31 December 2025	1,348,023	3,051,791	5,751,222	10,151,036
Accumulated depreciation				
At 1 January 2024	507,205	573,312	3,716,698	4,797,215
Foreign exchange movement	(1,067)	533	(1,105)	(1,639)
Charge for the year	121,182	204,374	347,501	673,058
At 31 December 2024	627,320	778,219	4,063,094	5,468,634
Foreign exchange movement	(6,278)	–	(7,825)	(14,103)
Charge for the year	104,382	318,161	482,058	904,601
Disposals	(140,083)	–	(739,373)	(879,456)
At 31 December 2025	585,341	1,096,380	3,797,955	5,479,676
Net book value				
At 31 December 2024	404,942	484,033	1,797,797	2,686,772
At 31 December 2025	762,682	1,955,411	1,953,268	4,671,360

Notes to the financial statements continued

For the year ended 31 December 2025

Company	Improvements to short leasehold property £	Right of use asset £	Plant, fixtures & computer equipment £	Total £
Cost				
At 1 January 2024	841,023	1,165,260	4,633,970	6,640,253
Additions	28,629	–	684,704	713,333
At 31 December 2024	869,652	1,165,260	5,318,674	7,353,586
Additions	150,681	–	504,793	655,474
Disposals	–	–	(577,526)	(577,526)
At 31 December 2025	1,020,333	1,165,260	5,245,942	7,431,534
Accumulated depreciation				
At 1 January 2024	350,755	503,834	3,411,455	4,266,044
Charge for the year	96,452	187,443	334,858	618,753
At 31 December 2024	447,207	691,277	3,746,313	4,884,797
Charge for the year	86,896	187,443	397,511	671,850
Disposals	–	–	(577,526)	(577,526)
At 31 December 2025	534,103	878,720	3,566,298	4,979,121
Net book value				
At 31 December 2024	422,445	473,983	1,572,361	2,468,789
At 31 December 2025	486,230	286,540	1,679,644	2,452,414

Notes to the financial statements continued

For the year ended 31 December 2025

Note 12 – Intangible assets

Group	Development costs £	Goodwill £	Customer relationships £	Other £	Total £
Cost					
At 1 January 2024	34,861,523	1,230,594	1,130,851	1,594,661	38,817,629
Foreign exchange movement	–	19,690	17,513	–	37,203
Additions	3,043,265	–	–	339,260	3,382,525
At 31 December 2024	37,904,787	1,250,284	1,148,364	1,933,921	42,237,356
Foreign exchange movement	–	(88,310)	(64,889)	(109,277)	(262,476)
Additions	3,864,766	–	–	470,842	4,335,608
Disposals	–	–	–	(9,036)	(9,036)
At 31 December 2025	41,769,553	1,161,974	1,083,475	2,286,450	46,301,452
Amortisation					
At 1 January 2024	23,858,598	–	36,248	1,008,386	24,903,232
Foreign exchange movement	–	–	–	1,268	1,268
Charge for the year	1,685,441	–	114,895	136,225	1,936,561
Impairment loss	4,088	–	–	–	4,088
At 31 December 2024	25,548,126	–	151,143	1,145,879	26,845,149
Foreign exchange movement	–	–	(8,540)	(64,749)	(73,289)
Charge for the year	2,053,713	–	106,780	171,443	2,331,936
Disposals	–	–	–	(5,728)	(5,728)
Impairment loss	225,174	–	–	–	225,174
At 31 December 2025	27,827,013	–	249,383	1,246,845	29,323,241
At 31 December 2024	12,356,661	1,250,284	997,221	788,042	15,392,208
At 31 December 2025	13,942,540	1,161,974	834,092	1,039,605	16,978,211

