

2024-2025 CAREY
GROUP
ANNUAL
REPORT



Our vision

To be the most trusted and socially responsible construction company, that people are proud to work with

Eyes on the Stars

Our vision is our aspiration for the future. It is the ‘why’ we exist and what we want to become. Whilst it is not a shy or unassuming vision and will take hard work to get there, with our strategy in place and by using our passion and expertise to deliver exceptional construction services, we will get closer to achieving it every day. In line with our vision, it is imperative as we move forward that we also take a strong position regarding our social value. Whether it is through our people, our clients or our stakeholders, we want to support the communities we work in and leave a positive, lasting legacy. That’s not a new phenomenon for us, we’ve been delivering in this space in the Carey Way since 1969.

Our Mission

Our mission statement is the core of our offering and the ‘what’ we all contribute to, day-in, day-out. We are a construction company and people come to us for our knowledge, capability and because they have complex problems that need solving and want partners who will be engaged in helping them find that solution. Everything we do is in support of creating an environment for our teams to deliver exceptional construction services.

To use our passion and expertise day-in, day out to deliver exceptional construction services

Feet on the ground

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CAREY GROUP REVIEW



I'm really pleased to see the strategic investments we set in motion two years ago become fully embedded across the Group, and that we are very much on track to deliver what we set out to achieve

Welcome to the 2025 annual report and financial accounts for Carey Group Limited and its subsidiaries (together the “Carey Group”).

The “Group” includes reference to our parent company Araglin Holdings Limited.

The last 12 months has seen us deliver another solid performance, with our strategy key to maintaining our focus and momentum, and as a result we continue to move in the right direction as a Group. This is founded on strong leadership, exceptional operational delivery and solid client and supply chain relationships.

I'm really pleased to see the strategic investments we set in motion two years ago become fully embedded across the Group, and that we are very much on track to deliver what we set out to achieve.

Thanks to great work from our teams we have undergone a digital transformation that streamlines and automates our projects across the whole project lifecycle from work winning to project delivery, with simpler clocking in and out and control of labour costs and budgets.

Our plant & fleet has been substantially renewed with new vans, excavators and technology, including GPS and telematics, so we have the best and most recognisable plant & fleet in the industry, which is unapologetically yellow.

The investment in our engineering and commercial teams has provided development programmes and pathways that allow these communities to progress in their careers, and along with our black hats, we have highly trained and skilled people in the right roles performing consistently at high levels.

Whilst turnover has dropped in this past financial year, we've continued our focus and discipline surrounding contract take on. Our EBITDA has remained consistent, allowing us to maintain the healthy financial position we targeted in year one of our strategy.

With a healthy pipeline of work secured as we head into FY26, having recently secured some of the biggest contracts in the Group's history, we remain focused on optimising our strategic investments and set our position in the market as a seriously well run, disciplined company, that continues to deliver exceptional work in the safest of environments.

As a multi-generation family business, I want to say a thank you to all our colleagues for their dedication, hard work and for living our values and culture that makes us unique. The Carey Way is down to the people who execute it, and we are very proud of this as a family company.

Jason Carey

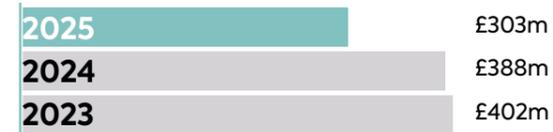
Date: 13th February 2026

FINANCIAL HIGHLIGHTS

A YEAR OF BUSINESS IMPROVEMENT

Group Revenue

£303m



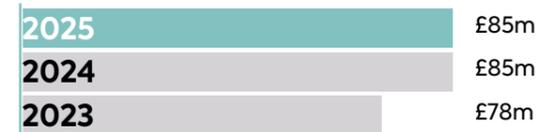
EBITDA

£17m



Net Assets

£85m



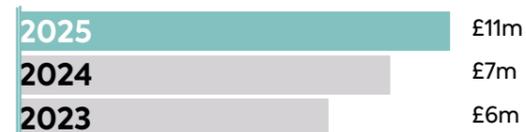
Net Cash / (Debt)

£34m



PBT

£11m



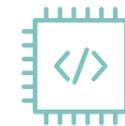
Plant & Fleet

19 new excavators and 65 new vans added to fleet



Reduction in agency engineers

95% of Carey engineers working on projects



Digital Transformation

Full embedment of Candy and Autodesk on all Carey projects



Supporting charitable causes

£260,000 donated to charities by Careys Foundation



Chime time and attendance

New system fully embedded across all live Carey sites



Learning & Development:

660 training events for 2912 attendees



Improved reporting

Month end reporting timeline reduced to 10 days



Industry wide recognition

Winner of Construction News Contractor of the Year and Construction News Specialist Contractor of the Year awards

STRATEGIC GOALS

WHAT THEY MEAN FOR US

TO BE A GREAT PLACE TO WORK



We are dedicated to creating an environment where our teams can work efficiently, maximising their output, while ensuring safety is our paramount priority.

We will invest in our teams, equipping them with the latest tried and tested tech ensuring they have the right tools for the right job - all to enhance performance and eliminate unnecessary tasks.

We will ensure that every team member has a clear job description, a line manager and a deep understanding of their role and purpose, encouraging a sense of contribution to our scorecard and KPIs.

TO ACHIEVE OPERATIONAL EXCELLENCE



In our pursuit of operational excellence, we continuously strive for program improvement, ensure we build with precision, create lasting value, and commit to placing the right people in the right roles - our 'Connect Four principle'.

Our digital strategy streamlines and automates our projects across the whole project lifecycle.

We embrace a considered approach when working, avoiding haste in favour of excellence and discipline, driven by our continued investment in the learning and development of our engineering and commercial teams.

We'll continue to maintain our position of not wavering from our focus on Golden Hour, contract take-on and contract reviews.

We aim to be Better Every Day through the lens of review, sharing experiences, fostering innovation and embracing and embedding technological change.

TO BE THE PARTNER OF CHOICE

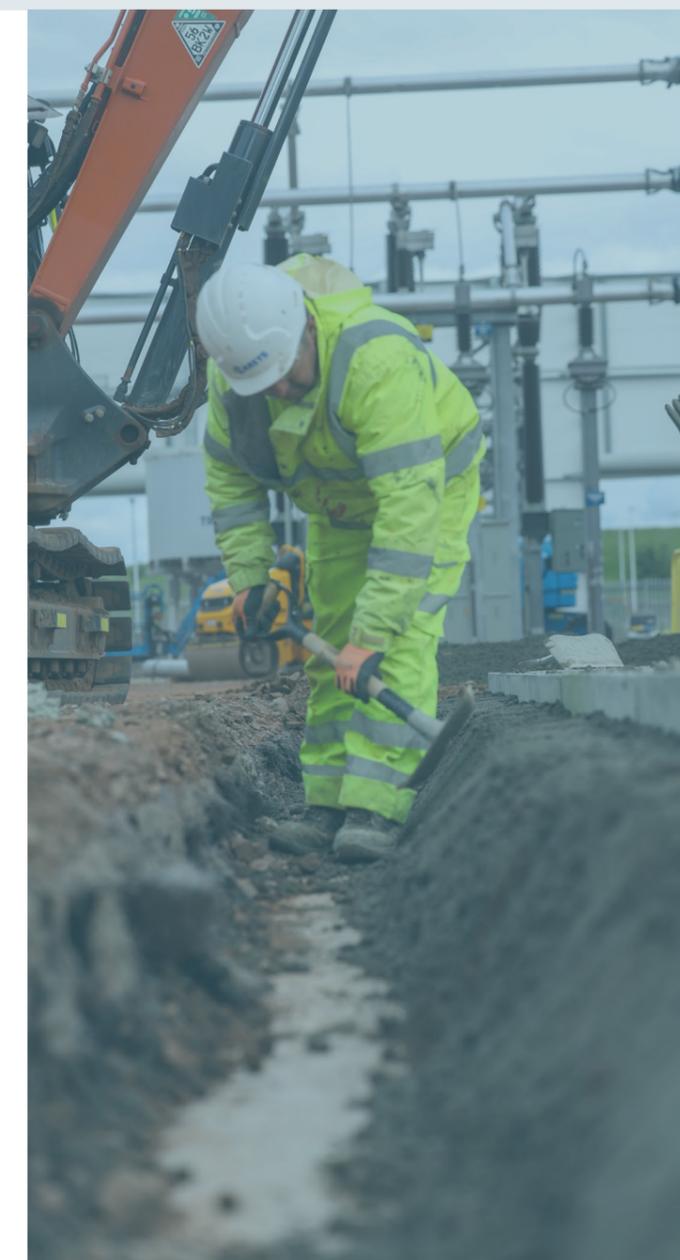


Our commitment to being an industry leader drives us to excel continually, setting the bar higher with every execution.

Through understanding our customers needs we will bid less and win more, at the same time knowing our own value and have the strength to say 'no'.

This will help us build stronger strategic partnerships, establish important mutually beneficial connections and simplify the process for our partners to work with us collaboratively.

We aim to earn the respect of our industry partners, ensuring that our Better Every Day commitment extends to delivering a quality product that not only meets, but exceeds expectations.



OPERATIONAL REVIEW

THE STRATEGIC INVESTMENTS SET IN MOTION TWO YEARS AGO HAVE BECOME FULLY EMBEDDED ACROSS THE GROUP, WITH A DIGITAL TRANSFORMATION, RENEWED PLANT & FLEET AND DEVELOPMENT PROGRAMMES FOR OUR COMMERCIAL AND ENGINEERING TEAMS.

CAREYS

As a specialist sub-contractor Careys operates across England and Scotland with offices in London, Milton Keynes, Aston Clinton and Glasgow. Core services include Digital and construction engineering, Demolition, cut and carve and façade retention, Remediation and enabling, Infrastructure, Basements and substructures, Superstructures and Public realm and hard landscaping.

Careys are proud to have worked on an exceptional range of projects during the last 12 months which include construction of a new energy from waste facility in South Clyde, additional works at the University of Glasgow for a new mathematics facility, a complex waste treatment facility at Sellafield – Europe’s largest nuclear site, basement and superstructure works at 105 Victoria Street and work for two new super prisons – HMP Glasgow and HMP Welland Oaks.

With a continued focus on contract take on and measured revenue and growth, Careys has a strong order book of secured future contract revenue of over £230m.

BDL

BDL continue to excel as one of the UKs most trusted and respected dry-lining contractors across London and the home counties, providing Drywall systems, Suspended ceilings, Lightweight steel framing systems and Screeding.

During the reporting period BDL continue to deliver high rise and commercial projects, maintaining their position as the ‘go-to’ contractor and leader in their market on large-scale developments which include KGX1 and Aldermanbury Square for Bovis, 1 Exchange Square and Western Yards for Multiplex and 40 Leadenhall and 1 Liverpool Street for Mace. BDLs repeat work for large residential developers includes Bellway, Crest and Taylor Wimpey.

BDL’s relationship with key clients and their supply chain remain strong, with an order book of secured future contract revenue of over £71m.

SENECA

Seneca delivers a waste brokering service to its external customer base and is an integral part of the Carey Group’s operations, providing a dedicated in-house resource to manage the removal of all skip waste from Careys sites throughout the UK.

Seneca continues to deliver waste brokering services to West Sussex County Council through its JV partnership, ensuring the waste raw materials from the county of West Sussex are delivered to power stations across Europe, thereby diverting household waste from landfill and into energy recovery facilities, contributing to a reduction in greenhouse gas emissions.

Seneca Environmental Solutions Ltd has renewed its status as a CIWM Affiliated Organisation, demonstrating a strong commitment to excellence in sustainable resource management.



PRINCIPAL RISKS AND UNCERTAINTIES

RISK

The Group's business involves a number of inherent risks which are captured in the Group risk register and for which the controls framework and mitigation actions are monitored regularly by the Risk and Audit Committee.

HEALTH AND SAFETY FAILINGS

The Group operates in environments with the potential to cause serious injury to our direct workforce, sub-contractors, clients, or members of the general public.

Mitigation:

- The Group runs a robust, integrated management system which is certified to ISO9001, ISO14001 and ISO45001
- Detailed planning, monitoring and risk assessments are executed for every site, including regular training of our workforce ("Plan, Do, Check, Act")
- Internal and external health and safety audits are conducted regularly, and all results reviewed carefully
- Thorough investigation is conducted of all accidents
- The Group has a system of regular sharing of good practices and learnings from accidents and incidents
- The application of these processes is monitored by the Executive Committee and Board of Directors
- The Group operates a safety culture under the banner "Safe Home Every Day" ("SHED") and the SHED training programme for site leaders was refreshed in the year
- Implementation of the Carey Way, a set of minimum standards created in CGI's to ensure we approach work safely
- DABS (Daily Access Briefings). DABS ensures everyone on site knows the key risks and what they are expected to deliver that day
- Golden Hour. Senior site management walk the job at least once a day and connect with our people to ensure their wellbeing and their understanding of what we expect from them

CREDIT INSURANCE/BOND SURETY RISK

The Group's ability to operate could be impacted by the inability to secure credit insurance or performance bonds.

Mitigation:

- The Group continuously engages with credit and bond providers with communication around pipeline requirements ensuring sufficient facilities to meet requirements
- Financial and business performance updates are provided quarterly to our stakeholders

CONTRACT DELIVERY FAILINGS

The Group delivers a number of complex projects which carry the risks of delayed delivery, not meeting client specification and cost overruns, which could threaten the Group's reputation and profitability.

Mitigation:

- Robust tender and contract take-on controls are monitored by the Managing Director and Senior Leadership team to ensure that the Group only accepts contracts for which it has the experience and expertise to deliver to an excellent standard
- Monthly project reviews are held during which the project manager, quantity surveyor, commercial manager and regional director review the operational, commercial, and financial performance of each live project
- Monthly trading and contract reviews are held at which the Managing Directors, Group Finance Director, Chief Commercial Officer, Regional Operational Directors, and Regional Commercial Directors review the operational, health and safety and financial performance of all key contracts. All projects with live disputes or contractual claims are reviewed in order to track progress and drive resolution

- A structured Risk and Opportunity management process is being established to ensure a consistent approach is implemented throughout the business
- There has been significant investment in the digital transformation of the business that is now embedded. This will drive greater transparency, efficiency and accountability in the reporting process.

ABILITY TO RECRUIT AND RETAIN TALENTED PEOPLE

The Group operates in a competitive sector and requires highly talented leaders to ensure it retains leadership in key markets. Its underlying contracts require delivery of a range of services by highly skilled technicians.

Mitigation:

- The Group uses detailed job descriptions to provide clarity of role and sets robust objectives which are then monitored through one-to-ones and Key Performance Indicators (KPIs)
- The Board of Directors undertake an effectiveness review and undertakes peer feedback
- Capability and talent reviews are conducted to ensure that there are succession plans in place for key leadership positions
- Development programmes and career pathways are set out to develop talent so that the Group is well resourced to meet future needs

SUPPLY CHAIN VULNERABILITY

The Group's ability to operate could be compromised by loss or non-performance of a key supplier.

Mitigation:

- The Group maintains regular dialogue with key suppliers/subcontractors and manufacturers.
- The Group identifies at least three key suppliers for each business activity to ensure continuity of supply should one supplier fail
- Creditor balances are reviewed weekly to ensure relationships are not threatened
- The availability of adequate materials and other resources is reviewed before the commencement of all new contracts and allowance for materials price inflation is factored into major tenders, this is done in dialogue with key Supply Chain Partners

POLITICAL AND MACRO-ECONOMIC DISRUPTION

The Group's business model could suffer from unforeseen significant adverse events.

Mitigation:

- Active involvement with trade representative and other business leaders enables the Group's leaders to identify and plan for potentially significant adverse events
- An enhanced Board of Directors combines a leadership team with a strong understanding of the construction sector and the Carey family values with professional experience of other large entities
- The Group implements contract take-on controls in order to protect itself from unmatched exposures to future inflationary cost increases

IT SYSTEMS, DATA AND CYBER SECURITY ARE COMPROMISED

The Group could suffer reputational and financial loss if systems fail, data is lost, and its security of information is compromised.

