



CREO
MEDICAL

2025

Annual Report

Creo Medical is a medical device company focused on the development and commercialisation of minimally invasive electrosurgical devices, bringing advanced energy to endoscopy.

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CLINICAL CASE STUDIES

**Learn how
Speedboat
is improving lives**



SCAN THE QR CODE
TO READ OUR
CASE STUDIES

Our Achievements

2025 Overview

Transformational Year Delivering Strong Revenue Momentum and Significant Cost Reduction

Operational highlights

- Revenue increased by 50% to £6.0m in FY25 (FY24: £4.0m), with momentum building in H2 FY25 as revenue grew by 58% on the same period in FY24 to £3.8m (H2 FY24: £2.4m), demonstrating the accelerating commercial traction and validating the Group's strategy.
- Underlying* administrative expenses further reduced by c.22% to £18.6m (FY24: £23.8m), as the Group's restructuring programme continued, including full realisation of benefits from FY24 actions and continued tight cost discipline.
- Underlying* operating loss reduced by 38.5% to £13.7m (FY24: £22.3m), as revenues scale against a significantly lower cost base.
- Cash and cash equivalents at 31 December 2025 were £12.4m (31 December 2024: £8.7m).
- Sale of a 51% stake in Creo Medical Europe ("CME") in FY25 generated a £26.2m profit on disposal and delivered £24.7m of net cash consideration, leaving the Group with an equity investment in CME which generated a dividend received post period end of £1.6m (including £0.3m relating to tax losses).
- Post-period disposal and outsourcing of manufacturing is expected to reduce underlying operating costs by a further c.15% compared to FY25.
- Post period, the Company has made steps to secure a £2m convertible loan note ("CLN") to the Development Bank of Wales and entered into a non-binding agreement regarding the potential sale of its 49% interest in CME for a consideration broadly in line with its carrying value as at 31 December 2025, alongside plans to raise additional equity funding, which will together provide a strengthened financial platform as the Company executes its commercial growth strategy and progresses towards sustainable cashflow generation and profitability.



- Maintained a clear focus on reducing capital intensity while supporting ongoing commercialisation and product development, progressing towards a more scalable and sustainable operating model.

Product highlights

- Speedboat Notch**, launched in April 2025, is already making a meaningful contribution to growth in advanced procedures using Creo's products, notably supporting increasing adoption in upper GI per oral endoscopic myotomies ("POEMs"), a high value procedure area benefitting from favourable reimbursement across major markets.
- SpydrBlade Flex** has achieved a strong early clinical reception following regulatory clearance and its commercial launch across the US, UK and EU in 2025, re-enforced post period end with use in a new procedural category, Bariatric Endoscopic Antral Myotomy (BEAM), broadening Creo's procedural footprint.
- MicroBlate Flex** continues to gain traction within multiple clinical studies for the treatment of lung tumours and has recently been utilised in the first robotic guided microwave ablation of cancerous lung tissue at a leading UK hospital, underlining the platform's innovative capability and clinical relevance.
- A limited market release of **MicroBlate Fine** has commenced across selected leading research sites in Europe, APAC and the USA, generating early clinical experience in the treatment of pancreatic and liver lesions and represents an important step towards broader commercialisation.
- New Category I CPT reimbursement codes for Endoscopic Submucosal Dissection ("ESD") procedures in the US in both the upper and lower gastrointestinal tract. These codes are expected to come into effect in 2027 and represent a significant future reimbursement milestone for advanced endoscopic procedures.

Financial Highlights as of 31st December 2025

Revenue

£6.0m

(2024: £4.0m)



Underlying administrative expenses

£18.6m

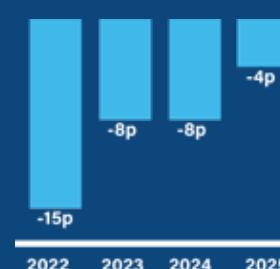
(2024: £23.8m)



Underlying loss per share

-4p

(2024: -8p)



Underlying operating loss

£13.7m

(2024: £22.3m)



Net consideration from sale of Creo Medical Europe

£24.7m

with a £29.5m investment asset held on the balance sheet

Profit on sale of Creo Medical Europe

£26.2m

*Revenue and underlying metrics refers to continuing operations and is defined on page 53.

About Creo

Transforming lives by delivering pioneering endoscopic healthcare solutions to clinicians worldwide

Creo Medical is a UK-based medical device and advanced energy company, improving lives by delivering pioneering solutions to healthcare providers across the world to improve patient outcomes.

Founded in 2003 by Professor Chris Hancock, initially focused on utilising high-frequency microwave energy and dynamic matching techniques for cancer treatment. Over time, the company's strategic vision expanded to encompass the development of medical devices with broader applications, leading to a rebranding as Creo Medical in 2010.

More than 375,000 are diagnosed with cancer in the UK each year¹. Many of us will all likely know someone who will be or has been impacted by cancer in some way. These diseases can be treated using advanced energy, with potentially huge benefits for both patients and their loved ones. Chris was driven to apply advanced energy technology to make a difference and improve lives; this remains the foundation on which Creo is built.

Our products

Creo Medical has developed a suite of unique endoscopic devices (see page 26), each powered by our CROMA advanced energy platform. These unique products put Creo at the forefront of a paradigm shift in the treatment of an increasing number of cancer and pre-cancer indications, particularly in the GI tract, pancreas, liver and lung. Creo is able to complement these devices with a broader range of endotherapy products, which are available to our customers worldwide.

In addition to endoscopic products manufactured by Creo, we are collaborating with leaders from other sectors (particularly robotic surgery) to maximise the benefits

of our advanced energy products; aiding the treatment of more patients and indications and, in turn, generating income from multiple high-growth markets.

Our stakeholders

In pursuing our mission 'to improve lives', multiple stakeholders, directly or indirectly, benefit from our products:

Patients

- ▶ Improved patient outcomes
- ▶ Shorter procedure times
- ▶ Low recurrence risk (rate less than 1%²)
- ▶ Organ preservation
- ▶ Reduced risk

Healthcare Professionals

- ▶ Minimally invasive treatment
- ▶ Reduced risks associated with surgical procedures
- ▶ Removal of lesions en-bloc (in a single piece) for improved histology and lower recurrence rates
- ▶ Streamlined training curve

Hospitals

- ▶ Reduced procedure costs³
- ▶ Reduced procedure time and fewer follow up appointments³
- ▶ Reduced waiting times³
- ▶ Improved patient pathways³
- ▶ Freeing up critical infrastructure to treat other patients³
- ▶ QALY ("Quality Adjusted Life Years") value added³



At Creo, our team encompasses a wide range of experts spanning all Company departments:

- ▶ Engineering and R&D
- ▶ Experienced sales teams with bespoke direct and indirect distribution networks across territories
- ▶ A world-class Pioneer Clinical Education Programme tailored to the needs of our customers and their patients
- ▶ Global business support functions to continue to build the Creo brand globally

Manufacturing

- ▶ Improved operational efficiency through the disposal and outsourcing of manufacturing to a newly established company controlled by the current management of Creo's manufacturing operations post period end.
- ▶ Our relationship with the sophisticated manufacturing operation and talented team we have developed to produce our class leading products is fully maintained.

Transforming lives each day

Creo's products are used by leading physicians and healthcare institutions around the world. Speedboat, Creo's flagship product, provides excellent patient outcomes, and we have a growing pipeline of global physicians interested in the technology. Our latest iteration of the device, Speedboat Notch, was launched during 2025, and has been engineered with an innovative Notch tip design for depth perception. This advancement has been welcomed by users who experience precise control, improved tissue interaction and optimal procedural outcomes.

"I'm very impressed with the preciseness and speed of the dissection using advanced bipolar energy. Microwave technologies have many advantages including a superb safety profile which allows me to complete a deeper dissection with confidence."

Dr Rodrigo Garces Duran,
Endoscopist at UCL St Luc Bruxelles

References

1. <https://www.cancerresearchuk.org/about-cancer/what-is-cancer/understanding-cancer-statistics-incidence-survival-mortality#how-many-people-are-diagnosed-with-cancer-incidence>
2. Cost-effectiveness analysis of Speedboat submucosal dissection in the management of large nonpedunculated colorectal polyps. Authors: Amir Ansaripour, Mehdi Javanbakht, Adam Reynolds and Zacharias Tsiamoulos
3. <https://www.creomedical.com/en/healthcare-professionals/improving-patient-pathways-with-ssd>

Chairman's Statement

2025 - a year of strong financial and operational delivery



“We remain focussed on delivering exceptional revenue growth, improving operational and working capital efficiency and implementing continuous cost controls to position the business for success. Strategically, Creo’s uniquely innovative advanced energy products address many surgical needs in large markets, creating significant potential for shareholder returns and, fundamentally, improving lives.”

Kevin T. Crofton, Chairman

Introduction

This statement marks the conclusion of my first full year as Chairman of Creo Medical Group plc. I'm proud to say that the Creo team has met every milestone in the business plan introduced at the end of FY2024, delivering 6 successive quarters of top line and bottom-line performance. The Company continues to make strong progress in what is inherently a capital-intensive phase of its evolution, characteristic of innovative medical technology businesses bringing differentiated platforms to global markets.

As a reminder, going into last year, we conducted a top down/bottom up review of Creo's overall business plan. The motivation behind this review was to create an executable long term business plan that removed all revenue associated with speculative programmes and, at the same time, making sure that the timing of product launches, adoption and release are pragmatic from a revenue forecasting perspective. Other than de-risking the

top line forecast(s), the review also focused on lowering the cost structure of the Company while preserving the foundations from which the Company could grow.

Of course, the work to reshape the business is still ongoing – moving to an outsourced contract manufacturing model for operational efficiency, continued product launches, and continuous revenue growth are still the priorities for the management team. To date, the execution to this plan has been excellent, with the executive team fully aligned and engaged with delivery.

Overview

The Board recognises that companies operating at the intersection of advanced device engineering, clinical validation and international commercialisation require sustained investment over multiple years before reaching meaningful scale. Against this backdrop, we are particularly encouraged by the progress achieved during 2025. This progress reflects a transition from investment-led

development towards ever increasing commercial traction and operational leverage.

The Group delivered another year of growth. The debut of Speedboat Notch at ESGE Days in April 2025 reinforced the continued adoption of Creo's core Speedboat product range, which remains the foundation of revenues. Importantly, this traction provides early validation of Creo's advanced energy platform and demonstrates the repeatable nature of our commercial model – an essential milestone in the evolution of any capital-intensive medtech business. Pages 44 to 45 sets out details of the Speedboat pilot being undertaken at the Aneurin Bevan University Health Board, offering patients the benefits of Speedboat in Wales for the first time.

We have continued to invest in broadening the product portfolio and gaining valuable clinical evidence. The launch of SpydrBlade Flex, MicroBlate Flex and MicroBlate Fine during the year represents the next phase of platform expansion and very exciting opportunities. While the financial contribution from these additional devices in 2025 was incremental, such product extensions are critical in increasing procedure applicability, deepening customer engagement and driving long-term revenue scalability. By way of example, pages 28 to 29 visualise the breadth of diseases which Creo's platform is able to treat today. The ability to treat more indications enables greater revenue potential.

By launching these products in 2025, Creo is now a multi-product company, essential to being successful in the long run. These launches underpin our confidence in a materially stronger growth profile as we move into 2026 and beyond.

Clinical progress remains a key value driver for Creo. Increasing levels of published data, combined with encouraging developments in our pulmonary programme through the limited market release with Intuitive, are strengthening the clinical and economic case for adoption. As is typical in our sector, the accumulation of clinical evidence is a fundamental precursor to broader utilisation and reimbursement support. With greater usage, we gain more clinical evidence either through registries or more formal clinical trials. One example is the Bronchoscopic Microwave Ablation of Lung Tissue trial which is underway at the Royal Brompton and Harefield NHS Foundation Trust and also at the Amsterdam University Medical Centres.

From a capital allocation perspective, the Board has taken decisive action, working closely with management, to optimise the Group's structure and enhance capital efficiency. The sale of a 51% interest in Creo Medical Europe ("CME"), completed in February 2025, crystallised value at an attractive return relative to the original investment, while retaining strategic exposure to European markets through our partnership with MicroTech.

We have also made strong progress in strengthening the Group's financial position and liquidity. In addition to the proceeds from the CME transaction, post-period end the Group has made steps to secure a £2m convertible debt facility with the Development Bank of Wales and is progressing plans to raise further equity funding. As outlined in Note 27, post-period end we have also entered into a non-binding agreement regarding the potential sale of our remaining 49% interest in CME, which, if completed, would further enhance financial flexibility.

These actions reflect the Board's disciplined and proactive approach to capital allocation, supporting the Group's ongoing commercialisation and development priorities, while maintaining a clear focus on capital efficiency and long-term shareholder value.

Operationally, we have advanced our transition towards a scalable and capital-efficient model. The sale of Creo Medical Europe is one major step in reducing our operating expenses. Another major step in this process is to transition Creo to an outsourced business model. In this vision, Creo becomes a new product introduction company that designs, prototypes, and tests new products and then transfers the discipline of design for manufacturing and subsequent delivery of products to market via a third party manufacturer. Outsourcing the assembly of the CROMA platform during the year demonstrated the feasibility of this broader outsourced manufacturing model. Post-year end, outsourcing the manufacturing operations for our advanced energy products continued this process. This aligns the business with a model commonly seen in successful medtech companies, where innovation, clinical leadership and commercial execution are retained in-house, supported by specialist contract manufacturing partners for product delivery.

Chairman's Statement continued

Geographically, momentum in Latin America has been particularly strong, with robust performance in 2025 providing a clear indication of demand ahead of formal regulatory approvals in key markets such as Brazil, Mexico and Argentina. This reinforces our view of the significant untapped potential across international markets.

Our Team

We exited 2025 with a direct team of 104 employees across the USA, UK, Europe and Asia. As noted last year, this number is significantly reduced from the peak seen in 2022, assisted in part by the divestments which took place during 2025.

With a reduced team, talent retention is more important than ever. On page 68-69 we have provided more details around how we support our teams, optimised through providing valuable, rewarding and challenging work that is competitively compensated.

I am humbled by the dedication from all of Creo's hard working staff. They demonstrate Creo's core values on a daily basis and focus on improving lives through their work. Their enthusiasm is infectious. The commitment and personal sacrifices made by all team members continue to allow the Group to deliver groundbreaking products to clinicians for the benefit of their patients. For me the case study set out on pages 42-43 drives home just how important our work is for all employees past and present. To know your work has contributed to the successful treatment of a retired colleague's wife, whilst sobering, underscores the importance of the work we do each day.

On behalf of the Board, I thank each employee for their hard work and commitment.

Board and Governance

Following the changes announced in 2024 and 2025, the board continues to build on Creo's governance framework and engage through the existing committees, additional board oversight, and regular robust discussion with shareholders and advisers. The Governance section of this report (starting on page 77) provides further details.

Outlook

Looking forward, the Board believes the Group is approaching an important milestone in a company's growth phase. Creo has a validated core product, an expanding product portfolio, increasing clinical endorsement, growing clinical evidence and a more efficient operating model that positions the Company into a sustainable, scalable growth cycle.

With continued focus on delivery against these elements: continued revenue growth, aggressive cost control, and timely development and delivery of new products Creo is on track to profitability.

I hope you agree that the progress made in 2025, which continues in 2026, provides increasing confidence that the foundations are firmly in place to deliver long-term value for shareholders.

I would like to thank our employees, partners and shareholders for their continued support as we advance into the next phase of Creo Medical's development and continue to improve lives.

Kevin T. Crofton
Chairman



Growth through commercial progress, continued innovation and strategic milestones



"We continue to strengthen our product portfolio with the introduction of new products and progress in clinical studies that support new clinical applications in key markets. The benefits of our innovative products have growing recognition from key opinion leading worldwide. Together, this creates confidence and optimism for the future potential of Creo."

Craig Gulliford, Chief Executive Officer

Introduction

2025 was another pivotal year for Creo Medical Group plc, marked by strong commercial progress, continued innovation and important strategic milestones that position us for accelerated growth.

At the heart of Creo is a clear and consistent vision: to improve patient outcomes through the application of our unique and innovative Advanced Energy platform. We believe that by enabling more precise, controlled and minimally invasive procedures, our technology has the potential to transform surgical practice across multiple therapeutic areas. Our gastrointestinal ("GI") product range represents a major step in delivering on that vision, providing clinicians with differentiated tools that enhance both efficacy and safety in complex endoscopic procedures.

In 2025, we continued to translate our vision into tangible commercial progress. We delivered significant growth in our business. This growth has been driven by increasing adoption of our Speedboat product range, which continues to account for the vast majority of our product revenues to date. The growing commercial traction we are seeing across our key markets is strong validation of both the clinical value of Creo's products and technology and the effectiveness of our commercial execution.

In 2025 Creo delivered 50% revenue growth to £6.0m, with a pronounced acceleration in the second half of the year. This performance was driven primarily by continued adoption of the Speedboat product family, reflecting growing clinician confidence, increasing utilisation and expanding procedural breadth. In addition to this strong revenue growth, FY25 reflected the full-year impact of decisive cost actions taken

in 2024, reducing the annualised cost base by over £5m, with further structural savings delivered following the sale of 51% of CME. Underlying administrative expenses from continuing operations fell 22% to £18.6m (FY24: £23.8m), driven by the completion of major development and regulatory programmes and continued disciplined cost control.

Products & Clinical Progress

In April 2025 we launched an additional version of Speedboat, Speedboat Notch. Taking on board user feedback, particularly in the upper GI space, we enhanced the design of Speedboat UltraSlim to include additional features designed to support a wider range of reimbursed complex third-space endoscopic procedures, including E-, F-, and G-POEMs. Developed at pace through 2024, Speedboat Notch was launched at ESGE Days in April 2025.

At the same time, we expanded the commercialisation of our wider portfolio with the introduction of SpydrBlade in UK and EU markets, an initial limited market release of MicroBlate Fine for pancreatic and liver ablation (see pages 36 and 37) and the expansion of the use of MicroBlate Flex for the microwave ablation of lung tumours. While these products made an initial contribution during FY25, they represent an important broadening of the product portfolio now contributing to our revenue growth. We expect these products to play a much more meaningful role as we progress during 2026 and beyond. Together, they form part of a comprehensive and increasingly versatile suite of devices that build on the strong foundations established by Speedboat.

Clinical progress remains central to our strategy and to the long-term adoption of our products. During the year, we saw a continued increase in published clinical data supporting the use of our devices, alongside encouraging developments in our pulmonary programme through the limited market release of MicroBlate Flex with Intuitive Surgical. These advancements are critical in building clinician confidence, supporting training and driving wider utilisation across both existing and new indications. Pages 34 and 35 set out further details of MicroBlate Flex. On pages 48 and 49 we have included a selection of the clinical efficacy data in respect

of our products. I would encourage all readers to utilise the QR codes throughout this report and explore the additional product and clinical data we publish on our website.

The human impact of the work we undertake at Creo never ceases to motivate and remind us all why the work we do is and products being developed are so important for all of us. On pages 42 and 43 you can read about Liz Thomas. Liz's husband Jim played an important role in the development of our product prior to his retirement, and has now become the first directly associated member of the team to experience the life changing impact of Speedboat. Speedboat was used to remove an adenoma in Liz's colon in the endoscopy room when she had initially been told she would need invasive bowel resection surgery. The speed and simplicity of the treatment meant that, within a few days, Liz was back looking after her grandchildren and even baked a birthday cake.

Another case I had the privilege to observe during the year in the USA, was a man in his 40's who had been suffering a debilitating swallowing disorder. This had resulted in a dramatic reduction in his quality of life, imprisoned by a diet of baby food and fluids in recent years. Both his social and home life were severely impacted by his condition in many ways. Upon diagnosis, the doctor was faced with a challenging case. The decision was to operate endoscopically utilising advanced energy and Speedboat. Accessing his oesophagus with a standard gastroscope; despite the challenging vascular nature of the situation, the doctor was able to tackle significant bleeding vessels and thin, fragile oesophageal lining as a result of the swallowing disorder. The doctor successfully complete the procedure endoscopically with no general aesthetic or interventional surgery. The result - the patient was discharged within 24hrs, with no external scarring and able to get back to a normal life, eating and socialising normally within a few days. Every time one of our products is used, a patient somewhere is demonstrably benefiting from the application of our unique advanced energy.

Our innovation pipeline continues to strengthen. The finalisation of designs for our Advanced Energy Bipolar Utility Toolkit range represents a key step forward, with

CEO's Review continued

these plug-and-play products expected to enter design transfer to manufacturing during 2026. Details of these products and our product road map are set out on pages 38 to 41. This next generation of devices is designed to further enhance usability, compatibility and clinical performance, reinforcing Creo's position at the forefront of advanced energy innovation.

Geographically, we are particularly encouraged by the strong performance in Latin America, where results in 2025 have exceeded expectations. Despite awaiting regulatory approvals in key markets such as Brazil, Mexico and Argentina, the level of engagement and demand from our distribution partners provides confidence in continued expansion across the region.

Beyond our own product portfolio, the expansion of our Kamaptive partner programme marks an important evolution in how we deliver our technology to the market. By enabling integration of our Advanced Energy platform into third-party systems (including robotic-assisted surgical platforms), we are extending the reach and applicability of our products and technology. During the year we reached agreement to support initial integration with a major global medtech partner. This represents a significant milestone, and we are pleased to see this strategy beginning to translate into a growing pipeline of opportunities. Kamaptive is increasingly demonstrating its potential as a powerful channel for scaling our technology beyond the boundaries of our direct product portfolio.

Operations

From a strategic and operational perspective, 2025 was a year of meaningful transformation. The sale of 51% of Creo Medical Europe concluded in early 2025 and not only generated a positive cash outcome for the Group, but maintained strong European market access through our joint venture with MicroTech whilst retaining a significant asset on our balance sheet. Post period end, we received our first dividend from Creo Medical Europe of £1.6m (including £0.3m relating to tax losses) for FY25.

In parallel, we have made significant progress in optimising our cost base and improving the scalability of the business. The outsourcing of CROMA production and, post year-end, the agreement to outsource the manufacture of our advanced energy products combined with the externalisation of design-for-manufacture activities has enabled a substantial reduction in operating expenditure.

This evolution reflects a deliberate shift in our operating model. Creo is increasingly focused on its core strengths: innovation, clinical excellence and commercial execution. By partnering with high-quality contract manufacturers in the UK, the US and potentially further afield, we are building a more capital-efficient and scalable platform capable of supporting long-term growth.

Outlook

Looking ahead, the outlook is highly encouraging. We are entering a period where the combination of a validated core product range, an expanding portfolio of new devices, growing clinical endorsement and the future potential from Kamaptive partnerships creates a powerful platform for growth. The value of our Advanced Energy technology, both as a standalone offering and as an integrated solution across multiple surgical environments, is now becoming increasingly evident.

These are terrific foundations for our continued commercial execution. As we move into 2026 and beyond, we remain focused on scaling adoption, expanding our market presence and continuing to deliver on our core mission: improving patient outcomes through innovative, advanced energy solutions.

I would like to thank our teams, partners and customers for their continued commitment and support as we build on the strong momentum achieved in 2025 and progress into the next phase of Creo Medical's journey.

Craig Gulliford

Chief Executive Officer



The Foundations for Sustained Growth

Creo Medical's global activities span Clinical and Regulatory, Manufacturing, Training and Education, Market Development and Direct and Indirect Sales.

104*
people worldwide



Technology, Research and Development

Domain expertise in advanced energy and devices

Full R&D and support engineering capabilities

Medical energy (RF, MW and more), electronics, device, materials, expertise

Clinical and Regulatory

Experienced Regulatory and Quality team

UK, EU and USA based personnel

Creo products are cleared in CE, FDA and other jurisdictions

Training and Mentoring

Clinical education team covering Europe, USA and APAC, with dedicated nurse endoscopist employees assisting training labs and procedures, trained trainers (doctors), for peer to peer training, with courses run globally

Manufacturing

Manufacturing at Creo's clean room facilities based in its Chepstow HQ, supported by outsourced manufacturing partners*

Procurement and Logistics

Full procurement and logistics function with key hubs in the UK and USA, plus our global distribution partners shipping own and third party products from and to a wide range of countries

Sales and Commercial

Experienced market development and sales team with deep industry experience and strong relationships with doctors and hospitals. Local teams in local healthcare systems, augmented by selected country distributors

Service and Support

Dedicated service and support function to support Creo equipment from installation, through maintenance and repair. Close working relationship with engineering teams

* Post period end Creo announced an agreement for the disposal and outsourcing of its manufacturing to a newly established company controlled by the current management of Creo's manufacturing operations.

Our Business Model

Generating value for all stakeholders

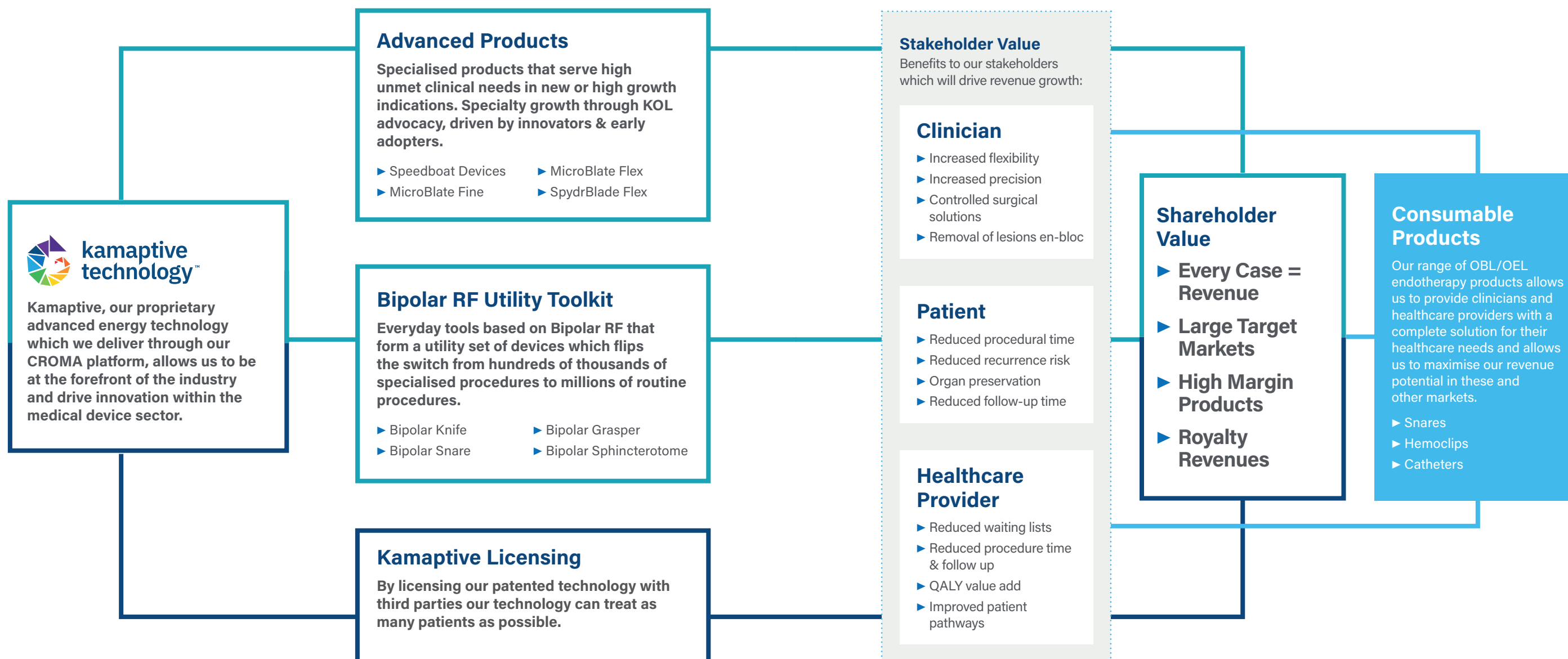
Our business model focuses on using our innovative technology through 3 revenue streams to generate shareholder and stakeholder value.