Notes to the financial statements continued

For the year ended 31 December 2025

Company	Development costs £	Other £	Total £
Cost			
At 1 January 2024	34,861,523	1,212,174	36,073,697
Transfer between classes	–	5,398	5,398
Additions	3,043,265	321,820	3,365,085
Transfer to tangibles			
At 31 December 2024	37,904,787	1,539,392	39,444,180
Additions	3,864,766	470,842	4,335,608
Disposals	–	(9,036)	(9,036)
At 31 December 2025	41,769,553	2,001,198	43,770,751
Amortisation			
At 1 January 2024	23,858,598	997,196	24,855,794
Foreign exchange movement			
Charge for the year	1,685,441	110,015	1,795,456
Impairment loss	4,088	–	4,088
At 31 December 2024	25,548,126	1,107,211	26,655,338
Charge for the year	2,053,713	123,764	2,177,477
Disposals	–	(5,728)	(5,728)
Impairment loss	225,174	–	225,174
At 31 December 2025	27,827,013	1,225,247	29,052,261
At 31 December 2024	12,356,661	432,181	12,788,842
At 31 December 2025	13,942,540	775,951	14,718,490

Development costs can be broken down as assets under development (based on original cost) £5,839,758 (2024: £3,282,211) and assets available for use (based on original cost) £35,929,795 (2024: £34,622,576).

Other intangible assets comprise purchased software which have been made bespoke to the business and are used within the business and software licences. All amortisation and impairment charges (or reversals if any) are included within 'Administrative Expenses'.

Capitalised development costs

The company assesses whether there are any impairment indicators for the capitalised development costs. Where impairment indicators exists or the asset is not yet amortised an impairment assessment has been performed in line with IAS 36 to determine whether any impairment is required.

Assets of £225,174 have been impaired in the year as a result of this assessment - all other assets either show no indicators of impairment or have significant headroom based on the impairment assessments undertaken.

Goodwill

The goodwill associated with the acquisition of Phillips Aerospace has been tested for impairment in accordance with IAS 36. The goodwill is allocated to the cash generating unit, which in this case is the Phillips Machine & Welding Company Inc entity. Accordingly a value in use calculation has been prepared by the company to determine whether an impairment is required.

The key inputs into this forecast are:

- Discount rate
- Revenue growth rate

Sensitivity analysis has been performed which demonstrates the discount rate would need to increase by over 50% for there to be no headroom and the forecasted revenue would need to fall by 10% for there to be no headroom.

Notes to the financial statements continued

For the year ended 31 December 2025

Note 13 – Deferred tax

Group	Share-based payments £	Accelerated capital allowances £	Tax losses £	Other £	Total £
At 1 January 2024	490,730	(2,101,163)	253,337	(304,357)	(1,661,453)
Credited/(charged) to statement of comprehensive income	63,848	(978,982)	421,289	26,214	(467,631)
Credited/(charged) to equity	5,820	–	–	–	5,820
At 31 December 2024	560,398	(3,080,145)	674,626	(278,143)	(2,123,264)
Credited/(charged) to statement of comprehensive income	65,470	(359,547)	(496,609)	224,662	(566,024)
Credited/(charged) to equity	220,764	–	–	–	220,764
At 31 December 2025	846,632	(3,439,692)	178,017	(53,481)	(2,468,524)
Company					
At 1 January 2024	490,730	(2,108,449)	215,538	–	(1,402,181)
Credited/(charged) to statement of comprehensive income	63,848	(978,982)	421,289	–	(493,845)
Credited/(charged) to equity	5,820	–	–	–	5,820
At 31 December 2024	560,398	(3,087,431)	636,827	–	(1,890,206)
Credited/(charged) to statement of comprehensive income	65,470	(352,261)	(636,827)	163,287	(760,331)
Credited/(charged) to equity	220,764	–	–	–	220,764
At 31 December 2025	846,632	(3,439,692)	–	163,287	(2,429,773)

Notes to the financial statements continued

For the year ended 31 December 2025

Note 14 – Investments

Company	31 December 2025 £	31 December 2024 £
Investment in subsidiary companies		
Shares at cost	19,705	19,705
Capital contribution	1,361,656	1,361,656
Equity-settled share-based payment	1,001,030	565,951
Total investment in subsidiary companies	2,382,391	1,947,312

The Group has closed the Research and Development facility located in India. The investment in the subsidiary company has not been impaired during 2025. This will be impaired in 2026 upon formal dissolution. The investment carried in the accounts is £12,994. Investments are tested annually for impairment by reviewing the future discounted cash flows of subsidiary companies.