Mitigation:

- The Group complies with GDPR and Computer Misuse Act
- The Group complies with Cyber Essentials and has achieved Cyber Essentials+ certification
- The Group has implemented a change programme to modernise and integrate its IT infrastructure
- The Group has implemented a SIEM and SOC solution with a recognised Cyber partner
- The Group has implemented multifactor authentication and single sign on across all company IT assets
- The Group carries out regular penetration testing and cyber awareness training
- The group conducts monthly dark web scans to identify potential security threats and compromised data

BUSINESS CONTINUITY THREAT

In common with every business the Group's ability to continue to operate could be threatened by a catastrophic external event.

Mitigation:

- The Group operates a business continuity framework designed to: i) keep our people safe; ii) keep our clients and other stakeholders safe; iii) communicate regularly with all key stakeholders; iv) ensure the Group's financial health
- In the event of a business crisis the Executive Committee meets daily to ensure there is clear accountability for urgent actions and communication
- Rolling cash forecasts are reviewed at least weekly
- Effective remote working procedures are in place

- Incident Response workshops are conducted to help businesses prepare for and effectively manage unexpected events

NON-COMPLIANCE WITH LAW OR REGULATION

The Group's activities could be seriously disrupted if it were found not to have complied with key aspects of law or regulations.

Mitigation:

- The Group has rigorous policies for anti-bribery and corruption (including offences under the Criminal Finances Act 2017), money laundering, and gifts and hospitality, and mandatory training of all the workforce is conducted periodically
- Additional training is undertaken at board level reinforcing the Group's commitment to the anti-bribery and corruption and money laundering policies
- The Group maintains a whistle-blowing hotline which is administered by an independent, external agency
- The Group maintains a transparent approach with all regulators and government agencies

PRINCIPAL RISKS AND UNCERTAINTIES

FINANCIAL RISKS

The Group's business involves a number of inherent risks which are captured in the Group risk register and for which the controls framework and mitigation actions are monitored regularly by the Risk and Audit Committee.

CLIMATE RELATED IMPACTS TO OUR BUSINESS

Over the past year, we have strengthened our internal governance around climate-related risks and opportunities. Following an initial ESG risk workshop at the start of the year, we are now developing a detailed climate risk assessment and a double materiality assessment.

Key risks identified include, Increasing ESG reporting and contractual obligations, technology transitions to lower-emission alternatives and potential cost volatility of key commodities due to climate-related market dynamics. Meanwhile Careys recognises that there are clear opportunities for the business within emerging markets such as energy infrastructure and flood resilience projects

Risk Mitigation Measures

- Risk Identification: We continue to evolve our ESG and climate risk registers and intend to fully align with Carey Group risk management processes
- Financial metrics: We plan to continue evaluating emerging frameworks, including TNFD and ISSB, and if material embed findings into financial metrics over the coming year
- Efficiency & Technology Improvements: Our procurement, plant and fleet teams are actively monitoring the market for viable low-emission alternatives
- Enhanced Data Quality: We are launching a digital carbon database that will integrate data from key business systems, improving transparency and auditability
- Industry Best Practices: We completed our second CDP disclosure, helping benchmark our progress and align with industry standards to drive continuous improvement

LIQUIDITY RISK

The Group's business would be disrupted if it maintained inadequate cash reserves and was unable to meet its liability to the workforce and creditors on a timely basis.

Mitigation:

- Outstanding balances due from clients and due to creditors are reviewed on a weekly basis by the Group Finance Director and Managing Directors
- The Group Finance Director prepares rolling three-month cash forecasts which are monitored and updated weekly and monitored by the Board of Directors at least quarterly
- The Group Finance Director prepares an annual cash forecast which is monitored by the Board of Directors quarterly

CREDIT RISK

The Group delivers large, complex projects to a number of clients and a failure to recover amounts receivable on a timely basis could diminish the Group's available cash balances.

Mitigation:

- Credit references are reviewed by credit control before a new client is taken on
- Credit references are subject to periodic review
- All interim and retention payments due are reviewed by members of the regional Senior Leadership Teams on a weekly basis. Any payments considered to be at risk are duly highlighted and appropriate action taken. Accounts Receivable then present the cash position to the Executive Leadership Team on a weekly basis together with the quarterly cash forecast
- Aged debtors are reviewed by credit control at least weekly and overdue debts reported to the Group Finance Director and the Senior Leadership team

DEFINED BENEFIT PENSION SCHEME ASSET

We are responsible for funding our defined benefit pension scheme. Should our pension fund liabilities increase, we would need to make additional pension deficit payments, which would negatively impact our working capital.

Mitigation:

- In addition to Trustees appointed from within the Group, our defined benefit pension scheme also has independent third-party Trustees. In order to help them manage the scheme's investments, the Trustees have employed scheme advisors who guide them in implementing an investment strategy that meets the objectives of the scheme. Funds are spread among a number of providers, which are tasked with achieving capital growth and diversification, whilst avoiding excessive volatility. The Trustees have pursued a balanced approach to risk, in order to gain an increased expectation of better returns. This methodology has the added benefit of avoiding excessive reductions in fund value, during periods of poor stock market performance
- The scheme administrator produces an annual calculation of the scheme's liabilities so that the Trustees can monitor the scheme's performance on a regular basis
- The Group has its own appointed actuarial pension consultants

In October 2025, the Trustees signed an agreement with Aviva for a Buy-In of the pension scheme (see further information in note 34), which derisks the impact on our working capital.



FINANCIAL KEY PERFORMANCE INDICATORS

Total Group revenue is £303m a decrease of 22% from 2024.

Group EBITDA increased by £6m and returned another year of profitability, a reflection of the significant turnaround across the contracting businesses.

Working capital management continues to be a key focus for the Group to ensure that its working capital needs are met and the Group can deliver its order book. Net cash position at year end increased by £10m.

	2025 £m	2024 £m
Carey Group revenue	303	388
EBITDA	17	11
Net cash / (debt)	34	24

Other key performance indicators

Clients and projects

We won 33 projects in the year. Operating across the UK, we continue to deliver a wide range of projects for our valued clients.

Sustainability

We have validated science based targets to reduce our absolute scope 1 and 2 greenhouse gas emissions and our Scope 3 emissions from purchased goods and services by 50% by 2030 from a 2019 base year. We also commit that 84% of our suppliers by emission covering purchased goods and services, will have science based targets by 2026.

Health and safety

3 RIDDORS (2024: 5) and 5 Services Strikes (2024: 10)

People

We have 56 mental health first aiders and 57 apprentices in our workplace. This compares with 61 and 70 respectively in the prior year.

People

We delivered a comprehensive development program across various areas, including commercial, engineering, and early talent. Over 69 individuals attended commercial development sessions covering topics including contract management, forecasting, risk management, and Candy. The engineering development program saw 221 attendees, focusing on technical skills, such as setting out & surveying, concrete appreciation, quality and professional development, focusing on career pathways. Early talent initiatives reached 49 individuals, covering topics like health & safety, communication, mental health awareness, and behavioural skills. Additionally, a small group of 8 Black Hats attended Careys Construction Campus, covering topics such as health and safety, managing others, behavioural and technical skills.

CAREY GROUP S172(1) STATEMENT

We are proud to remain a family-owned business, and we seek to promote the success of the Group for the benefit of not only our founder shareholders, but other stakeholder groups that we have relationships with.

This section sets out some of the ways in which the Directors have had with regard to the matters set out in section 172(1) of the Companies Act 2006 when discharging their director duties and in particular, engagement with key stakeholder groups.

Shareholders

Creating shareholder value remains at the heart of all decisions we make within the Group. As the second generation of the Carey family, our family executives continue to meet regularly with the founding fathers to ensure that they are kept up to date on business performance and hear from them directly regarding their aspirations for the future of our organisation.

Throughout the year the Board have been developing family guiding principles that reflect the vision and values of our Founders. These continue to be developed and once adopted, will further assist the Board in ensuring that all decisions made take in to account those of our shareholders.

Colleagues

Working across a variety of environments, the key to engagement with our colleagues is through good communication. Our central digital news site, Careys Connect, shares project updates across the business, signposts to policies and key company information and includes “getting to know the team” interviews.

We continue to hold quarterly Town Halls led by our CEO with support from other senior management, that can be viewed live but are also recorded to be viewed later at a time that suits. Regular emails are sent out across the business to share news items, milestones and company appointments.

We have made significant investment in transforming our business processes, including reviewing and developing system improvements across payroll, finance, procurement and commercial teams. As part of the programme of investment, we factor in how new capability and processes will impact colleagues’ ways of working and have had a team of dedicated business transformation colleagues who have worked closely with business units to ensure that their disruption to activities is minimised. There is full communication on the timeline on projects and training on new systems is adapted according to each business area.

Clients

We work hard to build and maintain authentic relationships with our clients, through regular communication and feedback sessions which help us continuously build confidence in our ways of working. We demonstrate our strong focus on health and safety through positive behaviour on site where we lead by example. We actively monitor our client’s contractor league tables on sites to see where we are performing well and where we can improve things. We are delighted when members of our team are recognised individually

under client reward and recognition systems and share the results of both of these valuable client metrics within our business to foster and encourage continuous improvement for our customers.

Candy and Autodesk have been embedded and these platforms streamline, digitise and automate the project lifecycle and will enable our business teams to have trusted, live data that can help our conversations with clients on project deliveries and performance. The strategy for the year ahead is to optimise both systems to further improve their effectiveness and functionality.

Suppliers

During the last 12 months we have engaged closely with our Supply Chain Partners through regular dialogue on a number of key areas. This includes providing greater visibility of our pipeline of work to assist in demand planning. We continue to work with them closely to identify areas of product innovation that support our Carbon reduction strategy and support our circular economy initiatives. An example of this is the recycling of steel props into reinforcement on our 105 Victoria Street project.

We have regular dialogue with our “Suppliers of Choice” around planning, price inflation risk and technology innovation to develop a portfolio of risk mitigation strategies and innovation opportunities such as our Marketplace ordering solution.

We have worked with a number of key suppliers to roll out our Marketplace offering. This allows operational teams to order day to day consumables electronically reducing the administrative burden. Marketplace also reduces paperwork and invoice overload on our key suppliers of these products.

Local Community

We strive to maximise the social value and positive impact we bring to the communities where we operate, both during our projects and after their completion. Before submitting tenders, we familiarize ourselves with the area, understand the needs of the local authorities, and identify what is valuable to the community. We measure our social value using the National Themes Outcomes and Measures (TOMs) Framework, which includes categories such as employing local people, ensuring resident satisfaction, and reducing crime.

Regulators etc

Maintaining a reputation for high standards of business conduct is paramount to our operations. We proactively engage with financial institutions, regulators, insurers, and other external bodies that support or have an interest in our business activities, sharing information about our business model and performance and wider market trends.

These stakeholder reviews are shared with the Board and help our Directors understand more comprehensively the construction market outlook and how economic indicators can impact our own business strategy and performance. For example, appreciating the sector’s need for skilled labour has supported decision making around where and how we focus our training and development of our engineering colleagues.

OUR PEOPLE, HEALTH & SAFETY, ENVIRONMENTAL, SOCIAL & GOVERNANCE (ESG)

At Careys, we care. It's in our name and can be felt in the conversations we have, the decisions we make and the way we go to work. Following the launch of the Carey Group Sustainability Strategy two years ago, we have been continuing our focus on the three C's, (Carbon, Compliance+ and Community), but recognise this activity often overlaps with that of our People and Health, Safety & Quality functions.

In the last year we have undertaken a materiality assessment of the 17 United Nations Sustainable Development Goals (SDG) and along with the re-alignment of the Carey Group Strategy, aim to simplify our message and ensure we continue to care for our people, our other stakeholders, the environment, and communities in which we operate, to continue to build a truly sustainable business for the long term.

In the next year we will evolve our risk management in this space but as a first step, we have re-aligned our activity from the last year into the categories of People, Health & Safety, Environment, Social & Governance (ESG).

OUR PEOPLE

For the last 12 months, our HR & Resourcing team have been working on the embedment of their 2-year people strategy. The focus in Year one was set on resetting the foundation by implementing HR activities and/or processes that synchronised the Group's strategic vision to the people vision.

This year we committed to embed this by identifying ways the complexity of people management can be made simple. As we believe our people managers are pivotal to colleague engagement, providing them with the necessary support helps with the creation of a more engaged workforce, one which can be seen as a community that showcases Careys as a Great Place to work (GPTW).

To further support our GPTW strategic goal we are committed to developing an environment where we communicate clearly and act with transparency, so trust and authenticity is continually built. Examples to date include the review of our reward and compensation policies and processes providing leaders with data that enables them to make pro-active people decisions. Examples of this include the launch of pay banding which focuses on defined compensation for internal job roles and the introduction of a benefits communication strategy, giving all colleagues guidance on the rewards available to them as well as enabling managers to support colleagues locally. With an emphasis placed on communication and transparency we have seen traffic to our benefits platform increase by 4%.

Our journey of forming a high performing culture will progress year on year as we support the Group's continuous cycle of improvement. This year we embedded performance management practices that create a systematic approach of helping colleagues perform at their best. Our Internal Promotions Guide and 9 Box Performance Assessment Tool enables us to not just identify key talent, but provide on-going opportunities for our colleagues to be selected for a promotion with alignment of a clear criteria which is transparent and supportive of growth.

Acting with courage, we also went a step further this year for a small proportion of our colleagues by introducing performance related pay for our early talent community enabling us to confidently reward colleagues for their performance in role. We envision this process will continue to be rolled out across the business over the next 2-3 years.

As part of our strategy we have taken the opportunity to reflect on the assistance provided to our stakeholder groups by streamlining our services with a reduction in our maximum SLA response time from 8 days to 5 days whilst adding more categories to our 1 day SLA. Such action provides a more efficient service for our internal customers meaning we can positively contribute to the business being more optimal in its day-to-day activities.

In addition, we have recognized the success of our People Team SharePoint page launched last year, seeing a reduction in tickets by 8%. We believe this is due to managers having easier

access to people related policies and toolkits. We anticipate further reductions next year as this year we have introduced or edited key policies such as Right to Work, Sexual Harassment, GDPR, Working Time Regulations, Menopause and Occupational Health.

Resourcing

This year we achieved a 98% direct hiring rate, through pro-active internal recruitment strategies that has significantly reduced the use of recruitment agencies. This milestone builds on the strong foundations set in FY24 and reflects a tactical shift in how we will continually attract and engage talent.

Internal strategies which have contributed to our success include:

- The Introduction of a comprehensive Talent Acquisition (TA) guideline and process map, giving People Managers full visibility of the recruitment process end to end.
- Implementation of a streamlined requisition workflow which gives clear directive on the actions required within the first three weeks of recruitment that are managed by the in-house TA team.
- Updated Preferred Supplier List (PSL) terms to prevent speculative CV marketing and out-of-process hires.
- Strengthened pipelining strategies by leveraging Project Hub insights working closely with our Work Winning teams.
- Created candidate pools via LinkedIn Recruiter, so candidates are tailored to upcoming and live projects.
- Delivered targeted marketing materials—including project briefs, team insights, and regional accomplishments—at first contact, improving conversion of passive candidates.

These strategies have not only reduced costs but ensure the right marketing of our brand message when engaging with active and passive candidates, authentically conveying Careys' culture and values. As our processes are tailored to recognise both skills and values these strategies deliver a stronger culture fit, driving higher morale and productivity across our portfolio, in addition to helping us sustain a high-performing workforce strengthening our reputation in the external talent market.

We continue to expand our recruitment capabilities with the introduction of a trades and labour workstream, further complementing our established expertise in professional and technical roles. This strategic shift enables us to deliver a fully integrated workforce solution to the business that will empower us to become less reliable on third-party labour providers.

Early Talent and The Apprenticeship Levy

This year we have hosted 40 summer work placements, which were organised via different groups, as well as local schools

and colleges. In addition to supporting 17 apprentices through their apprenticeships, all of which have been retained within the business.

Our apprenticeship levy has been robustly maintained. To date we have utilised over 80% of the levy. This level of success is deemed uncommon in the national context. Research by City & Guilds and the 5% Club (2023) shows employers on average use only around 55.5% of their levy funds, and just 4% of UK employers spend their full levy. Our success of usage has been recognised and awarded Gold standard by the nationally recognised 5% Club.