CORE REVENUE STREAMS:

Creo Products

Kamaptive Licensing Agreements

Consumable Products



Investment Case

Harnessing advanced energy to treat indications endoscopically

1

2

3

Intelligent Technology

- ▶ The development of a suite of cutting-edge, miniaturised Creo manufactured devices
- ▶ Continued investment in R&D, both in house and through our Kamaptive partners, to expand and enhance the treatment options open to healthcare providers
- ▶ A broad intellectual property portfolio potential

Multi-tiered Revenue Stream

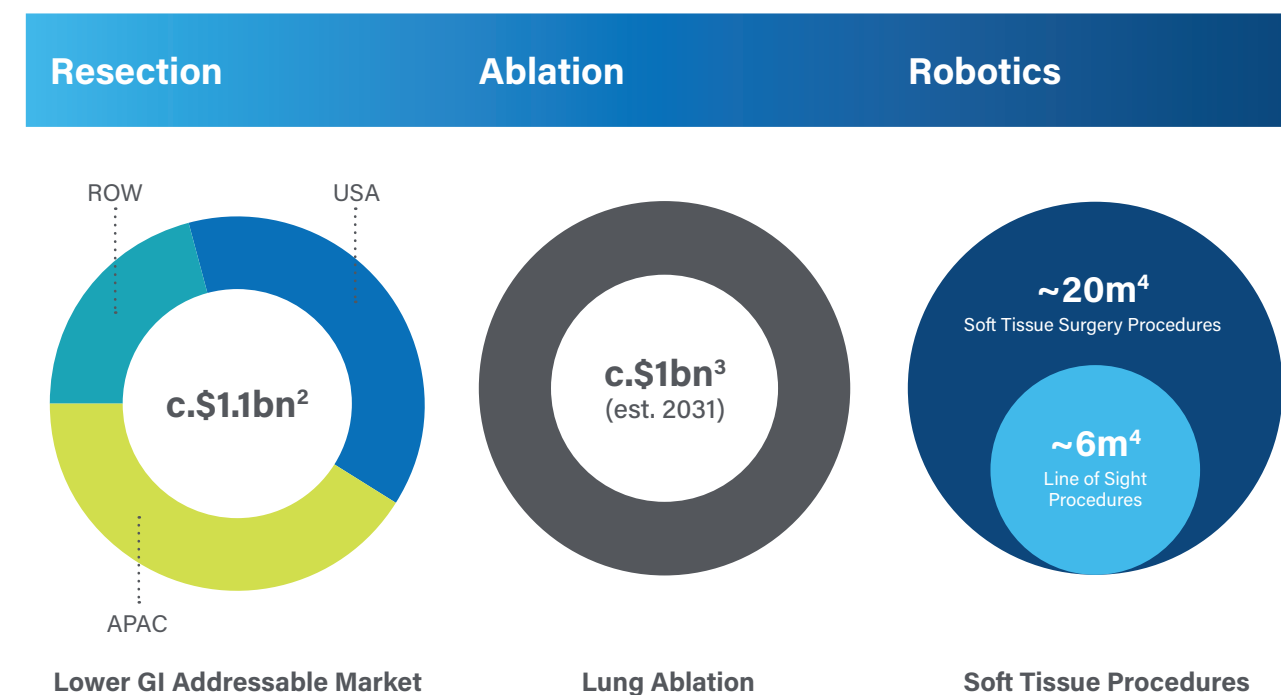
- ▶ Core advanced energy devices at various stages of commercialisation
- ▶ Complementary products providing opportunity to maximise revenue per procedure
- ▶ Kamaptive Licensing Partnerships continue to progress and evolve
- ▶ Bipolar RF Utility Toolkit of devices focussed on the volume potential of millions of routine procedures

Addressing Global Needs

- ▶ Entering new and established markets where there are significant unmet needs in the treatment options available
- ▶ Bringing advanced energy, until now synonymous with surgery, to endoscopic procedures
- ▶ Significant potential in robotics partnerships
- ▶ Working with some of the world's leading healthcare providers and physicians to ensure clinical excellence when introducing minimally invasive alternatives to surgery for patients across the globe

Market Review

Market potential



- ▶ Single NHS Trust experience based on c.13,800 colonoscopies
- ▶ 5.5% complex polyps, of which c.49% required therapeutic intervention¹ (c.2.6%)
- ▶ Applying to the US based on 16m colonoscopies p.a.² implies a c.\$425m US and \$1.1bn overall total addressable market ("TAM") for lower GI
- ▶ Doctor interviews place Creo target market c.\$100m US and EMEA within 5 to 7 years — lower GI only
- ▶ Additional market potential for Speedboat for upper GI procedures
- ▶ American Medical Association Current Procedural Terminology Editorial Panel reimbursement codes for Endoscopic Submucosal Dissection ("ESD") procedures in the upper and lower gastrointestinal ("GI") tract, expected to commence in 2027.

- ▶ c.\$1bn market based on estimated procedures³ and expected device cost for lung ablation in 2031
- ▶ Controlled market release of MicroBlate Flex commenced during 2024 with initial commercial sales now coming through
- ▶ MicroBlate Flex being used in the same sitting as a robotic assisted diagnostic procedure

- ▶ 1.8 million Intuitive procedures in 2022 (Intuitive have significant majority robotics market share)⁴
- ▶ c.6 million pa Intuitive line of sight⁴
- ▶ c.20 million soft-tissue surgery procedures total market⁴
- ▶ Significant growth potential in Soft Tissue Robotic surgery market
- ▶ Surgical Robotics market growing at a 14-20%+ CAGR
- ▶ Hospitals experience a shift from <2% to >15% of general surgery procedures via robotic-assisted surgery over 6 years

1 Based on individual account experience (not published)
 2 US surgical procedure volumes 2010, Millennium Research, RPUS43SV10, February 2010 / idata Research 2019
 3 Internal information on evolution of lung ablation 2023-2031
 4 Intuitive Surgical JPM presentation January 2023 (Line of sight: Estimated robotically addressable portion of targeted procedures in targeted geographies with existing products and clearances. Excludes Ion)

A defining commercial inflection point



"With a differentiated technology platform, increasing market adoption and powerful strategic optionality, Creo Medical is exceptionally well positioned to deliver accelerating growth, improving economics and long term shareholder value."

David Woods, Chief Commercial Officer

Technological innovation continues to enhance the precision, control and effectiveness of minimally invasive interventions. Advances in endoscopic technologies are enabling access to anatomically difficult areas and facilitating more accurate, targeted treatment. As a result, endoscopic procedures and minimally invasive surgery is increasingly established as the standard of care across a wide range of medical specialties, particularly within gastrointestinal (GI) and respiratory medicine.

This trend is being driven by clear benefits for both patients and healthcare providers. Patients experience faster recovery, less procedural pain and minimal scarring, while providers benefit from reduced inpatient stays, improved efficiency and lower overall treatment costs.

This shift is driving growing demand for advanced interventional endoscopic devices that offer enhanced functionality and versatility.

Products such as Speedboat reflect this trend, enabling more complex therapeutic procedures to be carried out endoscopically in the upper and lower GI tract. At the same time, expanding applications in oncology are creating increasing demand for minimally invasive solutions capable of treating early stage cancers. Creo's MicroBlate Flex and MicroBlate Fine products (see pages 34 to 37) exemplify the opportunity to address this evolving clinical need.

The growth in interventional endoscopy is not limited to oncology. Rising rates of obesity and metabolic disease,

driven by modern lifestyles and dietary habits, are creating demand for less invasive treatment options beyond traditional bariatric surgery. Endoscopic interventions are increasingly being used earlier in the treatment pathway, helping to prevent disease progression and reduce the likelihood of more complex and costly surgical interventions.

By enabling earlier treatment through less invasive and more cost effective procedures, interventional endoscopy is positioned as a significant and sustained driver of growth across multiple therapeutic areas. Creo's products are front and centre of this change and represent a compelling clinical and economic proposition.

Commercial Strategy: From Validation to Scalable Growth

2025 was a defining year for Creo and was the point at which years of focused investment translated into clear, accelerating and repeatable commercial success. During the year Creo transitioned decisively from technology validation to commercial acceleration.

The Group delivered strong and broad based revenue growth, materially expanded its commercial opportunity and exited the year with powerful momentum across products, geographies and clinical applications.

Revenue in 2025 increased by 50% to £6.0m, with H2 FY25 accelerating a further 58%, clearly demonstrating growing market adoption and the scalability of our Advanced Energy platform. Importantly, this performance was achieved alongside a substantially reduced cost base, highlighting the operating leverage embedded within the business as revenues scale.

Our work throughout 2025 confirmed that our Core Products are not only clinically compelling, but



commercially scalable across multiple procedures, customer segments and geographies.

Our commercial strategy focused on:

- ▶ **Scaling adoption** of Speedboat® within reimbursed, high value procedures
- ▶ **Broadening procedural reach** through complementary product launches
- ▶ **Higher revenue per customer** through expanded product offerings and increased utilisation
- ▶ **Leveraging partnerships** to unlock capital efficient scale

Taken together, these actions have meaningfully expanded Creo's addressable market while strengthening the quality, visibility and sustainability of future revenues.

Speedboat: A Proven, Expanding Revenue Engine

Speedboat remains the cornerstone of Creo's commercial success and a powerful proof point for the Group's Advanced Energy platform.

The launch of Speedboat Notch in April 2025 was a critical catalyst, enabling greater penetration into complex upper GI procedures such as POEMs — a rapidly growing, premium procedure category with well established



CCO Report continued

reimbursement. Clinical adoption has been swift, and Speedboat Notch is already making a meaningful contribution to revenue growth.

The increasing utilisation we are seeing across existing customers, alongside continued new site wins, provides strong evidence that Speedboat is evolving into a repeat use, standard of care enabling technology rather than a niche innovation.

Multi Product Expansion: Unlocking Step Change Growth

Creo is a true multi product growth company as seen through the additions of:

- ▶ **SpydrBlade Flex** (ESD, POEM, BEAM)
- ▶ **MicroBlade Flex** (pulmonary ablation)
- ▶ **MicroBlade Fine** (pancreatic and liver lesions)

The market launches of these products represent a fundamental expansion of Creo's commercial opportunity. These products significantly increase the number of addressable procedures per customer and enhance the economic value of every installed platform.

While initial revenues in FY25 were modest, the strategic impact is substantial:

- ▶ Broader clinical applicability
- ▶ Deeper customer engagement
- ▶ Increased cross selling and bundling potential
- ▶ Higher long term revenue per account

This expanding portfolio positions Creo for structurally stronger growth as adoption accelerates through 2026 and beyond.

Clinical Validation and Reimbursement Tailwinds

Commercial momentum continues to be reinforced by an expanding base of clinical evidence and growing advocacy from leading clinicians. Pages 48 to 49 set out example clinical papers that have been published, providing valuable clinical validation to our beliefs.

A major future growth catalyst was realised during 2025 with confirmation that new US Category I CPT reimbursement codes for ESD procedures are expected to come into effect in 2027. This represents a significant medium term inflection for advanced endoscopy economics in the US market and materially enhances the long term revenue potential of Creo's platform.

The combination of clinical validation, procedural expansion and improving reimbursement dynamics creates powerful tailwinds for sustained adoption.

Geographic Expansion and Capital Efficient Scale

FY25 demonstrated the increasing global relevance of Creo's products.

- ▶ **In the US** strong revenue growth driven by an increasingly effective direct sales strategy, delivering increased new account wins, deeper penetration of strategic accounts, and improved sales productivity. This direct model provides enhanced margin control, greater visibility of pipeline, and a scalable platform for continued U.S. expansion.
- ▶ **LATAM** delivered attractive growth through a capital efficient distributor model, with particular momentum from new regions coming online. The expansion of distributor coverage is accelerating market entry, increasing footprint without fixed cost growth, and creating a long runway for incremental revenue as local partners scale.



- ▶ **APAC** saw modest revenue and growth, driven by a distributor led model similar to LATAM, with increasing contribution from new markets and territories coming online. The onboarding of additional regional partners is enabling efficient access to high growth markets which will be important with the full suite of products including the bipolar range in FY27.

- ▶ **EMEA** represents a capital efficient, distributor led growth opportunity following the sale of 51% of Creo Medical Europe ("CME"), underpinned by a recurring, cash generative UK core. This stable UK platform provides revenue growth and operating leverage to support expansion across the wider region. Growth beyond the UK is accelerating through the strategic distribution agreement with CME and the onboarding of new dealers across multiple EMEA territories, extending market reach with a capital efficient, indirect model. As these channels scale, they are expected to enhance recurring revenue mix and drive incremental margins, supporting sustainable topline growth with improving profitability.

High Quality Growth and Operating Leverage

2025 also marked a step change in commercial discipline. Improved opportunity selection, pricing and product mix are driving higher quality revenues with improving economics. As volumes increase and the portfolio matures, we expect:

- ▶ Rising gross margins
- ▶ Increased recurring revenues
- ▶ Strong operating leverage
- ▶ Accelerating progress towards cash generation

The commercial foundations now in place support a structurally more attractive growth profile.

Entering a Period of Accelerated Value Creation

Creo enters FY26 with:

- ▶ A validated and growing core franchise
- ▶ A significantly broadened product portfolio
- ▶ Strengthening reimbursement visibility
- ▶ Increasing clinical endorsement
- ▶ A lean, scalable commercial platform

The momentum generated in 2025 has carried forward, and the Company is targeting 40%–60% revenue growth in FY26.

FY25 represents a clear commercial turning point for Creo Medical. The transition from validation to acceleration is now evident, with strong revenue growth, an expanding product ecosystem and multiple pathways to sustained scale.

With a differentiated technology platform, increasing market adoption and powerful strategic optionality, Creo Medical is exceptionally well positioned to deliver accelerating growth, improving economics and long term shareholder value.

David Woods

Chief Commercial Officer

Core Products

Creo Medical Core Products

Creo is changing the game in minimally invasive endoscopic and robotic-assisted surgery, delivering innovative solutions specifically for pre-cancer and cancerous lesions that are designed to improve precision, reduce recovery times, and transform patient care.

Resection		Speedboat™ Notch	Speedboat Notch is the latest addition to our Speedboat range, designed to support a wider range of reimbursed complex third-space endoscopic procedures, including E-, F-, and G-POEMs. Developed throughout 2024, it debuted at ESGE Days in April 2025 and has since been used in hundreds of cases globally and featured in published papers by leading experts.	▶ Bowel ▶ Oesophagus ▶ Stomach
		Speedboat™ UltraSlim	Speedboat UltraSlim is our flagship advanced energy instrument, along with the original Speedboat Inject device to date has been used in over several thousand resection procedures. Launched in Q4 2023, it's already proven in randomised clinical trials to reduce the need for secondary coagulation instruments.	▶ Bowel ▶ Oesophagus ▶ Stomach
		SpydrBlade™ Flex	SpydrBlade is the most versatile dissection tool in flexible endoscopy. It has already proven successful since its European release, 6 months ahead of schedule, in Q3 2024. Its growing list of use-cases includes Z-POEMs, pedunculated polyps, and difficult-to-treat fibrotic lesions.	▶ Bowel ▶ Oesophagus ▶ Stomach ▶ Vessel sealing ▶ Kamaptive partnerships
Ablation		MicroBlade™ Flex	MicroBlade Flex is our first-ever device to be used in a robotically assisted ablation of lesions in the lung. Now commercially available through a partnership with Intuitive Surgical, MicroBlade Flex is set to offer surgery-sparing treatment for thousands of patients with lesions in the lung.	▶ Lung, stomach, oesophagus & bowel ▶ Kamaptive partnerships
		MicroBlade™ Fine	MicroBlade Fine is the smallest known microwave ablation instrument*, designed to treat various tissue types. At under 1mm in diameter, it's compatible with endoscopic ultrasound-guided procedures, reaching hard-to-access organs like the pancreas. Creo's limited release began in Q2, 2025 and has seen early success.	▶ Anywhere accessible through the GI tract ▶ Same size as FNA needle and adjunct to diagnostic procedure

Powering the Next Era of Endoscopy

Rising disease burden and early cancer detection driving procedure growth

Hospitals and clinicians want **safe, precise & more predictable energy** delivery & are moving to clear lists and outpatient delivery model

Creo is the **only platform unifying Bipolar RF + microwave**, providing a **new class of energy** to endoscopy

Our adaptive multimodal energy unlocks new endoscopic options that were **previously out of reach**.

TARGET APPLICATION

- ▶ Bowel
- ▶ Oesophagus
- ▶ Stomach

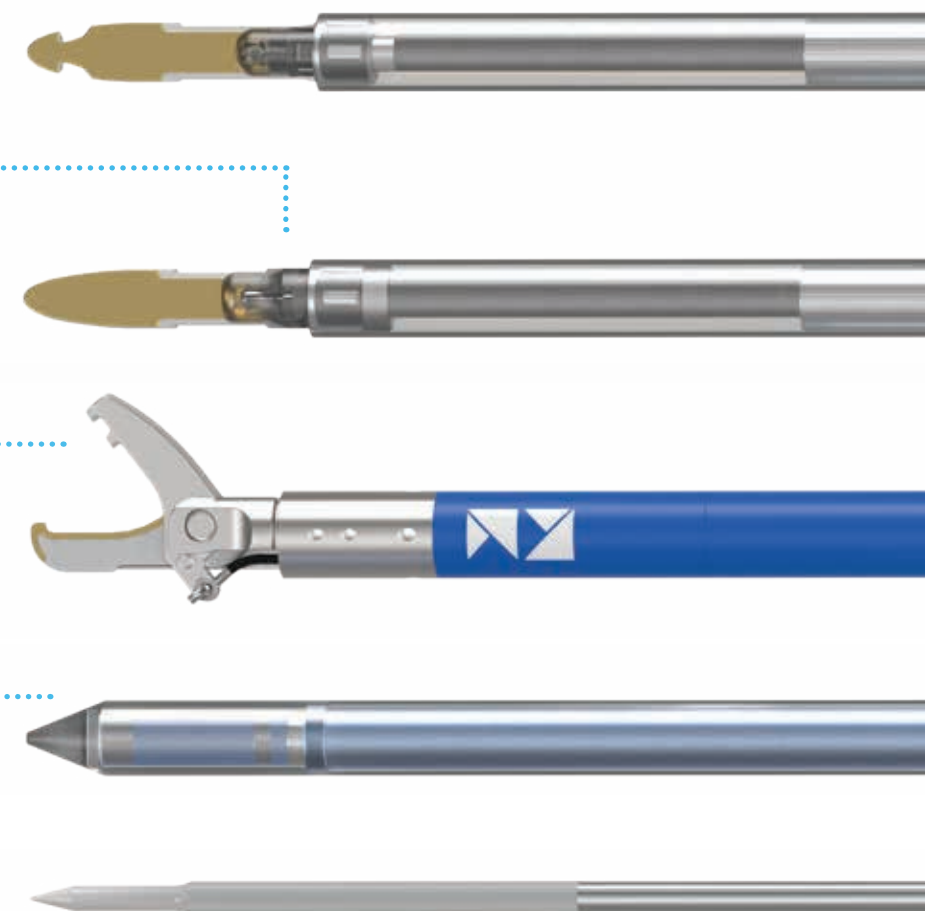
- ▶ Bowel
- ▶ Oesophagus
- ▶ Stomach

- ▶ Bowel
- ▶ Oesophagus
- ▶ Stomach
- ▶ Vessel sealing
- ▶ Kamaptive partnerships

- ▶ Lung, stomach, oesophagus & bowel
- ▶ Kamaptive partnerships

- ▶ Anywhere accessible through the GI tract
- ▶ Same size as FNA needle and adjunct to diagnostic procedure

Key areas for Creo are **Upper and Lower Gastrointestinal** (oesophageal, colorectal), **Lung** and **Soft Tissue** (Pancreas, Liver) surgeries. Creo's products also address needs in wider (non-cancer) **surgery**. All devices enabled by CROMA, powered by Kamaptive Technology.



*Based on management's expert knowledge.

Where Creo's platform treats disease today

Pre-, early and later stage cancer

Oesophageal Cancer

Endoscopic Submucosal Dissection (ESD) for advanced resection of pre-cancerous and early-stage lesions

Stomach (Gastric) Cancer

ESD of lesions in the stomach

Lung Cancer

Bronchoscopic Microwave Ablation of non-small cell lung cancer nodules

Pancreas, Liver & Kidney Cancer

Endoscopic Ultrasound Guidance (EUS) Microwave Ablation of soft-tissue tumours

Colorectal Cancer

ESD of lesions in the colon and rectum

Other disorders

POEM Procedures

Per Oral Endoscopic Myotomy endoscopic surgery procedures to correct GI disorders:

Achalsia

POEM to correct the inability to swallow

Zenker's Diverticulum

Z-POEM to correct weakness, herniation & pouches in the esophagus

Barrett's Esophagus

Endoscopic surgery to remove abnormal cells in the Esophagus caused by Reflux, which could become Esophageal cancer

Reflux Fundoplication

F-POEM. POEM plus fundoplication to manage Reflux

Gastroparesis

G-POEM: to treat restrictions on stomach emptying

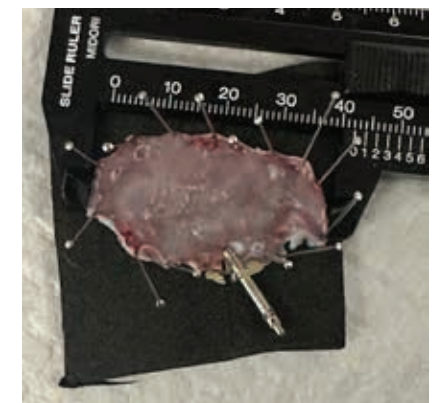
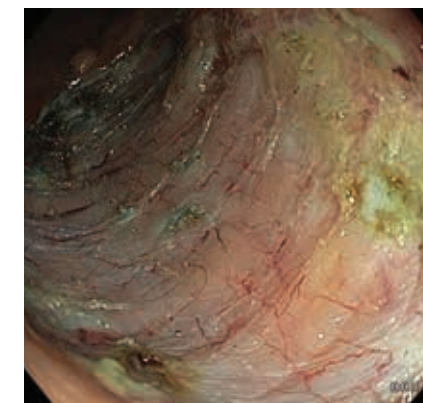
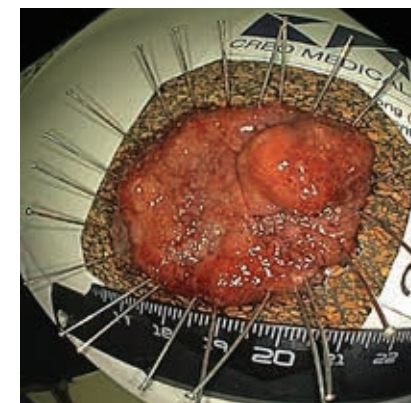
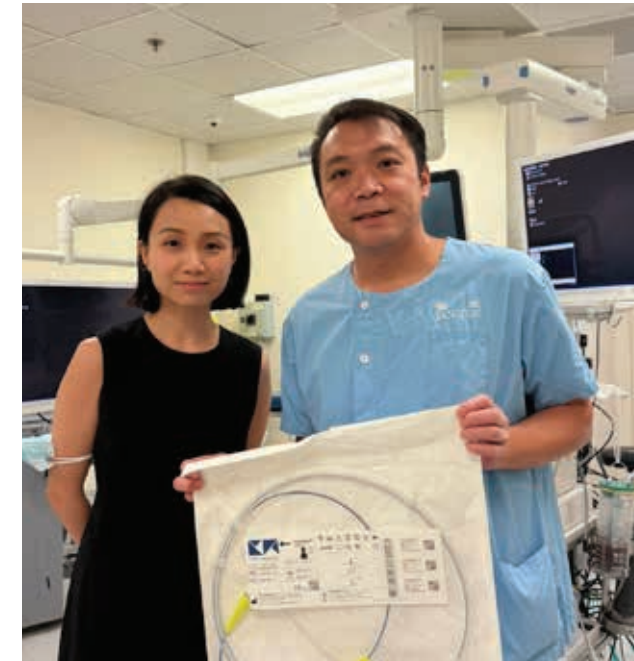
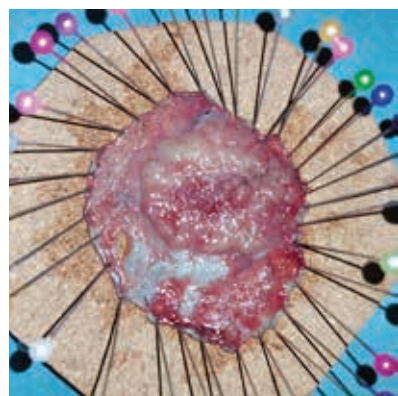
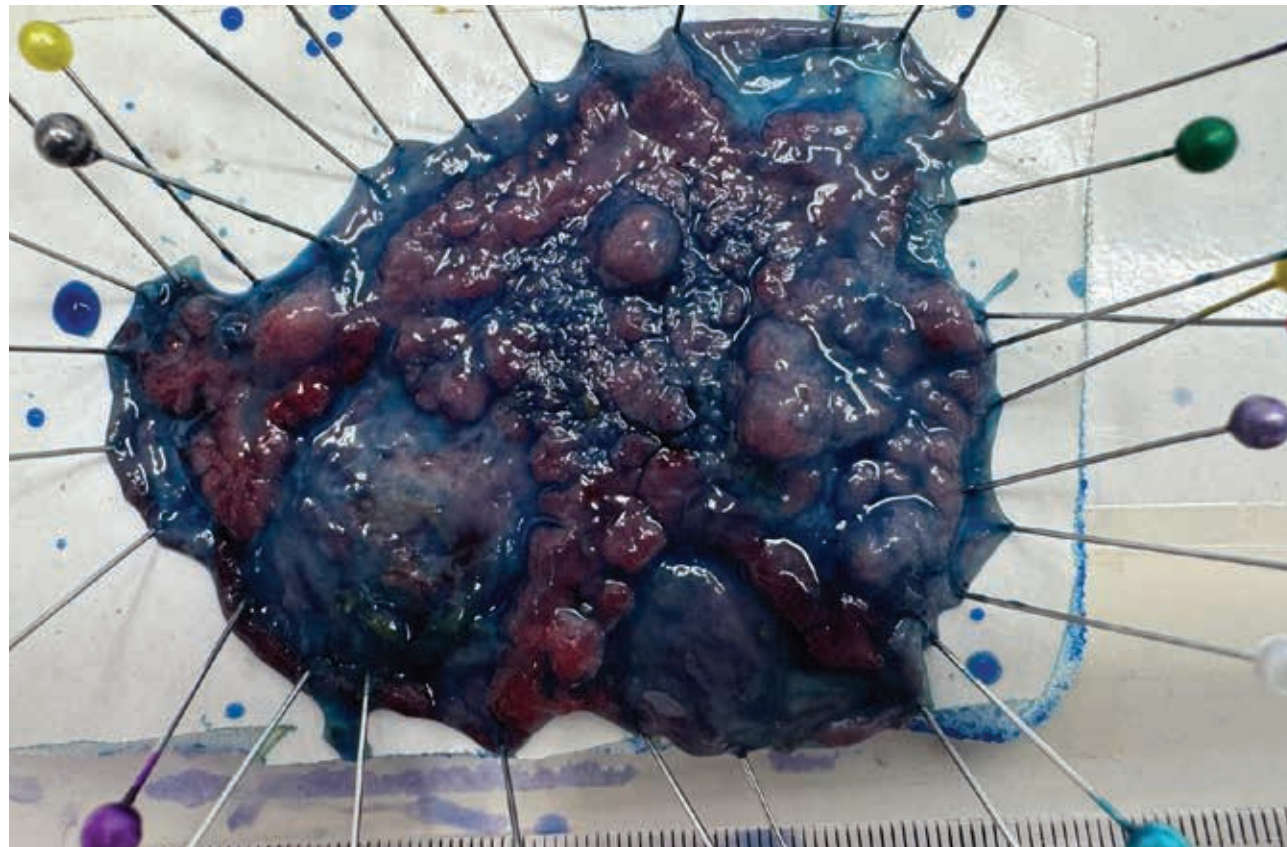
Obesity

BEAM: Endoscopic Bariatric & Metabolic Therapies for example Bariatric Endoscopic Antral Myotomy (BEAM) for weight loss



Global Cases

Creo's products are in daily use, improving lives around the world



Speedboat & SpydrBlade: Precision Dissection

Clinically Proven

- ▶ Speedboat is clinically proven to provide a 3 in 1 workflow for endoscopic resection (Lift, Cut, Coagulate)
- ▶ An additional haemostasis device is required in 38% fewer procedures than for the market leading monopolar resection device
- ▶ Device interchanges are reduced from 2 interchanges per procedure to 1 interchange every other procedure

Economically Proven

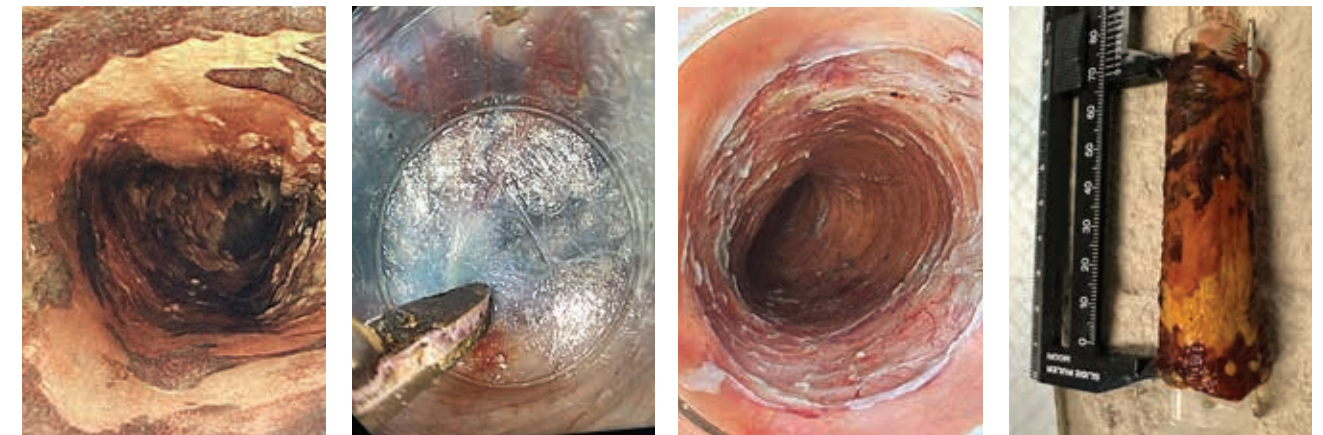
- ▶ A de novo decision-analytic Markov model was used to estimate the incremental cost-effectiveness ratio (ICER) and net monetary benefit (NMB)
- ▶ Speedboat-assisted ESD (S-ESD) is more cost-effective (NMB: £3,586) with a probability of >99% compared to ESD with a traditional monopolar tool
- ▶ In a separate study, a single centre demonstrated net cash savings of £687,000 over a year from 130 S-ESD procedures analysed compared to a matched cohort of patients undergoing surgery. Page 46 has further details of this study.