Subsidiary undertakings included in these accounts, which are all wholly owned, at 31 December 2025 are:

Name	Place of incorporation	Class of share	Percentage held	Nature of business
By Company:				
Concurrent Tech	Bangalore,	Ordinary	99.999 per cent	Non-trading
India Private Ltd	India			Company
Concurrent Technologies Inc.	California, USA	Ordinary	100 per cent	Sale & service of Company products & R&D services for the Company
By Concurrent Technologies Inc:				
Omnibyte Corporation	Illinois, USA	Ordinary	100 per cent	Dormant
Phillips Aerospace	California, USA	Ordinary	100 per cent	Developer & manufacturer of industrial products and associated services

Notes to the financial statements continued

For the year ended 31 December 2025

Note 15 – Inventories

	Group 31 Dec 2025 £	Company 31 Dec 2025 £	Group 31 Dec 2024 £	Company 31 Dec 2024 £
Raw materials	7,866,377	7,089,431	6,948,808	6,168,144
Work in progress	3,202,458	3,202,458	3,640,455	3,640,455
Finished goods	600,758	600,758	286,353	286,353
	11,669,593	10,892,647	10,875,616	10,094,952

During 2025 the provision for obsolete and slow-moving inventories has been increased by £121,964 (2024: increased by £74,719). In accordance with IAS2, inventories are measured at the lower of cost and net realisable value.

The inventory balance movement includes a write-off provision which has decreased by £82,636 in the period. This comprises obsolete inventory following an in-depth analysis of the Group's inventory.

In 2025, a total of £18.8m (2024: £18.4m) of purchase of inventories was included in the Consolidated Statement of Comprehensive Income as an expense.

Note 16 – Trade and other receivables

	Group 2025 £	Company 2025 £	Group 2024 £	Company 2024 £
Current				
Trade receivables	9,658,509	5,216,633	6,196,812	2,183,749
Prepayments and accrued income	2,456,149	742,978	1,550,741	1,359,050
Other debtors	–	–	356,559	356,559
Amounts due from subsidiary undertakings	–	8,014,917	–	5,080,739
	12,114,658	13,974,528	8,104,112	8,980,097
Non-current				
Loan to subsidiary	–	3,223,456	–	3,301,753
	–	3,223,456	–	3,301,753

The formal loan agreement for the loan to subsidiary was signed in 2024 and the loan has a repayment date of September 2028. Therefore, the loan balance has been reclassified to non-current receivables.

The group applies the IFRS 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade receivables. Trade receivables have been grouped based on shared credit risk characteristics. The expected loss rates are based on historic performance, as well as current macroeconomic conditions and experience. The Company has assessed the recoverability of inter-company balances by comparing to future discounted cash flows, and deem no issues in terms of credit losses, with all amounts being repayable on demand. There have been no previous write-offs of inter-company balances and there are sufficient cash and other current assets to cover the amount.

Notes to the financial statements continued

For the year ended 31 December 2025

31 December 2025	Current	More than 30 days past due	More than 60 days past due	More than 90 days past due	Total
Expected loss rate	–	–	–	0.001%	
Gross carrying amount	7,716,401	1,926,825	9,036	6,247	9,658,509
Lifetime expected credit loss	–	–	–	210	210

As a Group we don't have a significant amount of bad debt and, historically, bad debts have been very close to nil due to the recurring nature of orders; our customers pay what is owed, so it is not necessary for us to provide for any balances as bad debt.