Employer Branding and EVP Value Proposition

Last year, we were committed to improving our employer branding in order to position ourselves as an employer of choice, focussing on strengthening our brand. Both active and passive candidates experienced a more modern, responsible and people focused organisation. Our external content included topics such as Social Mobility Day and National Apprenticeship Week, enabling our early talent messaging to become more prominent. We also continued to generate posts focussing on our projects with visible signs of progress within social value. Our Glassdoor reviews reflected a collaborative values led culture. However, the narrative remained emerging rather than fully integrated – and the employer proposition whilst improved, was still evolving.

We have continued our efforts this year, and our external profile evolved significantly, with passive candidates now encountering a far more unified, people-first employer brand across Google, Glassdoor, job boards and our digital platforms. High-quality content emphasised our commitment to training, community impact and inclusion, supported by the launch of the Careys Construction Campus and stronger values-led messaging across job adverts and group websites. Independent news coverage highlighted the success of our turnaround strategy, reinforcing stability and long-term investment in our people. Reviews, testimonials and visible leadership engagement strengthened our reputation as a modern, responsible employer. As a result, the Carey Group now presents a coherent, consistent and compelling proposition that reflects the culture externally that we are building internally.

Reflecting on Progress and Looking Ahead (2024-2026)

While we successfully implemented many initiatives and transferred some of our best-fit activities to business-as-usual (BAU) we remain focused on ensuring all our efforts continue to be well-embedded. Looking ahead our aim is to optimise these embedded processes to better suit our ever-changing business.

As we continue to make people decisions led by business needs, we recognise the need to be prepared to effectively manage the volatility expected due to significant changes in employment law.



HEALTH AND SAFETY

In 2025 we proudly celebrated fifteen years of Safe Home Every Day [SHED]. SHED symbolises our approach, our mindset and the safety culture we have been fostering since 2010.

To celebrate this milestone we produced a short animation to show what we have achieved together and to show the importance of doing the small tasks consistently, day in day out. This might at first glance sound very uninspiring, but by focusing on the small stuff and being consistent across our operational sites we can reduce many of the risks we face.

Consistency is key and starts with our approach, which is why SHED is so important to our business. Our vision is to be; 'The most trusted and socially responsible company that people are proud to work with', and therefore our approach has always been to protect our people. This year we refreshed SHED, referred to internally as SHED 3.0, which is RoSPA approved. The look and feel may well be different, but the key message has not changed.

We believe we are on the right track, which is supported by the reduction in our Accident Frequency Rate (AFR). But, for us, that's just a number and hence why the AFR is at the bottom of this report. Our priority and what remains important to us is the individual and not shying away from our responsibility to look after, support and rehabilitate the individual back to work, as soon as possible for their own mental wellbeing.

We do not shy away from reporting RIDDORS, nor will we, as we firmly believe if the focus is merely on the AFR number, then this can lead to bad behaviours and the potential for under reporting. We believe the only way to get better is to report all issues, regardless of triviality, so that we can learn lessons and implement long term changes to reduce the likelihood of repeated incidents. Our 15 years of SHED animation highlights and celebrates some of these, to demonstrate it is possible to reduce our long-term risk exposure.

During this year, we implemented a number of safety campaigns with the help and support of our Marketing team. This started on the run up to Christmas 2024 and the filming of Careys version of Mastermind. This was a tongue in cheek attempt to highlight you don't need to be a mastermind to know how to safely shutdown our sites over the two-week break, but if done incorrectly, this could lead to an increased level of risk to members of the public. The messaging around Mastermind was two-fold and the second message highlighted the importance of restarting our projects calmly and safely in the New Year.

Historically, February and the summer months of July & August are two high risk times of the year where serious accidents are more likely to occur statistically. Therefore, we produced a series of posters and videos supported by key messaging from our Senior Leadership team, Lee Daniel's BDL Managing Director, Bjourn Bigley, Careys Managing Director and our Operations

and Regional Directors. The intent behind each of these videos and comms was to highlight the mantra from our CEO Jason Carey that, 'There is nothing we're ever asked to do that is more important than taking the time to do it safely.'

The Safety campaigns were a success, and we did not report a serious accident within our operational businesses of BDL & Careys. We are currently looking at how we can continue these and to remain constantly vigilant to the risks we face within our Industry.

“ There is nothing we're ever asked to do that is more important than taking the time to do it safely
Jason Carey
 Carey Group CEO

Sadly, Construction has one of the highest suicide rates and we continue to support our colleagues and to highlight the importance of maintaining mental wellbeing. Within the Carey Group we have 56 trained Mental Health First Aiders (MHFA) and have set up two groups to support Wellbeing and Mental Health. With the support of our chosen charity, The Lighthouse Club, we continue to highlight resources that are available to support, train and help our people.

This year with the support of our insurers, Aspen, and insurance broker, Gallaghers, we proudly hosted our first Mental Health seminar at Twickenham's Allianz Stadium. This platform allowed us to get several external speakers to address, inform and inspire our Mental Health First Aiders, with feedback from all who attended far exceeding our expectations. This highlighted the pressure we all face in our daily lives and supports our philosophy of 'Careys We Care'.

Physical Health & Safety continues to be championed through what we call the 'Carey Way'. These are the standards we hold ourselves to and how we expect our operational sites to look and feel. We do not agree with the 'One Size Fits All' approach, instead taking the view that we adjust how we implement health & safety, so that it works for and supports our operations, rather than trying to fit the business to a rigid doctrine. CGI's (computer generated images) help illustrate what good looks like and breaks down any potential language barriers. In addition, CGI's have enabled us to highlight accident causation and the steps introduced to prevent recurrence.

In Careys we continue to focus on engagement with our people, in particular through our daily check in, Golden Hour. In BDL its via Safe Starts or supervisors checking in individually with their colleagues. The implementation might be different within these two businesses, but the reason why remains the same. To support our SHED messaging and further promote our culture, its imperative we 'Check In' with our people daily. Previously we mentioned the higher-than-average suicide rates within construction, so for this reason alone its vital we check in with each other.

We have found its less stressful for the individual if everyone is clear what is expected from them in terms of outputs, they have the correct training, competency and resources to allow them to safely succeed. This we believe has reduced errors on site and improved overall quality.

In 2025 we completed legal training with Acuity Law for the senior team within BDL and Careys. This refresher training ensures we are aware of our individual and collective responsibilities for Health & Safety and the 'Defend Early' principles.

The basic / simplistic explanation for defend early, is ensuring we do what we say we do and having the records to demonstrate this. Again, we remain flexible in how we document and record this, so it works for our individual businesses. For example, BDL use Fieldwire and Careys use ACC (Autodesk). It is not important what document management system is used; it's the reason why we retain records and the correct behaviour compliance drives. For example, we do not set minimum audit numbers for our operations teams to complete, we do not force attendance at safety meetings or use dubious KPI's. Our approach to operational safety is to be out on site, visible, talking to and engaging with our people, whilst ensuring they have the necessary resources to safely and successfully complete their task, consistently every day.

To ensure our planned control measures are suitable for the task and effectively reducing risk, we have made further improvements to our Occupational Health Programme. This has been updated to reflect and mirror current HSE best practice. We now have a health surveillance programme, based on the task the individual completes, and the associated health risks. We no longer blanket test all colleagues to the same generic tests. This enables those at higher risk to receive medicals more frequently and based on real health hazards, rather than a generic re-test / expiry date. Expiry dates for medicals are also based on most recent test result data, age of the individual and any known pre-existing medical conditions.

Linked to protecting the individual following their health checks is to ensure their ongoing level of competency and refresher training. Careys internal Learning & Development team continues to arrange and monitor the quality of training delivered internally and externally, as it is vital to Careys that we have a trained and competent workforce, and not just an in date certificated workforce.

External review and monitoring of our HSSQ systems transferred this year to BSI, which was refreshing and an opportunity to have a fresh perspective and review our internal policies and procedures. We continue to maintain various SSIP (Safety Schemes in Procurement) accreditations and memberships. Examples include Achilles, Constructionline, CQMS, SMAS & CAS. This ensures our systems remain fit for purpose and demonstrates use of these systems on our projects.

Accident Statistics (1/10/24 to 30/09/25)	
Carey Group AFR	0.08
BDL AFR	0
PJ Carey Contractors AFR	0.09
PJ Carey Contractors (Oval) P & F	1.16

In FY23/24 we reported 5x Riddors.

This Financial year we reported 3x Riddors, a reduction of 40%.



EMISSIONS: ENERGY AND CARBON REPORT

The Carey Group have committed to a 50% reduction in scope 1 & 2 Emissions by 2030 compared to our 2019 base year. And a 50% reduction in Scope 3 emissions from purchased goods and services within the same time frame.

The summary report below shows that our emissions reported under SECR when normalised to turnover continues to reduce. Last year we achieved a 15% reduction driven by the initiatives to drive the more efficient use of plant and machinery, utilisation of HVO fuel and widespread use of battery powered hand tools.

Carey Group Limited Location-based emissions report for the year ending September 2025		Oct 2024 - Sep 2025 Current Year	Oct 2023 - Sep 2024 Previous Year
Streamlined Energy and Carbon Reporting	Emissions Scope	t CO2e	t CO2e
Gas	1	38.10	27.23
Transport	1	1,734.00	2,382.83
Other directly combusted fuels	1	3,300.81	5,455.82
Purchased electricity	2	141.12	175.09
Scope 1 + 2 (LOCATION-BASED)		5,214.04	8,040.97
Emissions from business travel in rental cars or employee-owned vehicles where the business is responsible for purchasing the fuel	3	302.91	291.23
Scope 1 + 2 + 3 (Location-based)		5,516.94	8,332.20
Underlying energy (kWh)		29,958,579.63	39,291,901.47
tCO2e / £m turnover (Scope 1 + 2) *Location-based		17.20	20.72
tCO2e / £m turnover (Scope 1 + 2 + 3) *Location-based		18.20	21.47

Scope

This SECR report is prepared for Carey Group, and its subsidiaries.

Methodology

A location-based calculation of CO2 equivalent emissions was made using energy data collected from utility energy suppliers.

Energy and emissions from staff vehicles (private vehicles used for business purposes) were modelled using an average UK vehicle and unknown fuel. Energy and emissions from owned transport were modelled using fuel card data

The total disclosed energy is calculated on a gross calorific value basis with the exception of business mileage energy which is calculated on a net calorific value basis.

The methodology is consistent with the 2024 edition of the UK Government GHG Conversion Factors for Company Reporting (<https://www.gov.uk/government/collections/government-conversion-factors-for-company-reporting>).

The SECR report was compiled in line with the GHG Protocol Corporate Standard <https://ghgprotocol.org/corporate-standard> and with reference to the UK Government Reporting Guidelines <https://www.gov.uk/government/publications/environmental-reporting-guidelines-including-mandatory-greenhouse-gas-emissions-reporting-guidance>

Carey Group Limited Market-based emissions report for the year ending September 2025		Oct 2024 - Sep 2025 Current Year	Oct 2023 - Sep 2024 Previous Year
Streamlined Energy and Carbon Reporting	Emissions Scope	t CO2e	t CO2e
Gas	1	38.10	27.23
Transport	1	1,734.00	2,382.83
Other directly combusted fuels	1	3,300.81	5,455.82
Emissions from purchased electricity (Market-BASED)	2	17.90	23.70
Scope 1 + 2 (Market-based)		5,090.82	7,889.58
Emissions from business travel in rental cars or employee-owned vehicles where the business is responsible for purchasing the fuel	3	302.91	291.23
Scope 1 + 2 + 3 (Market-based)		5,393.73	8,180.81
tCO2e / £m turnover (Scope 1 + 2) *Market-based		16.80	20.33
tCO2e / £m turnover (Scope 1 + 2 + 3) *Market-based		17.80	21.08

Narrative of energy efficiency measures over the year

Fuel Efficiency & Alternative Fuels

- Continued to reduce diesel consumption across sites for the fourth consecutive year.
- Increased adoption of HVO (Hydrotreated Vegetable Oil) fuel for plant and equipment.
- Expanded use of battery-powered tools, reducing reliance on fossil fuels.
- Continued upgrade of excavators and fleet vans to newer more efficient and intelligent models.

Digital Transformation for Sustainability

- Leveraged Autodesk Construction Cloud for improved waste and carbon data capture.

- Onboarded a new Carbon Accounting Software for centralised reporting and to support data accuracy and transparency.

Disclaimer:

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ENVIRONMENTAL & SUSTAINABILITY

Sustainability Strategy

This year, we launched our refreshed Sustainability Strategy, reinvigorating and reinforcing our 3Cs across the business: Carbon, Compliance+, and Community. The strategy outlines a decarbonisation roadmap to 2030, with defined objectives and targets within each pillar. Key actions required to meet our goals are now embedded across departments, providing clarity on roles and contributions.

We've collaborated with our digital transformation team to enhance data accuracy across our internal systems. Leveraging Autodesk Construction Cloud, we now capture project waste data, improving our waste duty of care and providing transparent performance insights. We've also developed digital inspections and forms to support projects beyond compliance.

We've delivered successful projects with no reportable environmental incidents and maintained high waste diversion rates from landfill. Through collaboration with clients and supply chains, our projects continue to deliver innovative and sustainable solutions.

Project Highlights

- **Imperial College, White City:** Design refinement and sustainable procurement reduced embodied carbon by 36% from RIBA Stage 4 to 5, earning shortlist recognition at the SECBE Awards for Climate Action and BCI Awards for Net Zero Carbon Impact.
- **HMP Gartree:** Our procurement strategy prioritised suppliers with strong sustainability credentials, leading to:
 - Procurement of lower-carbon concrete mixes with the re-use of project sourced recycled aggregate
 - Use of UK-sourced, recycled, lower-carbon steel reinforcement
- **BDL:** BDL continues to align with the Carey Group's 3C Strategy, increasing repurposed board volume by 72% since 2022. Repurposing is now embedded in BDL's operational and review processes. On 105 Victoria Street, the team replaced 3 tonnes of standard plasterboard with the new Infindae 100, made from 100% recycled gypsum, supporting the circular economy and reducing raw material extraction.

These combined actions reflect our commitment to embedding circular, low-carbon solutions into our projects.

SECR Energy Reporting

Our SECR emissions, when normalised to turnover, have reduced by 15% over the past year. This reflects our continued efforts to adopt more efficient, lower-carbon plant and increase use of sustainably sourced HVO fuel.

CDP Disclosure

We submitted our second full CDP disclosure this year, building on our initial C rating achieving a B climate score. This reinforces our commitment to transparency and alignment with industry best practices, enabling us to benchmark progress and improve governance.

Science-Based Targets

In 2022, the Carey Group's carbon reduction targets were validated by the Science Based Targets initiative (SBTi):

- **Scope 1 & 2:** 50% reduction target by FY2030 (from FY2019 baseline) – **As of FY25 we have achieved a 71% reduction**
- **Scope 3:** 50% reduction target by FY2030 – **As of FY24 we have achieved a 56% reduction**
- **Supplier Engagement:** 84% of suppliers (by emissions) to have science-based targets by FY2026 – **As of FY24 we are currently at 69%**

We've invested in a new Carbon Accounting Software to centralise and digitise our carbon data, enhancing accuracy, transparency and auditability.

For the fourth consecutive year, we've reduced diesel consumption across sites. Although there has been a reduction of turnover, usage continues to decline when normalised. Initiatives to drive operational efficiencies, increased use of HVO fuel and adoption of battery-powered tools are having a significant contribution in our reduced consumption of diesel.

We remain focused on our Concrete Zero commitments. As founder members, we pledged to procure 30% lower-carbon concrete by 2025. As of 2025, 60% of our concrete mixes meet lower-carbon criteria per Concrete Zero and LCCG benchmarks.

We continue to collaborate with suppliers and clients to drive adoption of low-carbon materials, with a focus on concrete, reinforcement, and plasterboard. Looking ahead to FY26, we aim to align our systems with PAS 2080 (a standard for managing and reducing the whole-life carbon emissions of buildings and infrastructure projects), embedding carbon management into our daily operations.