Strategic Imperatives: 2026

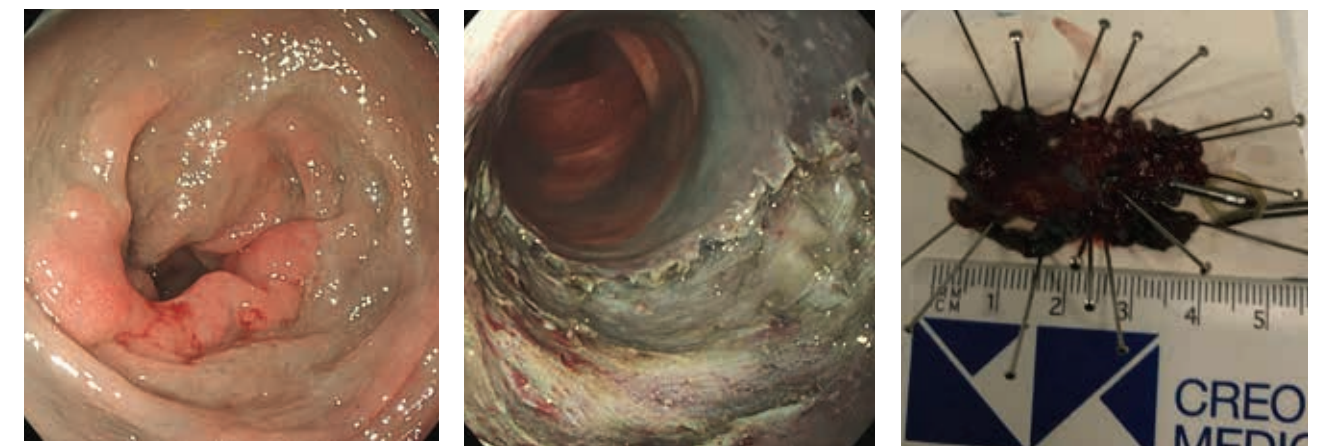
- ▶ Achieve 'recommended' status by NICE (UK)
- ▶ Grow core business by 60% YoY
- ▶ Initiate at least two pivotal studies for resection in the Upper GI tract (EU+USA)



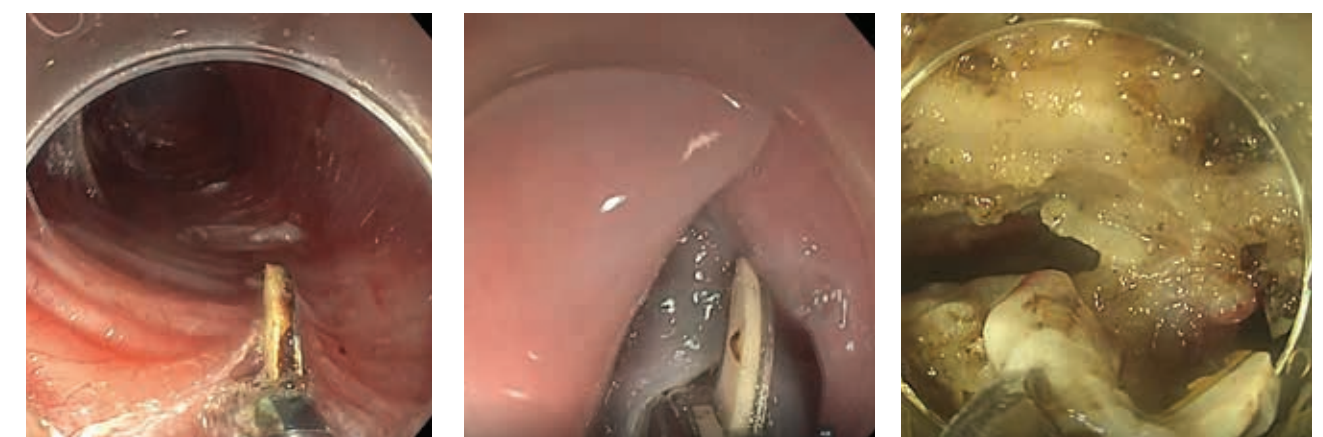
Oesophageal S-ESD with Speedboat



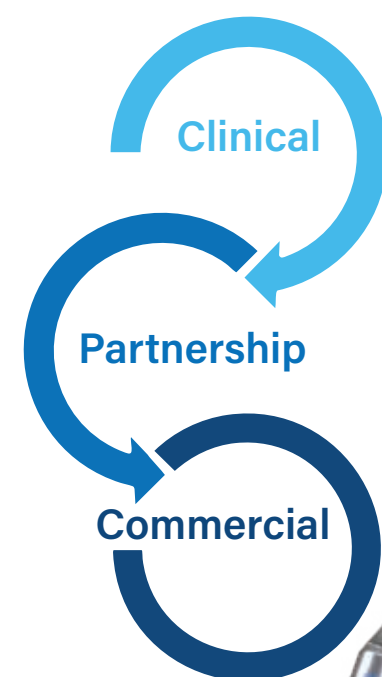
Splenic flexure S-ESD with Speedboat



POEM, Zenker's and Rectal Polypectomy with SpydrBlade Flex



MicroBlate Flex: A New Standard in Lung Cancer Care



Over 85 global cases completed

- ▶ Ablate and follow patient enrolment completed in Q4-25
- ▶ Ablate and resect active in two sites (UK and NL)
- ▶ Registry for collection of post-market data launched

LMR in partnership with Intuitive Surgical®:

- ▶ 3 sites Launched in Limited Market Release (LMR)
- ▶ 4 additional sites identified for onboarding

Potential for expanded scope:

- ▶ Extension to new territories (APAC region)
- ▶ Expanded indications (larger nodules)

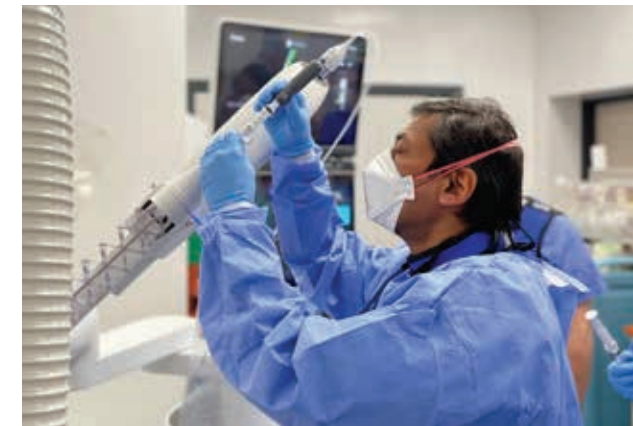
Sales gaining traction:

- ▶ 2 sites now in commercial sales
- ▶ Officially listed on NHS supply chain in UK
- ▶ 1st Commercial site generated > \$200k in first partial commercial year
- ▶ Scale of opportunity is >£100m



Early Success

"Transforming Lung Cancer Care"



"You could diagnose and treat them in the same setting... completely transforming the pathway... Basically what we're hoping to do is truly transform lung cancer care."

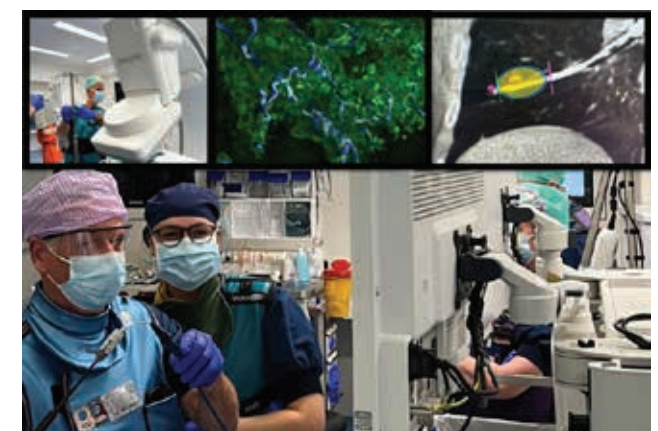
Prof Pallav Shah, Consultant Physician at Royal Brompton & Harefield NHS Foundation Trust, UK

"A New Era in Lung Cancer Care Begins!"

"We're incredibly proud to share that we've officially started bronchoscopic microwave ablation at Amsterdam UMC!"

This minimally invasive treatment marks a major leap forward in how we approach early-stage lung cancer — moving us closer to a "one-stop-shop" model where diagnosis and treatment happen in a single procedure. Picture this:

- ▶ Navigation bronchoscopy guides us with precision
- ▶ On-site histology using cutting-edge harmonic generation imaging confirms malignancy within minutes
- ▶ Immediate bronchoscopic ablation targets the tumor on the spot"



"No delays. No additional procedures. Just fast, focused care that puts the patient first."

"This is the future of interventional pulmonology — and it's happening now"

Dr Hans Daniels, Pulmonologist, VU University Medical Center Netherlands

MicroBlate Fine: Unlocking Treatment to Previously Untreatable Anatomy



Over 40 global cases completed

- ▶ International Investigator-led study established across USA – EU – APAC
- ▶ Principal investigative site: Banner Health, USA
- ▶ Targeting >80 patients with lesions in pancreas and liver
- ▶ First patient in study treated in March 2026

LMR through existing sales channel:

- ▶ 8 sites Launched in Limited Market Release (LMR)
- ▶ US, UK and other EU territories

Sales gaining traction:

- ▶ 20 sites identified for expansion through 2026
- ▶ Pull-through opportunity for other Kamaptive instruments



Early Success

A National First at WVU Cancer Institute!

West Virginia University (WVU) Cancer Institute experts are the first in the U.S. to treat a pancreatic lesion using MicroBlate Fine in a new, minimally invasive technology called endoscopic ultrasound-guided microwave ablation (EUS-MWA).

Led by Shailendra Singh, MD, the team used MicroBlate Fine to precisely target and destroy a pancreatic tumor without the risks of major surgery. A follow-up scan showed significant improvement for the patient.

This milestone builds on WVU Cancer Institute's national leadership in advanced endoscopic treatments and brings new hope to those facing pancreatic cancer.

"Proud of our teams for pushing the boundaries of what's possible in cancer care."

WVU Cancer Institute



"The latest achievement from WVU Cancer Institute showcases just how far innovation in cancer care continues to advance. A national first in minimally invasive treatment for pancreatic lesions was recently performed here, reflecting the expertise and forward-thinking approach of the Institute's clinical teams. The work led by Dr. Shailendra Singh underscores how new technology can expand options for patients and improve outcomes in ways that weren't possible even a few years ago.



"It's an easier technique because it is similar to a standard FNB. You can go inside the tumors and apply the frictional heating through the oscillation of water molecules and this can destroy the tumors in an easier way and a faster technique."

Dr Carlos Robles-Medranda, Head of the Endoscopy Service, IECED, Ecuador

"Given all the advantages and given the uniqueness of the technology I think the world was looking forward for EUS guided ablation using the microwave device so it is for Creo to go as far as it wants to go."

Dr Shyam Varadarajula, Medical Director, Advent Health, USA



Bipolar RF Utility Toolkit: Scaling from Specialty to Standard of Care

Source of volume

- Creating a utility set of devices flips the switch on available procedure set from thousands of specialised procedures to millions of routine procedures

Pull through for premium products

- Growth in footprint creates spill-over opportunity for premium instruments that now become accessible to endoscopists performing routine endoscopic procedures

Owning share of mind

- Placing every-day tools powered by Kamaptive energy in the hands of every endoscopist rapidly grows familiarity with the benefits of bipolar RF & MW

Growing footprint

- Launching a utility set drives the need for Kamaptive capital (CROMA generators) in every endoscopy suite versus only those in which specialty procedures are performed



Bipolar Grasper



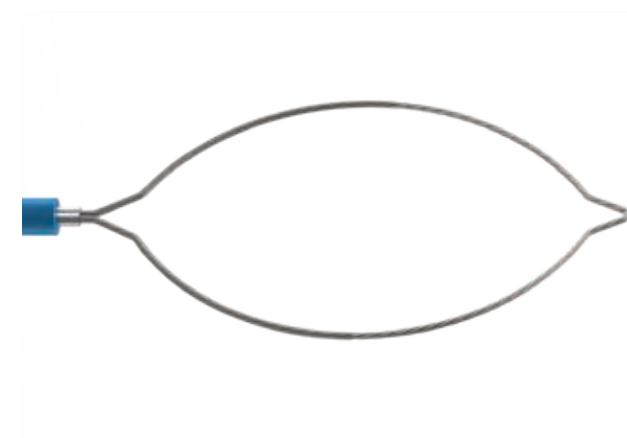
An endoscopic device designed for targeted tissue approximation and haemostasis. Enables precise grasping and controlled application of energy or pressure to achieve effective coagulation and bleeding control during therapeutic procedures.

Bipolar Knife



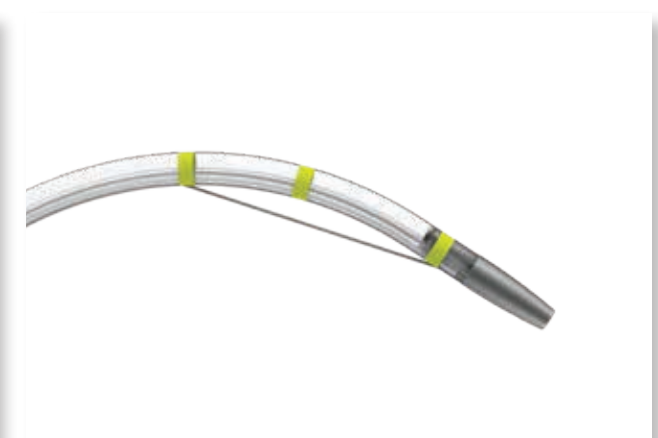
A precision electrosurgical cutting instrument intended for controlled tissue incision and dissection. Supports accurate access and effective therapeutic intervention across a range of endoscopic procedures.

Bipolar Snare



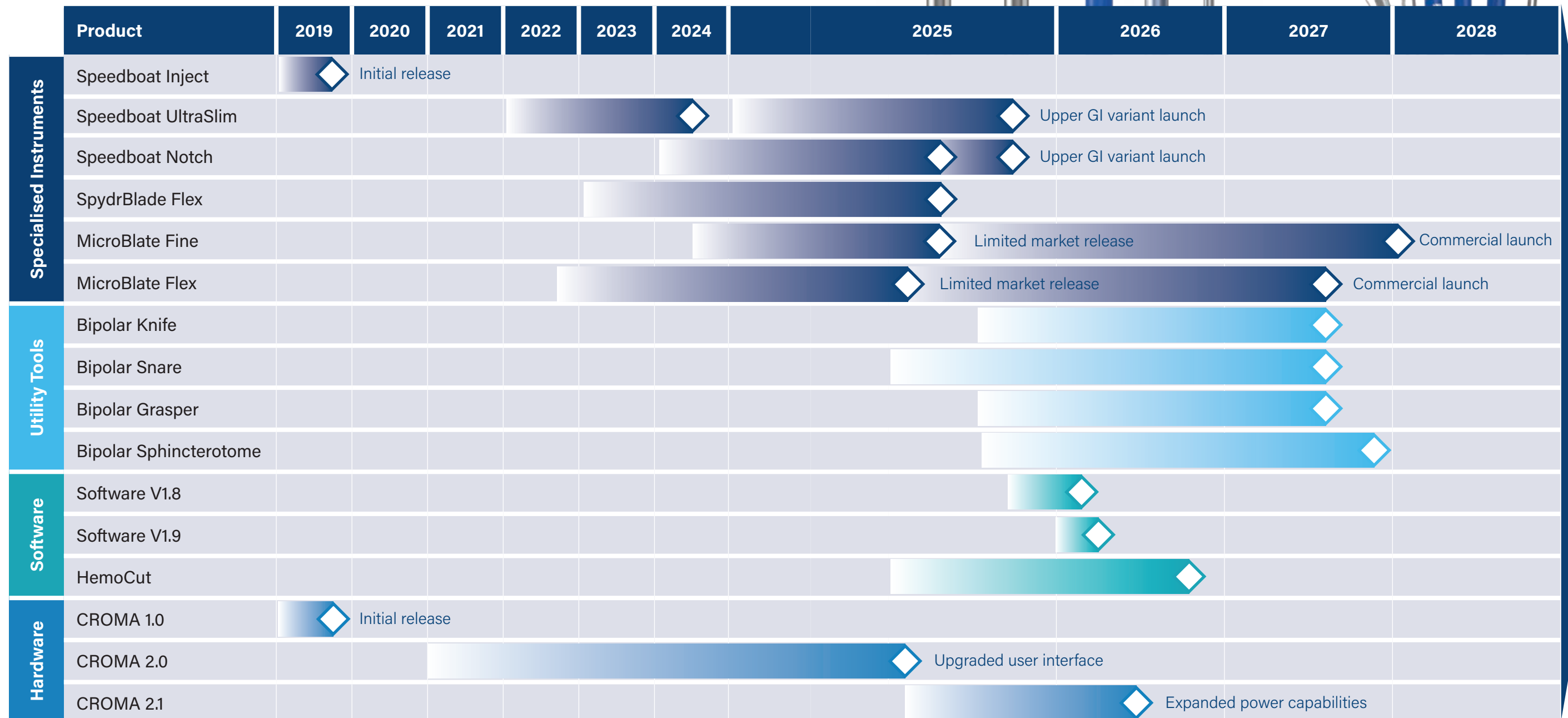
A minimally invasive endoscopic device designed for the resection and retrieval of tissue. The loop configuration enables controlled capture, excision, and specimen management during therapeutic procedures.

Bipolar Sphincterotome



A steerable endoscopic device designed to facilitate cannulation and controlled sphincterotomy. Enables precise access to target ducts and supports therapeutic interventions such as stone extraction or stent placement.

Commercialisation Roadmap



Market Disruption



Patient Interview: Liz Thomas' Experience with S-ESD Treatment



Liz Thomas, a retired headteacher from near Chepstow in South Wales, faced a major health challenge that would have required a full bowel resection.

At the time, the advanced Speedboat procedure she needed wasn't available through the NHS in Wales. Fortunately, her husband Jim—who had previously worked at Creo Medical—was aware that Speedboat could be an option and helped her access the treatment privately.

Thanks to this timely intervention, Liz was able to avoid major surgery and make a successful recovery.

Could you start by telling me how you came to need treatment and what your journey was like?

It all began when I experienced a strange pain in my side. I saw a consultant in Newport, South Wales who ordered a CT scan. That scan showed a small stone in my bile duct—nothing to worry about—but it also picked up something unexpected: a thickening in my cecum [the part of the colon near where it joins the small intestine]. That immediately concerned me. A second CT scan confirmed the likely presence of a lesion, and I was told I'd need a colonoscopy to take a biopsy.

We knew of the Speedboat procedure through Creo Medical as Jim used to work there and we booked an appointment privately with Dr Zach Tsiamoulos at the Queen Elizabeth the Queen Mother hospital in Kent. Zach looked at my scans and, although he didn't think it was anything too terrible, he arranged to see me for a colonoscopy on New Year's Eve.

The colonoscopy confirmed the lesion was likely to be benign but needed to be removed promptly. He recommended removing it with Speedboat, and I was more than happy with this.

Did you have any alternative treatment options suggested?

After the consultant in Newport contacted my GP, she asked to see me. I explained I was aware of the Speedboat procedure but she recommended going ahead with a full bowel resection, which would have meant major surgery to remove part of my bowel.

She felt it would be a more definitive way to ensure the entire lesion was removed. But I'd already spoken with Zach, and I felt confident that the non-invasive Speedboat procedure was the right option for me. Looking back, I'm very glad I made that decision.

I truly didn't have any symptoms, so it felt like a lucky catch—especially since my mother had bowel cancer in

the same area. It would have become serious in time if it hadn't been found.

How did the procedure go?

The procedure went really well. The lesion was removed in one go using Speedboat, which I was really pleased about. It was quite a large lesion—around 5 centimetres—and it was sitting right at the valve where the small and large intestines meet. Zach told me that if it had been left to grow, it would have soon caused a blockage. From what I understand, that might have led to severe pain, vomiting, and possibly emergency surgery to remove part of my bowel, so I feel incredibly fortunate it was caught and treated in time.

How was your recovery?

It was excellent. There was no special diet required—just soft foods for a day or so—and no pain or significant recovery time.

Within a few days, I was back to looking after my grandchildren and even baked a birthday cake. I was back to normal very quickly.

What did the biopsy confirm?

It turned out to be a sessile tubular adenoma* - precancerous but thankfully removed in time. I'll have a follow-up colonoscopy next March and then routine checks every three years.

What advice would you give to anyone considering this procedure?

I'd say do it—without hesitation. If you can avoid major surgery and have something done non-invasively like this, it's a no-brainer. No stitches, no dressings, minimal disruption.

"If anyone I knew needed this procedure, I wouldn't think twice about recommending they have it done."



Watch the full interview with Liz and hear other patient stories on our website:



Notes: Since this article was written, Speedboat has been adopted in Wales and is treating patients like Liz (see pages 44 to 45)

*A sessile tubular adenoma is a flattened, broad-based, tube-shaped polyp in the large intestine that isn't cancerous now but has the potential to become cancerous in the future if left untreated. That's why doctors usually recommend removing it.

ABUHB First in Wales to Tackle Colon Cancer with Speedboat

Published on ABHUB website February 2025



Aneurin Bevan University Health Board (ABUHB) has made history as the first hospital in Wales to introduce Speedboat technology. This six-month pilot program is already transforming colon cancer treatment - offering patients a faster, safer, and less invasive alternative to traditional surgery.

Currently, patients with complex lesions often face multiple procedures or major surgery, which can result in lengthy recovery times and higher risks. Speedboat allows clinicians to perform a single, minimally invasive procedure to remove polyps effectively, reducing the need for surgery and enabling faster patient recovery. Introducing this technology addresses a critical gap in treatment services in Wales.

Dr. Alka Joshi, Clinical Lead for the pilot, commented:

"This pilot is a significant step forward for our patients. By utilising the Speedboat device, we can offer a more efficient, less invasive alternative to traditional surgical methods, improving outcomes and reducing waiting times."



The first patients underwent the treatment successfully with no recorded complications. Each procedure was completed in a single session, and all patients were discharged the same day. One patient even resumed normal activities, including Christmas shopping, the very next day.

Backed by the Health Board's Clinical Safety and Effectiveness Group, the pilot is supported by Creo's on-site clinical education program, which reduces clinician training time from years to just months. This mentorship model enables ABUHB to embed the procedure at pace while ensuring safety and cost-effectiveness, creating a potential replicable blueprint for adoption across other health boards in Wales.

Rob Holcombe, Finance Director & Innovation Executive Lead at ABUHB, stated:

"We are proud to champion this innovative Welsh technology in ABUHB. The early success of this pilot highlights the Board's commitment to delivering solutions that enhance patient care, reduce pressure on surgical services and demonstrate ABUHB's approach to adopting medical innovation through 'value-based health care' outcome evaluation."



Watch the ABUHB video on their website:



Watch our interview with the ABUHB Doctors and hear from a patient:



NHS Supply Chain

NHS Supply Chain real-world data demonstrates substantial cash savings and operational benefits from Speedboat Submucosal Dissection (S-ESD) procedures

NHS Supply Chain data demonstrates one year net savings of £687k from 130 bowel S-ESD (Speedboat Submucosal Dissection) procedures at East Kent University Hospitals Foundation Trust ("EKHUFT") when compared to surgical alternatives, in addition to patient and healthcare provider benefits.

What did they say?

Working with EKHUFT, NHS Supply Chain's data shows that "the use of S-ESD, when compared to surgical alternatives, results in a less invasive procedure for patients whilst maintaining an en-bloc resection with clear margins. The endoscopic nature of the procedure and Speedboat's advanced energy modalities makes this procedure both safe and effective whilst simultaneously reducing time spent in hospital and providing cost benefits in terms of the material and resourcing costs associated with each procedure."

It continued:

"Using financial modelling on the data EKHUFT have been able to evidence that the adoption of this novel technology and its implementation as part of a new service has resulted in significant savings for the Trust. The detailed dataset will also enable statistical analysis and health economics evaluations to be successfully undertaken with confidence."

NHS Supply Chain manages the sourcing, delivery and supply of healthcare products, services and food for NHS trusts and healthcare organisations across England and Wales. The Speedboat device is one of very few in the UK to have been selected for an NHS Supply Chain Value Based Procurement Exercise, with the organisation now keen to accelerate the use of Speedboat in NHS hospitals given the results seen at EKHUFT.

"The introduction of this service at East Kent and the pathway it facilitates have immediately had a positive impact not only in terms of patient outcomes but also from a value perspective. With over 200 Speedboat Submucosal Dissection cases now completed at East Kent, our in-depth costing work clearly shows tangible and consistent financial benefits largely stemming from a reduction in the time patients are spending in hospital as a result of our ability to re-direct patients from surgical waiting lists to our excellent endoscopy unit"

Elisa Llewellyn, Director of Commissioning, Contracting and Costing

IN NUMBERS

East Kent University Hospitals

S-ESD Savings vs Surgery

1 YEAR PERIOD

59%
Reduction in cost
(£8.8k surgery vs £3.6k S-ESD)

LENGTH OF STAY

87%
Reduction in length of stay
(8.39 days surgery vs 1.07 days S-ESD)

THEATRE TIME

25%
Reduction in procedure time
(198 mins surgery vs 148 mins S-ESD)

38%
Reduction in cost
(£4.5k surgery vs £2.8k S-ESD)

ADMISSIONS

62%
Reduction in cost
(£8.2k surgery vs £3.1k S-ESD)

ACCOMMODATION

91%
Reduction in cost
(£3.4k surgery vs £0.3k S-ESD)

Between 2010 and 2015, Creo received a series of awards from the National Institute for Health and Care Research ("NIHR") Invention for Innovation ("i4i") Programme to support certain development projects, including the development of Speedboat Inject. This latest published data from NHS Supply Chain not only reinforces NIHR's investment decision to support Creo in the development of its Speedboat device, but clearly illustrates how such investment benefits patients, healthcare providers and the NHS by enabling the development of solutions to address existing and/or emerging health or social care needs.