	Group 2025 £	Company 2025 £	Group 2024 £	Company 2024 £
At 1 January	210	210	210	210
Charged to statement of comprehensive income	26,920	26,920	–	–
At 31 December	27,130	27,130	210	210
	Group 2025 £	Company 2025 £	Group 2024 £	Company 2024 £
More than 30 days	1,926,825	–	552,964	398,653
More than 60 days	9,036	–	741,415	531,201
More than 90 days	6,247	6,247	377,088	257,731
	1,942,108	6,247	1,671,467	1,187,585

Note 17 – Trade and other payables

Current	Group 2025 £	Company 2025 £	Group 2024 £	Company 2024 £
Trade payables	4,465,620	3,550,890	5,052,348	4,469,106
Contract liabilities	2,311,355	2,311,355	588,213	588,213
Other payables	76,242	58,630	117,589	102,878
Right of use lease liability	439,671	303,360	310,182	287,746
Other taxes and social security costs	657,382	653,809	277,102	267,953
Accruals	2,494,953	1,855,252	2,595,334	1,295,952
	10,445,223	8,733,296	8,940,768	7,011,848

Within Contract Liabilities is an amount of £653,146 relating to R&D Tax deferred income.

Non-Current	Group 2025 £	Company 2025 £	Group 2024 £	Company 2024 £
Right of use liability	1,726,030	167,462	446,477	428,913
	1,726,030	167,462	446,477	428,913

Notes to the financial statements continued

For the year ended 31 December 2025

Note 17 – Trade and other payables continued

Contract liabilities have been disaggregated from other payables in the current and prior years to provide more detailed information to the reader of the accounts as to the nature of other payables.

Contract liabilities (Group and Company)	RDEC	Project A	Warranty	End of life	Total
B/fwd as 1 January 2025	0	0	60,882	527,331	588,213
Charged/(credited) to profit or loss	0	–	–	–	0
Addition	653,146	1,306,959	–	–	1,960,105
Release	0	0	(27,931)	(209,032)	(236,963)
Closing at 31 December 2025	653,146	1,306,959	32,951	318,299	2,311,355

Note 18 – Financial instruments

	Financial assets measured at amortised cost £		Financial liabilities measured at amortised cost £
Group		Group	
2024 Non-current:	–	2024 Current:	
2024 Current:		Trade and other payables	8,075,453
Trade and other receivables	6,196,812	2025 Current:	
Cash and cash equivalents	13,706,703	Trade and other payables	7,476,486
Total for category	19,903,515		
2025 Non-current:	–		
2025 Current:			
Trade and other receivables	9,658,509		
Cash and cash equivalents	14,373,596		
Total for category	24,032,105		

Included in the above is trade payables, other payables, accruals and lease liabilities. All non-current liabilities as displayed in Note 17 relate to lease liabilities which are financial liabilities measured at amortised cost.

Notes to the financial statements continued

For the year ended 31 December 2025

Note 19 – Provisions

Group and Company	Dilapidation £	Product warranty £
Carrying amount at 1 January 2025	308,340	36,512
Charged to profit or loss		
Increase in provisions	11,896	34,238
Amount utilised	–	–
Carrying amount at 31 December 2025	320,236	70,750
Provisions have been analysed between current and non-current as follows:		
Current		35,375
Non-current		355,611

Warranties are provided for based on past experience and on the basis of management's best estimate of the Group's liability under 24-month warranties granted on its hardware products.

Dilapidations are provided for on the basis of management's best estimate for both the Colchester and Theale offices. This is recognised over the life of each lease.

Note 20 – Leases and commitments

The Group leases properties for its operations in the UK and US and the information is presented below, all leases relate to property.

Changes in liabilities arising from financing activities	Group 2025 £	Company 2025 £	Group 2024 £	Company 2024 £
Opening balance	756,659	716,659	989,935	946,079
Additions	1,773,944	–	–	–
Payments	(476,907)	(283,553)	(326,514)	(286,410)
Interest	125,099	37,716	86,166	56,990
Foreign exchange	(13,094)	–	7,072	–
Closing balance	2,165,701	470,822	756,659	716,659

Right of use assets

	Group 2025 £	Company 2025 £
Opening balance	484,033	473,983
Additions	1,773,944	–
Depreciation	(302,566)	(187,443)
Foreign exchange	–	–
Closing balance	1,955,411	286,540

The right of use in relation to leasehold property is disclosed as PPE (Note 11).