Industry Engagement

As part of our continued commitment to operational excellence and becoming the partner of choice, we actively engage with leading industry bodies to drive progress in sustainability. These collaborations keep us at the forefront of emerging innovations and regulatory developments, while also enabling the exchange of best practices across the sector.

Over the past year, we have deepened our involvement with key organisations including the Finishes and Interiors Sector (FIS), Supply Chain Sustainability School (SCSS), CONSTRUCT, and Concrete Zero.

“ The Carey Group is not just committed to excellence in construction; we are dedicated to doing so sustainably. By embedding sustainability into our quality-driven approach, we not only meet the demands of our clients but also contribute to a more sustainable future for our environment and communities in which we work.



SOCIAL VALUE

Our vision is to be ‘the most trusted and socially responsible construction company, that people are proud to work with’. We believe that the work we deliver should create lasting social and economic value in the geographies where we deliver our projects, supporting access to good work, strengthening local capability, and improving the communities in which we operate.

Careys’ Approach to Social Value and Local Employment

Careys takes a distinctive, integrated approach to delivering social value. Our Resourcing, Social Value and Early Careers team brings together responsibility for talent acquisition, early careers programmes (including apprenticeships and work placements), local employment and skills initiatives, and wider community impact activity.

This approach enables us to:

- Create long-term, meaningful social value across the geographies where we deliver our projects
- Address skills shortages while improving access to employment for under-represented groups
- Attract and develop future talent, supporting sustained industry capability
- This integrated model is central to how we plan, deliver and measure social value outcomes.

Expanding Local Recruitment & Workforce Impact

In 2025, we expanded our resourcing model to include direct trades and labour recruitment, complementing our established professional and technical hiring. This enables us to deliver a fully integrated workforce solution, reducing reliance on third-party labour providers and improving cost, quality and project delivery.

This approach strengthens our social value impact by:

- Creating local employment opportunities linked to our projects
- Supporting local economic resilience and strengthening regional labour markets
- Building local talent pipelines that support long-term industry capability
- Enabling more inclusive access to work in the geographies where we deliver our projects

Skills Partnerships & Mobile Bootcamps

Our long-standing partnership with Milton Keynes College Group continues to support delivery of the Level 2 Groundworker Apprenticeship, helping develop skilled early-careers talent for the construction workforce.

In July this year, we were recognised by Skills West Midlands and Warwickshire for our contribution to construction education and skills development across the region.

We further expanded our reach through the introduction of two mobile Skills Bootcamps in Oxford, taking practical training directly into communities and removing barriers to access for individuals who are:

- Long-term unemployed
- Ex-offenders or at risk of offending
- NEET (Not in Education, Employment or Training)
- Experiencing homelessness or unstable accommodation

These programmes strengthen social mobility and create job-ready candidates aligned to labour needs in the geographies where we deliver our projects.

Reducing Reoffending & Supporting Rehabilitation

Access to employment is one of the most effective ways to reduce reoffending and support rehabilitation. In 2025, we delivered over 32 hours of interview skills workshops within prisons, supporting individuals nearing release to build confidence, develop employability skills and prepare for sustainable work.

Our approach to improving employment outcomes for people with lived experience of the criminal justice system is further supported through our commitment to Ban the Box, ensuring candidates are assessed on their skills, experience and potential rather than their conviction history. This contributes to safer communities and reduced reoffending in the geographies where our projects are delivered.

This work helps to:

- Improve employability and financial independence
- Support transitions into employment upon release
- Reduce the likelihood of reoffending
- Create renewed economic and social participation in the geographies where our projects are delivered

Fair & Inclusive Employment

As a responsible employer, we are committed to fair pay, secure work, inclusive recruitment and clear pathways for progression.

Our commitments include:

Our accreditation with the Living Wage Foundation, ensuring every colleague receives at least the Real Living Wage

- Our Gold membership of The 5% Club, ensuring a minimum of 5% of our workforce are in earn-and-learn roles such as apprentices, trainees and graduates. This year, we were

awarded gold membership, exceeding the 5% goal.

- Our support of the Care Leavers Covenant, helping care-experienced young adults access training, employment and mentoring pathways
- Our award of the Mayor’s Good Work Standard, promoting fair pay, secure work, wellbeing and progression

These commitments strengthen our ability to widen participation, improve equity of opportunity and support social mobility.

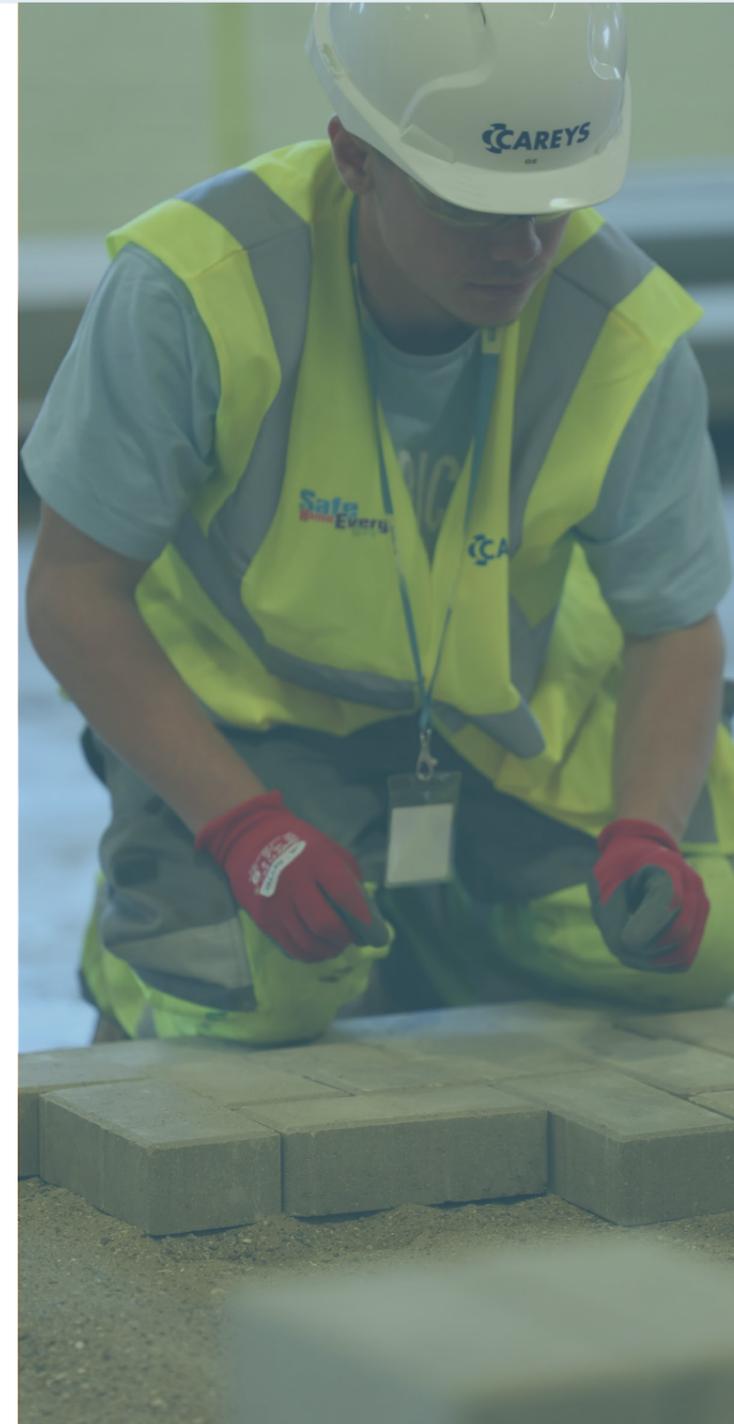
In 2020, we proudly established our Diversity & Inclusion Council as part of our Great Place to Work strategic goal. Now in its sixth year, the Council is firmly embedded in our culture and continues to drive meaningful change across the business. Built around four key pillars—Education & Awareness, Colleague Resource Groups, Partnerships and Collaborations, and Continuous Improvement—the Council has strengthened how we engage, collaborate and celebrate diversity across our organisation.

During the year, the Council delivered several key inclusion initiatives, including raising awareness of menopause in the workplace, supported by new learning materials and an updated Menopause Policy. The Council also led a series of Group-wide awareness campaigns, focusing on themes such as Respect in the Workplace, Black History Month, Pride, International Women’s Day, and Women in Engineering. These activities have played an important role in deepening understanding, encouraging open conversation, and strengthening our commitment to a safe, respectful and inclusive workplace for all colleagues.

Our approach is complemented by a comprehensive Wellbeing Programme shaped around Emotional and Physical Wellbeing and Financial Wellbeing, ensuring colleagues are supported in all aspects of their lives.



Through our integrated approach to social value, diversity and inclusion, direct local recruitment, skills partnerships and targeted support for individuals facing barriers to work, Careys continues to create lasting social, economic and community impact throughout the geographies where we deliver our projects across the UK — supporting access to good work, strengthening regional capability and contributing to a more inclusive construction industry.



GOVERNANCE/QUALITY

The Carey Group aligns its governance framework with the Wates Principles, reflecting best practice for large private companies. Our purpose and strategy are rooted in family values of care, humility, passion, and authenticity, supported by three strategic goals: Great Place to Work, Operational Excellence, and Partner of Choice, all underpinned by financial strength.

The Board ensures accountability through formal role descriptions, effectiveness reviews, and structured meeting processes, while fostering inclusivity through an active Diversity and Inclusion Council. Comprehensive policies on anti-bribery, corruption, money laundering, hospitality, and an externally managed whistleblowing process reinforce ethical standards. The Board structure combines experienced family members with non-family directors (including a Non-Executive Director), bringing specialist expertise and external perspectives to ensure balanced decision-making and leadership continuity.

Strong internal and external governance remains central to demonstrating the effectiveness of our controls and maintaining disciplined financial management across the Carey Group. Over the past year, our transformation strategy has progressed from implementation to optimisation.

Digital platforms such as Chime, Fieldwire, Autodesk Construction Cloud, and Candy are now fully embedded across all live projects, enabling streamlined workflows and accurate, real-time data capture. This evolution has significantly improved transparency and consistency in reporting, reducing month-end timelines from 18 days to just 10, and providing deeper insight into commercial performance and risk management. The Group has successfully achieved certification to the Cyber Essentials Scheme to protect the digital infrastructures in place across our business.

Embracing new technologies into the Group has allowed us to create workflows that are both lean and enable consistent Power BI reports with live data. These improvements support evidence-based decision-making and allow leadership teams to act quickly on emerging trends.

BDL Group Ltd [BDL] continues to lead in operational excellence, leveraging new software for streamlined onboarding and labour cost visibility. It has reduced reliance on manual processes, enabling digital compliance with the Building Safety Act and maintaining robust competency frameworks.

Governance is reinforced through regular Contract Valuation Reports (CVR) and risk assessments, supported by live data from digital platforms. External reviews come in the form of the Common Assessment Standard, via Achilles Building Confidence audits, CQMS annual PPQ and SSIP reviews.

BDL remains an active member of the Finishes and Interiors Sector (FIS), participating in governance and development initiatives, including representation on the FIS Skills Board, a

forum dedicated to shaping training standards, promoting best practice, and supporting the sector's competency framework. Through this involvement, BDL contributes to advancing workforce skills, improving qualification pathways, and fostering a culture of lifelong learning across the interiors and fit-out industry.

PJ Carey (Contractors) Ltd [Careys] has focused on embedding Autodesk and Candy across all projects, ensuring standardised document management and productivity capture. This has improved forecasting accuracy and tender transparency, while enabling project teams to monitor risks and opportunities consistently. The optimisation of these platforms has allowed Careys to deliver complex projects with greater efficiency and governance oversight. Careys transitioned all its ISO certifications (ISO 9001, ISO 14001, ISO 45001, and SSIP) to BSI during the summer of 2025, ahead of the comprehensive recertification audits scheduled for spring 2026, leveraging BSI's expertise and local auditor network to best support Careys' UK-wide reach.

To strengthen our operational systems, Alcumus' SafeContractor PPQ has been approved, assisting work in the aviation industry. These are also supported by two of the Common Assessment Standard platforms: Achilles Building Confidence and Constructionline Gold.

Careys also actively engages with CONSTRUCT to promote best practice and continuous improvement in the concrete structures sector, demonstrating a commitment to innovation, skills development, and collaboration while upholding governance standards and driving efficiency and safety across complex projects.

In the year ahead, our focus is on strengthening controls, visibility and value across our plant and fleet operations. Continued investment in GPS and telematics across our renewed fleet is enabling sharper cost control and improved operational efficiency. By leveraging real-time data from our equipment, we are enhancing our ability to actively manage actual versus planned costs, supporting better decision-making at both operational and commercial levels. This insight is also informing how we prioritise and phase capital expenditure, ensuring investment decisions are aligned with wider Group strategy and deliver sustainable, long-term value. The business continues to undergo annual assessment by the Fleet Operator Recognition Scheme (FORS) and has successfully maintained gold level pass.

Seneca Environmental Solutions Ltd has renewed its status as a CIWM Affiliated Organisation, demonstrating a strong commitment to excellence in sustainable resource management. By adhering to the CIWM Code of Conduct, Seneca upholds the highest standards of professional expertise and operational practice, ensures compliance with all relevant legislation, and promotes honesty, integrity, and fairness in all activities.

“Careys' management system is clear, fit for purpose, addresses risks, and it's evident the teams understand it, as well as your Clients' requirements and how they fit into your activities.

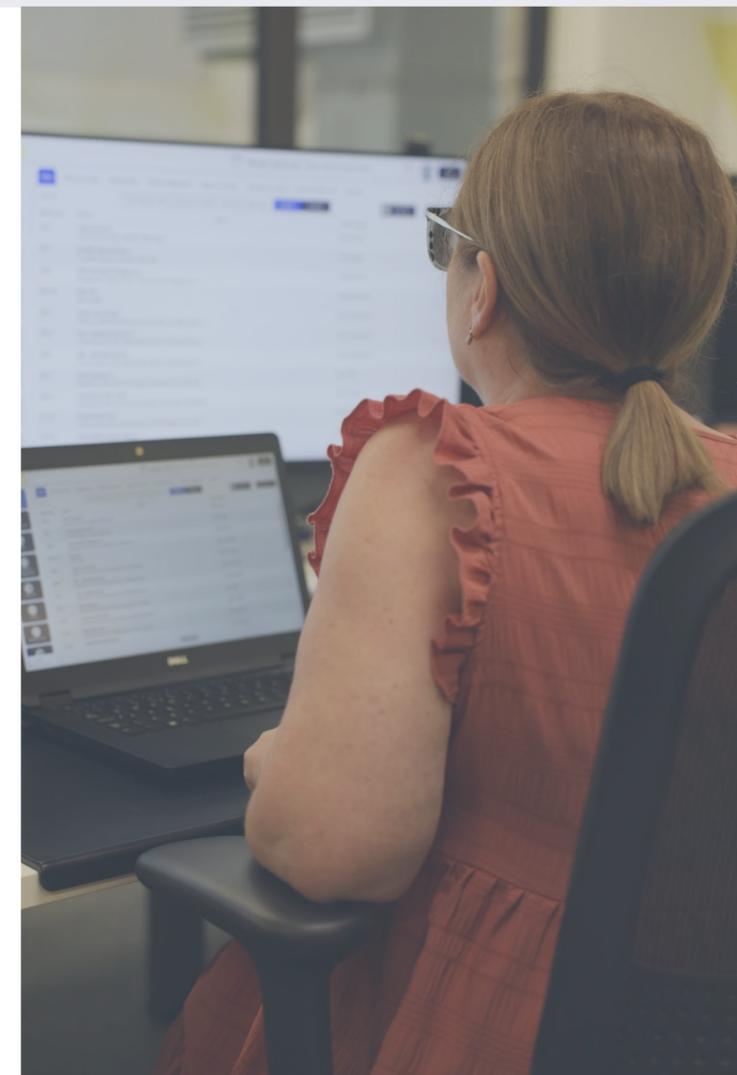
Lead Auditor – LRQA

This affiliation reflects Seneca's dedication to developing competent teams, delivering services within its expertise, and contributing to the advancement of waste management practices for public benefit, environmental protection, and education worldwide.