The data is the first like-for-like, real world comparative health economic data provided on the service facilitated by Creo's Speedboat device. It has been calculated using official NHS data with the analysis conducted using NHS England 'Approved Costing Guidance', recognised by all NHS trusts in addition to industry bodies and includes a breakdown of all comparators, from theatre time to accommodation cost. The data and associated benefits have been captured as part of an official NHS Supply Chain case study promoting innovative technology and how technology can drive NHS savings.

What does it mean for Speedboat?

The full study and a breakdown of results has been published on the NHS Supply Chain website, and NHS Supply Chain will actively work to promote the value proposition of Creo's Speedboat device by engaging directly with financial controllers and decision makers at NHS Trusts around the country. The case study is also being shared with the Department of Health and Social Care, NICE and others in order to illustrate the scope and speed of impact Creo's Speedboat device can have, not only on patients and clinicians but on healthcare providers.

EKHUFT is not the only NHS trust generating significant data to demonstrate the value of Speedboat. At UEG Week in October 2023, held by United European Gastroenterology, the leading non-profit organisation for excellence in digestive health in Europe and beyond, Dr Roser Vega from University College London Hospitals NHS Foundation Trust presented a paper demonstrating that, aided by Creo's technology, she delivered outstanding advanced endoscopic results in fewer than half the number of cases usually required to reach that level of proficiency.

Sandra Owen, Clinical Engagement & Implementation Manager at NHS Supply Chain, said: "NHS Supply Chain is working on a project designed to consider the potential benefits and practical application of Value Based Procurement ("VBP"). Here, there is a shift in emphasis from a reduction in product costs to working with industry to consider technologies that can influence a reduction in total costs within the patient pathway, and Speedboat is a good example of this."

Clinical Efficacy Data

Clinical efficacy data has been submitted based on procedures performed using the Adaptive Multimodal Energy portfolio of instruments

The outcomes were derived from the use of the CROMA generator, specifically utilising Advanced Bipolar Energy for dissection and 5.8 GHz Super High Frequency Microwave energy for coagulation. Clinical studies demonstrate comparable safety and efficacy to monopolar devices, while real-world data (see NHS case study on page 46) demonstrates reductions in hospital stay, admission cost and theatre time.

Safety And Efficacy of the Novel UltraSlim Bipolar with Microwave Energy Flexible Catheter for Per Oral Endoscopic Myotomy in Patients with Achalasia: A Single-center Case Series

Conclusion

- ▶ Speedboat is a promising tool with bipolar and microwave energy capabilities for the management of achalasia, having substantial improvement in 74% of cases, perceived as no GERD symptomatology within the first month after the procedure.
- ▶ Advantages this tool holds are:
 1. **Clear margins due to a lower voltage** than standard monopolar devices
 2. **Deeper dissection and clear view of the muscle bed** due to the protective hull
 3. The use of a **single device for the procedure**
 4. **Reduced mucosal tissue damage**

A multicenter Asian experience with Speedboat submucosal dissection (S-ESD) knife: Simplifying endoscopic submucosal dissection (ESD) for novice endoscopists with a focus on learning curve and safety

Conclusion

- ▶ S-ESD **demonstrates high efficacy and safety** for colonic polypectomy, **even in the hands of novice endoscopists**.
- ▶ Its intuitive **design facilitates rapid learning**, making it a promising tool for broader clinical adoption. The international collaboration involved in training further underscores its **global potential and adaptability**.
- ▶ Adverse events were minimal, with no perforations and only 2 cases of mild bleeding (5.6%), managed conservatively.

Speedboat assisted endoscopic submucosal dissection for giant colon polyps: Interim first results of S-ESD/ audit registry

Conclusion

- ▶ Speedboat assisted endoscopic submucosal dissection is a **safe, effective and efficient technique** for en-bloc excision of average and giant colorectal lesions.
- ▶ **Speed of dissection** is higher in larger lesions, even in **fibrotic lesions**.
- ▶ The **speed of dissection for giant lesions** was 16.28 cm²/hr (IQR: 12.92-24.22), which was significantly higher than the 8.24 cm²/hr (IQR: 6.53-12.56) seen in smaller lesions (p<0.001, p<0.001).
- ▶ **No perforations** were recorded in the analyzed cohorts.
- ▶ The device features a protective hull to **prevent muscle injury**.

Randomized controlled trial comparing the clinical efficacy of a bipolar current knife versus monopolar current knife during oesophageal per-oral endoscopic myotomy (POEM): a multicenter noninferiority study

Conclusion

- ▶ Speedboat was **non-inferior to standard of care** in this feasibility trial.
- ▶ **Maintained an excellent safety profile** in the oesophageal tract.
- ▶ Demonstrated **better bleeding control** than the monopolar alternative.
- ▶ 77% of bipolar cases were **completed with one instrument versus none** in the monopolar equivalent.
- ▶ Reduced instrument exchanges and lower reliance on coagulation graspers translate into improved procedural flow and potential reductions in case time and supply usage.



To read more clinical papers and download the full business case please scan the QR code:



2025 Technology Highlights



"Creo continues to positively impact the lives of patients who are suffering from lung, pancreatic and bowel cancer; some of whom had very little hope of survival but are still with us. Others benefitted from Creo's products in other ways, such as shorter time in hospital for treatment and faster recovery times, allowing them to return to their normal lives to carry on supporting their families sooner."

Professor Christopher Hancock,
Chief Technology Officer

Creo's founder and CTO, Professor Chris Hancock, reflects on 2025 in terms of advancing the CROMA platform generator and a new suite of bipolar RF products that enable endoscopists to perform a plethora of procedures in the gastrointestinal ("GI") tract, as well as the through the trachea into the bronchial tree. He discusses the concept work that has commenced on a range of new bipolar RF devices, including a snare, grasper, knife and sphincterotome, each of which include a number of novel features to offer best-in-class clinical performance with patient safety remaining the priority.

Highlights of 2025

The continued deployment of Creo's focused flexible microwave energy using MicroBlate Flex via the Ion robot developed by Intuitive Surgical as well as the manual use of the device, is a key personal highlight of 2025. MicroBlate Flex has now changed the lives of nearly 100 patients in Europe, with this number increasing by the day as more clinicians adopt the use of high frequency microwave energy delivered through MicroBlate Flex as the preferred method to treat lung cancer.

The use of MicroBlate Flex in conjunction with the Ion robot, was the first robotic guided microwave ablation of lung tissue in the same sitting as a diagnostic procedure in the world. We are all very proud of this in Creo. This, together with the use of MicroBlate Fine under a limited market release, really brought home to me the importance of the research and development work undertaken by the team at Creo Medical since the first concept devices were brought to life over 10 years ago. It is amazing that we are well on the way to realising our goal of ablating small, non-cancerous and cancerous, nodules in the lungs at a very early stage - before they become large cancerous tumors that metastasize as cancerous growths in other organs - as well as successfully tackling the silent killer that is pancreatic cancer. I see a clear route for changing the way in which lung and pancreatic cancer is treated and

managed through early diagnosis and microwave ablation using Creo's MicroBlate Flex and MicroBlate Fine products. Further information on these products is set out on pages 34 to 37.



Bipolar Range

Another key highlight of the work from the research and innovation team during the year was the rapid prototype design and iteration of a range of novel bipolar RF devices. These devices are complementary to our existing suite of devices and aim to enable mass adoption of the Creo platform technology to augment the resection, dissection and coagulation capability of our technology, allowing both

advanced and standard procedures to be performed in the bowel and stomach. Further information on these devices is set out on pages 38 to 39. These new devices aim to enable clinicians to use Creo's advanced energy platform to address unmet clinical needs as well procedures that are currently being addressed using non-optimal solutions.

SpydrBlade Flex

The regulatory approval (CE and FDA) and limited market release of SpydrBlade must also be noted. This is a milestone we should all be proud of. SpydrBlade enables a number of new clinical indications to be identified by users and allows them to treat more patients all over the world for a number of diseases in the upper and lower GI tract.

For example, the treatment of achalasia (or contraction of the food pipe at the junction between the stomach and esophagus), that causes difficulty in swallowing. SpydrBlade has successfully been used to carry out a procedure known as Per Oral Endoscopic Myotomy ("POEM"), where the device is used to create a tunnel to cut the muscle at the lower esophageal sphincter without damaging the inner layer of the esophagus or the mucosa. SpydrBlade has also been used for the treatment of Zenker's Diverticulum (Z-POEM), where a pouch is formed in the junction of the pharynx and esophagus to impair the ability to swallow. It has also treated polyps with large diameter stalks, where the delivery of microwave energy to coagulate the vessel, followed by the delivery of bipolar RF energy to cut, really comes into its own.

Advances in Technology as a Key Enabler

Our CROMA advanced energy platform and associated range of novel miniature flexible instruments that make use of bipolar RF energy or a combination of bipolar RF and microwave energy, bring together the latest advances in material science, semiconductor physics for microwave power generation that benefit from advances in packaging processes, high voltage fast switching RF MOSFET transistors, low loss microwave transmission lines and over 500 years of know-how from our engineering and product development teams.

It is really satisfying for the whole team and myself to see how our work and technology is benefiting both patients and clinicians daily across the world. We are continuing to see an increase in clinical data and published clinical evidence following the use of our devices; this underpins the value of our unique advanced energy proposition.



Cost reductions and revenue focus



"2025 delivered significant growth in Creo Core revenues, led by Speedboat Notch."

Richard Rees, Chief Financial Officer

2025 was a year of strategic inflection for the Group. We delivered accelerating commercial momentum, fundamentally strengthened our balance sheet and reshaped the business into a more focused, scalable and capital efficient platform. As a result, we exit the year well positioned to accelerate growth, improve operating leverage and progress towards sustainable cash generation.

Clear commercial acceleration

The Group achieved strong revenue growth during the year, with Core product revenues increasing materially, reflecting growing adoption of Creo's differentiated technology across key markets. Commercial execution improved throughout the year, culminating in record Core Product revenues in Q4 2025, driven by increased utilisation of Speedboat, expanding clinical applications and continued new customer wins.

Total revenue increased by 50% to £6.0m (2024: £4.0m), with a pronounced second half acceleration. H2 FY25 revenue increased by 58% versus the respective prior period (H2 FY24: £2.4m) at £3.8m. This increase was supported by broader clinical adoption and rising productivity across the commercial organisation. These dynamics give us increasing confidence in the scalability of the business model.

Our core product portfolio continues to demonstrate strong relevance in both resection and ablation markets. Speedboat® Notch is gaining traction in advanced GI procedures, including POEMs, while the launch of

SpydrBlade™ Flex across the US, UK and EU has been well received. In ablation, MicroBlate™ Flex and MicroBlate™ Fine are progressing through targeted studies, supporting a growing pipeline of future commercial opportunities.

The expanding body of published clinical evidence and growing advocacy from leading clinicians further supports our conviction in Creo's long term differentiation and market positioning.

Pages 48 and 49 set out a selection of these publications along with a link to our clinical resources bibliography on our website.

Financial Summary

Continuing operations, which represent the Group's core business, delivered revenue of £6.0m (2024: £4.0m) and gross profit of £2.4m (2024: £1.9m) and recorded an operating loss of £17.8m (2024: £28.8m), driven primarily by administrative costs. On an underlying, non-statutory basis, continuing operations recorded a loss of £13.7m (2024: £22.3m), highlighting a significant improvement on the prior year

Discontinued operations contributed revenue of £2.8m and gross profit of £1.2m, but more significantly recorded a profit of £22.8m. This result was attributable to a profit on disposal of a majority stake in a subsidiary, representing a non-recurring gain arising from the Group's strategic decision to exit non-core activities.

The actions taken during the year to divest non-core operations have simplified the Group's structure and

(All figures £m)	Continuing	Discontinued	2025	Continuing	Discontinued	2024
Revenue	6.0	2.8	8.8	4.0	26.7	30.7
Cost of sales	(3.6)	(1.6)	(5.2)	(2.1)	(14.2)	(16.3)
Gross Profit	2.4	1.2	3.6	1.9	12.5	14.4
	40.0%	42.9%	40.9%	47.5%	46.8%	46.9%
Other operating income	1.2	-	1.2	(0.4)	-	(0.4)
Administrative expenses	(23.1)	(1.2)	(24.3)	(30.3)	(12.9)	(43.2)
Share of profits of associates accounted for using the equity method	1.7	-	1.7	-	-	-
Operating (Loss)/profit	(17.8)	(0.0)	(17.8)	(28.8)	(0.4)	(29.2)
SIP Charge	0.3	-	0.3	0.3	-	0.3
Goodwill Impairment	-	-	-	-	1.6	1.6
Redundancy Costs	0.2	-	0.2	1.1	-	1.1
Grant Income	-	-	-	0.4	-	0.4
Manufacturing disposal	0.4	-	0.4	-	-	-
Depreciation & Amortisation	1.0	-	1.0	1.5	1.0	2.5
R&D expenditure merged tax credit	0.3	-	0.3	2.0	-	2.0
EBITDA adjusted share of NCI of associate	0.8	-	0.8	-	-	-
Underlying EBITDA (non statutory measure) *	(14.8)	(0.0)	(14.8)	(23.5)	2.2	(21.3)
Share based payments expense	1.1	-	1.1	1.2	0	1.2
Underlying Operating (Loss)/profit (non-statutory measure)*	(13.7)	(0.0)	(13.7)	(22.3)	2.2	(20.1)
Underlying Administrative expenses (non-statutory measure)*	(18.6)	(1.2)	(19.8)	(23.8)	(10.3)	(34.1)

*non-statutory measure. Underlying Administrative expenses is calculated by taking Underlying Operating (Loss)/Profit and adjusting for, gross profit, share of profits of associates and EBITDA adjusted share of NCI associate.

sharpened strategic focus, positioning the business to concentrate on its core markets. Looking ahead, the Group's financial performance will be increasingly dependent on improving the profitability of continuing operations, with priority given to cost discipline, operational efficiency, and sustainable revenue growth.

Transformational balance sheet strengthening

The completion of the sale of a 51% interest in Creo Medical Europe ("CME") to MicroTech in February 2025 represents a transformational step for the Group, unlocking significant immediate and future shareholder value. The transaction generated net cash consideration of £24.7m and an exceptional gain of £26.2m, materially strengthening our balance sheet and liquidity position.

CFO's Review continued

We have continued to prioritise balance sheet strength and funding flexibility. In addition to the CME proceeds, post-period end the Group has made steps to secure a £2m convertible debt facility with the Development Bank of Wales and is advancing plans to raise further equity capital. As outlined in Note 27, post-period end we have also entered into a non-binding agreement in respect of the potential sale of our remaining 49% interest in CME. If completed, in aggregate these actions would provide additional liquidity and further enhance financial flexibility.

Taken together, these actions demonstrate a clear focus on disciplined capital allocation, balance sheet strength, and the creation of a more scalable, capital-light operating model. This positions the Group to fund its commercialisation strategy while prioritising long-term shareholder returns.

Operating leverage embedded in the model

FY25 reflected the full year impact of decisive cost actions taken in 2024, reducing the annualised cost base by more than £5m from £23.8m to £18.6m (c.22%) on a continuing basis. Additional structural cost reductions followed the CME transaction and the completion of the Aber management buy out in March 2025.

The reduction in the cost base was driven by the completion of major development and regulatory programmes and continued disciplined cost control. Further efficiency initiatives implemented during FY25 began to benefit results in the second half and will continue to flow into FY26 and beyond.

Post period end, we announced the disposal and outsourcing of manufacturing to a newly established company controlled by the current management of Creo's manufacturing operations. The transaction allows Creo to maintain its current relationships with a sophisticated manufacturing operation and talented team while reducing Creo's ongoing cost base further.

We have aligned our cost base with our growth priorities, embedding operational leverage as revenues scale. This positions the business to convert incremental revenue growth into improving margins and cash flow.

Improving profitability trajectory

The Group reported an operating loss of £17.8m on continuing operations for the year (FY24: £28.8m loss). Underlying operating loss from continuing operations reduced by 38.5% to £13.7m on continuing operations (FY24: £22.3m), reflecting lower operating costs, improving revenue efficiency and a £2.5m EBITDA contribution from our retained interest in CME.

Gross margin from continuing operations of c.40% (2024: 47.5%) reflects the transition to a distribution led model in EMEA following the CME transaction. As volumes increase,

we expect margin expansion driven by higher core product penetration, increased bundling of endotherapy solutions and improving operational scale.

Creating a financial platform for growth

The Group ended the year with cash and cash equivalents of £12.4m (31 December 2024: £8.7m) and net assets of £50.0m (31 December 2024: £42.4m), representing an 18% year-on-year increase. The balance sheet reflects a valuable strategic investment in CME, providing a degree of flexibility to support targeted commercial expansion while maintaining financial discipline.

Net cash used in operating activities was £19.1m (FY24: £22.2m), reflecting continued investment in growth and a working capital investments on account of strong trading in Q4 2025.

Notwithstanding this strong net asset position, the Group continues to incur operating losses and cash outflows as it invests in commercialisation and research and development. Current forecasts indicate that, without additional funding, the Group would be unable to meet its liabilities as they fall due within the next 12 months. While the Directors are actively pursuing mitigating actions, including raising additional funding, securing debt facilities and progressing the potential disposal of the remaining interest in CME, these actions are not wholly within the Group's control.

Accordingly, these conditions indicate the existence of a material uncertainty which may cast significant doubt on the Group's ability to continue as a going concern. Notwithstanding this, the Directors have a reasonable expectation that sufficient funding can be secured and have therefore prepared the financial statements on a going concern basis.

Tax

The tax credits recognised in the current and previous financial year relate mainly to R&D tax credit claims of £1.2m (2024: £2.0m). This reduction followed the reduction in underlying admin expenses year on year and the change in scheme to the UK merged R&D scheme which is less favourable.

Loss Per Share

Underlying loss per share was 4 pence (2024: loss of 8 pence) from continuing operations.

Dividend

No dividend has been proposed for the year to 31 December 2025 (2024: £nil).

Accounting Policies

The Group's financial statements were prepared in accordance with UK-adopted international accounting standards and with the requirements of the Companies

Act 2006 as applicable to companies reporting under those standards. The Group's accounting policies have been applied consistently throughout the year and are described on pages 119 to 129.

Key Performance Indicators

As the Group continues to develop and commercialise its Core Products, the Directors consider the key financial performance indicators to be the level of cash held in the business, sales and operating expenses controlled and monitored. The Board performs regular reviews of actual results against budget, and management monitors cash balances on a monthly basis to ensure that the business has sufficient resources to enact its current strategy.

Certain KPIs concern non-financial measures, (e.g. the number of trainees for our Pioneer Clinical Education Programme - see Directors' Remuneration Report on pages 97 to 105). All non-financial measures are monitored monthly. The Board will continue to review the KPIs used within the business and assess them as the business grows.

Principal Risks and Uncertainties

The principal risks and uncertainties facing the Group are set out on pages 56 to 61.

Directors

Details of the Directors who served during the year ended 31 December 2025 are set out on pages 78 to 79. Four Directors at the year-end were male and one female.

Conflicts of Interest

To address the provisions of section 175 of the Companies Act 2006 relating to conflicts of interest, the Company's Articles of Association allow the Board to authorise situations in which a Director has, or may have, a conflict of interest. Directors are required to give notice of any potential situational or transactional conflicts that are to be considered at the Board meeting and, if considered appropriate, conflicts are authorised. Directors are not permitted to participate in such considerations or to vote regarding their own conflicts.

Outlook

We enter FY26 with a strengthened financial position, a simplified operating structure and increasing commercial momentum. Our priorities are clear: accelerate global adoption and utilisation of our Core Products, expand clinical indications supported by robust evidence, and leverage our enhanced commercial partnerships to scale efficiently.

The Company's growth momentum has continued into 2026, with a strong trading performance to date. Revenue grew by c.60% in the first quarter year-on-year and the Company has continued to deliver strong commercial progress, with accelerating customer adoption, growing procedural volumes and further conversion of the pipeline into revenue across its key markets. This strong performance in 2026 to date has underpinned the Board's

confidence in the growth of the business in FY26 and it now believes that full year revenue growth will be between 50% and 60% on FY25 (previously 40% to 60%). Alongside this, the Company expects that it will reduce underlying operating costs by 15 per cent. compared to FY25.

While progress has been encouraging, the Group's current cost base and investment plans mean that additional funding will be required to support the next phase of growth. The Board has advanced a number of funding options to ensure the business is appropriately capitalised to execute its strategy which include scaling commercial activities, advancing clinical programmes and strengthening operational infrastructure.

However, these funding actions are not wholly within the Group's control, and there can be no certainty that sufficient funding will be secured within the required timeframe or on acceptable terms. As a result, this represents a material uncertainty which may cast significant doubt on the Group's ability to continue as a going concern.

Notwithstanding this, with a focused strategy, improving operational leverage and a differentiated technology platform addressing large and growing markets, the Directors remain confident in the Group's ability to secure the required funding and position the business to deliver sustainable growth and long-term value creation for shareholders.

Richard Rees
Chief Financial Officer

The ability to identify, manage and mitigate risks is integral to any business achieving its objectives and fulfilling its strategy. Creo's risk management process adopts a bottom-up approach to identifying risks and reporting them to both the Audit Committee and ultimately, the Board. The Board has the ultimate responsibility to review and assess any risks identified and to set the risk appetite for the Group, which in turn, provides department heads feedback and guidance on those key risks to focus on and address as a priority.

Creo's Risk Committee is a non-Board committee made up of department heads. The Risk Committee meets regularly. Each member is responsible for the identification, monitoring and mitigation of the risks within their respective departments with guidance provided by the Board. Risks are reviewed by the Risk Committee and challenged by other heads of department as to the impact and probability ratings to drive consistency of approach.

The Board is responsible for determining the Group's risk appetite alongside its business and sustainability strategy. This includes identifying risks and opportunities across the Group. The risk appetite helps to determine those salient risks requiring the most attention and effort to mitigate or to which additional resource is allocated. The table below sets out the risk appetites for the current reporting period:

For the reporting period, we have included additional commentary regarding global geopolitical risks as well as a new specific risk to reflect Creo's increased commercial activity in Latin America.



Risk Management continued

The table below sets out those principal risks and uncertainties which, in the Directors' opinion, are most relevant to the Group. We have shown the movement of impact and probability of each risk against the risk reported in the previous year.

Whilst the business puts in place mitigations to reduce the probability of any risk arising and the impacts of any such risks, it is not possible to remove all risk. Further, additional factors could affect the likelihood or impact of risks as the business progresses on its commercialisation journey; for example an increase in revenue may increase impact; or increased product sales may result in product liability risks become inherently more probable and thus having a greater impact on the business.

PRINCIPAL RISK AND IMPACT	HOW WE MANAGE THE RISK	PROBABILITY MOVEMENT	IMPACT MOVEMENT
Barriers to the market Risk our products do not meet the necessary regulatory requirements for the market, are not competitively priced, do not provide value over competitor products. Risk that our technology becomes outdated or superseded by a competitor.	▶ Engagement with key opinion leaders ("KOLs") and clinicians through local industry and through our Clinical Education Programmes ▶ Benchmarking prices of products in local markets ▶ Strong IP portfolio to protect our Core Technology in the market ▶ Clear marketing strategy targeting individual markets. ▶ Development of our suite of devices and our Kamaptive Licensing Programme	↔	↔
Breach of legal and regulatory requirements Risk that the Group breaches legal or regulatory requirements in local jurisdictions which could result in fines, penalties and damage to the Creo brand.	▶ Our Quality Assurance and Regulatory Assurance Team is focused on the regulatory needs for product development and develops quality documentation to support all regulatory applications ▶ We have relevant CE marking and FDA clearances for our suite of devices and the CROMA platform ▶ Work with local advisors to keep abreast of the development of regulations and requirements	↔	↔
Operational Risks Risk that Creo is impacted by supply chain issues, manufacturing delays or lack of manufacturing capacity, product defects, supplier dependence.	▶ Preventative maintenance plan to ensure our products are calibrated and maintained, both before and once they enter the market ▶ Strategic purchasing of key components and careful monitoring of resource requirements ▶ Review of at risk suppliers and alternatives identified to ensure minimal disruption if supply chain issues arise ▶ Creo is actively pivoting to an outsourced manufacturing model. We have multiple outsourcing partners who we can work alongside should demand require additional manufacturing capacity. Post reporting period end, Creo announced the agreement to sell and outsource its manufacturing operations. We will continue to monitor this relationship and will evaluate the risks it poses going forwards	↔	↔

Change in Risk

↔ No Change ↓ Decrease ↑ Increase

PRINCIPAL RISK AND IMPACT	HOW WE MANAGE THE RISK	PROBABILITY MOVEMENT	IMPACT MOVEMENT
IT and Cyber Security Risks In the event of industrial hacking, IT failure or a data breach, the Group is subject to operational disruption unless appropriate safeguards are in place. In the event of a data breach the Group may be liable to be fined for a breach of relevant data protection legislation.	▶ Remote servers across multiple sites reduce reliance on a single site ▶ VPN across the business ▶ Key applications being migrated to the Cloud ▶ Cyber security awareness training implemented across all entities	↔	↔
Executive and Personnel Risks Risk of over-dependence on key staff and executives. Risk that we cannot recruit the right talent necessary for the Group to achieve its objectives.	▶ Appraisal process set up to maximise employees' potential and aid their development ▶ HR function oversees implementing Group processes and policies ▶ Leadership and management training to empower management and enhance performance ▶ Benchmark benefits package across industry roles to ensure competitive ▶ Identify points of failure ("PoF") within the business if someone were to leave and mitigate these PoF	↔	↔
Product Liability Risks Criminal or civil proceedings might be filed against the Group by study subjects, patients, the regulatory authorities, other companies and any other third party using or marketing our products.	▶ Our suite of products have obtained approvals/ clearance from third-party regulatory bodies in the EU and US prior to commercial launch ▶ Our design process seeks to mitigate issues by including preclinical and clinical trials in the development of our products ▶ We invite input from KOLs on product development and their needs ▶ Our QMS system is designed to comply with ISO 13485 and is subject to external audit by our governing bodies ▶ Third party and OEM/OBL products manufactured to ISO standards with audits undertaken	↔	↔
Business Disruption Risks Macro economic factors may cause issues with supply chain, increase export and import prices, cause delays in selling/ purchasing goods. Pandemic or epidemic disruption to business limiting or stopping us being able to manufacture, sell and operate as usual.	▶ The Company property is well secured and we have taken reasonable steps to protect the contents ▶ A disaster recovery plan has been developed ▶ We monitor developments on an ongoing basis to allow the business to react when necessary ▶ The business is continually monitoring local and global developments, including the war in Ukraine, Middle East conflicts, political uncertainty in LATAM and in other relevant jurisdictions. We assess and consider the macro and micro economic changes in the jurisdictions in which we operate and consider the potential disruption impact this could have and mitigate these where possible. Due to the increasing revenues derived from LATAM and commercial activity being undertaken in LATAM, a new specific LATAM risk has been added below	↑	↔

Risk Management continued

Change in Risk

↔ No Change ↓ Decrease ↑ Increase

PRINCIPAL RISK AND IMPACT	HOW WE MANAGE THE RISK	PROBABILITY MOVEMENT	IMPACT MOVEMENT
Financial and Going Concern Risks Risk that the Company does not have sufficient cashflow to meet its liabilities and is no longer a going concern. Risk that we do not have sufficient cashflow to seize opportunities and projects when they arise.	▶ We seek to maximise the amount of grant funding that is available to us to assist with our technological development while minimising spend ▶ We actively reduced overall costs in the business in 2024 which led to a reduction in costs for 2025 in excess of £5.0m, lowering our ongoing cost base ▶ Creo Medical Europe is profitable and cash generative. Our 49% holding will continue to benefit the group via our non-controlling interest allocation ▶ We continue our dialogue with current and new investors about our commercial plan and opportunities and the funds those opportunities would require ▶ Local and Group budgets are reviewed each month with a five year forecast every six months to ensure sufficient cashflow	↔	↔
Safety and Efficacy of our Products is Questioned Safety concerns relating to our products may lead to recalls, seizures, interruption of supply and loss of product approvals, which could adversely affect patient access, our reputation and our revenues. Significant product liability claims could also arise, which may be costly, divert management attention, reduce demand for our products and damage our reputation.	▶ Incident management process allows us to react to any potential adverse event and limit any damage ▶ Preventative maintenance plan to ensure our products are calibrated and maintained, both before and once they enter the market ▶ Our QMS system is designed to comply with ISO 13485	↔	↔
Environmental Risks Climate change, or legal, regulatory or market measures to address climate change may materially adversely affect our financial condition and business operations.	▶ Sustainability Committee oversees environmental risks as well as other ESG risks throughout the Group ensuring we are aware of any new legal regulatory or market changes ▶ We report regularly to the Board on our carbon footprint as well as the actions taken to reduce our waste ▶ Ensuring we meet the requirements for the NHS procurement providers through disclosure of Scope 1, 2 and selected Scope 3 emissions ▶ We ensure our key suppliers have their own sustainability commitments and are able to demonstrate these before we engage them	↔	↔

Change in Risk

↔ No Change ↓ Decrease ↑ Increase

PRINCIPAL RISK AND IMPACT	HOW WE MANAGE THE RISK	PROBABILITY MOVEMENT	IMPACT MOVEMENT
Investments and Joint Ventures Following the sale of 51% of Creo Medical Europe post period, Creo holds a minority interest in a joint venture with a third party. The interest held is a significant investment in an asset by the Group.	▶ A detailed shareholders' agreement is in place between Creo and Micro-Tech to manage the ongoing governance of Creo Medical Europe and the relationship between the parties ▶ Creo has appointed three directors to the board of Creo Medical Europe to oversee the operation of the business including annual budgeting, monthly reporting and sales forecasting ▶ Monthly reporting of financial results continues to be provided to Creo ▶ Micro-Tech, as a JV partner, is listed on the Shanghai stock exchange and has extensive governance and financial reporting requirements which will also be filtered into the JV, increasing governance further	↔	↔
LATAM related risks Our increased commercial activity in Latin America ("LATAM") exposes us to heightened credit, economic, political, regulatory, and social risks that could materially and adversely affect our business, financial condition, and results of operations.	▶ Certain LATAM countries have experienced political instability, civil unrest, and changes in government policies. Changes in political leadership may lead to amendments to laws and regulations affecting the sale, distribution, and importation of goods, sometimes with limited notice, which could increase compliance costs, restrict operations, or adversely affect profit repatriation ▶ Economic conditions in parts of LATAM have been volatile, including fluctuations in GDP growth, inflation, interest rates, currency exchange rates, and sovereign debt levels. Currency depreciation, foreign exchange controls, or restrictions on capital movements could negatively affect our revenues, margins, asset valuations, and access to cash generated by local operations ▶ Credit risk in certain LATAM markets is elevated, reflecting local economic volatility, constrained liquidity, and varying levels of financial transparency among counterparties. This may result in extended payment cycles, increased risk of customer default, and higher bad debt provisions, which could adversely impact cash flow and profitability. While the Group actively manages this risk through credit controls, customer selection, and ongoing monitoring, there can be no assurance that such measures will fully mitigate exposure in all circumstances ▶ Our operations are subject to evolving and, in some cases, inconsistent legal and regulatory frameworks, as well as elevated levels of crime and corruption in certain regions. These factors may result in increased compliance risks, disputes or penalties, higher security and insurance costs, operational disruption, and potential liability under applicable anti-corruption laws	NEW RISK	NEW RISK

The Strategic Report on Pages 4 to 75 was approved by the Board of Directors on 21 May 2026 and was signed on its behalf by



Richard Rees
Chief Financial Officer

21 May 2026

Our Mission: To Improve Lives

Creo's sustainability strategy focuses on three key areas where we believe we can make the greatest impact, underpinned by our strong governance framework and aligned with our overall mission to 'Improve Lives'.