Leases are made up of three properties with the terms as follows: UK office (Colchester) has no remaining break clauses; UK office (Theale) has a break clause of 1st April 2028; US office has a break clause on 31 January 2030.

Notes to the financial statements continued

For the year ended 31 December 2025

Note 20 – Leases and commitments continued

Right of use assets continued

	Note	Group 2025 £	Company 2025 £	Group 2024 £	Company 2024 £
Within one year		(503,558)	(285,962)	(365,566)	(325,462)
Within 2–6 years		(1,259,768)	(209,371)	(453,424)	(453,424)
After 6 years		(755,755)	–	–	–
Add unearned interest		353,379	24,511	62,331	62,227
		(2,165,702)	(470,822)	(756,659)	(716,659)
Non-current	17	(1,726,030)	(167,462)	(446,477)	(428,913)
Current	17	(439,671)	(303,360)	(310,182)	(287,746)
		(2,165,702)	(470,822)	(756,659)	(716,659)

At 31 December 2024 the Group was committed to a short-term lease for the Phillips Aerospace office lease which ended in 2025. The Group has elected not to recognise a lease liability for short-term leases or for leases of low-value assets. Payments made on these leases are expensed on a straightline basis and the value of these expenses in the year was £5,964. Amounts recognised in the consolidated statement of comprehensive income.

	Group 2025 £	Group 2024 £
Short-term and low-value lease expense	5,964	198,735
Depreciation charge	200,082	204,374
Interest expense	38,674	62,331

Amounts recognised in the consolidated statement of cash flows.

	Group 2025 £	Group 2024 £
Payment of lease liabilities	476,907	326,514

Capital commitments

At the end of the year there were no capital expenditure commitments £nil (2024: £nil).

Note 21 – Share capital

	31 Dec 2025 £	31 Dec 2024 £
Allotted, issued and fully paid share capital:		
Ordinary Shares (86,989,048 of 1p each)	869,890	861,692

At 31 December 2025 the Company held nil Ordinary Shares (2024: 381,522) with an aggregate nominal value of £nil (2024: £3,815) in treasury. As a result of options exercised in the year, proceeds of £503,752 were received in relation to these options.

	Treasury shares
Balance as at 1 January 2025	381,522
Shares sold	(381,522)
Balance as at 31 December 2025	–

Treasury share movement in year due to exercise of share options of £381,522 which were taken out of treasury shares and moved to ordinary shares.

Note 22 – Pension scheme

The Company operates a Group Personal Pension Scheme, which all permanent employees may join. The Scheme, which is a defined contribution scheme, is independent of the Company's finances. The Company's contributions are based on between 5.5% and 10% of members' gross salaries, dependent upon the length of service of the individual. The Company has also chosen Royal London as its workplace pension scheme to meet its employer duties under the Auto Enrolment rules. Contributions to the Royal London scheme are at the minimum rates. The total charge to administrative expenses in the statement of comprehensive income is disclosed in Note 10 Staff Costs. Pension contributions payable to the Schemes at the end of the year were £95,106 (2024: £80,020).

Notes to the financial statements continued

For the year ended 31 December 2025

Note 23 – Financial risk management

The Group is exposed to various risks in relation to financial instruments. The Group's financial assets and liabilities by category are summarised in Note 18. The main types of risks are market risk, credit risk and liquidity risk. The Group's policy in respect of financial risk management is referred to in the report on Corporate Governance.

The Group does not actively engage in the trading or holding of financial assets for speculative purposes. The most significant financial risks to which the Group is exposed are described below.

Market risk analysis

The Group is exposed to market risk through its use of financial instruments and specifically to currency risk which results from its operating activities.