Governance is further strengthened through a flat, efficient management structure, giving autonomy to business units while maintaining Group-wide standards for compliance and operational excellence. This structure promotes faster decision-making, cost control, and alignment with our strategic goals of improved margins and sustainable growth.

External audits and client feedback continue to validate our approach, recognising the Carey Way as a benchmark for safety, transparency, and disciplined delivery. Our governance framework is not static; it evolves with our strategy, ensuring that as we optimise investments and secure a strong pipeline of work, we remain a seriously well-governed and respected business.

Looking ahead, we will maintain our focus on continuous improvement, leveraging technology and governance to deliver exceptional projects in the safest environments while strengthening our financial position.



GOVERNANCE STATEMENT

The Group, led by Araglin Holdings, adheres to the Wates Governance Principles for Large Private Companies (the “Wates Principles”), as published by the Financial Reporting Council in December 2018. The Board believes these principles represent best practice for our family-owned businesses and provide a framework to benchmark our governance practices. We continuously review and evolve our governance approach as our business model and operations develop.

Directors

Mrs Fiona Mary O’Donnell
 Mr Jason Anthony Carey
 Mr Thomas Noel Carey
 Mrs Claire Joanne Kettle (appointed 8 May 2025)
 Mr Martin Karl Nilsson (resigned 24 April 2025)

Registered Number

02644192

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PURPOSE AND LEADERSHIP

Guided by our founders and their legacy of “to care,” our vision, mission, and values remain integral to our strategy and decision-making processes. These principles shape our interactions with employees, clients, suppliers, and other stakeholders, and provide a theme for all Board conversations.

BOARD COMPOSITION

As of 30 September 2025, our Board comprises three family members, and our Group Finance Director, Claire Kettle. Supported by a non-family company secretary, the Board’s diverse skills and experience foster robust debate and challenge. The Board meets regularly throughout the year, supported by two permanent Committees – Risk & Audit and Remuneration.

DIRECTOR RESPONSIBILITIES

The Board and its committees operate under terms of reference which set out the scope of work for each group. Directors have access to external legal and professional advice and can also utilise internal experts to fulfil their duties. The Board welcomes external advisors to Board and Committee meetings on a regular basis to support them in meeting their responsibilities.

OPPORTUNITY AND RISK

The Risk & Audit Committee, plays a crucial role in risk management, engaging with business leaders and auditors to mitigate risks. Whilst we seek to focus on managing risks and assessing opportunities aligned with our strategy, we are able to adapt our approach to actively respond to both external market conditions and internal matters quickly.

A compliance training program supports colleagues in understanding compliance risks, with internal experts ensuring day-to-day safety and risk management.

REMUNERATION

The Remuneration Committee oversees remuneration policies and decisions across the Group. Supported by the HR team and external advisors, the committee utilises external benchmarking data to ensure fair and motivating remuneration practices.

STAKEHOLDER RELATIONSHIPS AND ENGAGEMENT

We strive to maintain constructive relationships with all of our stakeholders, incorporating their views into our decision-making. Our founder shareholders remain actively involved, and family directors regularly update them on business performance and seeking their counsel on strategic matters and opportunities. We strive to be the Partner of Choice for key suppliers and clients, receiving positive feedback for our proactive approach and take a proactive approach to working with and communicating with our financial and insurance partners.

Communication with our employees remains key to our business further details on our approach to engaging our colleagues can be found on page 20.



Mrs Fiona Mary O’Donnell
 Director
 Date: 13 February 2026

DIRECTOR'S REPORT

The directors present their report and the financial statements for the year ended 30 September 2025.

Directors' responsibilities statement

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

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'. Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and the Group and of the profit or loss of the Group for that period.

In preparing these financial statements, the directors are required to:

- select suitable accounting policies for the Group's financial statements and then apply them consistently;
- make judgments and accounting estimates that are reasonable and prudent; • state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue in business.

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

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

Principal activity

The principal activities of the Carey Group during the year were development and delivery of civil engineering solutions and installation of dry lining and drywall suspended ceilings and plaster finishes.

Results and dividends

EBITDA for the year amounted to £17m (2024 - £11.4m). An interim dividend of £6m was paid during the year being reported.

Directors

The directors who served during the year were:

Mrs Fiona Mary O'Donnell

Mr Jason Anthony Carey

Mr Thomas Noel Carey

Mrs Claire Joanne Kettle (appointed 8 May 2025).

Mr Martin Karl Nilsson (resigned 24 April 2025)

Future developments

Information concerning future development is set out in the Chair's statement, the Operational Review and throughout this report.

Research and Development

The Group continually strives to develop new designs, construction methods and technologies to provide solutions for complex projects. Innovation and development play a key part in the Group's ability to deliver operational excellence and continue being the partner of choice.

Qualifying third-party indemnity provisions

The Group holds the appropriate insurance cover in respect of possible legal action being taken against its Directors and Officers. The Articles provide the Directors and Officers with further protection against liability to third parties, subject to the conditions set out in the Companies Act 2006. Qualifying third party indemnity provisions were in force throughout the financial year and remains in force as at the date of this report. We appointed A J Gallagher as our new insurance brokers in 2025, they have undertaken a comprehensive view of all our policies providing advice and guidance on enhancing the cover we have.

Engagement with suppliers, customers and others

The Group is focused on maintaining and growing relationships with our key stakeholders including our supply chain. Many of our suppliers are long-term partners of the Group and we value their contribution. Further details on how we engage with these valued stakeholders can be found on page 15.

Disabled persons

The Group gives full consideration to applications for employment from disabled persons where the requirements of the job can be adequately fulfilled by a person with disabilities. Where existing employees become disabled, it is the Group's policy wherever practicable to provide continuing employment under normal terms and conditions and to provide training, career development and promotion to disabled employees wherever appropriate.

Statistics in the construction industry are amongst the highest reported for mental health challenges and are at the highest risk of suicide. We have Mental Health First Aiders across the business to help support colleagues and we encourage those who work with us to develop their awareness around mental health. The Lighthouse Charity is our dedicated EAP that supports the wellbeing of construction workers and their families.

Disclosure of information to auditors

Each of the persons who are directors at the time when this Directors' report is approved has confirmed that:

so far as the director is aware, there is no relevant audit information of which the Company and the Group's auditors are unaware, and

the director has taken all the steps that ought to have been taken as a director in order to be aware of any relevant audit information and to establish that the Company and the Group's auditors are aware of that information.

Going Concern

The Board of Directors is required to consider the Group's ability to continue as a going concern over a period of at least 12 months from the date of approval of the financial statements.

The Group continues to meet its day-to-day working capital requirements with no required support from its parent company, Araglin Holdings Ltd. At the reporting date the Group had net assets of £85m which included £64m of real estate and £34m of net cash.

The Board of Directors has reviewed the Group's short-term cash flow for a period of 12 months from approval of the financial statements, which have been prepared using certain key assumptions and include a number of stressed but plausible downside scenarios. These scenarios include a consideration of the risks which may arise to the Group's available liquidity and its ongoing compliance with its financial covenants within the Group's debt.

The Board of Directors acknowledge the ongoing sector-wide challenges within the construction industry, particularly regarding financial stability. The going concern basis of these financial statements is predicated on the continued availability of funding support at similar levels from surety providers and credit insurers.

Consideration has also been given to the macroeconomic and political risks affecting the UK economy. The Board of Directors noted that the Group's forecasts are underpinned by a significant proportion of revenue that is either secured or considered probable, and that the Group operates primarily in sectors, which are considered likely to remain largely unaffected by macroeconomic factors. In addition, significant cost reduction actions have already been taken to improve the Group's profitability.

As a result, the Board of Directors is satisfied that the Group has sufficient financial resources to continue to operate for a period of at least 12 months from the signing of the financial statements and therefore it continues to adopt the going concern basis in preparing the Group's annual financial statements.

Auditors

The auditor, MHA, previously traded through the legal entity MacIntyre Hudson LLP. In response to regulatory changes, MacIntyre Hudson LLP ceased to hold an audit registration with the engagement transitioning to MHA Audit Services LLP.

MHA will be proposed for reappointment in accordance with section 485 of the Companies Act 2006.

This report was approved by the board and signed on its behalf.



Mrs Fiona Mary O'Donnell

Director

Date: 13 February 2026



CAREYS FOUNDATION

Careys Foundation was established in 2012 and became a registered charity in 2015. Through the activities of the Foundation, we are able to leave a positive legacy on the communities we work within. We take considerable pride in the Foundation's commitment and approach to helping others, which is firmly grounded in the strong Carey family values which have underpinned the wider Group since 1969. To date, the Foundation has contributed over £3m to charitable and worthy causes.



In addition to our key charity partner, each region is given the opportunity to support a smaller, local charity within their community. The 2024/25 chosen regional charities are:



Glasgow No 1 Baby & Family Support Services

Fundraising Activities – Our employees are given opportunities to engage in various fundraising opportunities for both Careys Foundation and the regional charities. These can range from skydiving, hikes, sports tournaments and fundraising collections. As well as participating in events co-ordinated by the Foundation, staff are encouraged to participate in fundraising events focusing on the regions chosen charity.



During 2024/25 the Lighthouse Construction Industry Charity (the Lighthouse Club) is Careys Foundation's key charity partner. As our key charity partner Careys Foundation are committed to raising awareness and funds for the Lighthouse Club, supporting numerous events and initiatives. To date, this has included:

Lighthouse Club branded vehicles – Four Careys Plant & Fleet support vehicles have been introduced into the fleet and these help Careys spread the message and promote the Lighthouse Club, the great work they do and the services and support they offer to the people in our industry.

Promoting the '#MakeItVisible On-Site' initiative with a tour across our project sites – A campaign to raise awareness of poor mental health within our industry. In the UK, two construction workers take their own lives every working day and stress, anxiety and depression account for a fifth of all work-related illnesses. A huge focus of the campaign and tour was awareness of the pro-active support and resources for our construction community including the 24/7 Construction Industry Helpline, free app and mental health training.

The Careys Foundation/Lighthouse Club Golf Fundraiser – a highly successful day which was well supported by Careys, BDL and various suppliers and clients.



People

Our employees play a vital role in the positive work of the Foundation in giving back to the communities they work and live in by supporting local community initiatives. In return, we endeavour to support them in their various times of need. We want everyone to be aware that in their time of need, Careys Foundation is here to support them. Not only do we want to encourage people to engage with the Foundation's volunteering and fundraising projects, but we also have a clear, accessible structure which explains how we use our funds to make a positive difference to our people in their time of need.

We introduced 'The People's Pot', these are funds raised by Careys people and matched by the Foundation that are set aside to support our employees, with a helping hand during times of need. The pot was called on in 2024 for various charitable requests,



whether it be directly supporting staff in their time of need or a community initiative in an area in which we were working.

Charities

We actively encourage and support all our people to fundraise for charitable causes – they reflect our values with their amazing actions and are keen to get involved.

Typical activities include challenges such as mountain climbs and extreme races in order to raise awareness and funds for charity.

Volunteering

Offering our time and resources to help improve the lives of others is in our company DNA and a fundamental part of living our values. We provide volunteering opportunities and support for all of our people to apply their skills outside of the



workplace. Through our volunteering scheme, everyone is entitled to one paid day of leave each year that they can use to volunteer for a charity of their choice.

Through our volunteering activities, we have seen first-hand that small gestures of support, provided enthusiastically by hundreds of people, can provide incredible benefits for worthy causes.

Partnering with Ashford Place in Cricklewood has offered invaluable opportunities for Careys teams to not only support the centre with repairs and maintenance but also engage with the local community and support several Dementia lunches.

AUDITORS REPORT

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CAREY GROUP LIMITED

Opinion

We have audited the financial statements of Carey Group Limited (the 'parent company') and its subsidiaries (the 'group') for the year ended 30 September 2025 which comprise the Consolidated Statement of Comprehensive Income, Consolidated and Company Balance Sheets, Consolidated and Company Statement of Changes in Equity, Consolidated Statement of Cash Flows, Consolidated Analysis of Net Debt and notes to the financial statements, including material accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent company's affairs as at 30 September 2025 and of the group's profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- 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 Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our ethical responsibilities in accordance with those requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

Other information

The other information comprises the information included in the annual report other than the financial statements and

our auditor's report thereon. The directors are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

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

Matters on which we are required to report by exception

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 and 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 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 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 specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- Enquiry of management and those charged with governance around actual, potential or suspected litigation, claims, non-compliance with applicable laws and regulations and fraud;
- Review of legal and professional fees for evidence of legal work undertaken or fines/penalties incurred;
- Enquiry of entity staff in compliance functions and external advisors to identify any instances of non-compliance with laws and regulations;
- Reviewing of financial statements disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management override, including testing of journal entries and other adjustments for appropriateness;
- An assessment of the methodologies used in order to calculate the fair value estimates, final contract margins and estimates in provisions for evidence of bias;
- We considered where applicable alternative estimation approaches including using (where available) actual post year end outcomes in order to provide assurance over the potential for material misstatement;

- The accounting policy was checked to the financial reporting standards where necessary and confirmed to be appropriate;
- Reviewing accounting estimates for bias;
- Discussions amongst the engagement team in relation to how and where fraud might occur in the financial statements and any potential indicators of fraud;
- Discussions with management over any potential or suspected fraud;
- Performing audit work over the recognition of revenue occurring at the year end to provide assurance over cut-off;
- Performing substantive tests of detail over the completeness of income within the financial system;
- Performing audit work on the design and implementation of key controls around the recording of income.

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 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.



Atul Kariya, FCCA

(Senior Statutory Auditor)

for and on behalf of MHA, Statutory Auditor
London, United Kingdom

Date: 13 February 2026

MHA is the trading name of MHA Audit Services LLP, a limited liability partnership in England and Wales (registered number OC455542)

CAREY GROUP LIMITED

REGISTERED NUMBER: 02644192

ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 SEPTEMBER 2025

CAREY GROUP LIMITED

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 SEPTEMBER 2025

	Note	2025 £000	2024 £000
Turnover	4	303,163	388,144
Cost of sales		(264,861)	(343,709)
Gross profit		38,302	44,435
Administrative expenses		(36,379)	(44,138)
Other operating income	5	4,598	7,140
Fair value movements		4,076	129
Operating profit	6	10,597	7,566
Income from participating interests		1,064	596
Interest payable and similar expenses	10	(626)	(363)
Other finance income/(expense)		110	(346)
Profit before taxation		11,145	7,453
Tax on profit	12	(2,039)	(1,713)
Profit for the financial year		9,106	5,740
Revaluation of land and buildings		(4,361)	64
Currency translation differences		55	(53)
Actuarial surplus/(deficit) on defined benefit pension scheme		(917)	169
Total tax on components of other income		2,435	211
Other comprehensive income for the year		(2,788)	391
Total comprehensive income for the year		6,318	6,131
Profit for the year attributable to:			
Owners of the Parent Company		9,106	5,740
		9,106	5,740

The notes on pages 51 to 83 form part of these financial statements.

CAREY GROUP LIMITED
REGISTERED NUMBER: 02644192

CONSOLIDATED BALANCE SHEET
AS AT 30 SEPTEMBER 2025

	Note	2025 £000	2024 £000
Fixed assets			
Intangible assets	14	2,776	4,171
Tangible assets	15	35,720	38,453
Investments	16	1,005	916
Investment property	17	38,600	33,638
		78,101	77,178
Current assets			
Stocks	18	5,261	5,688
Debtors: amounts falling due after more than one year	19	7,868	9,288
Debtors: amounts falling due within one year	19	50,093	53,442
Current asset investments	20	57	57
Cash at bank and in hand	21	43,552	33,315
		106,831	101,790
Creditors: amounts falling due within one year	22	(81,970)	(80,187)
Net current assets		24,861	21,603
Total assets less current liabilities		102,962	98,781
Creditors: amounts falling due after more than one year	23	(7,137)	(7,103)
Provisions for liabilities			
Deferred taxation	26	(4,460)	(6,246)
Other provisions	27	(7,865)	(3,057)
		(12,325)	(9,303)
Net assets excluding pension asset		83,500	82,375
Pension asset	30	1,348	2,155
Net assets		84,848	84,530

CONSOLIDATED BALANCE SHEET (CONTINUED)
AS AT 30 SEPTEMBER 2025

	Note	2025 £000	2024 £000
Capital and reserves			
Called up share capital	28	250	250
Revaluation reserve	29	6,632	4,637
Other reserves	29	-	2,954
Profit and loss account	29	77,966	76,689
Equity attributable to owners of the Parent Company		84,848	84,530
		84,848	84,530

The financial statements were approved and authorised for issue by the board and were signed on its behalf by:



Thomas Noel Carey
Director

Date: 13 February 2026

The notes on pages 51 to 83 form part of these financial statements.