Healthcare Impacts:

Ensuring what we do has a positive impact on our patients, clinicians and the healthcare industry through championing innovation and ensuring quality outcomes

Our People and Communities:

Ensuring what we do has a positive impact on our people and communities through promoting diversity, equality, inclusion and enhancing opportunities within the business and wider communities

Our Planet:

Ensuring that the actions we take as a business mitigate our environmental impact and work towards and contribute to global targets

Supporting the following United Nations Sustainable Development Goals ("UN SDGs")



Healthcare Impacts

Our People and Communities

Our Planet

KEY FOCUS

- | | | |
|---|---|---|
| <ul style="list-style-type: none"> ▶ Advancing technology in the field of therapeutic endoscopy ▶ Helping to tackle waiting times and rising healthcare costs ▶ Enhancing clinician education and skills | <ul style="list-style-type: none"> ▶ Create a safe, diverse workplace where innovation and collaboration can thrive ▶ Supporting our communities and local schools to further education | <ul style="list-style-type: none"> ▶ Achieve net-zero across our Scope 1 & Scope 2 emissions by 2027 ▶ Achieve net-zero over Scope 3 emissions by 2045 ▶ Enhanced sustainability reporting and communication |
|---|---|---|

OUR PROGRESS

- | | | |
|--|---|--|
| <ul style="list-style-type: none"> ▶ S-ESD procedures reduce waiting list times and save the NHS and global healthcare providers costs ▶ Continued commercialisation of the suite of devices opening up new treatment pathways ▶ Quality training which goes above and beyond the industry standard | <ul style="list-style-type: none"> ▶ Leadership training across the business ▶ Talent assessments and appraisals for all staff across the business ensuring we maximise employee potential ▶ Work with local schools and colleges to host career days and support career development | <ul style="list-style-type: none"> ▶ Implementation of data capture and reporting system to ensure accurate, timely and efficient data capture ▶ Study being undertaken to understand environmental footprint of our product vs alternative treatments |
|--|---|--|

GOVERNANCE

- | | | |
|--|--|---|
| <ul style="list-style-type: none"> ▶ Healthcare compliance ▶ ISO 13485 compliance ▶ Patient follow up | <ul style="list-style-type: none"> ▶ Anti-bribery, anti-slavery, money laundering policies and training ▶ Diversity metrics & monitoring | <ul style="list-style-type: none"> ▶ SECR compliance ▶ ISO 14001 compliance ▶ UN Sustainable Development Goals |
|--|--|---|

- ▶ Strong Governance Framework — See our Corporate Governance Report on pages 77 to 105.
- ▶ Sustainability Committee guides, monitors and reports on progress against strategy.
- ▶ Continuous stakeholder engagement — See our s.172 statement on pages 86 to 89.

Sustainability Statement Explanation

How we develop and monitor our strategy

In order to create and execute a successful Sustainability Strategy it is important to identify those issues that are most important to Creo, its business and its stakeholders. In turn, this allows us to focus on those matters where we have the greatest opportunity to make an impact and ensure an appropriate governance framework is in place to achieve the strategy.

To gather insights, we engaged with our key stakeholders to gain their insight on the issues of greatest importance for our business and society. These included:

- External stakeholders — we sought insight from our patients, clinicians, healthcare providers (including the NHS), suppliers and partners to understand their views of our biggest risks and the opportunities to drive greater value.
- Our people — we engaged internal experts from across the business to understand the issues which have the greatest impact on the delivery of our strategy and those which are the highest concern for our stakeholders.
- Our Sustainability Committee meets throughout the year to monitor progress against its goals and objectives. The Committee recognise the need to set clear KPIs based on data where appropriate and have made the capture of that data a key priority. Our progress is also monitored against the wider SDGs.

Materiality Assessment

We carried out a materiality assessment annually using the Global Reporting Initiative ("GRI") recommendations on materiality to ensure that our process was conducted according to best-practice reporting standards.

Through this process we identified 21 material issues. We also combined the results of the materiality exercise alongside the prioritised issues identified by the UN Sustainable Development Goals ("SDGs") to guide the development and focus of our materiality assessment.

Key Material Issue Changes

Our key material issue movements were sustainable logistics and product distribution, responsible and transparent sourcing and product life cycle. Our assessment showed these increased in importance to both our stakeholders such as the NHS as well as Creo as we continue to increase volume of sales and manufacturing.

NO.	MATERIAL ISSUES
1	Supply Chain Management
2	Governance, Ethics and Compliance
3	Data Protection and Cyber Security
4	Responsible and Transparent Sourcing
5	Risk Management and Mitigation
6	Hazardous Materials
7	Sustainable Logistics and Product Distribution
8	Ethical Animal Trials
9	Diversity, Inclusion and Equal Opportunities
10	Employee Engagement, Attraction and Development
11	Occupational Health, Safety and Wellbeing
12	Community Engagement
13	Accessibility of Products
14	Clinician Experience and Development
15	Patient Outcomes
16	Innovation, Research and Development
17	Collaboration and Partnerships
18	Climate Change and Energy Use
19	Recycling and Waste
20	Product Life Cycle
21	Water Use and Efficiency

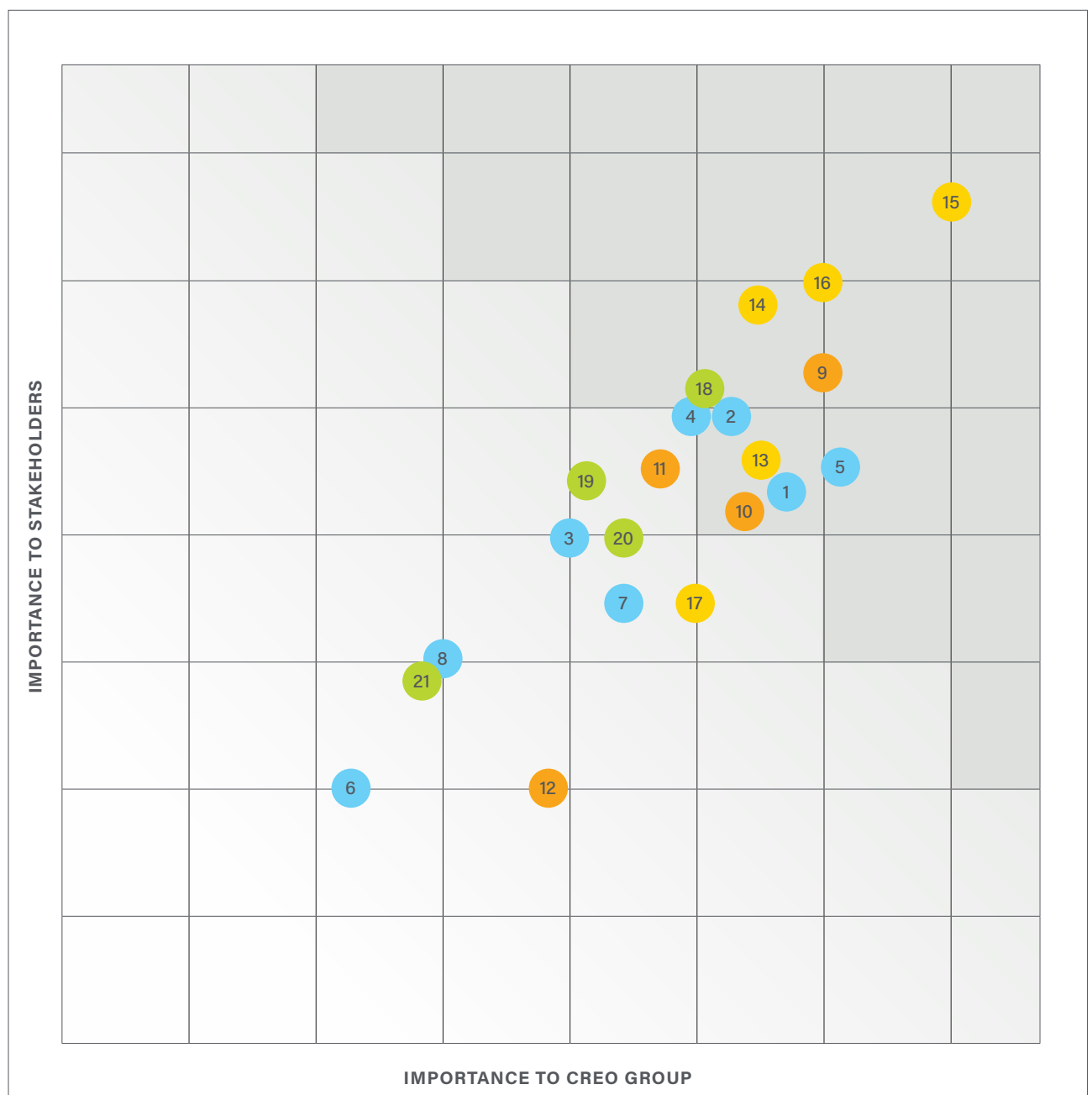
SUSTAINABILITY PILLARS

Healthcare Impacts

Our People and Communities

Our Planet

Governance



Area of focus. No change during 2025

Healthcare Impacts

Healthcare Impacts

Our focus on healthcare impact aligns with the following UN Sustainable Development Goals (“SDGs”)



Ensuring what we do has a positive impact on our patients, clinicians and healthcare industry through championing innovation and ensuring quality outcomes. This is recognised as an area of specific focus due to the unique opportunity Creo has to make a positive impact in the following ways:

Advancing Technology

Everything Creo does has one main aim, to improve patient outcomes. In order to achieve this, current treatment pathways will need to adapt through continued innovation, challenge and collaboration. We address this in the following ways:

Our products – During 2025 we have launched Speedboat Notch, our latest variation of Speedboat UltraSlim. This device works with almost any endoscope in the world and further opens up our products to new markets, new regions and new treatment indications. During 2025 Creo's MicroBlate Flex devices have continued to be used to perform a robotic guided microwave ablation of lung tissue in the same sitting as a diagnostic procedure in various European sites, opening up the possibility of a new treatment pathway. We have also continued our limited market release of MicroBlate Fine in Europe, APAC and the USA for ablation of pancreatic, liver and kidney tumours. This will also open up new treatment pathways moving into the future.

Collaborating with others in the industry – sharing our knowledge and technology with partners allows innovation within the industry and will help lead to new products and pathways not yet available. We believe that by collaborating with the likes of Intuitive and Micro-Tech we can continue to be at the forefront of innovation within the industry.

Tackling Waiting Lists and Rising Healthcare Costs

Whilst our mission is to improve patient outcomes, our products have been proven to have the potential to reduce procedure times and remove the need for long hospital stays. During 2024, NHS Supply Chain released real world data confirming significant cost and operational savings arising from the use of Creo's products, in addition to the patient benefits previously noted.

We are not limiting our benefits to just the NHS or first world countries, but are actively looking to help ease healthcare pressures and improve patient outcomes globally. We want as many people to have access to our products as possible. With a focus not just on the markets we have a direct presence in, but all across the world, we believe we can make a significant impact on the pressures faced by healthcare providers across the globe and help to tackle healthcare inequality between regions.

Training that goes beyond expectations

Quality is of paramount importance to Creo and the products and training we provide. As well as complying with ISO 13485 Medical Devices certification and relevant healthcare compliance, we strive to provide training and education long after the clinicians pass the required level of proficiency.

Our Pioneer Clinical Education Programme champions this quality and follows users through multiple cases to ensure the patients receive the best care and we prevent any avoidable adverse impacts. Follow ups with patients and clinicians allow us to obtain valuable feedback to enhance future patient experience and clinician training.

How We Govern

- ▶ Healthcare compliance
- ▶ ISO 13485 compliance
- ▶ Clinical Training Policy
- ▶ Technology Patents
- ▶ Patient and Clinician Feedback
- ▶ Monitoring of clinical data



Scan the QR code to see more on our health economics

What's next?

- 1** Develop global accessibility to treatments through market penetration in developing countries
- 2** Continue to invest in new treatment pathways
- 3** Continue growth in our professional education programme

Our People and Communities

Our People and Communities

Our focus on our people and communities aligns with the following UN SDGs



Our people are the lifeblood of our business and the driving force behind the innovative work we do within the healthcare sector. We are committed to ensuring our recruitment, talent assessment and development processes can identify the best people for the roles, irrespective of any personal characteristics.

Creating a safe and inclusive environment which fosters innovation

Having space for people to collaborate face to face is important, allowing employees to share ideas and engage with other team members in person.

Our HQ has dedicated training labs as well as expanded manufacturing capacity to ensure we can meet the growing demand for our products.

Online workshops and meetings are held with our international colleagues on a regular basis to ensure everyone feels part of the Creo family and that we are all working towards the same goals.

To ensure a safe and inclusive environment we have the following policies and workshops in place:

- ▶ Diversity & Ethical Behaviour Training
- ▶ Menopause awareness and support for employees specific within our 'Time Off' policies
- ▶ Employee team building days
- ▶ Equality, Diversity & Inclusion Policy (including respect for human rights)
- ▶ Whistleblowing Policy
- ▶ Family Friendly policies
- ▶ All hands meetings

We are committed to creating a diverse and inclusive workforce and working towards gender parity in senior positions within the business. We are committed to ensuring that all disabled persons whether newly hired or who have become disabled during employment, have appropriate support, training, career development and promotion opportunities.

Employee wellbeing

Employee wellbeing is key to any business. Whether it is physical or mental health we recognise that happy and healthy people perform at their best. To support this we have implemented a range of tools to help support our employees.

- ▶ Mental Health First Aiders – trained individuals provide a channel of confidential and non-judgemental support to employees who may require some assistance or simply need to chat.
- ▶ Employee Assistance Programme – employees have access to our free and confidential online and telephone support service (Unum Help@hand). Support topics include bereavement support, financial wellbeing, mindfulness and more.
- ▶ Beam Development and Training and Awaken Wellbeing Services – Creo has engaged with a professional wellbeing coach and therapist in order to provide one to one in person, telephone and online support to employees to help promote positive wellbeing and avoid burn out.
- ▶ Understand your Pension Sessions – Creo has run pension sessions to allow our employees to understand which pension works best for them.

Through our Unum Help@hand service, our UK employees are provided with a voucher based discount scheme as well as the following:

- ▶ Digital GP – a private doctor service offering our employees quick access to clinical advice and guidance, through up to 3 sessions a year.
- ▶ Nutritional Consultations – our employees can have up to 6 consultations a year with a nutritional expert, including advice and guidance on delicious healthy eating plans.
- ▶ Mental Health Consultations – tailored advice from mental health professionals if there's any issue - home or work related - our employees need to talk over, including bereavement support. Employees get access to 6 Mental Health Consultations a year, with an additional 6 bereavement consultations.
- ▶ Physiotherapy – our employees and their partners can have up to 8 sessions a year between them with a physiotherapist who will give them bespoke exercises normally via video consultation.

These programmes help to keep our staff in the best condition and help to reduce sickness within the workplace.

Gender Distribution within the Workforce

Board of Directors



Employee split



Our People and Communities continued

Health & Safety

Physical health is also key to ensuring we provide our colleagues a safe place to work. In recent years we have:

- ▶ Introduced a red tagging exercise
- ▶ Provided additional sharps bins for disposals
- ▶ Undertaken DSE homeworking assessments
- ▶ Introduced a near miss reporting portal
- ▶ Received RoSPA Awards

0.15
Accidents per 100,000 hours
(2024 0.14)



The staff at the Chepstow food bank sent Creo a thank you letter for its donation.

Challenging & Rewarding Careers

We strive to get the best out of our employees so they can reach their full potential. Through the year employees have an appraisal opportunity where their strengths and development areas are identified and goals are set to help them achieve their potential. We have run appraisal workshops to ensure employees understand how to get the most out of their appraisals and managers understand how to set SMART goals. We keep our employees aware of our success stories with patients through regular communication to help remind them of the purpose of the business and the difference they are making to people's lives.

Retaining and attracting the best talent is key to achieving our strategic goals. We offer various employee benefits and support including:

- ▶ Share Incentive Plan
- ▶ Cycle to work scheme
- ▶ Income protection
- ▶ Critical illness cover
- ▶ Time off for volunteering
- ▶ Flexible working
- ▶ Private Medical Insurance
- ▶ Digital Healthcare Support
- ▶ Holiday Purchase Scheme, in addition to a competitive holiday entitlement
- ▶ Life Assurance

Free Share Award

In 2020, the Company implemented an HMRC approved Share Incentive Plan ("SIP"), which is available to all of the Company's UK based employees, including Directors. Utilising shares that were currently in issue but not allocated, in August 2025 the Company issued all eligible employees £1,800 of free shares in Creo with a 3 year vesting period. The shares were issued as part of a wider review of benefits within the group.



Community Engagement

We actively encourage our employees to get involved in local community projects, volunteering and raising money for good causes. Some of the projects we have been involved in this year include:

- ▶ Collected for the Chepstow food bank at Christmas
- ▶ Our colleague and friends took part in Ride the Night 100km cycling event, from Windsor Racecourse to London and back to raise money for Women v Cancer
- ▶ Coffee mornings and Christmas jumper day held in Chepstow office to raise money for Macmillan cancer support
- ▶ Work experience opportunities are regularly supported at our HQ, particularly aligned with STEM subject areas.
- ▶ Sponsored a local junior cricket club, to provide support and encourage sports in our local community.



Local junior cricket club sponsorship

Regular charity events held to raise money for good causes



Women v cancer Ride the Night event

How we Govern

- ▶ Policies and training:
 - ▷ Anti-Bribery Policy
 - ▷ Whistle Blowing Policy
 - ▷ Money Laundering & Anti-Bribery
 - ▷ Equality & Diversity Policy
- ▶ Benchmarking pay and benefits
- ▶ Diversity & behaviour in workplace training
- ▶ Appraisal process
- ▶ Exit interviews
- ▶ Analysis of key workforce data including sickness, leavers, hires, promotions, survey feedback and pay parity

What's next?

- 1 Examining ways to improve employee value proposition
- 2 Continue to undertake employee surveys to track scores and measure progress
- 3 Continued community engagement & increased volunteering participation

Our Planet

Our Planet

Our focus on the environment aligns with the following UN SDGs



It is key that we all minimise our impact on the environment, including Creo and its employees. As a business we want to ensure that the actions we take minimise our environmental impact and work towards and contribute to global targets. We recognise that as our business grows so will our impact on the planet, however we also recognise that we have an opportunity to reduce or mitigate the negative impacts and an opportunity to create positive impacts along the way.

Using Data to set meaningful targets

As an evolving business we recognise the challenge in setting internal targets and want to ensure that any targets we set we can reliably measure, report on and actually have a positive impact. During this year we have started the process to implement a new data capture system which will allow us to track all of our Scope 1, Scope 2 and Scope 3 emissions from all entities across the Group. Accurate and timely data will provide us with the insight to take significant actions to further reduce our footprint and help us achieve a net-zero emissions strategy.

Our Net Zero Targets

We have realigned our targets to our external stakeholders both short-term and long-term. Our targets are as follows:

2024 Scope 1, 2 & 3 monthly emissions data

2030 Drive towards achieving targeted reductions in 'hot spot' areas of the business and sites

2039 Achieve an 80% reduction in baseline figures

2045 Achieve net-zero

Scope 1, 2 & 3 Emissions

In 2023 we successfully reported Scope 1 & 2 worldwide and Scope 3 emissions in the UK enabling us to create a UK Carbon Reduction Plan ("CRP"). We implemented a plan to complete Scope 1, 2 & 3 emission reporting in 2024.

Although we are not required to disclose Scope 3 data under current regulations, in line with best practice and TCFD and SECR guidance we have chosen to disclose the 2024 Scope 3 emissions for our Business Air and Land Travel from our UK sites. In 2023 we invested in an external carbon accounting software platform to calculate our emissions. The data and algorithms used enabled more detailed results of our emissions compared to the previous manual calculations.

Emissions ¹	Metric	Group 2025	Group Restated* 2024
SCOPE 1			
Emissions from vehicles ²	Tonnes / CO ₂ e	0	0
SCOPE 2			
Purchased Electricity and Heating (Gas) ⁴	Tonnes / CO ₂ e	47.6	63.9
Intensity Metric ³	Tonnes CO ₂ e / Revenue £m	7.9	16.0
SCOPE 3			
Emissions from business air travel ⁴	Tonnes / CO ₂ e	717.6	498.0
Emissions from business land travel ⁴	Tonnes / CO ₂ e	117.6	174.6
Intensity Metric ³	Tonnes CO ₂ e / Revenue £m	139.2	168.2
Kwh Consumption			
Purchased electricity	Kwh	207,527.1	257,861.0
Purchased gas	Kwh	45,511.4	43,520.0
Total	Kwh	253,038.5	301,381.0
Intensity Metric ³	Kwh / Revenue £m	42,173.1	75,345.3

*Restated following the completion of the sale of CME to represent continuing activities.

1 CO₂ per units for 2025/4 were calculated using the metrics provide by the suppliers directly where applicable.

2 The emissions include vehicles owned by all entities. The current group does not own any vehicles

3 Intensity matrix is based on revenues from continuing operations. We believe this to be an appropriate metric as it will help us monitor our progress as the Company continues to grow.

4 CO₂/Mile was calculated using direct data from travel provider and the third party accounting software..

2026 Targets

Alongside our targets we commit to disclosing our progress annually. We will keep abreast of all emerging technological improvements to accelerate our pathway to net-zero emissions. As part of this we have set ourselves a target to reduce our emissions by 7% in 2026. If we can achieve a 4.5% year on year reduction, we will have reduced our emissions by 80% by 2039.

2026 Proposed CO₂ Emissions Reductions (CO₂e T)

Electrical Usage by 5%	12000 Kwh	Commuting	60t
Gas Usage	3.8t	Travel	24t
Mobile Combustion	2t	Downstream Distribution	58t
Upstream Distribution	1.5t	Purchased Goods	14t

Our Planet continued



Action to Reduce Our Impact

Despite our strategy and wider industry progress being in its infancy, we have already made great strides in reducing our impact on the planet through the following:

- ▶ Maintained ISO: 14001 in Chepstow and Bath offices
- ▶ Installed electric vehicle charging points for electric vehicles at our Creo HQ site
- ▶ Installed a bike shed with electric charging point for electric bikes at our Creo HQ site in Chepstow
- ▶ Smart travel campaign to raise awareness of types of business travel and the CO₂ each produces
- ▶ Supply chain analysis of supplier impacts
- ▶ Identified platform for data capture and implementation of this platform started in 2024
- ▶ Cycle to work scheme
- ▶ Introduction of employee salary electric vehicle scheme



Water & Waste

Although we do not use a significant amount of water, we still track the amount of water usage across the Group and look for ways to reduce our water usage. We have undertaken an analysis to ensure that we do not operate in any water deprived areas and monitor the amount of water used throughout the business.



ISO 14001 is an internationally recognised standard for Environmental Management Systems and demonstrates Creo's commitment to Environmental Management.

All waste is segregated at all our offices, this includes mixed recyclables, batteries, WEEE, hazardous materials, sharps, and clinical waste etc. We have now implemented flexible working practices and we asked staff to return any waste electrical items, batteries, etc. to the workplace so they can be recycled as part of our business waste.

Waste Electrical and Electronic Equipment ("WEEE")

As a producer we place electrical items onto the UK market which will eventually become waste. We understand our obligations to manage this, both morally and legally. We have joined a producer compliance scheme ("PCS") to support and assist our efforts. Under the relevant laws, we are considered a small producer as we place less than five tonnes of electrical product onto the market annually. This allows us to register with the European Agency direct. However, we have chosen a PCS to handle our registration so that we receive timely and effective guidance as our business develops and additional obligations come into force.

Regulatory Requirements and Frameworks

We keep abreast of the rapidly evolving regulatory environment, particularly around climate change and disclosures. Although we are not required to report on Task Force on Climate-Related Financial Disclosures ("TCFD") we have made significant progress on our disclosures of Scope 1 & 2 emissions and have a clear plan to understand and disclose more detail about our Scope 3 emissions in the next few years.

Our Sustainability Committee alongside our Risk Committee allows us to set a clear climate impact strategy along with appropriate scenario testing, identification of opportunities and threats and resilience testing.

How we Govern

- ▶ SECR compliance
- ▶ ISO: 14001
- ▶ Data capture
- ▶ Sustainability Committee
- ▶ Producer compliance scheme

Environmental Impact of Surgery Vs. Endoscopy Study

As well as saving money and time for patients we believe using our product generates less emissions than alternative treatment pathways.

To investigate this and to generate insightful data we have commissioned a study to assess the carbon environmental impact of two key facets of gastroenterological care: traditional surgical interventions and endoscopic procedures.

The study will focus on the life-cycle of each therapeutic option to calculate approximate carbon footprints, considering:

1. Manufacturing processes
2. Energy consumption
3. Waste generation
4. Post-procedural patient care

This study is ongoing. We will use the findings to help further improve the environmental impact of our products.