Foreign currency sensitivity

A number of transactions are conducted by companies in the Group in currencies other than their functional currency which give rise to monetary assets and liabilities denominated in other currencies. The Group's exposure to foreign currency exchange risk is mitigated to a large extent by natural hedging, as assets in currency are matched by liabilities in the same currency. The value of monetary assets and liabilities of the Group and Company not held in functional currencies at the statement of financial position date were as follows:

	2025 US dollar £	2024 US dollar £
Net foreign currency monetary assets/(liabilities)		
Group	4,000,165	3,050,393
If sterling had strengthened by 5% against US dollar:		
Impact on net Group result and equity for the year	(190,484)	(145,257)
If sterling had weakened by 5% against US dollar:		
Impact on net Group result and equity for the year	210,535	160,547

Exposures to foreign exchange rates vary during the year depending on the volume of overseas transactions. Nonetheless, the analysis above is considered to be representative of the exposure to currency risk.

Credit risk analysis

Credit risk is the risk that a counterparty fails to discharge an obligation to the Group. The Group is exposed to this risk via cash and cash equivalents and outstanding receivables.

The group applies the IFRS 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade receivables.

To measure the expected credit losses, trade receivables and contract assets have been grouped based on shared credit risk characteristics and the number of days past due.

On that basis, the loss allowance as at 31 December 2025 and 31 December 2024 was determined as follows:

Group

31 December 2025	Current	More than 30 days past due	More than 60 days past due	More than 90 days past due	Total
Trade receivables	7,716,401	1,926,825	9,036	6,247	9,658,509
Expected loss rate	–	–	–	0.001%	–
Gross carrying amount	–	–	–	–	–

31 December 2024	Current	More than 30 days past due	More than 60 days past due	More than 90 days past due	Total
Trade receivables	4,525,345	552,964	741,415	377,088	6,196,812
Expected loss rate	–	–	–	0.01%	–
Gross carrying amount	–	–	–	210	210

The Group loss allowances for trade receivables as at 31 December reconcile to the opening loss allowances as follows:

	2025 £	2024 £
Opening loss allowance at 1 January	210	210
Loss allowance recognised during the year	–	–
Closing loss allowance at 31 December	210	210

Notes to the financial statements continued

For the year ended 31 December 2025

Note 23 – Financial risk management continued

Group continued

The credit risk for cash and cash equivalents and fixed-term cash deposits is considered negligible since the counterparties are reputable banks with high-quality external credit ratings.

Liquidity risk analysis

2025	Current	More than 30 days past due	More than 60 days past due	More than 90 days past due	Total
Trade payables	4,261,716	115,397	53,597	34,911	4,465,620
Accruals	1,892,542	–	–	–	1,892,542

2024	Current	More than 30 days past due	More than 60 days past due	More than 90 days past due	Total
Trade payables	3,083,629	799,658	863,568	305,493	5,052,348
Accruals	2,595,334	–	–	–	2,595,334

Liquidity risk is that the Group might be unable to meet its obligations. The Group manages its liquidity needs by monitoring forecast cash inflows and outflows due in day-to-day business. Liquidity needs are monitored in various time bands, on a week-to-week basis and by monthly forecasting.

The Group's objective is to maintain cash to meet its liquidity requirements for the foreseeable future. This objective was met for the reporting periods. Funding for long-term liquidity needs is assessed by the Board on a regular basis.

The Group considers expected cash flows from financial assets in assessing and managing liquidity risk, in particular its cash resources and trade receivables. The Group's existing cash resources and trade receivables (see Note 16) exceed the current cash outflow requirements. Cash flows from trade and other receivables are all contractually due within three months.

Note 24 – Capital management

The Group's objectives when managing capital are:

- (i) to ensure the Group's ability to continue as a going concern;
- (ii) to provide an adequate return to shareholders; and
- (iii) to ensure the optimal cost of capital to fund the Group's strategy by pricing products and services commensurately with the level of risk.

The Group monitors capital on the basis of the carrying amount of equity less cash and cash equivalents as presented on the face of the Consolidated Statement of Financial Position.