COMPANY BALANCE SHEET
AS AT 30 SEPTEMBER 2025

	Note	2025 £000	2024 £000
Fixed assets			
Intangible assets	14	2,776	4,171
Tangible assets	15	1,549	1,342
Investments	16	2,001	2,001
		6,326	7,514
Current assets			
Debtors: amounts falling due within one year	19	30,672	28,218
Current asset investments		5	5
Cash at bank and in hand	21	630	146
		31,307	28,369
Creditors: amounts falling due within one year	22	(34,433)	(49,075)
Net current liabilities		(3,126)	(20,706)
Total assets less current liabilities		3,200	(13,192)
Provisions for liabilities			
Deferred taxation	26	(435)	(127)
		(435)	(127)
Net assets excluding pension asset		2,765	(13,319)
Pension asset	30	1,348	2,155
Net assets/(liabilities)		4,113	(11,164)

COMPANY BALANCE SHEET (CONTINUED)
AS AT 30 SEPTEMBER 2025

	Note	2025 £000		2024 £000
Capital and reserves				
Called up share capital	28	250		250
Profit and loss account brought forward		(11,413)	(7,002)	
Profit/(loss) for the year		21,964	(4,771)	
Other changes in the profit and loss account		(6,688)	360	
Profit and loss account carried forward		3,863		(11,414)
		<u>4,113</u>		<u>(11,164)</u>

The financial statements were approved and authorised for issue by the board and were signed on its behalf by:



Thomas Noel Carey
Director

Date: 13 February 2026

The notes on pages 51 to 83 form part of these financial statements.

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 SEPTEMBER 2025

	Called up share capital £000	Revaluation reserve £000	Other reserves £000	Profit and loss account £000	Total equity £000
At 1 October 2023	250	11,982	2,954	63,247	78,433
Profit for the year	-	-	-	5,740	5,740
Currency translation differences	-	-	-	(53)	(53)
Actuarial gains on pension scheme	-	-	-	169	169
Surplus on revaluation of freehold property	-	64	-	-	64
Transfer between reserves	-	(7,375)	-	7,375	-
Tax on components of other comprehensive income	-	-	-	211	211
Tax on freehold property revaluation	-	(34)	-	-	(34)
At 1 October 2024	250	4,637	2,954	76,689	84,530
Profit for the year	-	-	-	9,106	9,106
Currency translation differences	-	-	-	55	55
Actuarial losses on pension scheme	-	-	-	(917)	(917)
Deficit on revaluation of freehold property	-	(4,361)	-	-	(4,361)
Reserves transfer	-	4,150	(2,954)	(1,196)	-
Tax on components of other comprehensive income	-	-	-	229	229
Dividends: Equity capital	-	-	-	(6,000)	(6,000)
Tax on freehold property revaluation	-	2,206	-	-	2,206
At 30 September 2025	250	6,632	-	77,966	84,848

The notes on pages 51 - 83 form part of these financial statements.

CAREY GROUP LIMITED

COMPANY STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 SEPTEMBER 2025

	Called up share capital £000	Profit and loss account £000	Total equity £000
At 1 October 2023	250	(7,002)	(6,752)
Loss for the year	-	(4,771)	(4,771)
Actuarial gains on pension scheme	-	169	169
Tax on components of other comprehensive income	-	191	191
At 1 October 2024	250	(11,413)	(11,163)
Profit for the year	-	21,964	21,964
Actuarial losses on pension scheme	-	(917)	(917)
Tax on components of other comprehensive income	-	229	229
Dividends: Equity capital	-	(6,000)	(6,000)
At 30 September 2025	250	3,863	4,113

The notes on pages 51 - 83 form part of these financial statements.

CAREY GROUP LIMITED

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 SEPTEMBER 2025

	2025 £000	2024 £000
Cash flows from operating activities		
Profit for the financial year	9,106	5,740
Adjustments for:		
Amortisation of intangible assets	1,509	668
Depreciation of tangible assets	3,825	2,914
Profit on disposal of tangible assets	(849)	(1,299)
Interest paid	626	363
Taxation charge	2,039	1,713
Decrease/(increase) in stocks	427	(4)
Decrease in debtors	6,010	21,882
(Decrease) in creditors	(2,343)	(18,251)
Decrease in provisions	4,808	(5,118)
Net fair value gains recognised in P&L	(4,076)	(129)
Share of operating in joint ventures	(1,064)	(596)
Corporation tax received	772	3,297
Research and development expenditure credit	(2,616)	(3,408)
Other finance income/expense	(110)	346
Net cash generated from operating activities	18,064	8,118
Cash flows from investing activities		
Purchase of intangible fixed assets	(114)	(2,168)
Purchase of tangible fixed assets	(6,422)	(7,633)
Sale of tangible fixed assets	1,818	1,436
Purchase of investment properties	(886)	(9,647)
Income from investments in related companies	1,100	450
Net cash from investing activities	(4,504)	(17,562)
Cash flows from financing activities		
Repayment of loans	(336)	(336)
New finance leases	4,141	7,220
Repayment of finance leases	(2,837)	(3,047)
Loans from group companies	2,334	8,893
Dividends paid	(6,000)	-
Interest paid	(141)	(117)
HP interest paid	(484)	(246)
Net cash used in financing activities	(3,323)	12,367

CAREY GROUP LIMITED

CONSOLIDATED STATEMENT OF CASH FLOWS (CONTINUED)
FOR THE YEAR ENDED 30 SEPTEMBER 2025

	2025 £000	2024 £000
Net increase in cash and cash equivalents	10,237	2,923
Cash and cash equivalents at beginning of year	33,315	30,392
Cash and cash equivalents at the end of year	43,552	33,315
Cash and cash equivalents at the end of year comprise:		
Cash at bank and in hand	43,552	33,315
	43,552	33,315

The notes on pages 51 - 83 form part of these financial statements.

CAREY GROUP LIMITED

CONSOLIDATED ANALYSIS OF NET DEBT
FOR THE YEAR ENDED 30 SEPTEMBER 2025

	At 1 October 2024 £000	Cash flows £000	New finance leases £000	At 30 September 2025 £000
Cash at bank and in hand	33,315	10,237	-	43,552
Debt due after 1 year	(2,326)	335	-	(1,991)
Debt due within 1 year	(336)	-	-	(336)
Finance leases	(6,390)	2,837	(4,141)	(7,694)
Liquid investments	57	-	-	57
	24,320	13,409	(4,141)	33,588

The notes on pages 51-83 form part of these financial statements.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 SEPTEMBER 2025**

1. General information

Carey Group Limited is a leading family-owned engineering, construction and resource recovery business operating across the UK and Ireland.

The Company is a private company limited by share and is incorporated in England and Wales. The address of the registered office is 1 Hand Axe Yard 277a, Gray's Inn Road, Kings Cross, London, WC1X 8BD.

2. Accounting policies**2.1 Basis of preparation of financial statements**

The financial statements have been prepared under the historical cost convention unless otherwise specified within these accounting policies and in accordance with Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and the Republic of Ireland and the Companies Act 2006.

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires Group management to exercise judgement in applying the Group's accounting policies (see note 3).

The Company has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of Comprehensive Income in these financial statements.

The company's presentational and functional currency is GBP, rounded to the nearest £1,000.

The following principal accounting policies have been applied:

2.2 Basis of consolidation

The consolidated financial statements present the results of the Company and its own subsidiaries ("the Group") as if they form a single entity. Intercompany transactions and balances between group companies are therefore eliminated in full.

The consolidated financial statements incorporate the results of business combinations using the purchase method. In the Balance Sheet, the acquiree's identifiable assets, liabilities and contingent liabilities are initially recognised at their fair values at the acquisition date. The results of acquired operations are included in the Consolidated Statement of Comprehensive Income from the date on which control is obtained. They are deconsolidated from the date control ceases.

In accordance with the transitional exemption available in FRS 102, the Group has chosen not to retrospectively apply the standard to business combinations that occurred before the date of transition to FRS 102.

2.3 Going concern

The Directors have a reasonable expectation that the Group has adequate resources to continue in operational existence for the foreseeable future. The Group therefore continues to adopt the going concern basis in preparing its financial statements. Please refer to the strategic reports for further information.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 SEPTEMBER 2025**

2. Accounting policies (continued)**2.4 Foreign currency translation****Functional and presentation currency**

The Company's functional and presentational currency is GBP.

Transactions and balances

Foreign currency transactions are translated into the functional currency using a fixed rate.

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

Foreign exchange gains and losses resulting from the settlement of transactions and from the translation at period-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in profit or loss except when deferred in other comprehensive income as qualifying cash flow hedges.

2.5 Revenue and profit recognition

Revenue comprises the fair value of the consideration received or receivable, net of value added tax, rebates and discounts. It also includes the Group's proportion of work carried out under jointly controlled operations. Where revenue that has been recognised is subsequently determined not to be recoverable due to a dispute with the customer, these amounts are accounted for as a reduction in revenue. Where non-recovery is as a result of inability of a customer to meet its obligations, these amounts are charged to administrative expenses as a credit loss. Amounts received from customers but not yet recognised within revenue in the income statement are recognised as deferred income in the balance sheet.

Revenue is recognised on construction services over time as the benefit is transferred to the customer. The Company uses an output method to measure progress, recognising revenue on the basis of direct measurements of the value to the customer of the goods or services transferred to date relative to the remaining goods or services promised under the contract. The percentage of completion is measured using the internal value to date as a proportion of the total expected contract revenue to determine the profit to be recognised to date, the profit adjustment is applied to cost of sales.

Revenue is recognised on dry lining services over time as the benefit is transferred to the customer. The Company uses an input method to measure progress, recognising revenue on the basis of direct measurements of the value to the customer of the goods or services transferred to date relative to the remaining goods or services promised under the contract. The percentage of completion is measured using the costs incurred to date as a proportion of the total expected costs to determine the profit to be recognised to date, the profit adjustment is applied to turnover.

The assessment of the final outcome of each contract is determined by regular review of the revenues and costs to complete that contract. Consistent contract review procedures are in place in respect of contract forecasting.

2. Accounting policies (continued)

The general principles for revenue and profit recognition across the Group are as follows:

- Provision is made for any unavoidable future net losses arising from contract obligations, as soon as they become apparent;
- Additional consideration for contract modifications (variations) is only included in revenue (or the forecast contract out-turn) if the scope of the modification has been approved by the customer. If the scope of the modification has been approved but the parties have not yet determined the corresponding change in the contract price, an estimate of the change to the transaction price is made and included in calculating revenue to the extent that any increase in price is highly probably not to reverse;
- Variable consideration amounts (gain-share amounts, KPI bonuses, milestone bonuses, compensation event claims, etc.) are included in revenue (or forecasts to completion) only to the extent that it is highly probable that a significant reversal of the amount in cumulative revenue recognised will not occur;
- Refund liabilities (liquidated damages, pain-share amounts, KPI penalties, etc.) are accounted for as a reduction in revenue (or in forecasting contract out-turns) as soon as it is expected that the Company will be required to refund some or all of the consideration it has received from the customer;
- Claims against third-parties (such as insurance recoveries and claims for cost reimbursements) outside of normal supplier price adjustments are recognised only when the realisation of income is virtually certain. The associated income is accounted for as a reduction in costs rather than revenue;
- Contract mobilisation is not considered to be a separate performance obligation in most situations, as the customer receives little or no benefit from mobilisation activities. Any consideration received from the customer in relation to the mobilisation phase of a contract is deferred and recognised as additional revenue relating to the performance obligations in the contract that benefit the customer.

Waste management

Revenue is recognised for waste management services at the date the waste is delivered to the recycling site.

2.6 Other operating income

Other operating income includes revenue from all other operating activities which are not related to the principal activities of the company.

2. Accounting policies (continued)

2.7 Operating leases: the Group as lessee

Rentals paid under operating leases are charged to profit or loss on a straight-line basis over the lease term.

Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight-line basis over the lease term, unless another systematic basis is representative of the time pattern of the lessee's benefit from the use of the leased asset.

2.8 Research and development

In the research phase of an internal project it is not possible to demonstrate that the project will generate future economic benefits and hence all expenditure on research shall be recognised as an expense when it is incurred. Intangible assets are recognised from the development phase of a project if and only if certain specific criteria are met in order to demonstrate the asset will generate probable future economic benefits and that its cost can be reliably measured. The capitalised development costs are subsequently amortised on a straight-line basis over their useful economic lives, which range from 3 to 6 years.

If it is not possible to distinguish between the research phase and the development phase of an internal project, the expenditure is treated as if it were all incurred in the research phase only.

2.9 Finance costs

Finance costs are charged to profit or loss over the term of the debt using the effective interest method so that the amount charged is at a constant rate on the carrying amount. Issue costs are initially recognised as a reduction in the proceeds of the associated capital instrument.

2.10 Borrowing costs

All borrowing costs are recognised in profit or loss in the year in which they are incurred.

2.11 Pensions

Defined contribution pension plan

The Group operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the Group pays fixed contributions into a separate entity. Once the contributions have been paid the Group has no further payment obligations.

The contributions are recognised as an expense in profit or loss when they fall due. Amounts not paid are shown in accruals as a liability in the Balance Sheet. The assets of the plan are held separately from the Group in independently administered funds.

Defined benefit pension plan

The Group operates a defined benefit plan for certain employees. A defined benefit plan defines the pension benefit that the employee will receive on retirement, usually dependent upon several factors including but not limited to age, length of service and remuneration. A defined benefit plan is a pension plan that is not a defined contribution plan.

The liability recognised in the Balance Sheet in respect of the defined benefit plan is the present value of the defined benefit obligation at the end of the balance sheet date less the fair value of plan

2. Accounting policies (continued)

2.11 Pensions (continued)

assets at the balance sheet date (if any) out of which the obligations are to be settled.

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

The fair value of plan assets is measured in accordance with the FRS102 fair value hierarchy and in accordance with the Group's policy for similarly held assets. This includes the use of appropriate valuation techniques.

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

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

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

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

2.12 Current and deferred taxation

The tax expense for the year comprises current and deferred tax. Tax is recognised in profit or loss except that a charge attributable to an item of income and expense recognised as other comprehensive income or to an item recognised directly in equity is also recognised in other comprehensive income or directly in equity respectively.

The current income tax charge is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the balance sheet date in the countries where the Company and the Group operate and generate income.

Deferred tax balances are recognised in respect of all timing differences that have originated but not reversed by the balance sheet date, except that:

- The recognition of deferred tax assets is limited to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits; and
- Any deferred tax balances are reversed if and when all conditions for retaining associated tax allowances have been met.

2. Accounting policies (continued)

2.12 Current and deferred taxation (continued)

Deferred tax balances are not recognised in respect of permanent differences except in respect of business combinations, when deferred tax is recognised on the differences between the fair values of assets acquired and the future tax deductions available for them and the differences between the fair values of liabilities acquired and the amount that will be assessed for tax. Deferred tax is determined using tax rates and laws that have been enacted or substantively enacted by the balance sheet date.

2.13 Intangible assets

Intangible assets are initially recognised at cost. After recognition, under the cost model, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

All intangible assets are considered to have a finite useful life. If a reliable estimate of the useful life cannot be made, the useful life shall not exceed ten years.