What's next?

- 1 Data capture of all upstream and downstream emissions
- 2 Using sea freight as an alternative to air freight to help reduce emissions
- 3 Benchmarking of KPIs to industry and competitors
- 4 Continue to save energy in our current business practices

02

Corporate Governance

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PATIENT STORIES

Learn how
Speedboat is
improving lives



SCAN THE QR CODE
TO READ OUR
PATIENT STORIES

Board of Directors

Non-Executive Directors

Executive Directors

Board of Directors



Kevin T. Crofton
Chairman

Kevin is an accomplished business leader with over three decades of extensive international experience in the technology industry.

He has a successful track record of driving innovation and generating profitable growth. Most recently, Kevin was CEO of Comet Holdings AG, a Swiss listed technology company, where he delivered significant shareholder value by driving greater customer engagement. Prior to this, he was CEO of SPTS Technologies where he led the PE backed management buyout and exit of the company to Orbotech, Inc., joining the team who subsequently sold the group to KLA-Tencor Corporation for \$3.4bn. Kevin previously acted as Chairman of SEMI International and the UK Compound Semiconductor Applications Catapult.

Kevin holds an MBA in International Business from the American University, Washington DC, and a BS in Engineering (Aerospace) from Virginia Tech.

Kevin is a member of the Company's Audit Committee.



Ivonne Cantu
Independent Non-Executive Director

Ivonne has extensive experience in corporate finance, having acted as a corporate finance adviser to UK and international companies for more than 20 years at Cenkos Securities plc (now Cavendish) and previously at Merrill Lynch. Ivonne was previously director of Investor Relations and Sustainability at Benchmark Holdings plc, an AIM listed aquaculture biotechnology company.

Ivonne is a non-executive director and chair of the Remuneration Committee at Primary Health Properties plc. Ivonne is also a trustee of La Vida, a UK registered charity which supports grassroots projects in the fields of education, environment and health throughout Latin America.

Ivonne holds a BSc in Engineering from Universidad Panamericana in Mexico and an MBA from the Wharton School of Business.

Ivonne chairs the Company's Audit Committee and is a member of the Remuneration Committee.



Brent J. Boucher
Independent Non-Executive Director

Brent brings extensive experience in the commercialisation of novel medical devices to the board of Creo Medical.

Brent has a record of success in growing and transforming businesses across a range of medical device specialities, including technologies, oncology interventions, surgical solutions and respiratory care.

Brent is recognised as a business leader of multiple innovative growth businesses focused on commercial optimisation, new product, technology and procedural introductions, global market entry and strategic M&A. Throughout his career in the USA, Brent has held a number of executive positions in large multinational Medtech companies, including Covidien (acquired by Medtronic), AngioDynamics and Nuvasive, working to successfully deliver revenue growth and shareholder value. Brent is currently SVP for the Americas for Solventum, a major US health care company which span out of 3M in early 2024.

Brent holds a Bachelor of Business Administration from North Dakota State University.

Brent chairs the Company's Remuneration Committee.



Craig Gulliford
Chief Executive Officer

Craig was a founding angel investor in Creo Medical and became CEO in 2012.

Craig qualified with an MSc in Electronic Engineering from the University College of North Wales. Craig's early career developed in the Middle East, working with large corporates delivering complex commercial projects. Craig has over 25 years' experience in building international businesses from early stage through to significant scale. In January 1999, Craig joined a start-up software and hardware business where, as COO, he was part of a small team that grew the Company both organically and through acquisition, from a loss-making start-up to a profitable business delivering significant shareholder returns and an exit in 2007.

Prior to November 2025, Craig was a Non-Executive Director of I.Q. Endoscopes Limited.



Richard Rees
Chief Financial Officer

Richard joined Creo Medical as CFO in July 2016. Prior to joining Creo, Richard was CFO of SPTS Technologies, a UK-based, global manufacturer of semiconductor capital equipment. In 2011, Richard was part of the SPTS Technologies' management team that, together with Bridgepoint Capital, acquired SPTS Technologies for \$200m from Sumitomo Precision Products. In 2014, SPTS Technologies was acquired by Orbotech Ltd for more than \$350m.

Prior to joining SPTS Technologies, Richard spent seven years at KPMG in audit.

"As part of our ongoing succession planning and commitment to having a strong, streamlined, and independent governance structure, in 2025 we announced a sequence of planned Board changes.

In May 2025, we confirmed the retirement of John Bradshaw, Creo's Senior Independent Non-Executive Director and Chair of the Audit Committee.

We also announced that David Woods (Chief Commercial Officer) and Christopher Hancock (Chief Technology Officer), whilst continuing their vital executive roles within Creo, would not stand for re-election to the plc Board at the 2025 AGM.

This planned Board evolution, reflects a deliberate strategy to strengthen commercial leadership and enhance governance. It results in a more streamlined Board with a majority of independent Non-Executive Directors - aligning with best practice and supporting Creo's next phase of growth"

Kevin T. Crofton, Chairman

2025 Compliance Statement

Introduction

Creo's Board adopted the Quoted Companies Alliance (QCA) Corporate Governance Code (Code). The Code prescribes a 'comply or explain' methodology in respect of the application of the Code's guidance.

This statement sets out how the Board has applied the principles of the 2023 Edition of the Code during the year ended 31 December 2025. The Code applies to Creo for this reporting period and the Board considers that Creo applies, or where appropriate explains against, all ten principles of the Code, taking into account the Company's size, stage of development and resources available to it.

Creo's purpose is to improve lives through the development and commercialisation of a suite of electrosurgical medical devices powered by Creo's advance energy technology, bringing advanced energy to endoscopy. Creo's strategy, business model, culture and approach to decision making are aligned to this purpose, with the objective of creating sustainable long term value for shareholders and other stakeholders, including:

- ▶ **patients**, by improving patient outcomes by bringing advanced energy to flexible medical devices;
- ▶ **customers**, by developing products with the aim of reducing procedure times and costs;
- ▶ **business partners**, by interacting in an ethical and equitable manner;
- ▶ **employees**, by offering rewarding careers with support and encouragement to allow everyone to fulfil their potential; and
- ▶ **shareholders**, by deploying capital against a well thought through and measured business plan to achieve long-term, sustainable growth;

The Board is tasked to manage Creo for the long-term benefit of all shareholders. Our corporate governance processes are designed to ensure control and reduce risk, generate long-term value and deliver against Creo's long-term objectives.

The ten principles of the Code are set out below, together with an explanation of how the Board applies each principle

or, where relevant, explains departures from it. To the extent an explanation of Creo's compliance for one principle is relevant against another principle, the explanation is deemed to apply to all relevant principles

Deliver Growth

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

Creo is a medical device company focused on the development and commercialisation of minimally invasive advanced energy medical devices. Our purpose is to improve lives through the development and commercialisation of a suite of electrosurgical medical devices powered by Creo's advanced energy technology - bringing advanced energy to endoscopy.

Creo's business model is set out on pages 18 to 19, including how we aim to promote long-term shareholder value. This includes an explanation of our technology and products under development and the steps being taken to commercialise our technology.

Our technology has been demonstrated to benefit patients receiving treatment, reduce costs and save time. Further, there are indirect benefits for others who rely on the availability of services from healthcare providers. We believe that by enabling more patients to benefit from Creo's technology this will, in turn, build long term shareholder value. Our success will be determined by increasing product utilisation which drives drive sales and revenue.

The Board reviews Creo's purpose, strategy and business model at least annually, including consideration of how they remain aligned and relevant as the Company evolves. Progress against strategic objectives is monitored through financial and operational KPIs, which are reviewed regularly by the Board.

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

The Board is responsible for establishing the Creo's culture and for monitoring that it is embedded in practice and aligned with Creo's purpose and strategy. Our values are set out in our policies, working practices and systems.

The Board seeks to treat all persons fairly and equitably, through clearly defined parameters of operation. This includes full compliance with safe working practices whilst maintaining and protecting a positive and supportive working environment.

During their induction process, all employees are provided with details of Creo's policies and procedures that promote and support ethical values and behaviours. We continually support employees on best working practices and provide timely reminders and updates on policies and procedures, including formal online training. Creo has a whistleblowing policy to allow and encourage all employees to bring matters which cause them concern to the attention of designated persons within the Company and, ultimately, to the attention of the Chairman of the Board.

Through its discussions with senior management and direct engagement with employees, the Board is able to gain an indication of how Creo's culture is developing and any issues that are arising. Management provide feedback on any specific issues which the Board becomes aware of actions taken to address concerns.

3. Seek to understand and meet shareholder needs and expectations

The Board is committed to regular and open communication with all shareholders to ensure that Creo's strategy, business model and performance are clearly understood. The Board believes that by understanding shareholders' views while helping shareholders understand our business, best places the board to drive Creo's business forward.

The Board engages with shareholders and prospective investors through a number of channels: the RNS; institutional and retail investor presentations and roadshows; and via the Annual Report and interim reporting process.

The directors engage with our institutional shareholders regularly. Our CEO and the CFO are the main points of contact, supported by the Chairman. The directors meet with institutional and other significant shareholders at least twice annually through the full and interim results roadshows.

In addition, the Chairman holds ad hoc meetings with institutional shareholders separately from the executive directors. Our independent Directors and committee Chairs are also available to meet with shareholders on request to discuss specific areas of concern.

Following roadshows, Creo's NOMAD and Brokers prepare market reports which are shared with the Board for consideration and discussion to ensure that all

directors have an understanding on shareholder views. Feedback received is considered when evaluating strategy, governance arrangements and capital allocation decisions. Key themes arising from shareholder engagement during the year, including views on commercial progress and governance matters, were included in discussions at Board meetings.

Creo's AGM is the principal in-person forum for dialogue between private shareholders and the Board. All shareholders are invited to attend Creo's annual general meeting where they can meet with the directors and understand and exchange opinions on the direction of the Company. The Executive Directors, Chairman of the Board and all other Directors routinely attend the AGM and are available to answer questions raised by shareholders. Copies of our Annual Report and the notice of AGM are sent to all shareholders at least 21 days before the AGM. Copies of these documents, along with other information for shareholders, are also provided on our website.

The results of the AGM are released via the RNS as soon as practicable after the conclusion of the meeting. This announcement also provides, for information, details of the total number of votes in favour of each resolution. At our 2025 AGM all resolutions put to shareholders were duly passed.

Along with broker analysis, Edison Research provide research and commentary on Creo's business activities.

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

Creo's key stakeholders are our patients, customers, business partners, employees and workers, suppliers, shareholders and the wider communities in which we operate.

The Board takes into account wider stakeholder and social responsibilities when making its decisions. Pages 70 to 73 includes more detail on how the Board takes into account its obligations under s172 of the Companies Act and provides examples of how the business has taken into account the needs of our wider stakeholders when taking key decisions.

Creo is a socially responsible company with ESG at its core. Pages 62 to 75 set out details of our continuing sustainability efforts and the work we have performed to meet our social responsibilities within the constraints that a business of Creo's size has with its available resources.

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

The Board is responsible for maintaining a sound system of internal financial and operational control and the ongoing review of its effectiveness.

The Board is also responsible for identifying major business risks faced by the group, setting the framework and risk appetite of the group.

The Board’s measures are designed to manage, not eliminate, risk and, as such, provide reasonable, but not absolute, assurance against material misstatement or loss. Some key features of the internal control system are:

- ▶ Management accounts information, budgets, forecasts and business risk information which are regularly reviewed by the Board;
- ▶ A rigorous quality management system which is compliant with the ISO:13485 standard and which is externally audited;
- ▶ Operational, accounting and employment policies which are regularly reviewed and updated as appropriate;
- ▶ Clearly defined organisational and reporting structures within the Company; and
- ▶ Established financial reporting and control systems within the Company which are reviewed and challenged by the Company’s Audit Committee.

Creo reviews its internal controls regularly to ensure that they give the necessary flexibility to enable growth and the delivery of long-term shareholder value while having the correct checks and balances in place.

The Company maintains a risk register which is reviewed regularly through a working committee within the business and ultimately by the Board who appraise external and

internal threats and determine the necessary steps required to be taken to mitigate those risks. Principal risks and uncertainties are set out in more detail on pages 56 to 61.

The Audit Committee is responsible for ensuring auditor independence. No non-audit services were provided to the group by the Company’s auditor in 2025. Pages 90 to 92 set out more details on the work undertaken by the Audit Committee.

Maintain a Dynamic Management Framework

6. Establish and maintain the Board as a well-functioning, balanced team led by the chair

The Code requires boards to have an appropriate balance between executive and non-executive directors and at least half of the board should be independent directors. The Board confirms that at least half of Creo’s Board, including the Chair, is comprised of independent non executive directors, in line with this expectation.

Creo’s Board is currently made up of an Independent Non-Executive Chairman (Kevin Crofton), two Executive Directors (Craig Gulliford, CEO; Richard Rees CFO), and two further independent Non-Executive Directors (Ivonne Cantu and Brent Boucher). Brief biographies for each Board member can be found on pages 78 to 79 and on our website.

The roles of the Chairman and the Chief Executive Officer are separate, with their roles and responsibilities clearly defined.

The Executive Directors are full time employees of the Company. Non-Executive Directors are required to devote sufficient time to prepare for and attend regular Board meetings, any ad hoc Board sessions, their committee duties and other stakeholder engagements. Set out below are details of the attendance at Board and committee meetings during the financial year.

Director	Scheduled Board Meeting	Ad Hoc Meetings*	Audit Committee	Remuneration Committee
Kevin Crofton	4/4	11/11	5/5	1/1 (as an attendee)
John Bradshaw (until 22 May 2025)	2/4	7/11	1/5	1/1
Ivonne Cantu	4/4	10/11	5/5	1/1
Brent Boucher	3/4	11/11	-	1/1
Craig Gulliford	4/4	11/11	-	1/1 (as an attendee)
Richard Rees	4/4	11/11	5/5 (as an attendee)	1/1 (as an attendee)
Christopher Hancock (until 26 June 2025)	2/4	7/11	-	-
David Woods (until 26 June 2025)	2/4	8/11	-	-

*i.e. other sub-committee meetings or Board meetings where only a quorum is required

The Board delegates certain duties to its Audit Committee and Remuneration Committee, which operate within clearly defined terms of reference and, where applicable, in accordance with the Code. The Board Committees are constituted solely of independent non-executive directors. Executive directors may attend committee meetings when appropriate, to provide information to the members to assist in their deliberations. Details of our Board committees can be found on our website. The Board does not currently have a Nomination Committee or Disclosure Committee as matters which would be considered by these committees are undertaken by the Board as a whole.

The Company’s articles of association require one third of its directors to stand for re-election at each AGM, with each director to be re-elected at least every three years. Regardless, the Board has determined that in line with best practice all directors will stand for election / re-election at each AGM.

No non-executive director has any interest in the Company’s share option plans. Kevin Crofton and Ivonne Cantu hold limited shareholdings in the Company. The Board does not consider this participation to be significant and therefore consider each to be independent non-executive directors. All Directors are encouraged to debate and use independent judgement based on their respective knowledge and experience on all matters affecting the business. The Board feels that it has an appropriate balance between independence, knowledge of the Company’s technology, sector experience and professional standing to allow it to discharge its duties and responsibilities well and to effectively operate and control the business.

The board continues to monitor its performance and structure to ensure that it is appropriate for the business.

To address the provisions of Section 175 of the Companies Act 2006 relating to conflicts of interest, the Company’s Articles of Association allow the Board to authorise situations in which a Director has, or may have, a conflict of interest. Directors are required to give notice of any potential situation or transactional conflict that are to be considered at the next Board meeting and, if considered appropriate, conflicts are authorised or Directors do not attend or participate in such discussions. Directors are not permitted to participate in such considerations or to vote regarding their own conflicts.

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

The Board considers that it contains an appropriate range of skills, experience and knowledge, but is mindful of the need to continuously review the needs of the business to ensure that this remains true.

Creo’s Board members are of sufficient calibre to bring independent judgment to issues of strategy, performance, resources and standards of conduct, which are vital to the future growth and success. The Board believes that it operates in an open and constructive manner, working effectively as a team.

Each Director is aware of the importance of keeping their skills and capabilities up to date. The Board are kept up to date on changes to the AIM rules briefings from the Company’s NOMAD, as well as other regulatory and market matters on an ad hoc basis. The Board has access to senior employees within the business and is supported by a number of professionals (both internal and external), including the Company’s General Counsel, the CFO (who is a chartered accountant) and external advisors (details of which are available on our website).

Following his retirement in 2025 as senior independent non-executive director, John Bradshaw has continued to provide advice and guidance to the board as a consultant and has supported Ivonne Cantu in her role as Audit Committee Chair. John does not take part in any decision making.

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

During 2024 and 2025, Creo’s leadership transitioned. In 2024 Kevin Crofton replaced Charles Spicer as Chairman of the Board and Brent Boucher joined as an independent non-executive director. During 2025, John Bradshaw retired as senior independent non-executive director. Further, as previously announced, Chris Hancock (CTO) and David Woods (CCO) did not stand for re-election at the 2025 AGM. This change of leadership and board structure has provided a refreshed perspective to the Board and its performance.

The Board continually seeks to improve the ways in which it interacts and the manner in which information is presented to it. Creo’s reporting processes allow a consistent reporting approach, thus aiding analysis by the Board of all matters at hand.

The Company does not currently have any formal appraisal processes or evaluation criteria for the Board. The Chairman and Non-Executive Directors regularly discuss performance with members of the executive team which, in the Board’s opinion, is sufficient for the Company’s purposes currently. This will be kept under review during 2026 and the Board will consider whether formal evaluations (including the use of external facilitation) are appropriate going forwards.

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

The Board recognises that remuneration is a critical element of good governance and a key driver of behaviour and performance. Creo's remuneration policy is designed to align executive remuneration with the Company's purpose, strategy, values and long term shareholder interests.

Remuneration outcomes seek to reward the delivery of strategic and operational objectives, while ensuring that incentives do not encourage excessive risk taking. The Remuneration Committee exercises discretion where appropriate to ensure that outcomes are fair and aligned with long term value creation. Further details of Creo's remuneration policy and structure are set out in the Remuneration Committee Report on pages 97 to 105.

10. Communicate how the company is governed and is performing by maintaining a dialogue with shareholders and other relevant stakeholders

The Board seeks to ensure that disclosures are clear, balanced and understandable, providing shareholders and other stakeholders with meaningful insight into the Company's performance, governance and prospects. Principle 3 above sets out how we communicate with our shareholders and other relevant stakeholders.

Our Annual Report, full year and half year announcements are the primary sources of information for shareholders.

This information is supplemented by regular and appropriate RNS and RNS Reach announcements. Other, non-regulatory, updates on the Company's activities can be found on our social media channels.

Our Annual Report includes an Audit Committee Report on pages 90 to 92 and Remuneration Report on pages 97 to 105. At our 2025 AGM, in line with best practice, we sought an advisory resolution of our Remuneration Report (excluding the Remuneration Policy). This resolution was duly passed by shareholders.

This information, together with other relevant and historical regulatory information on the Company, can be obtained from our website.

Information on shareholding voting at the 2025 Annual General Meeting of the Company is also available on our website.

Walbrook PR advises the Company on its communications strategy and assists in the drafting and distribution of regular news and regulatory announcements. Shareholders or interested parties can contact Walbrook regarding any communications at creo@walbrookpr.com.

The Board will continue to review Creo's governance arrangements to ensure they remain aligned with the Code and evolving best practice, while remaining appropriate to the Company's size and stage of development.

Statement of Directors' Responsibilities in respect of the financial statements

The directors are responsible for preparing the Strategic Report, the Directors' Report and the financial statements in accordance with applicable law and regulations.

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

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

Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and the company and of the profit or loss of the group for that period.

In preparing each of the group and company financial statements, the directors are required to:

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

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the group's and the company's transactions and disclose with reasonable accuracy at any time the financial position of the group and the company and enable them to ensure that the financial statements comply with the requirements of the Companies Act 2006. They are also responsible for safeguarding the assets of the group and the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The directors are responsible for the maintenance and integrity of the corporate and financial information included on the Company's website at www.creomedical.com.

Engaging with Stakeholders

Engaging with Stakeholders

Section 172(1) Statement

The Board of Directors' statement regarding section 172(1) of the Companies Act 2006 and our commitment to transparent and constructive dialogue with all our stakeholders.

The Board of Directors (the "Board") takes into consideration the impact of decisions on each stakeholder group. The Board considers, in good faith, that it acts and has acted at all times, both individually and collectively, in a way that would be most likely to promote the success of the Company for the benefit of its members as a whole having regard to the matters set out in s172(1)(a-f) of the Companies Act 2006:

(a) The likely consequences of any decision in the long term:

The long-term success of the Company and the group as a whole is key when making strategic decisions.

The Company is developing and commercialising technology and products to address clinical needs for which sizeable addressable markets have been identified. Page 21 sets out further details of these markets.

(b) The interests of the Company's employees:

Creo's employees are core to our success and employee engagement and wellbeing has continued as a priority during 2025. Our People and Communities section on page 68 provides further details on the investment that we continue to make in our employees.

(c) Fostering business relationships with suppliers, customers and others:

The adoption of Creo's products in a clinical setting requires strong customer relationships. These relationships allow Creo to provide support through ongoing clinical education on the safe use of our products. By developing these relationships along with continuing engagement with key opinion leaders ("KOLs"), we seek to ensure that we release products to the market in a measured and controlled manner, reducing the risk of misuse and ensuring our products are customer sponsored for the long term (i.e. through clinical education and peer support by KOLs).

The Group is both a customer and supplier of third party, Original Equipment Manufacturer ("OEM") and Own Brand Labelling ("OBL") products. It is essential that strong, collaborative, and fair relationships with third party partners is built on trust and mutual respect.

Our business partners are carefully selected to ensure long-term goals are aligned and that relationships can be built for the mutual benefit of both parties.

(d) The impact of the Company's operations on the community and the environment:

We place a high value on our relationships with our global communities. We are cognisant of the impact our operations and products have on the environmental and the steps we can take to mitigate such impact. Our Sustainability Report on page 62 sets out the steps that we are taking to minimise our footprint and to align our objectives with wider global initiatives.

(e) Maintaining a reputation for high standards of business conduct:

Ethical values and high standards of business conduct are at the heart of what we do. We expect all employees and representatives of the Company to maintain the high standards that we set ourselves. These values and business conduct requirements are enshrined in our corporate governance, our policies, our working practices and our systems (including our third party audited ISO:13485 quality management system).

(f) The need to act fairly between members of the Company:

The Board recognises that members have different views and objectives. The Board always seeks to ensure that its decisions are equitable and fair as between the members of the Company whilst balancing the interests of all stakeholders.

Stakeholder Engagement

In discharging the duty set out in Section 172(1) of the Companies Act 2006, the Board ensures that the impact on each stakeholder group is carefully considered.

We set out below what the Board considers to be Creo's key stakeholder groups, the key concerns of those groups and how the Board seeks to engage with them.

Shareholders

Key concerns

- ▶ Deployment of capital against a clear strategy
- ▶ The development of our product portfolio and its commercialisation
- ▶ Growth
- ▶ Corporate governance
- ▶ Sustainability

How we engage

- ▶ Regular communication with institutional and major shareholders, not least to ensure that they understand our strategy and business model
- ▶ Our Annual General Meeting ("AGM") and any General Meetings allow shareholders to meet and directly raise concerns and have discussion with the Board
- ▶ Investor roadshows following the release of half and full-year results
- ▶ Attendance by Directors and senior employees at a number of investor and sector-specific conferences allow interested parties to have direct dialogue
- ▶ Timely and appropriate releases of business information via the RNS and RNS Reach
- ▶ Social Media updates allowing an insight into the day-to-day activities of the business and its operations

Employees

Key concerns

- ▶ Career development and remuneration
- ▶ Health & Safety and wellbeing
- ▶ Diversity
- ▶ Leadership

How we engage

- ▶ Our executive team, supported by a number of senior managers, engage directly with all employees
- ▶ Team structures and organisation planning to facilitate effective delegation and reporting
- ▶ Investment in IT solutions to allow a number of communication channels, in particular to assist with home working and cross office communications
- ▶ Employees are encouraged to take control of their career development, in line with the longer-term growth of Creo
- ▶ We continue to support the health and safety and wellbeing of all employees
- ▶ Ad hoc teambuilding days where employees are encouraged to provide constructive feedback and improvement ideas
- ▶ All employees have the ability to raise grievances and to escalate concerns through our whistleblowing procedures

Engaging with Stakeholders continued

Customers/end users

Key concerns

- ▶ Quality products that meet clinical needs
- ▶ Competitive pricing
- ▶ Clinical education and support

How we engage

- ▶ Creo engages with KOLs worldwide. Engagement starts before prototype devices are made to ensure we develop products that meet customers' identified needs and which they will ultimately use
- ▶ KOLs and clinicians provide feedback on our devices through design processes, usability studies and pre-clinical testing and analysis. This input assists strategic decision making to ensure capital is deployed on concepts and products that offer the greatest impact for our customers, their patients and ultimately, Creo's business
- ▶ Creo's Clinical Education Programme provides guidance and training on the safe use of products and also real-time feedback from the initial use of devices
- ▶ Creo's direct sales team offer support to all customers and users, as well as support to distribution partners

Business partners/suppliers

Key concerns

- ▶ Strong relationships
- ▶ Clear and ongoing dialogue to allow effective business planning
- ▶ Financial strength
- ▶ Regulatory compliance

How we engage

- ▶ We interact in an ethical and equitable manner with all business partners and suppliers
- ▶ We strive for open, constructive and effective long-term relationships through open engagement, regular meetings and dialogue, and recognise that this is beneficial for the whole supply and product ecosystem
- ▶ Have dedicated internal resource to ensure we are able to directly engage with regulators in a timely and professional manner

Community and the environment

Key concerns

- ▶ Safety
- ▶ Sustainability
- ▶ Community contribution

How we engage

- ▶ We actively seek to engage with local government networks, with the intention of making a positive economic impact on the region
- ▶ Where possible, we try to source locally to support our community
- ▶ Our Clinical Education Programme provides our clinical community the opportunity to further their practice which, in turn, benefits their patient community and thus society as a whole

Key decisions

Two example decisions taken during 2025 together with a summary of how the Board has taken into account the factors set out in Section 172 of the Companies Act 2006, are set out below:

Completion of the outsourcing of CROMA production

Actions

- ▶ Appraised a number of potential partners in respect of the outsourced manufacture of CROMA.
- ▶ Following review, utilised internal and external resource to negotiate the product supply agreements.

Key stakeholder group considerations

- ▶ **Shareholders** – considered the need to reduce costs and complexity within the business, freeing up resource whilst ensuring the secure supply of CROMA.
- ▶ **Employees** – considered the impact on career development for those employees directly involved in the production of CROMA and where else skills could be utilised within the business.
- ▶ **Customers/End users** – considered how the supply of CROMA could be assured from a quality and reliable third party and supported when in the field.
- ▶ **Partners and Suppliers** – considered whether the transaction could disrupt the relationship with third party partners and how this could be mitigated. Ensured that the third party manufacturer was sufficient for suppliers to engage with as may be required from time to time.

Divestment of Aber Electronics

Actions

- ▶ Entered into discussions with the management team of Aber Electronics to negotiate the MBO of the company.
- ▶ Utilised internal and external resource to negotiate and undertake the transaction.
- ▶ Included structures for the repayment of intercompany debt to Creo on a secured basis and specific anti-embarrassment terms.

Key stakeholder group considerations

- ▶ **Shareholders** – sought to simplify the group and remove cost in respect of a non-core business unit, whilst ensuring the continuity of supply of components for CROMA and the recovery of intercompany debts.
- ▶ **Employees** – considered the impact on continuing to provide employment opportunities and rewarding careers for employees within the Aber group.
- ▶ **Customers/End users** – consider the need to ensure continuity of supply of key components within CROMA.
- ▶ **Partners and Suppliers** – considered the need to act fairly with Aber Electronics as a supplier and maintain good ongoing working relationships post transaction.

On behalf of the Board

Richard Rees

Director

21 May 2026

Audit Committee Report

2025 Audit Committee Report

Dear Shareholder,

I am delighted to present my report as Chair of the Audit Committee. Over the coming pages I set out how the Committee discharged its responsibilities during 2025.