The Group manages the capital structure and makes adjustments to it in the light of changes in economic conditions and the risk characteristics of the underlying assets. In order to maintain or adjust the capital structure, the Group may adjust the amount of dividends paid to shareholders, return capital to shareholders, purchase its own shares to hold in treasury, issue new shares, or sell assets. There were no changes in the Group's approach to capital management during the year. Neither the Company nor any of its subsidiaries are subject to externally imposed capital requirements.

Capital for the reporting periods under review is summarised as follows:

	Group 2025 £	Group 2024 £
Total equity	44,772,257	38,925,008
Cash	14,373,596	13,706,703
Capital	30,398,661	25,218,304
Total Equity & overall financing	44,772,257	38,925,008
Capital to overall financing ratio	0.68	0.65

Notes to the financial statements continued

For the year ended 31 December 2025

Note 25 – Related party transactions

Dividends paid to Directors during the year amounted to:

	Group 2025 £	Group 2024 £
Dividends	3,922	280

Transactions with Key Management Personnel during the period:

Key Management Personnel are the Company's Board. Key Management Personnel remuneration includes the following expenses:

	Group 2025 £	Group 2024 £
Short-term employee benefits	1,295,796	1,260,912
Post-employment benefits	19,000	16,299
Share-based payment (IFRS 2)	437,336	400,553
	1,752,132	1,677,764

Note 26 – Share-based payment

At the beginning of 2021 the Company operated an Enterprise Management Incentive Share Option Scheme. During 2021, a Long Term Incentive Plan (LTIP) was introduced.

The new Scheme provides for a grant price equal to the nominal value of the Company's shares on the date of grant. Options cannot be vested until three years after grant date and vesting is conditional upon the Group achieving a compound percentage growth of the Group average basic earnings per Ordinary Share, for the complete years commencing 1 January of the year of grant and ending with the year most immediately prior to the vesting of the option. The latest date for exercising options is 10 years after grant date and vesting of options is subject to continued employment with the Group.

	2025 Options N°	2025 Weighted average price pence	2024 Options N°	2024 Weighted average price pence
Outstanding at 1 January	5,106,393	10.86	4,544,202	16.15
Granted	543,042	1.00	832,816	1.00
Exercised	(1,201,334)	42.50	(150,000)	39.00
Forfeited/lapsed	(117,805)	43.66	(130,625)	1.00
Outstanding at 31 December	4,330,296	1.00	5,096,393	10.86
Weighted average share price at date of exercise	1,201,334	42.50	166.80	–
Exercisable at 31 December 2025	Nil	–	Nil	–

Options outstanding at 31 December 2025 had an exercise price of 1.0 pence and a weighted average remaining contractual life of 1.26 years (2024: 2.14 years).

The inputs to the Black-Scholes model for options granted over the period were as follows:

Grant Date	3 Jan 2025	4 Feb 2025	15 Apr 2025	30 Sep 2025	18 Nov 2025
Share price at grant date	£1.37	£1.79	£1.59	£2.23	£2.64
Exercise price	£0.01	£0.01	£0.01	£0.01	£0.01
Dividend yield	1.40%	1.40%	1.40%	1.40%	1.40%
Risk-free interest rate	4.21%	4.01%	3.99%	4.00%	3.74%
Volatility	36.02%	35.49%	36.17%	36.21%	35.27%

Note 27 – Ultimate controlling party

The Directors have assessed that there is no ultimate controlling party.

Note 28 – Post Balance Sheet Events

On 6 March 2026, Concurrent entered into a new 10 year lease for a new building with a break clause after 7 years.

Company information

Company Information

Company registered number

01919979

Registered address

Concurrent Technologies plc.
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Contact

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Phone: +44 1206 752626

Directors

- Miles Adcock (CEO)
- Kim Garrod (CFO)
- Brent Salgat (Chief Revenue Officer)
- Mark Cubitt (Chairman, Non-Executive)
- Nat Edington (Non-Executive)
- Issy Urquhart (Non-Executive)

Company secretary

One Advisory Limited

Brokers

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