2.14 Tangible fixed assets

Tangible fixed assets under the cost model are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

The Group adds to the carrying amount of an item of fixed assets the cost of replacing part of such an item when that cost is incurred, if the replacement part is expected to provide incremental future benefits to the Group. The carrying amount of the replaced part is derecognised. Repairs and maintenance are charged to profit or loss during the period in which they are incurred.

Depreciation is charged so as to allocate the cost of assets less their residual value over their estimated useful lives.

Depreciation is provided on the following basis:

Freehold property	- straight line over 50 years
Land	- None
Fixtures and fittings, plant and machinery	- 10-25% per annum reducing balance/straight line

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or if there is an indication of a significant change since the last reporting date.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in profit or loss.

2. Accounting policies (continued)**2.15 Revaluation of tangible fixed assets**

Individual freehold and leasehold properties are carried at current year value at fair value at the date of the revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses. Revaluations are undertaken with sufficient regularity to ensure the carrying amount does not differ materially from that which would be determined using fair value at the balance sheet date.

Fair values are determined from market based evidence normally undertaken by professionally qualified valuers.

Revaluation gains and losses are recognised in other comprehensive income unless losses exceed the previously recognised gains or reflect a clear consumption of economic benefits, in which case the excess losses are recognised in profit or loss.

2.16 Impairment of fixed assets

Assets that are subject to depreciation or amortisation are assessed at each balance sheet date to determine whether there is any indication that the assets are impaired. Where there is any indication that an asset may be impaired, the carrying value of the asset (or cash-generating unit to which the asset has been allocated) is tested for impairment. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's (or CGUs) fair value less costs to sell and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (CGUs). Non-financial assets that have been previously impaired are reviewed at each balance sheet date to assess whether there is any indication that the impairment losses recognised in prior periods may no longer exist or may have decreased.

2.17 Investment property

Investment property is carried at fair value determined annually by external valuers and derived from the current market rents and investment property yields for comparable real estate, adjusted if necessary for any difference in the nature, location or condition of the specific asset. No depreciation is provided. Changes in fair value are recognised in profit or loss.

2.18 Valuation of investments

Investments in subsidiaries are measured at cost less accumulated impairment.

2.19 Associates and joint ventures

An entity is treated as a joint venture where the Group is a party to a contractual agreement with one or more parties from outside the Group to undertake an economic activity that is subject to joint control.

Investments in joint ventures are held at the equivalent of the Group's entitlement to the share of profits.

2. Accounting policies (continued)**2.20 Stocks**

Stocks are stated at the lower of cost and net realisable value, being the estimated selling price less costs to complete and sell. Cost is based on the cost of purchase on a first in, first out basis. Work in progress and finished goods include labour and attributable overheads.

At each balance sheet date, stocks are assessed for impairment. If stock is impaired, the carrying amount is reduced to its selling price less costs to complete and sell. The impairment loss is recognised immediately in profit or loss.

2.21 Debtors

Short-term debtors are measured at transaction price, less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method, less any impairment.

2.22 Cash and cash equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

In the Consolidated Statement of Cash Flows, cash and cash equivalents are shown net of bank overdrafts that are repayable on demand and form an integral part of the Group's cash management.

2.23 Creditors

Short-term creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

2.24 Provisions for liabilities

Provisions are recognised when an event has taken place that gives rise to a legal or constructive obligation, a transfer of economic benefits is probable and a reliable estimate can be made.

Provisions are measured as the best estimate of the amount required to settle the obligation, taking into account the related risks and uncertainties.

Increases in provisions are generally charged as an expense to profit or loss.

2.25 Financial instruments

The Group has elected to apply the provisions of Section 11 "Basic Financial Instruments" of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the Group's Balance Sheet when the Group becomes party to the contractual provisions of the instrument.

Basic financial assets

Basic financial assets, which include trade and other debtors, cash and bank balances, are initially

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 SEPTEMBER 2025

2. Accounting policies (continued)

2.25 Financial instruments (continued)

measured at their transaction price (adjusted for transaction costs except in the initial measurement of financial assets that are subsequently measured at fair value through profit and loss) and are subsequently carried at their amortised cost using the effective interest method, less any provision for impairment, unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest.

Discounting is omitted where the effect of discounting is immaterial. The Group's cash and cash equivalents, trade and most other debtors due with the operating cycle fall into this category of financial instruments.

Basic financial liabilities

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the Group after the deduction of all its liabilities.

Basic financial liabilities, which include trade and other creditors, bank loans, other loans and loans due to fellow group companies are initially measured at their transaction price (adjusting for transaction costs except in the initial measurement of financial liabilities that are subsequently measured at fair value through profit and loss). When this constitutes a financing transaction, whereby the debt instrument is measured at the present value of the future payments discounted at a market rate of interest, discounting is omitted where the effect of discounting is immaterial.

Debt instruments are subsequently carried at their amortised cost using the effective interest rate method.

Trade creditors are obligations to pay for goods and services that have been acquired in the ordinary course of business from suppliers. Trade creditors are classified as current liabilities if the payment is due within one year. If not, they represent non-current liabilities. Trade creditors are initially recognised at their transaction price and subsequently are measured at amortised cost using the effective interest method. Discounting is omitted where the effect of discounting is immaterial.

3. Judgements in applying accounting policies and key sources of estimation uncertainty

The preparation of the consolidated financial statements requires management to make judgments, estimates and assumptions that affect the application of policies and reported associated assumptions are income and expense. The estimates and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making judgements about the carrying value of assets and liabilities which are not readily apparent from other sources. Actual result may differ from estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of revision and future periods if the revision affects both current and future periods.

Material estimates and assumptions are made in particular with regards to establishing the following policies:

(i) Contract to date revenue and profit

In order to determine the profit and loss that the Company is able to recognise on its construction

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 SEPTEMBER 2025

3. Judgements in applying accounting policies (continued)

contracts in a specific period, the Company has to allocate total revenue of the construction contracts between the proportion completed in the period and the proportion to complete in a future period.

The assessment of the contract to date revenue for a contract requires a degree of estimation using the certified to date position with an adjustment made to represent the actual works completed.

(ii) Estimation of final contract margins

In order to determine the profit or loss that the Group is able to recognise on its developments and construction contracts in a specific period, the Group has to allocate total costs of the developments and construction contracts between the proportion completing in the period and the proportion to complete in a future period. The assessment of the total costs to be incurred and final contract value requires a degree of estimation. However, Group management has established internal controls to review and ensure the appropriateness of estimates made on an individual contract basis. The estimation of final contract value includes assessment of recovery of variations which have yet to be agreed with the client, compensation events and claims, where these meet the criteria set out in the Group's accounting policies.

(iii) Amounts recoverable on debtors

Judgements have been made in relation to the recovery of trade debtors and taxation recoverable. Management have concluded that the amounts included as trade debtors and taxation recoverable are fairly valued at the year end.

(iv) Retirement benefit obligation valuations

In determining the valuation of the defined benefit scheme's assets and liabilities, a number of key assumptions have been made. The key assumptions, which have been given below, are largely dependent on factors outside the control of the Group:

- Inflation rate
- Life expectancy
- Discount rate
- Salary and pension growth rates

The Group is exposed to risks through its defined benefit scheme if actual experiences differs from the assumptions used and through volatility the plan assets. Details of the assumptions used, and associated sensitivities, are included in note 30.

(v) Property, plant and equipment

Tangible fixed assets held under the cost model are depreciated over their useful economic lives considering their projected residual values, where appropriate. Management reviews the assets' useful economic lives considering factors such as anticipated utilisation, maintenance programmes and physical condition of the assets.

Tangible fixed assets held at fair value apply the same judgments as investment property as disclosed in note (vii) below.

(vi) Investment property valuations

The Directors' fair value assessment of investment properties are aided by valuations undertaken by independent, professional valuers, who perform their valuation in accordance with the RICS Valuation Standards and FRS102. There are significant judgements and estimation involved in valuing these

CAREY GROUP LIMITED

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 SEPTEMBER 2025

3. Judgements in applying accounting policies (continued)

properties which may be subject to uncertainty in outcome, including market rental rates, property appreciation rates, and the climate of the property market in general.

(vii) Provisions

Further information is available in note 27. There are significant judgments and estimates that are required in respect of recognising provisions and contingent liabilities. These include assessing the validity of any claims made against the Group, whether any works are defective and require rectification and ultimately the quantum and cost to rectify any defects. In making provisions and cost estimates the directors use their best estimate of current cost rates, market expectations and future developments.

(viii) Research and development expenditure

The Group has made various Research and Development claims to HMRC in recent years, which have been accepted and paid to the Group by HMRC. The qualifying criteria requires judgement by Management and the Research and Development Expenditure Credits (RDEC) included in these financial statements are prepared by specialists advisers and are considered by Management to meet the qualifying criteria expected by HMRC.

4. Turnover

An analysis of turnover by class of business is as follows:

	2025 £000	2024 £000
Contracting	303,153	388,142
Property development	10	2
	<u>303,163</u>	<u>388,144</u>

Analysis of turnover by country of destination:

	2025 £000	2024 £000
United Kingdom	303,163	388,144
	<u>303,163</u>	<u>388,144</u>

CAREY GROUP LIMITED

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 SEPTEMBER 2025

5. Other operating income

	2025 £000	2024 £000
Net rents receivable	1,310	564
Profit on disposal of tangible assets	849	1,299
R&D expenditure credit	2,615	3,408
Other operating income/(expense)	(176)	1,869
	<u>4,598</u>	<u>7,140</u>

6. Operating profit

The operating profit is stated after charging:

	2025 £000	2024 £000
Depreciation	3,825	2,915
Exchange differences	(174)	309
Amortisation	1,509	668
	<u>1,509</u>	<u>668</u>

7. Auditors' remuneration

During the year, the Group obtained the following services from the Company's auditors and their associates:

	2025 £000	2024 £000
Fees payable to the Company's auditors and their associates for the audit of the consolidated and parent Company's financial statements	256	241
	<u>256</u>	<u>241</u>

The Company has taken advantage of the exemption not to disclose amounts paid for non-audit services as these are disclosed in the consolidated accounts of the parent Company.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 SEPTEMBER 2025

8. Employees

Staff costs, including directors' remuneration, were as follows:

	Group 2025 £000	Group 2024 £000	Company 2025 £000	Company 2024 £000
Wages and salaries	48,770	52,398	7,746	7,404
Social security costs	5,755	6,153	826	804
Cost of defined contribution scheme	1,701	1,674	335	294
	<u>56,226</u>	<u>60,225</u>	<u>8,907</u>	<u>8,502</u>

The average monthly number of employees, including the directors, during the year was as follows:

	Group 2025 No.	Group 2024 No.	Company 2025 No.	Company 2024 No.
Administration	96	93	48	61
Operational	250	260	3	3
Managerial	147	144	28	39
Technical	134	125	5	10
	<u>627</u>	<u>622</u>	<u>84</u>	<u>113</u>

9. Directors' remuneration

	2025 £000	2024 £000
Directors' emoluments	1,423	1,855
Group contributions to defined contribution pension schemes	97	81
	<u>1,520</u>	<u>1,936</u>

The Directors remuneration includes the directors of the entity and certain subsidiary Companies. Not all Directors of the Company are remunerated by the Group.

During the year retirement benefits were accruing to 2 directors (2024 - 3) of the Company in respect of defined contribution pension schemes.

The Directors of Company and of certain subsidiary Companies are considered to be the key management personnel of the Group and their remuneration is outlined above.

The highest paid director of the Group received £434k (2024 - £475k).

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 SEPTEMBER 2025

10. Interest payable and similar expenses

	2025 £000	2024 £000
Bank interest payable	91	104
Finance leases and hire purchase contracts	484	246
Other interest payable	51	13
	<u>626</u>	<u>363</u>

11. Other finance (expense)/income

	2025 £000	2024 £000
Interest income on pension scheme assets	1,202	873
Net interest on net defined benefit liability	(1,092)	(1,219)
	<u>110</u>	<u>(346)</u>

12. Taxation

	2025 £000	2024 £000
Corporation tax		
Current tax on profits for the year	798	-
Adjustments in respect of previous periods	885	720
Total current tax	<u>1,683</u>	<u>720</u>
Deferred tax		
Origination and reversal of timing differences	1,769	1,841
Adjustments in respect of previous periods	(1,413)	(848)
Total deferred tax	<u>356</u>	<u>993</u>
Tax on profit	<u>2,039</u>	<u>1,713</u>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 SEPTEMBER 2025

12. Taxation (continued)

Factors affecting tax charge for the year

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

	2025 £000	2024 £000
Profit on ordinary activities before tax	11,146	7,453
Profit on ordinary activities multiplied by standard rate of corporation tax in the UK of 25% (2024 - 25%)	2,787	1,863
Effects of:		
Expenses not deductible for tax purposes, other than goodwill amortisation and impairment	383	219
Tangible fixed assets	(512)	-
Adjustments to tax charge in respect of prior periods	(529)	(128)
Non-taxable income	(118)	(174)
Revaluations	4	(165)
Dividends from UK companies	-	96
Other	33	2
Group relief	(28)	-
Amounts not recognised	19	-
Total tax charge for the year	2,039	1,713

Factors that may affect future tax charges

There were no factors that may affect future tax charges.

13. Dividends

	2025 £000	2024 £000
Dividends	6,000	-
	6,000	-

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 SEPTEMBER 2025

14. Intangible assets

Group

	Development expenditure £000	Computer software £000	Total £000
Cost			
At 1 October 2024	4,839	14	4,853
Additions	114	-	114
At 30 September 2025	4,953	14	4,967
Amortisation			
At 1 October 2024	668	14	682
Charge for the year	1,509	-	1,509
At 30 September 2025	2,177	14	2,191
Net book value			
At 30 September 2025	2,776	-	2,776
At 30 September 2024	4,171	-	4,171

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 SEPTEMBER 2025

14. Intangible assets (continued)

Company

	Development expenditure £000
Cost	
At 1 October 2024	4,839
Additions	114
At 30 September 2025	<u>4,953</u>
Amortisation	
At 1 October 2024	668
Charge for the year	1,509
At 30 September 2025	<u>2,177</u>
Net book value	
At 30 September 2025	<u>2,776</u>
At 30 September 2024	<u>4,171</u>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 SEPTEMBER 2025

15. Tangible fixed assets

Group

	Freehold property £000	Land £000	Long-term leasehold property £000	Fixtures, fitting and plant and machinery £000	Total £000
Cost or valuation					
At 1 October 2024	15,879	13,989	1,268	41,783	72,919
Additions	-	1,088	75	5,259	6,422
Disposals	(153)	(142)	-	(7,089)	(7,384)
Revaluations	(4,361)	-	-	-	(4,361)
At 30 September 2025	<u>11,365</u>	<u>14,935</u>	<u>1,343</u>	<u>39,953</u>	<u>67,596</u>
Depreciation					
At 1 October 2024	1,594	-	-	32,872	34,466
Charge for the year	228	-	158	3,439	3,825
Disposals	(21)	-	-	(6,394)	(6,415)
At 30 September 2025	<u>1,801</u>	<u>-</u>	<u>158</u>	<u>29,917</u>	<u>31,876</u>
Net book value					
At 30 September 2025	<u>9,564</u>	<u>14,935</u>	<u>1,185</u>	<u>10,036</u>	<u>35,720</u>
At 30 September 2024	<u>14,286</u>	<u>13,989</u>	<u>1,268</u>	<u>8,910</u>	<u>38,453</u>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 SEPTEMBER 2025

15. Tangible fixed assets (continued)

The net book value of land and buildings may be further analysed as follows:

	2025 £000	2024 £000
Freehold property	9,564	14,286
Land	14,935	13,989
Long-term leasehold property	1,185	1,268
	<u>25,684</u>	<u>29,542</u>

The freehold property and land was valued at 30 September 2025 by an external valuer, Gibbs Gillespie Surveyors Limited, in accordance with requirements of the RICS Valuation Standards on an open market basis derived from current market rents and investment property yields.