Composition of the Audit Committee

Membership of the Audit Committee is restricted solely to independent Non-executive Directors. In addition to the members of the Committee, the following individuals attended meetings by invitation: the Chief Financial Officer, the Group Financial Controller, the Company Secretary and General Counsel, the audit partner and senior managers from the Company's auditor.

John Bradshaw chaired the Audit Committee until he stepped down as a director of the Company on 22 May 2025. Following John's departure, I took on the role of Chair of the Audit Committee. I have extensive experience in corporate finance, having acted as a corporate finance adviser to UK and international companies for more than 20 years at Cenkos Securities plc (now Cavendish) and previously at Merrill Lynch. John continues to support the Audit Committee as an advisor, attending all committee meetings and providing ad hoc advice. Kevin T. Crofton was the Audit Committee's other member during 2025.

The Board considers that the Audit Committee members have sufficient experience and competence to understand, analyse and, when necessary, challenge the management accounts and public financial statements of the Company. Further, the Board is also satisfied that the Audit Committee as a whole, including invited attendees as necessary, has a relevant mix of experience and competencies to discharge its responsibilities.

Role and responsibilities

The role and responsibilities of the Audit Committee are clearly defined in its terms of reference ("ToR"). The ToR comply with the AIM market admission rules and are reviewed annually by the Audit Committee and external advisors to ensure they are reflective of current market practice and guidance, and remain relevant for the Company. The ToR were last reviewed in December 2025; no changes were made to the terms adopted on 5 May 2021. A copy of the TOR will be made available on request from the Company Secretary and are, in any event, available to download from the Company's website.

The Audit Committee has the primary responsibility of:

- ▶ Reviewing and monitoring the integrity of the financial statements of the Company (including annual and interim accounts and results announcements) and the underlying accounting principles and practice;
- ▶ Reviewing internal controls and risk management systems;
- ▶ Reviewing changes (if any) to accounting policies;
- ▶ Reviewing and monitoring the extent of the non-audit services undertaken by external auditors; and
- ▶ Advising on the appointment of and liaising with the Company's auditors.

The Audit Committee maintains an agenda to ensure that all matters for which the Audit Committee is responsible are considered during the year.

The Audit Committee met 5 times during 2025. The Group's auditors were present at 4 of the meetings. Page 82 sets out the board and committee meeting attendance record for all directors for 2025.

The main activities of the Audit Committee during 2025 included:

Financial and narrative reporting

- ▶ Reviewing the integrity of the financial statements including reviewing significant financial reporting judgements and estimates made by management in the Company's half year and full year financial statements;
- ▶ Reviewing the content of the Annual Report and Accounts and advising the Board on whether, taken as a whole, it is fair, balanced and understandable and provides the information necessary for shareholders to assess the Company's performance;
- ▶ Ensuring compliance with applicable accounting standards, monitoring developments in accounting regulations as they affect the Group and reviewing the appropriateness of accounting policies and practices in place;
- ▶ Reviewing the 2025 external audit report and management representation letter;
- ▶ Considering all audit findings, providing appropriate challenge to the executive team, agreeing and monitoring any resulting recommendations;

External audit

- ▶ Examining the performance of the external auditor, its objectivity, effectiveness and independence, as well as

the terms of its engagement and scope of audit, and agreeing the 2025 audit plan;

- ▶ Maintaining engagement with the external auditor (with and without executive representation present);
- ▶ Monitoring the ratio and level of audit to non-audit fees paid to the external auditor and agreeing its remuneration for the year;
- ▶ Recommending external auditor appointment or re-appointment following any tender process from time to time;

Risk management and internal control

- ▶ Conducting periodic reviews of the Company's risk register and risk management framework;
- ▶ Considering the adequacy and effectiveness of the Group's internal control systems (including fraud detection controls) and whether there is a need to establish an internal audit function. If non-conformities or irregularities are identified in any period, corrective actions are agreed and, prior to the following meeting of the Audit Committee such actions are undertaken and their outcomes presented to the Audit Committee;
- ▶ Conducting periodic reviews of the Company's working capital position;
- ▶ Ensuring the process followed to support the making of the going concern and viability statements are robust and correctly followed;
- ▶ Regulatory compliance
- ▶ Conducting an annual review of the Audit Committee terms of reference;
- ▶ An ongoing review of banking authorities to ensure that adequate approval safeguards are in place ; and
- ▶ Along with the auditors, determining the appropriateness of adopting a going concern basis for the preparation of the financial statements.

All activities of the Audit Committee are reported at subsequent Board meetings, with the minutes of each meeting being provided to all Board members.

Auditors

The Audit Committee monitors the relationship with the Group's auditors to ensure that independence and objectivity are maintained. The Audit Committee is not aware of any contractual restriction which limits the Group's choice of auditor.

The Audit Committee has oversight of the provision of non-audit services by the external auditors which is underpinned by a policy requiring Audit Committee approval for any such services. In any event, no non-audit services were provided to the Group by the Group's auditor in 2025.

The Group does not have a formal auditor tenure policy but seeks to follow best practice in respect of auditor rotation and audit partner rotation. The Company's current external auditor was appointed in 2024 following a tender process.

The Group's auditors full-year audit plan sets out the scope of the audit, areas of special focus, materiality and audit timetable. The audit plan is presented to the Audit Committee for review and agreement prior to any audit work commencing. After the audit of the annual financial statements, the findings of the audit are presented to the Audit Committee for consideration. This presentation includes details of all fees paid by the Group to the auditors during the reporting period along with confirmation of the auditor's independence. Time is provided during the meeting without executive representation present to allow the auditors to raise any concerns directly with the Audit Committee. No concerns were raised in the 2025 audit presentation.

The Group does not currently have an internal audit function. The Audit Committee periodically reviews the need to establish such a function and is satisfied that this function is not required at this stage of the Group's development. Nevertheless, the Group's finance team includes a number of ACA qualified accountants who have previously worked in the professional audit environment. The team is tasked with continually reviewing and overseeing the Group's internal procedures and policies, and perform regular testing. These individuals report to the Audit Committee on findings and corrective actions that have been taken and provide relevant information to the Group's external auditors.

2025 Annual Report

The key issues considered by the Audit Committee for the 2025 Annual Report were the accounting and disclosure of the completed sale of 51% of Creo Medical Europe and the disposal of Aber Electronics, together with the presentation of continuing and discontinued operations following these transactions.

The Audit Committee reviewed the accounting treatment applied on completion of both transactions during the year

Audit Committee Report continued

and concluded that the disposals had been appropriately accounted for. The prior year classification as Assets/Liabilities Held for Sale was supported by the successful completion of the transactions in 2025.

On disposal of 51% of Creo Medical Europe, the Group ceased to control the business and accordingly deconsolidated the entity. The remaining 49% shareholding has been recognised as an Investment in Associate, initially measured at fair value at the date of disposal. The Committee reviewed management's assessment of fair value and the resulting gain on disposal, including the remeasurement of the retained interest, and was satisfied that the assumptions applied were reasonable and appropriately supported. The Investment in Associate will continue to be subject to ongoing impairment assessment in future financial periods.

In respect of Aber Electronics, the Committee was satisfied that the full impairment of goodwill recognised in the prior year remained appropriate in light of the disposal outcome.

The Audit Committee also reviewed and agreed the presentation of discontinued operations, including the split of revenue, results and cash flows between continuing and discontinued activities. The Committee concluded that the disclosures appropriately reflect the impact of the disposals and provide clarity over the Group's underlying performance.

In addition, the Committee considered the impact of these transactions on the Group's overall financial position, including liquidity and future earnings profile. While the disposals have strengthened the balance sheet and simplified the Group's structure, the Committee noted that the continuing operations remain loss-making and will require further improvement to achieve sustainable profitability.

Going concern consideration

The Audit Committee reviewed management's assessment of going concern, including detailed cash flow forecasts and sensitivities. While the completion of the disposals has provided additional financial resources, the Committee noted that the Group's forecasts indicate that further funding will be required to support operations and planned growth initiatives over the going concern period.

The scenarios considered included sensitivities around revenue growth, cost control, timing of cash receipts, particularly in international markets, and foreign exchange volatility. These sensitivities highlight the continued reliance on securing additional funding and maintaining adequate liquidity.

Accordingly, the Committee concurred with management's conclusion that, while it remains appropriate to prepare the financial statements on a going concern basis, a material uncertainty exists related to the Group's ability to secure sufficient funding, which may cast significant doubt on the Group's ability to continue as a going concern. The Board is actively evaluating funding options and is confident that appropriate financing solutions can be secured.

Risk management and internal controls

The Group has established a framework of risk management and internal control systems, policies and procedures. The Audit Committee is responsible for reviewing the Group's risk processes along with the Group's internal control framework. The Audit Committee is satisfied that the risk and internal controls framework are operating effectively.

The preparation of a detailed risk register is the responsibility of the operational risk committee, which reports to the Committee at least twice a year on risk matters, following which the principal risks identified are brought to the Board. The Board considers the principal risks identified and whether appropriate action is being taken to remove or reduce their likelihood and impact. The Board as a whole, including the Audit Committee members, considered whether the nature and extent of the Company's risk management framework were satisfactory to achieve the Group's strategic objectives. Pages 56 to 61 set out further details on the Group's approach risk identification and management.

Ivonne Cantu

Chair of the Audit Committee



Directors' Report

The Directors present their report together with the audited consolidated financial statements for the 12 months to 31 December 2025, which will be laid before the shareholders of the Company at the next Annual General Meeting of the Company.

Creo Medical Group plc (admitted to the AIM market of the London Stock Exchange (LSE:CREO)) is incorporated in England and Wales with registration number 10371794. The Company's registered office is at Creo House, Unit 2 Beaufort Park, Beaufort Park Way, Chepstow, Wales, United Kingdom NP16 5UH.

Principal activity

The principal activity of the Group is the research, development, manufacture and sale and distribution of medical devices and instruments. The principal activity of the Company is that of a holding company for the Group.

Results and dividends

The Group's results for the 12 months to 31 December 2025 are set out in the Consolidated Statement of Profit or Loss and Other Comprehensive Income on page 115 of this report.

The Group as a whole remains loss making. The Directors therefore do not recommend the payment of a dividend.

Review of the period

The Group's progress and development over the reporting period is set out in the following statements/reviews, each of which form part of the Strategic Report:

- The Chairman's Statement on pages 8 to 10;
- The Chief Executive's Statement on pages 12 to 14;
- The Chief Commercial Officer's Statement on pages 22 to 25;
- The Chief Technology Officer's Statement on pages 50 to 51; and
- The Financial Review on pages 52 to 55.

This analysis includes a commentary on the position of the Group at the end of the reporting period. It also includes an indication of likely future developments in the business of the Group, steps being taken in respect of the Group's overall strategy, details of the commercial activity undertaken during the reporting period, details of the Group's activities in the field of research and development and the steps being taken to commercialise the Group's products.

Directors

The Directors who held office during 2025 and up to the date of approval of the financial statements are set out below. Brief biographies for each director are set out on pages 78 to 79.

Executive Directors

- Craig Jonathan Gulliford
- Richard John Rees
- Professor Christopher Paul Hancock (until 26 June 2025)
- David Gerard Woods (until 26 June 2025)

Non-Executive Directors

- Kevin Timothy Crofton
- Ivonne Maria Gloria Cantu
- Brent Jay Boucher
- John Bradshaw (until 22 May 2025)

Directors' interests and indemnity arrangements

The Directors' interests in the shares of the Company are disclosed in the Remuneration Report on pages 97 to 105.

In accordance with Section 234 of the Companies Act 2006 and as permitted by the Articles of Association of the Company, the Company maintained insurance throughout the year for its Directors and officers against the consequences of actions brought against them in relation to the execution of their duties for the Company.

No Director had, during or at the end of the year, a material interest in any contract which was significant in relation to the Group's business except in respect of service agreements and share option awards and as disclosed in the Directors' Remuneration Report on pages 97 to 105.

The Company has not granted any indemnities to any Director against liability in respect of proceedings brought by third parties.

Share capital

Please see Note 21 to the consolidated financial statements on page 145 for details of the Company's issued share capital. As at 31 December 2025, 412,473,319 fully paid ordinary shares were in issue.

The Company's share capital comprises a single class of ordinary shares which are admitted on the AIM market

Name of shareholder	Number of shares	Voting rights (%)
M&G Investments	51,233,836	12.42
Canaccord Genuity	35,949,954	8.72
Hargreaves Lansdown, stockbrokers (EO)	28,258,662	6.85
River Global Investors	26,320,169	6.38
Baillie Gifford	23,162,436	5.62
AXA Framlington Investment Managers	15,385,109	3.73
Interactive Investor (EO)	13,927,275	3.38
Finance Wales Investments	13,126,727	3.18

Save as referred to above, the Directors are not aware of any persons as at 31 December 2025 who were interested in 3% or more of the voting rights of the Company or could directly or indirectly, jointly or severally, exercise control over the Company.

The percentage of Creo's shares not in public hands as at 31 December 2025 was 21.56%.

Financial risk management objectives and policies

The Company's financial risk management objectives and policies are shown in Note 18 to the consolidated financial statements on page 141. The main risks arising from the Company's financial instruments are interest rate risk, exchange rate risk, credit risk, and liquidity risk, all of which are monitored by the Board.

Political contributions

The Company made no political donations or incurred any political expenditure during the year.

Disclosure of information to auditor

The Directors who held office at the date of approval of this Directors' report confirm that, so far as they are each aware, there is no relevant audit information of which the Company's auditor is unaware; and each Director has taken all the steps that they ought to have taken as a Director to make themselves aware of any relevant audit information and to establish that the Company's auditor is aware of that information.

Other information

An indication of likely future developments in the business can be found in the Strategic Report on page 3. Significant events which have occurred since the end of the financial year have been included in Note 27 of the consolidated financial statements on page 148. Streamlined Energy & Carbon Reporting ("SECR") has been disclosed in the Sustainability Report on pages 62 to 75.

Auditor

In accordance with Section 489 of the Companies Act 2006, RSM UK Audit LLP ("RSM") was reappointed as auditor at the 2025 annual general meeting of the shareholders of the Company.

By order of the Board

Richard Rees
Director

Creo House, Unit 2 Beaufort Park
Beaufort Park Way, Chepstow
Wales NP16 5UH

21 May 2026

Directors' Remuneration Report

Statement from the Chair of the Remuneration Committee

Dear Shareholders

On behalf of the Remuneration Committee (the "Committee"), I am pleased to present our report for the year ended 31 December 2025. This report outlines the Committee's activities during the year, the key remuneration decisions taken, and the resulting outcomes for Executive Directors in respect of FY25 performance. It also sets out how the Committee intends to apply the Company's remuneration policy in FY26, with a continued focus on aligning pay with performance, shareholder experience and the delivery of sustainable long-term value.

Introduction

The Committee's principal objective is to implement a remuneration policy which promotes the long-term success of the Company and is aligned to the interests of the Company's shareholders and other stakeholders including customers, healthcare providers / doctors, patients and employees.

During financial year 2025, Creo Medical continued to make progress against its core strategic objectives, notably increasing commercial adoption of its Core Technology advanced energy products and advancing its Kamaptive partnership model. The Group also further strengthened its financial position to support future growth, following the £12m equity fundraising completed in the prior year and the successful completion of the disposal of 51% of the issued share capital of Creo Medical S.L.U. ("Creo Europe" or "CME"). This transaction, announced on 12 February 2025 at an equivalent equity value of €72m on a cash-free, debt-free basis, completed shortly thereafter. Following the settlement of €6.3m of debt, net proceeds of €30.4m were received by the Company on 14 February 2025.

Following the appointment of Kevin Crofton as Chairman and myself as a Non-Executive Director on 1 July 2024, the Company undertook a comprehensive strategic and operational review. As outlined in the Chairman's Statement on pages 8 to 10, this review informed a series of actions designed to enhance organisational focus and

efficiency. Initial outputs from this top down/bottom up review led to a restructuring programme to appropriately right size the business. Together with the cost reduction initiatives implemented during 2024 and carried into 2025, these actions have positioned the Company strongly for its next phase of growth.

While Creo Medical delivered important strategic progress during FY25, the Committee's assessment of performance was anchored firmly in the delivery of shareholder value, including share price performance and relative total shareholder return ("TSR"). Although the Group achieved solid execution across revenue delivery, product development, regulatory milestones and operational initiatives, this progress did not translate sufficiently into the financial outcomes and market confidence required to drive commensurate shareholder returns.

In particular, the Committee placed significant weight on the quality and sustainability of earnings, progress towards cash generation, capital efficiency and the timely conversion of strategic initiatives into scaled commercial revenues. Shortfalls in product mix and margin quality, together with delays in key revenue-generating programmes and account penetration, limited the Company's ability to deliver stronger TSR performance over the period. As a result, the Committee concluded that, notwithstanding clear strategic advancement, the link between execution and near-term shareholder value realisation was not fully achieved.

Remuneration outcomes for FY25 were therefore calibrated to reflect both financial performance and shareholder experience. Bonus payouts were set materially below maximum, with awards in the range of c.40–50% of opportunity. The Committee believes this outcome reinforces a clear pay-for-performance philosophy, ensuring that executive reward is directly aligned not only to operational delivery, but to sustained improvements in share price performance, TSR and the generation of long-term value for shareholders.

Directors' Remuneration Report continued

Activities of the Committee during the year

In addition to its regular programme of work, during FY25 the Committee continued to review the Company's remuneration framework in the context of the broader business and strategy review. While no fundamental structural changes were made, the review resulted in a number of targeted enhancements designed to strengthen alignment between remuneration outcomes, Company performance and shareholder experience. In particular, the Committee refined the calibration and stretch of annual bonus targets, introduced greater rigour and transparency into the assessment of individual Executive Director objectives, and enhanced alignment between executive and wider management incentives.

These enhancements were specifically designed to increase the sensitivity of pay outcomes to the quality of financial delivery and the achievement of key shareholder value drivers, including revenue quality, margin progression, cash discipline and the effective conversion of strategic initiatives into commercial outcomes. As outlined in the FY25 bonus outcomes section above, these refinements directly influenced the determination of in-year incentive awards, with particular weighting given to areas where performance fell short of expectations, including margin mix, programme timing and commercial scale-up.

Accordingly, FY25 bonus outcomes, delivered at levels below maximum opportunity, demonstrate the strengthened pay-for-performance linkage, ensuring that remuneration outcomes are clearly aligned with both underlying financial performance and shareholder returns, including share price performance and total shareholder return (TSR). The Committee considers that these changes have enhanced the robustness of the framework and reinforced executive accountability for delivering sustainable long-term value.

Key areas of focus for the Committee during FY25 included:

- ▶ reviewing and approving remuneration outcomes for the Executive Directors in respect of FY24 performance, ensuring clear alignment with Company performance and shareholder experience;
- ▶ setting appropriately stretching annual bonus measures and targets for FY25, with increased emphasis on financial quality, cash discipline and the delivery of key shareholder value drivers;
- ▶ agreeing performance measures and targets for the 2025 LTIP grant, with a continued focus on long-term value creation and alignment with total shareholder return (TSR); and
- ▶ reviewing remuneration arrangements across the wider workforce to support consistency, fairness and alignment between executive reward and broader employee incentive structures.

The Committee also values ongoing dialogue with shareholders and is grateful for the constructive feedback received during the year. This engagement has directly informed the approach taken in FY25, particularly in strengthening the alignment between pay outcomes,

financial performance and the delivery of sustainable long-term shareholder value.

Overview of the remuneration policy

The Committee is responsible for determining the remuneration of the Company's Executive Directors and operates within a structured policy framework comprising four core elements: base salary, benefits and pension, an annual performance-related bonus, and a long-term share-based incentive plan (LTIP). In applying this framework, the Committee places strong emphasis on ensuring a clear and demonstrable link between remuneration outcomes, the quality of financial and operational performance, and the creation of sustainable shareholder value. Independent external advice is sought where appropriate, and decisions are taken in the context of wider workforce remuneration and ongoing dialogue with shareholders.

The annual bonus provides an opportunity of up to 100% of salary and is designed to incentivise delivery of key in-year value drivers. For FY25, performance measures included financial outcomes (revenue, EBITDA and cash generation), commercial execution (including adoption of Core Technology products measured by active user growth), and strategic delivery (including product regulatory progress and advancement of the Kamaptive partnership programme). The Committee has continued to refine these measures to increase weighting on the quality and sustainability of earnings, cash discipline and the timely conversion of strategic initiatives into revenue, reflecting investor priorities.

Long-term incentives remain the primary mechanism for aligning executive reward with shareholder returns. Under the LTIP, Executive Directors may receive annual awards of up to 150% of salary, with vesting contingent on performance over a three-year period. Performance conditions are selected to align closely with long-term value creation and shareholder outcomes, including share price performance and total shareholder return (TSR). The policy is further reinforced through shareholding requirements, which expect Executive Directors to build and maintain a holding equivalent to at least 100% of salary, ensuring meaningful personal alignment with shareholders.

The Company promotes an ownership culture through share-based remuneration across all levels of the organisation, including an HMRC-approved all-employee Share Incentive Plan. The LTIP is delivered through both conventional and tax-advantaged structures, including a Joint Share Ownership Plan (JSOP). The JSOP structure ensures that value is only delivered to participants where share price appreciation exceeds a pre-determined hurdle set above the grant price, directly linking reward to incremental shareholder value creation. Awards vest after three years and three months, subject to continued employment and performance conditions, reinforcing a long-term, value-focused approach to remuneration.

Further information on the operation of the JSOP is included in the table on page 102.

Remuneration decisions and reward outcomes for 2025

Salary and pension

No salary increases were awarded to Executive Directors during FY25, reflecting a disciplined approach to fixed pay in the context of Company performance, shareholder experience and wider workforce considerations. The Committee considers this approach appropriate given the Group's financial position and consistent with market expectations for restraint where performance and returns are not fully aligned with targets.

During the year, employer pension contributions for Executive Directors were reduced from 7.5% to 4% of salary, effective 1 June 2025, aligning with the change applied across the UK workforce. This adjustment reflects both external benchmarking and a consistent, proportionate response to increased employment costs, reinforcing fairness across the organisation while supporting cost control and capital discipline.

These actions are consistent with the Committee's decision, as outlined below, to defer bonus payments in respect of FY25 performance in light of the Company's funding position. Taken together, these measures demonstrate a coherent and disciplined approach to remuneration, ensuring that executive pay outcomes remain closely aligned with the Company's financial position, capital allocation priorities and the experience of shareholders.

Annual bonus for 2025

The Committee undertook a detailed assessment of performance against the objectives established at the start of FY25. Overall, financial and commercial targets were met, however the quality and timing of performance—particularly in relation to margin progression, cash generation and commercial scale-up—limited the extent of value realised for shareholders. This resulted in a formulaic bonus outturn of approximately 40% of maximum opportunity.

Consistent with the Committee's strengthened emphasis on shareholder alignment, capital discipline and pay-for-performance, and following consultation with the Chairman

and the Executive Directors, discretion was applied to defer any bonus payments in respect of FY25 performance until the Company's longer-term funding position has been clarified. This decision reflects the current cash constraints facing the business and the importance of prioritising capital allocation towards sustainable value creation.

The Committee believes this outcome is appropriately aligned with shareholder experience, including share price performance and total shareholder return (TSR), and reinforces the principle that executive remuneration should be directly linked not only to operational delivery, but also to financial outcomes, cash discipline and the generation of long-term shareholder value, alongside consistency with the experience of the wider workforce.

LTIP awards were granted to the Executive Directors in 2025. The LTIP continues to form a core component of the Company's remuneration framework, supporting the alignment of executive incentives with the long-term performance of the Company and the creation of shareholder value. In March 2025, the Company granted 2024 non-tax advantaged LTIP awards to each Executive Director, with a face value equivalent to 150% of salary. In line with the placing and open offer completed in October 2024, the number of shares subject to each award was determined using a share price of 24p, which also represents the corresponding exercise price

Alignment of the Executive Directors' remuneration with wider workforce pay

The Committee recognises that the Group's performance is underpinned by the contribution of a skilled and engaged workforce and remains committed to ensuring that employees are rewarded fairly and in a manner that supports performance and retention. During FY25, the Committee reviewed remuneration practices across the wider organisation, and this informed its approach to Executive Director pay, ensuring appropriate alignment in both structure and outcomes.

A consistent pay-for-performance philosophy is applied across the Group, with performance measures and incentive structures, where appropriate, cascaded through the organisation to reinforce accountability and alignment with key business objectives. This approach supports

Annual Bonus – Metrics Used and Weighting

METRICS	WEIGHTING	FORMULAIC OUTPUT
Financial ▶ Revenue ▶ EBITDA ▶ Cash	70%	Partially met
Personal and Strategic	30%	Met in full
Total	100%	

Directors’ Remuneration Report continued

a clear link between individual contribution, business performance and reward, while also promoting behaviours aligned to long-term value creation.

In FY25, cost-of-living salary increases were implemented for the broader workforce, while Executive Directors and senior management did not receive such increases, reflecting a disciplined and proportionate approach to remuneration. Targeted increases and incentive payments were applied selectively across the employee base to recognise increased responsibilities, role progression and delivery against specific performance objectives, including revenue-related targets.

The Company also continues to promote broad-based share ownership as a key element of its remuneration framework, recognising its importance in aligning employees with shareholders and reinforcing a long-term ownership mindset across the organisation.

During the year, and in response to changes in UK employer National Insurance contributions, the Company reduced employer pension contributions from 6% (7.5% for Executive Directors) to 4% with effect from 1 June 2025. This change was applied consistently across the organisation and formed part of a broader effort to manage increased employment costs while maintaining a balanced and sustainable approach to total reward

Planned activities for 2026

The Committee expects to focus on the following priority areas during 2026:

- ▶ overseeing the annual remuneration cycle, including approving salary reviews, setting annual bonus and LTIP targets for FY26, and monitoring performance against clearly defined financial, operational and strategic measures;
- ▶ ensuring that incentive structures and performance metrics remain closely aligned to key shareholder value drivers, including revenue quality, margin progression, cash generation, capital efficiency and total shareholder return (TSR);
- ▶ reviewing Executive Director remuneration outcomes to ensure a strong and demonstrable link between pay, Company performance and shareholder experience;
- ▶ reviewing remuneration arrangements for the senior management team to maintain consistency, reinforce the Group’s pay-for-performance culture and support effective execution of strategic priorities;
- ▶ considering remuneration policies and practices across the wider workforce, informed by workforce engagement, to ensure fairness, proportionality and alignment with overall Company performance;
- ▶ reviewing the Directors’ Remuneration Policy to ensure it remains aligned with the Company’s evolving strategy, market practice and investor expectations, including the continued strengthening of performance alignment and capital discipline; and

- ▶ maintaining proactive engagement with shareholders and proxy advisers, incorporating feedback to ensure the remuneration framework continues to support long-term value creation and reflects emerging governance best practice

In designing and implementing the policy, the Committee applies governance standards appropriate for an AIM-listed company of Creo’s size and stage of development, having regard to the principles of the QCA Corporate Governance Code. The Committee also actively considers shareholder feedback and market expectations, ensuring that remuneration arrangements remain appropriate, effective and aligned with long-term value creation. The current Directors’ remuneration policy follows.