The net book value of assets held under finance leases or hire purchase contracts, included above, are as follows:

	2025 £000	2024 £000
Fixtures, fitting and plant and machinery	8,280	5,764
	<u>8,280</u>	<u>5,764</u>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 SEPTEMBER 2025

15. Tangible fixed assets (continued)

Company

	Short-term leasehold property £000	Computer equipment £000	Total £000
Cost or valuation			
At 1 October 2024	1,268	82	1,350
Additions	75	344	419
	<u>1,343</u>	<u>426</u>	<u>1,769</u>
At 30 September 2025			
Depreciation			
At 1 October 2024	-	8	8
Charge for the year	158	54	212
	<u>158</u>	<u>62</u>	<u>220</u>
At 30 September 2025			
Net book value			
At 30 September 2025	<u>1,185</u>	<u>364</u>	<u>1,549</u>
At 30 September 2024	<u>1,268</u>	<u>74</u>	<u>1,342</u>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 SEPTEMBER 2025

16. Fixed asset investments

Group

	Investment in joint ventures £000
Cost or valuation	
At 1 October 2024	916
Share of profit	1,064
Transfers intra group	125
Distributions received	(1,100)
At 30 September 2025	<u>1,005</u>

Company

	Investments in subsidiary companies £000
Cost or valuation	
At 1 October 2024	2,001
At 30 September 2025	<u>2,001</u>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 SEPTEMBER 2025

16. Fixed asset investments (continued)

Subsidiary undertakings

The following were subsidiary undertakings of the Company:

Name	Class of shares	Holding
P.J. Carey (Contractors) Limited	Ordinary	100%
P.J. Carey Plant Hire (Oval) Limited*	Ordinary	100%
Careys New Homes Limited*	Ordinary	100%
T.E. Scudder Limited*	Ordinary	100%
Seneca Environmental Solutions Limited	Ordinary	100%
ION Environmental Solutions Limited*	Ordinary	100%
Careys Environmental Services Limited, incorporated in Ireland	Ordinary	100%
Careys Estates Doon Limited, incorporated in Ireland	Ordinary and preference	100%
Careys Shared Equity Limited*	Ordinary	100%
P J Carey (Contractors) Limited, incorporated in Ireland	Ordinary	100%
BDL Group Limited	Ordinary	100%
Careys Design Team Limited*	Ordinary	100%
Careys 35 Baird St Limited*	Ordinary	100%
Careys 1 Hand Axe Yard Limited*	Ordinary	100%
Elfield Park Limited*	Ordinary	100%

* denotes subsidiaries which have taken advantage of the parent company guarantee exemption to produce unaudited accounts in accordance with s479A of the Companies Act 2006.

All companies in the Group are incorporated in England and Wales, unless specified otherwise in the table above.

All subsidiaries hold their registered office at 1 Hand Axe Yard, 277a Gray's Inn Road, Kings Cross, London, WC1X 8BD, UK with the exception of the three Irish companies. The Irish registered companies hold their registered office at Carey House, Dardistown, Cloghran, County Dublin, Ireland.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 SEPTEMBER 2025

17. Investment property

Group	Freehold investment property £000	Property under construction £000	Total £000
Valuation			
At 1 October 2024	14,925	18,713	33,638
Additions at cost	-	886	886
Surplus on revaluation	1,675	2,401	4,076
At 30 September 2025	16,600	22,000	38,600

The 2025 valuations were made by Gibbs Gillespie Surveyors Limited, on an open market value basis.

If the Investment properties had been accounted for under the historic cost accounting rules, the properties would have been measured as follows:

	2025 £000	2024 £000
Historic cost	25,327	25,241
Revaluations	13,273	8,397
	38,600	33,638

The 2025 valuations were made by Gibbs Gillespie Surveyors Limited, on an open market value basis.

18. Stocks

	Group 2025 £000	Group 2024 £000
Raw materials and consumables	2,971	2,771
Land and buildings not yet under development	2,290	2,917
	5,261	5,688

The difference between purchase price or production cost of stocks and their replacement cost is not material.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 SEPTEMBER 2025

19. Debtors

	Group 2025 £000	Group 2024 £000	Company 2025 £000	Company 2024 £000
Due after more than one year				
Trade debtors	6,858	8,545	-	-
Deferred tax asset	1,010	743	-	-
	7,868	9,288	-	-
Due within one year				
Trade debtors	22,816	22,630	88	50
Amounts owed by group undertakings	-	-	28,901	27,002
Amounts owed by joint ventures	-	2,829	-	-
Prepayments and accrued income	4,770	7,718	1,559	1,087
Amounts recoverable on long-term contracts	15,028	15,492	-	-
Other debtors	6,377	4,762	45	-
VAT repayable	1,066	-	-	-
Deferred taxation	36	11	79	79
	50,093	53,442	30,672	28,218

Amounts owed by group undertakings are unsecured, interest free, have no fixed date of repayment and are repayable on demand.

Other debtors include corporation tax recoverable and other sundry debtors.

20. Current asset investments

	Group 2025 £000	Group 2024 £000	Company 2025 £000	Company 2024 £000
Listed investments	57	57	5	5
	57	57	5	5

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 SEPTEMBER 2025

21. Cash and cash equivalents

	Group 2025 £000	Group 2024 £000	Company 2025 £000	Company 2024 £000
Cash at bank and in hand	43,552	33,315	630	146
	<u>43,552</u>	<u>33,315</u>	<u>630</u>	<u>146</u>

22. Creditors: Amounts falling due within one year

	Group 2025 £000	Group 2024 £000	Company 2025 £000	Company 2024 £000
Bank loans	336	336	-	-
Trade creditors	20,499	22,933	923	1,206
Amounts owed to group undertakings	12,056	8,924	30,369	40,977
Other taxation and social security	1,442	1,661	76	101
VAT payable	-	152	21	45
Obligations under finance lease and hire purchase contracts	2,548	1,613	-	-
Other creditors	2,451	2,496	188	61
Accruals and deferred income	42,638	42,072	2,856	6,685
	<u>81,970</u>	<u>80,187</u>	<u>34,433</u>	<u>49,075</u>

Amounts owed to group undertakings are unsecured, interest free, have no fixed date of repayment and are repayable on demand.

Obligations under finance leases and hire purchase contracts are secured on the assets to which they relate.

The bank loans of £336k (2024: £336k) are secured on the assets of a subsidiary and the shares held in Careys 1 Hand Axe Yard Limited.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 SEPTEMBER 2025

23. Creditors: Amounts falling due after more than one year

	Group 2025 £000	Group 2024 £000
Bank loans	1,991	2,326
Net obligations under finance leases and hire purchase contracts	5,146	4,777
	<u>7,137</u>	<u>7,103</u>

Obligations under finance leases and hire purchase contracts are secured on the assets to which they relate.

The bank loans of £1,991k (2024: £2,326k) are secured on the assets of a subsidiary and the shares held in Careys 1 Hand Axe Yard Limited.

24. Loans

Analysis of the maturity of loans is given below:

	Group 2025 £000	Group 2024 £000
Amounts falling due within one year		
Bank loans	336	336
Amounts falling due 1-2 years		
Bank loans	1,991	336
Amounts falling due 2-5 years		
Bank loans	-	1,991
	<u>2,327</u>	<u>2,663</u>

25. Hire purchase and finance leases

Minimum lease payments under hire purchase fall due as follows:

	Group 2025 £000	Group 2024 £000
Within one year	2,548	1,613
Between 1-5 years	5,146	4,777
	<u>7,694</u>	<u>6,390</u>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 SEPTEMBER 2025

26. Deferred taxation

Group

	2025 £000	2024 £000
At beginning of year	(5,492)	(4,676)
Charged to profit or loss	(356)	(740)
Charged to other comprehensive income	2,435	(76)
At end of year	(3,413)	(5,492)

Company

	2025 £000	2024 £000
At beginning of year	(48)	125
Charged to profit or loss	(538)	(131)
Charged to other comprehensive income	229	(42)
At end of year	(357)	(48)

	Group 2025 £000	Group 2024 £000	Company 2025 £000	Company 2024 £000
Fixed asset timing differences	(3,352)	(5,514)	(350)	(42)
Short term timing differences	74	37	-	-
Non-trading timing differences	15	(85)	(85)	(85)
Losses	-	79	79	79
Revaluations	(150)	(10)	-	-
	(3,413)	(5,493)	(356)	(48)

Comprising:

Asset - due after one year	1,010	743	-	-
Asset - due within one year	36	11	79	79
Liability	(4,459)	(6,246)	(435)	(127)
	(3,413)	(5,492)	(356)	(48)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 SEPTEMBER 2025

27. Provisions

Group

	Provision for remedial works £000	Defects provision £000	Provision for onerous contracts £000	Total £000
At 1 October 2024	2,329	-	727	3,056
Charged to profit or loss	6,722	1,113	-	7,835
Utilised in year	(2,329)	-	(697)	(3,026)
At 30 September 2025	6,722	1,113	30	7,865

Provision for remedial works

Provisions recognised are in respect of claims and construction related liabilities that have arisen, or that prior claims experience indicate may arise after the completion of certain developments. The identification and estimation of amounts to be recognised is judgemental by its nature as it requires the Group to make a number of estimates. The provision represents management's best estimate, despite varying levels of estimation uncertainty, with a potential range of reasonable outcomes arising from the projects. The Group expect the provisions to be settled within the next five years. No corresponding insurance reimbursement asset has been recognised, but it is management's expectation that the projects are fully insured.

Defects provision

Provisions are recognised for defect rectification costs for contracts that are within the defect liability period. The costs arise from contractual obligations at the balance sheet date and are estimated based on historical experience.

Provision for onerous contracts

The provision for loss on contracts relate to contracts for which costs are expected to exceed income. As such, the loss element has been recognised immediately.

28. Share capital

	2025 £000	2024 £000
Allotted, called up and fully paid		
250,000 (2024 - 250,000) Ordinary shares of £1.00 each	250	250

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 SEPTEMBER 2025

29. Reserves

Revaluation reserve

The revaluation reserve represents the cumulative revaluation gains and losses in respect of land and buildings, except revaluations gains and losses in respect of investment properties recognised in profit or loss, net of deferred tax.

Other reserves

The other reserve represents the discount received on acquisition of subsidiaries historically and any subsequent foreign exchange movements.

Profit and loss account

The profit and loss reserve represents the cumulative profit and loss net of distributions to owners.

30. Pension commitments

The Group operates a Defined Contribution Pension Scheme.

The Group operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the Group in an independently administered fund. The pension cost charge represents contributions payable by the Group to the fund and amounted to £100k in the year (2024: £84k). Contributions totalling £37k were payable to the fund at 30 September 2025 (2024: £40k) and are included within creditors.

The Group operates a Defined benefit pension scheme.

Certain Group companies, including P.J. Carey (Contractors) Limited, T.E. Scudder Limited and P.J. Carey Plant Hire (Oval) Limited participate in the Carey Group Limited pension scheme, a multi-employer defined benefit pension scheme which requires contributions to be made to a separately administered fund. The scheme ceased future pension accrual for active members from 31 March 2006 and became paid up.

The Directors of each Group Company have taken professional actuarial advice and concluded that it is not possible to identify their share of the assets and liabilities within the Carey Group Limited pension scheme on a consistent and reasonable basis. This decision was taken due to the fact that all contributions and assets are invested together, and are not assigned to one employer, and therefore each employer's share of the assets cannot be identified on a consistent basis from year to year. Further, contribution rates paid by each employer bear no relation to the age profile of the members, leading to cross subsidisation between employers, with some employers paying more than actually required to fund the cost of accruals of benefits for each participating employer.

The contributions paid by the subsidiaries, therefore are accounted as if the scheme were a defined contribution scheme, as the subsidiaries are unable to identify their share of the underlying assets and liabilities in the scheme on a consistent and reasonable basis.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 SEPTEMBER 2025

30. Pension commitments (continued)

The most recent full triennial actuarial funding valuation of the scheme was carried out as at 6 April 2022 by a qualified independent actuary, based on the expected rate of return on the plan assets. Based on this assessment, which took into account material improvements to the funding level that occurred after the 6 April 2022 valuation date, it was agreed with the Trustees of the Scheme that no further ongoing deficit contributions were required. As such contributions to the Scheme ceased from March 2023 and the total contributions to the Scheme in the 2025 are £Nil (2024: £Nil). The funding position and contributions payable will be reassessed at the next triennial valuation due on 6 April 2026.

Reconciliation of present value of plan liabilities:

	2025 £000	2024 £000
Reconciliation of present value of plan liabilities		
At the beginning of the year	21,985	21,122
Interest cost	1,092	1,672
Actuarial gains	(2,646)	(403)
Benefits paid	(1,181)	(406)
At the end of the year	19,250	21,985

Reconciliation of present value of plan assets:

	2025 £000	2024 £000
At the beginning of the year	24,140	23,454
Interest income	1,202	1,326
Actuarial gains/(losses)	(3,563)	(234)
Benefits paid	(1,181)	(406)
At the end of the year	20,598	24,140
	2025 £000	2024 £000
Fair value of plan assets	20,598	24,140
Present value of plan liabilities	(19,250)	(21,985)
Net pension scheme liability	1,348	2,155

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 SEPTEMBER 2025

30. Pension commitments (continued)

The amounts recognised in profit or loss are as follows:

	2025 £000	2024 £000
Interest on obligation	(1,092)	(1,219)
Interest income on plan assets	1,202	873
Total	110	(346)
Actual return on scheme assets	(2,361)	1,092
	(2,361)	1,092

The cumulative amount of actuarial gains and losses recognised in the Consolidated Statement of Comprehensive Income was £NIL (2024 - £NIL).

Principal actuarial assumptions at the balance sheet date (expressed as weighted averages):

	2025 %	2024 %
Discount rate	5.9	5.1
Expected return on scheme assets	2.5	2.5
Inflation assumption	2.9	3.0
Mortality rates		
- for a male aged 65 now	22.5	22.1
- at 65 for a male aged 45 now	23.7	23.4
- for a female aged 65 now	23.7	23.6
- at 65 for a female member aged 45 now	25.1	25.0

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 SEPTEMBER 2025

31. Financial guarantees

The Company and certain group companies are subject to a cross guarantee with the Group's banks, and are secured on certain investment properties in the Group. No monies were outstanding at the year end (2024 - £nil).

32. Contingent liabilities

The Group is involved in a claim relating to potential defects on a historical project. Due to the complexities of the case, the Group is unable to make a reliable estimate of the potential financial impact. The timing of any potential outflow of economic benefits is also uncertain.

33. Related party transactions

During the year the Group advanced loans at a nil interest rate to three Directors totalling £2,580k (2024 - £345k) and received repayments amounting to £1,500k (2024 - £nil). The amount outstanding at the reporting date was £2,129k (2024 - £1,049k).

During the year the Group advanced loans at a nil interest rate to a Director and a shareholder of the ultimate parent company totalling £212k (2024 - £nil) and received repayments amounting to £427k (2024 - £34k). The amount outstanding at the reporting date was £207k (2024 - £422k).

The company has taken advantage of the disclosure exemption available under paragraph 33.1A of the Financial Reporting Standard 102 and has not disclosed transactions between Carey Group Limited and its wholly owned subsidiaries.

During the year, the Group made sales of £24,410k (2024 - £13,004k) to West Sussex Britaniacrest Seneca Partnership Limited. At 30 September 2025, there is an amount due from West Sussex Britaniacrest Seneca Partnership Limited of £2,502k (2024 - £2,829k) as a result of trading in the normal course of business. West Sussex Britaniacrest Seneca Partnership Limited is related as it is a joint venture held by the Group.

34. Post balance sheet events

On 1 October 2025 the Trustees of the Carey Group Pension scheme, signed an insurance contract with Aviva Life and Pensions Ltd for a buy in of the pension scheme. A premium of £100k was paid to secure the buy in. The buy in reduces the risk for the Group, with the liabilities of the scheme matched with the insurance contract with Aviva.

The £100k premium paid is recognised through other comprehensive income and there is no further change to the net assets of the Group as a result of the transaction.

35. Controlling party

Araglin Holdings Limited is the immediate and ultimate parent company. The consolidated accounts of Araglin Holdings Limited are available to the public and may be obtained from C/O Farrow Accounting & Tax Limited, Unit T13, Tideway Yard, 125 Mortlake High Street, London, United Kingdom, SW14 8SN.

There is no ultimate controlling party.



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