Key elements of policy for Executive Directors

COMPONENT	PURPOSE AND LINK TO STRATEGY	OPERATION	MAXIMUM OPPORTUNITY	LINK TO PERFORMANCE
Base salary	To provide a competitive base salary to attract and retain high calibre executives	Reviewed annually or on a significant change of responsibilities and typically takes effect from 1 January.	Increases will normally be broadly in line with the range awarded (in percentage of salary terms) to the wider workforce. Increases above this level may apply to take into account individual circumstances, e.g. a change in scope or responsibilities of the role, a change in market practice, a change in the size/ complexity of the business, or to reflect development and performance in role. Internal and external reference points including market salaries for comparable organisations may also be taken into account.	Although there are no formal performance conditions, any increase in base salary is only implemented after careful consideration of individual contribution and performance.
Benefits	To provide broadly market competitive benefits as part of the total remuneration package	Other benefits may include car allowance, health and death in service insurance.	Not applicable	None
Pension	To aid recruitment and retention by providing long-term savings to support retirement planning		Up to 7.5% of salary until 31st May 2026, thereafter, reduced to 4%.	None

Directors’ Remuneration Report continued

COMPONENT	PURPOSE AND LINK TO STRATEGY	OPERATION	MAXIMUM OPPORTUNITY	LINK TO PERFOR- MANCE
Annual bonus	To incentivise the delivery of annual objectives	Awards are based on performance measured over one year. Pay-out levels are determined by the Committee after the year end based on performance against pre-set targets.	Capped at 100% of salary.	Pay-outs are based on an assessment of performance against defined financial, commercial, strategic and ESG objectives.
Long-term incentive	To drive superior performance of the Company and delivery of medium- to long-term objectives, aid retention and align directors’ interests with those of the Company’s shareholders.	The Creo Medical LTIP is made up both tax and non-tax advantaged schemes. The tax advantaged scheme is predominately via a JSOP which consists of two elements: (i) a JSOP award subject to a share price hurdle and (ii) a nominal cost option over the trustee interest in the JSOP shares. Both elements vest after three years and three months subject to continued employment. The nominal cost option gives the participant the opportunity to receive the value of the underlying shares, e.g. even if the share price hurdle is not reached. Following vesting: ▶ JSOP award may be split and resulting shares sold ▶ Employee may exercise nominal cost option over remaining trustee shares ▶ Key features of the JSOP element: ▶ Intended to deliver value to the participant (on a tax-efficient basis) if the share price exceeds a specified hurdle, e.g. 90p for the 2023 awards. ▶ Employee, together with a third party (the “co-owner” e.g. an employee trust) jointly acquires the entire beneficial interest in shares. ▶ The co-owner and the employee each sign a “joint ownership agreement” setting out how the proceeds of sale will be split between them when the shares are eventually sold. ▶ The value below the hurdle is not tax advantaged and any amount below this will incur full NI and PAYE. Any value above the hurdle will be tax advantaged. ▶ The Company may settle any upfront PAYE and NIC liabilities associated with participation in the JSOP on behalf of the directors with the cost to the Company recovered from any future LTIP option exercises.	Capped at 150% of salary.	Awards are generally made annually. Vesting of awards is conditional on delivery against forward-looking performance conditions measured over a three-year period. A two-year post-vesting holding period operates.

Consideration of employment conditions elsewhere in the Group

In line with the principles of the UK Corporate Governance Code, the Committee takes into careful consideration pay and conditions across the wider workforce when determining Executive Director remuneration, ensuring that outcomes are fair, proportionate and reflective of the Company’s overall approach to reward.

The Company applies a consistent remuneration framework across the Group, with key principles appropriately cascaded by seniority and market context. This includes:

- ▶ providing market-competitive levels of pay to attract and retain high-quality employees;
- ▶ maintaining a clear pay-for-performance culture, with an increasing proportion of remuneration at risk at more senior levels, reflecting greater accountability for delivering business performance and shareholder value; and
- ▶ encouraging broad-based share ownership, with share-based incentives available to a wide employee population, including HMRC-approved all-employee share plans and equivalent arrangements internationally.

The Committee is informed by regular workforce engagement, including employee surveys, direct feedback mechanisms and updates provided through management and the designated Non-Executive Director responsible for workforce engagement. These insights provide context on employee sentiment, pay fairness and the effectiveness of incentive structures across the organisation. The Committee reviews workforce remuneration trends, including salary increases, bonus outcomes, pension provision and the overall mix of fixed and variable pay, and takes these into account when setting Executive Director remuneration.

In particular, the Committee seeks to ensure that executive pay outcomes are aligned with those of the wider workforce, while appropriately reflecting differences in role, responsibility and performance. The Committee considers broad-based participation in share plans to be a key mechanism for aligning employees with long-term shareholder interests and reinforcing a culture of ownership. The Company has maintained such arrangements since admission to AIM, with the LTIP, introduced in FY2020, continuing to serve as the primary vehicle for long-term incentives across the organisation.

Service contracts

Executive Directors are employed under contracts which may be terminated by either party on no more than 12 months’ notice.

Remuneration policy for the Chairman and the Non-Executive Directors

The Chairman and the Non-Executive Directors are appointed under letters of appointment with an initial term of one year, renewable thereafter and terminable by either party on three months’ notice.

The remuneration of the Chairman is determined by the Committee, while the remuneration of the Non-Executive Directors is determined by the Board, taking into account recommendations from the Executive Directors. No individual is involved in decisions relating to their own remuneration, ensuring independence and appropriate governance.

Fees are set at a level which reflects the time commitment, responsibilities and market practice for comparable roles, and are not linked to Company performance. Fee levels are reviewed periodically, with reference to external benchmarking data where appropriate, to ensure they remain competitive and aligned with market practice.

In line with standard governance practice, neither the Chairman nor the Non-Executive Directors participate in the Company’s incentive arrangements or receive performance-related variable pay, thereby supporting their independence from executive management and effective oversight on behalf of shareholders.

Annual Report on Remuneration

Remuneration Committee membership and responsibilities

During the year ended 31 December 2025, the Committee comprising myself, Brent Boucher (Chair), and Ivonne Cantu, both Independent Non-Executive Directors. The Committee operates independently of management, drawing on input from the CEO, CFO, Chairman and Company Secretary where appropriate, except when matters concerning their own remuneration are considered. The Committee also has access to independent external remuneration advisers to support its decision-making.

The Committee is responsible for setting and overseeing the Company’s remuneration policy for the Executive Directors and the Chairman, ensuring alignment with strategy, performance and the creation of long-term shareholder value. It exercises independent judgement in determining remuneration outcomes, including salary, annual bonus and long-term incentive awards, with a strong focus on pay-for-performance and shareholder alignment.

The remuneration of Non-Executive Directors (other than the Chairman) is determined by the Board, based on recommendations informed by Executive Directors and reflecting time commitment and responsibilities. No Director is involved in decisions relating to their own remuneration, ensuring appropriate governance and management of conflicts of interest.

Directors’ remuneration for 2025 (audited)

The remuneration of the Board of Directors of Creo Medical Group plc during the 12-month period ending 31 December 2025 was:

(ALL FIGURES £)							
EXECUTIVE:	SALARY	TAXABLE BENEFITS	PENSION	ANNUAL BONUS¹	SHARE BASED PAYMENTS LTIP²	12 MONTHS TO 31 DECEMBER 2025	12 MONTHS TO 31 DECEMBER 2024
Prof. Christopher Hancock³	110,725	10,500	6,044	-	37,159	164,428	260,410
Craig Gulliford	330,000	22,525	18,012	132,000	110,746	613,283	377,174
Richard Rees	225,750	22,039	12,322	90,300	75,760	426,171	264,633
David Woods³	129,857	16,877	6,101	-	40,851	193,686	312,917
Total executive	796,332	71,941	42,479	222,300	264,516	1,397,568	1,215,134
NON-EXECUTIVE:							
Kevin T. Crofton	86,000	-	-	-	-	86,000	64,750
Brent Boucher	54,467	-	-	-	-	54,467	27,635
John Bradshaw³	23,333	-	-	-	-	23,333	56,000
Ivonne Cantu	56,000	-	-	-	-	56,000	56,000
Total non-executive	219,800	-	-	-	-	219,800	204,385
Total directors’ remuneration	1,016,132	71,941	42,479	222,300	264,516	1,617,368	1,419,519

1. Annual bonus for performance for the year ending 31 December 2026. The payment reflected the Remuneration Committee's assessment of performance versus the targets set at the beginning of the year at 40% of the maximum.
2. The charge relates options issued where performance conditions have been satisfied during the year.
3. Professor Christopher Hancock and David Woods did not stand for re-election at the 2025 AGM and therefore stood down from the Board on 26 June 2025 with the remuneration above representing the period to resignation. John Bradshaw resigned from the Board on 22 May 2025 following the announcement in the 2024 AGM statement regarding John's intention to retire ahead of the 2025 AGM. All charges shown are for the period to the date of resignation from the Board for each Director.

Directors’ shareholdings

The interests of the Directors at 31 December 2025 in the shares of the Company, including family interests, were:

(ALL FIGURES £)	31 DECEMBER 2025 NUMBER	31 DECEMBER 2025 %
Executive:		
Richard Rees	3,069,963	0.74%
Craig Gulliford	1,686,194	0.41%
Total executive	4,756,157	1.15%
Non-Executive:		
Kevin T. Crofton	5,447,416	1.32%
Ivonne Cantu	125,000	0.03%
Total non-executive	5,572,416	1.35%
Total Directors’ shareholdings	10,328,573	2.50%

Professor Christopher Hancock and David Woods did not stand for re-election at the 2025 AGM and therefore stood down from the Board on 26 June 2025. John Bradshaw resigned from the Board on 22 May 2025 following the announcement in the 2024 AGM statement regarding John's intention to retire ahead of the 2025 AGM.

Directors’ interests in LTIP awards and share options

Directors’ interests in share options, granted under either the Creo Medical Group plc Enterprise Management Incentive Share Option Scheme or the Creo Medical Group PLC Unapproved Share Option Scheme, and interests in awards granted under the Creo Medical Group plc LTIP, at 31 December 2025 were:

(ALL FIGURES £)						
EXECUTIVE:	31 DECEMBER 2024 NUMBER	GRANTED DURING YEAR¹	FORFEITED DURING YEAR	EXERCISED DURING YEAR	31 DECEMBER 2025 NUMBER	EXERCISE PRICE
Craig Gulliford	540,000	-	-	-	540,000	16.67p
Craig Gulliford	936,000	-	-	-	936,000	16.67p
Craig Gulliford	1,578,948	-	-	-	1,578,948	76.00p
Craig Gulliford	143,885	-	-	-	143,885	113.00p
Craig Gulliford	325,203	-	-	-	325,203	153.75p
Craig Gulliford	143,275	-	-	-	143,275	171.00p
Craig Gulliford	140,000	-	-	-	140,000	0.01p
Craig Gulliford	280,000	-	-	-	280,000	0.01p
Craig Gulliford	1,553,658	-	-	-	1,553,658	0.01p
Craig Gulliford	246,194	-	-	-	246,194	0.01p
Craig Gulliford	901,695	-	-	-	901,695	0.01p
Craig Gulliford	1,118,644	-	-	-	1,118,644	0.01p
Craig Gulliford	-	2,062,500	-	-	2,062,500	0.24p
Total executive	7,907,502	2,062,500	-	-	9,970,002	
Richard Rees	288,000	-	-	-	288,000	16.67p
Richard Rees	1,184,210	-	-	-	1,184,210	76.00p
Richard Rees	118,705	-	-	-	118,705	113.00p
Richard Rees	268,293	-	-	-	268,293	153.75p
Richard Rees	114,035	-	-	-	114,035	171.00p
Richard Rees	115,000	-	-	-	115,000	0.01p
Richard Rees	210,000	-	-	-	210,000	0.01p
Richard Rees	731,519	-	-	-	731,519	0.01p
Richard Rees	184,645	-	-	-	184,645	0.01p
Richard Rees	676,271	-	-	-	676,271	0.01p
Richard Rees	765,254	-	-	-	765,254	0.01p
Richard Rees	-	1,410,938	-	-	1,410,938	0.24p
Total executive	4,655,932	1,410,938	-	-	6,066,870	-
Total executive	12,563,434	3,473,438	-	-	16,036,872	-

NON-EXECUTIVE:						
Kevin T. Crofton	-	-	-	-	-	-
Brent Boucher	-	-	-	-	-	-
Ivonne Cantu	-	-	-	-	-	-
Total non-executive	-	-	-	-	-	-
Total directors’ shareholdings	12,563,434	3,473,438	-	-	16,036,872	-

Professor Christopher Hancock and David Woods did not stand for re-election at the 2025 AGM and therefore stood down from the Board on 26 June 2025. John Bradshaw resigned from the Board on 22 May 2025 following the announcement in the 2024 AGM statement regarding John's intention to retire ahead of the 2025 AGM.

Share dilution

The total number of ordinary shares issued and issuable in respect of options granted in any ten-year period under the Company's discretionary share option is restricted to 15% of the issued ordinary shares in any ten-year rolling period. In the financial year ended 31 December 2025, the Company allocated 3,473,438 options on 21st March 2025 to Executive Directors, 0.8% of the issued share capital at the date of grant.

Brent Boucher

Chair of the Remuneration Committee

21 May 2026

03

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Independent auditors’ report
to the members of Creo Medical Group plc

Opinion

We have audited the financial statements of Creo Medical Group plc (the ‘parent company’) and its subsidiaries (the ‘group’) for the year ended 31 December 2025 which comprise the Consolidated statement of profit or loss and other comprehensive income, the Consolidated statement of financial position, the Consolidated statement of changes in equity, the Consolidated statement of cashflows, the Parent Company statement of financial position, the Parent Company statement of changes in equity, and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in the preparation of the group financial statements is applicable law and UK-adopted International Accounting Standards. The financial reporting framework that has been applied in the preparation of the parent company financial statements is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 101 “Reduced Disclosure Framework” (United Kingdom Generally Accepted Accounting Practice).

In our opinion:

- ▶ the financial statements give a true and fair view of the state of the group’s and of the parent company’s affairs as at 31 December 2025 and of the group’s profit for the year then ended;
- ▶ the group financial statements have been properly prepared in accordance with UK-adopted International Accounting Standards;
- ▶ the parent company financial statements have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- ▶ the financial statements have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Summary of our audit approach

Key audit matters	Group - Revenue recognition - Going concern
	Parent Company Impairment of intercompany receivables
Materiality	Group - Overall materiality: £875,000 (2024: £1,220,000) - Performance materiality: £656,000 (2024: £857,000)
	Parent Company - Overall materiality: £625,000 (2024: £655,000) - Performance materiality: £468,000 (2024: £455,000)
Scope	Our audit procedures covered 94% of revenue, 100% of total assets and 93% of profit before tax.

Key audit matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the group and parent company financial statements of the current period and include the most significant assessed risks of material misstatement (whether or not due to fraud) we identified, including those which had the greatest effect on the overall audit strategy, the allocation of resources in the audit and directing the efforts of the engagement team. These matters were addressed in the context of our audit of the group and parent company financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

In addition to the matter described in the Material uncertainty related to going concern section we have determined the matters described below to be the key audit matters to be communicated in our report.

Revenue recognition

Key audit matter description	The Group’s accounting policy in respect of revenue recognition and the critical accounting judgements and significant estimates in relation to variable consideration in revenue are set out in Note 1. Note 2 to the financial statements gives detail on revenue and other operating income.
	We identified revenue recognition under IFRS 15 as a significant risk of material misstatement due to the risk of fraud as it is a key measure of commercial success. Most of the revenue for the group is earned on the sale of medical devices and consumables, and therefore there is a risk that revenue could be overstated by recognising sales which have not been completed, at the incorrect value, or in the incorrect period.
	The majority of Creo’s sales of goods are made under ex-works (or bill and hold) terms and a significant proportion of sales were made in the final days of the financial year, which heightens the risk of inappropriate revenue recognition.
	Furthermore, the sale of 51% of its subsidiary, Creo Medical S.L., resulting in a 49% associate, completed as expected in February 2025, as fully disclosed in note 28. Sales from Creo Medical Group to Creo Medial S.L. and its subsidiaries are now included in the Creo Medical Group’s consolidated sales, and are significant in value, c. £2.8m as disclosed in note 2, which heightens risks of inappropriate revenue recognition.

Independent auditors’ report
to the members of Creo Medical Group plc continued

How the matter was addressed in the audit	In respect of these matters we completed the following procedures: ▪ Performed substantive testing of a sample of sales transactions pre- and post-year end, including obtaining documentation to evidence ex-works criteria were met. ▪ Challenged management regarding the correct point of recognition for our sample of sales transactions, resulting in further supporting documentation being obtained. ▪ Challenged management regarding revenue recognition specific to its associate, Creo Medical S.L., and its subsidiaries. Areas of challenge included: ▪ Specific terms and conditions of trade between Creo and its associate; ▪ Point of revenue recognition and whether there were any consignment arrangements; ▪ Whether provisions were appropriately recognised for returns, and for elements of variable consideration identified. ▪ Reviewed papers and documentation from management in response to our challenges. ▪ Reviewed sales data in the year and post-year end to assess the need for any provisions for returns or for elements of variable consideration.
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Impairment of intercompany receivables (parent)

Key audit matter description	The parent company’s accounting policy for the significant accounting judgements and estimates in respect of intercompany receivables is set out in Note 31. As at 31st December 2025, the Parent Company’s statement of financial position includes intercompany receivables of £92.8m (2024: £125.0m) as detailed in note 34. Management are required to calculate the expected credit loss against the intercompany receivables in line with IFRS 9 <i>Financial Instruments</i>. Management prepared a probability-weighted estimate of credit losses and have determined that an expected credit loss (ECL) of £55.0m should be recognised, resulting in the carrying value of £92.8m. Refer to Note 31 for the assessment undertaken and the resulting provision recorded.
How the matter was addressed in the audit	In respect of the valuation of the ECL of the intercompany receivable balance, relating to the groups’ continuing operations, for which management forecast significant levels of revenue growth in the future, we have: ▪ Held discussions with management to understand the scenarios modelled. ▪ Challenged the data in the underlying calculations of the £55.0m expected credit loss and management’s key assumptions, including performing sensitivity analysis. ▪ Reviewed the terms of the loan and assessed the reasonableness of the methodology in line with IFRS 9. ▪ Tested the mathematical accuracy and consistency of the model. ▪ Considered the implications of the loan balance being in excess of the market capitalisation of the group. ▪ Consulted with valuations specialists.

Our application of materiality

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

	Group	Parent company
Overall materiality	£875,000 (2024: £1,220,000)	£625,000 (2024: £655,000)
Basis for determining overall materiality	5% of loss before tax from continuing operations	0.4% of Total Assets
Rationale for benchmark applied	Overall materiality is based on loss before tax from continuing operations. This is a primary measure used by shareholders and is a generally accepted appropriate auditing benchmark.	We determined materiality based on a % of total assets (capped as part of group scoping). This is considered more applicable than a performance-related measure as the parent company is primarily a holding company and therefore does not have any revenue.
Performance materiality	£656,000 (2024: £857,000)	£468,000 (2024: £455,000)
Basis for determining performance materiality	75% of overall materiality	75% of overall materiality
Reporting of misstatements to the Audit Committee	Misstatements in excess of £44,000 and misstatements below that threshold that, in our view, warranted reporting on qualitative grounds.	Misstatements in excess of £31,000 and misstatements below that threshold that, in our view, warranted reporting on qualitative grounds.

An overview of the scope of our audit

The group consists of 12 components, located in the following countries: UK, USA, Singapore, Spain, France, Germany, and Belgium.

The coverage achieved by our audit procedures was:

	Number of components	Revenue	Total assets	Loss before tax
Full scope audit	3	94%	100%	91%
Specific audit procedures	3	0%	0%	2%
Total	6	94%	100%	93%

Material Uncertainty Related to Going Concern

We draw attention to note 1 in the financial statements, which indicates that the Group and parent company is expected to incur operating losses and cash outflows in the near term and that current expenditure levels indicate that additional funding will be required. Without additional funding, the Group is expected to exhaust its available cash resources and would be unable to meet its liabilities as they fall due with the next 12 months.

The directors have identified mitigating actions including:

- raising additional equity funding;
- securing debt or alternative financing arrangements; and
- disposal of the Group’s remaining 49% equity interest in Creo Medical Europe (CME).

Independent auditors’ report
to the members of Creo Medical Group plc continued

As stated in note 1 on going concern, these events or conditions, along with the other matters as set forth in note 1, indicate that a material uncertainty exists that may cast significant doubt on the group and parent company’s ability to continue as a going concern. Our opinion is not modified in respect of this matter.

In auditing the financial statements, we have concluded that the directors’ use of the going concern basis of accounting in the preparation of the financial statements is appropriate. Our evaluation of the directors’ assessment of the group’s and parent company’s ability to continue to adopt the going concern basis of accounting included:

- reviewing management’s going concern assessment;
- reviewing cashflow forecasts prepared up until 2029;
- checking the mathematical accuracy of the cashflow forecasts;
- challenging the assumptions within cashflow forecasts particularly around revenue growth rates;
- reviewing and corroborating management’s plans for future fund raising given the requirements for additional cash;
- reviewing and performing analysis of expected cash burn to assess whether the potential fund raising plans would generate enough cash for at least 12 months following approval of the financial statements, and;
- reviews of covenant compliance for current debt facilities.

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Strategic Report and the Directors’ Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Directors’ Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

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

Responsibilities of directors

As explained more fully in the directors’ responsibilities statement set out on page 85, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal

control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor’s responsibilities for the audit of the financial statements

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

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

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

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

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

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

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

The most significant laws and regulations were determined as follows:

Legislation / Regulation	Additional audit procedures performed by the Group audit engagement team and component auditors included:
IFRS/UK-adopted IAS, FRS101 and Companies Act 2006	Review of the financial statement disclosures and testing to supporting documentation; Completion of disclosure checklists to identify areas of non-compliance
Tax compliance regulations	Inspection of computations and R&D claim workings prepared by external tax advisors

Independent auditors’ report
to the members of Creo Medical Group plc continued

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

Risk	Audit procedures performed by the audit engagement team:
Revenue recognition	Testing the existence and valuation of a sample of revenue items from throughout the year with reference to relevant contractual and supporting documentation. Testing the recognition of a sample of revenue items both pre and post year-end with reference to relevant contractual and supporting documentation. See the Key Audit Matter description of Revenue Recognition where further audit procedures are detailed.
Management override of controls	Testing the appropriateness of journal entries and other adjustments; Assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and Evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

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

Use of our report

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

RSM UK Audit LLP

Graham Bond FCA (Senior Statutory Auditor)

For and on behalf of RSM UK Audit LLP, Statutory Auditor

Chartered Accountants
14th Floor
20 Chapel Street
Liverpool
L3 9AG

21 May 2026

Consolidated statement of profit or loss and other comprehensive income
for the year ended 31 December 2025

(All figures £m)	Note	2025	2024
Revenue	2	6.0	4.0
Cost of sales		(3.6)	(2.1)
Gross Profit		2.4	1.9
Other operating income	2	1.2	(0.4)
Administrative expenses		(23.1)	(30.3)
Share of profits of associates accounted for using the equity method	29	1.7	–
Operating Loss		(17.8)	(28.8)
Finance expenses	9	(0.3)	(0.4)
Finance income	9	0.6	0.2
Loss before tax from continuing operations	3	(17.5)	(29.0)
Taxation	10	0.0	1.2
Loss for the year from continuing operations		(17.5)	(27.8)
Discontinued operations	28	22.8	(0.9)
Profit/(Loss) for the period/year		5.3	(28.7)
Exchange loss on foreign subsidiary	21	(0.0)	(1.3)
Changes to the fair value of equity investments at fair value through other comprehensive income	18	(2.1)	–
Total other comprehensive loss		(2.1)	(1.3)
Total comprehensive Profit/(Loss) for the year		3.2	(30.0)
Total comprehensive income for the year is attributable to:			
Continuing operations		(19.6)	(27.8)
Discontinued operations		22.8	(2.2)
Total comprehensive Profit/(Loss) for the year		3.2	(30.0)
Profit/(loss) per Share			
Basic and diluted (£)	11	0.01	(0.08)
Loss per Share Continuing Operations			
Basic and diluted (£)	11	(0.04)	(0.08)
Profit per Share from Discontinued operations			
Basic and diluted (£)	11	0.06	(0.00)

The notes on pages 119 to 152 form part of the financial statements. Where figures are shown “0.0” this means the figure is lower than £50,000. Where figures show “-” this means the value is nil

Consolidated statement of financial position for the year ended 31 December 2025

(All figures £m)	Note	2025	2024
Assets			
Non-current assets			
Intangible assets	12	1.3	0.5
Investments	18	–	2.1
Investment in associate	29	30.9	–
Property, plant and equipment	13	3.4	5.9
Other assets	15	–	0.1
		35.6	8.6
Current assets			
Asset held for sale	28	1.7	40.9
Inventories	14	2.5	2.7
Trade and other receivables	15	5.6	2.0
Tax receivable	16	1.3	2.1
Cash and cash equivalents		12.4	8.7
		23.5	56.4
Total assets		59.1	65.0
Shareholder equity			
Called up share capital	21	0.4	0.4
Share premium	21	191.9	192.0
Merger reserve	21	13.6	13.6
Share option reserve	21	13.0	12.0
Foreign exchange reserve	21	(0.0)	(3.1)
Financial assets at fair value through other comprehensive income	18	(1.5)	0.6
Accumulated losses	21	(167.4)	(173.1)
Total equity		50.0	42.4
Liabilities			
Non-current liabilities			
Interest-bearing liabilities	19	1.8	2.0
Provisions	20	–	0.1
		1.8	2.1
Current liabilities			
Liabilities held for sale	28	–	14.2
Interest-bearing liabilities	19	2.3	2.4
Provisions	20	0.1	–
Trade and other payables	17	4.9	3.9
		7.3	20.5
Total liabilities		9.1	22.6
Total equity and liabilities		59.1	65.0

These financial statements on pages 115 to 160 were approved by the Board of Directors on 21 May 2026 and were signed on its behalf by:



Richard Rees

Director

Company registered number: 10371794

Consolidated statement of changes in equity for the year ended 31 December 2025

(All figures £m)	Note	Called up share capital	Accumulated losses	Share premium	Merger reserve	Share option reserve	Changes to the fair value of equity instruments at fair value through other comprehensive (expense)/income	Foreign Exchange Reserve	Total equity
Balance at 31 December 2023		0.4	(144.4)	180.9	13.6	10.5	0.6	(1.8)	59.8
Total comprehensive loss for the year									
Loss for the financial year		–	(28.7)	–	–	–	–	–	(28.7)
Other comprehensive loss		–	–	–	–	–	–	(1.3)	(1.3)
Total comprehensive loss		–	(28.7)	–	–	–	–	(1.3)	(30.0)
Transactions with owners, recorded directly in equity									
Issue of share capital	21	0.0	–	11.1	–	–	–	–	11.1
Equity settled share-based payment transactions	8	–	–	–	–	1.5	–	–	1.5
Balance at 31 December 2024		0.4	(173.1)	192.0	13.6	12.0	0.6	(3.1)	42.4
Total comprehensive loss for the year									
Profit for the financial year		–	5.3	–	–	–	–	–	5.3
Recycling of FX reserve through P&L on disposal of subsidiary		–	–	–	–	–	–	3.1	3.1
Other comprehensive (loss)/income	18	–	–	–	–	–	(2.1)	–	(2.1)
Total comprehensive Profit/(loss)		–	5.3	–	–	–	(2.1)	3.1	6.3
Transactions with owners, recorded directly in equity									
Issue of share capital	21	(0.0)	–	(0.1)	–	–	–	–	(0.1)
Equity settled share-based payment transactions	8	–	–	–	–	1.4	–	–	1.4
Transfer of share based payment charge		–	0.4	–	–	(0.4)	–	–	–
Balance at 31 December 2025		0.4	(167.4)	191.9	13.6	13.0	(1.5)	(0.0)	50.0

The notes on pages 119 to 152 form part of the financial statements. Where figures are shown "0.0" this means the figure is lower than £50,000. Where figures show "–" this means the value is nil

Consolidated statement of cashflows for the year ended 31 December 2025

(All figures £m)	Note	12 months to 31 December 2025	12 months to 31 December 2024
Cash flows from operating activities			
Loss for the year from continuing operations		(17.5)	(27.8)
Profit/(loss) from discontinued operations	28	22.8	(0.9)
Depreciation/amortisation charges		1.0	2.5
Share of profits of associates accounted for using the equity method	29	(1.7)	–
Equity settled share-based payment expenses	8	1.4	1.5
Finance expenses	9	0.4	0.7
Finance income	9	(0.6)	(0.2)
Impairment loss on goodwill		–	1.4
Taxation	10	–	(1.0)
Other income	2	(1.2)	–
Profit on sale of subsidiary	28	(23.1)	–
Decrease in inventories		0.2	0.7
Increase in trade and other receivables		(3.5)	(1.0)
Increase in trade and other payables		1.0	0.2
Interest paid		(0.4)	(0.7)
Tax paid		–	(0.2)
Tax received		2.1	2.6
Net cash used in operating activities		(19.1)	(22.2)
Cash flows from investing activities			
Purchase of intangible fixed assets		(0.9)	(0.1)
Purchase of tangible fixed assets		(0.0)	(0.3)
Net cashflow from disposal of subsidiary	28	20.3	–
Fixed term deposits		–	15.5
Interest received		0.5	0.2
Net cash generated from in investing activities		19.9	15.3
Cash flows from financing activities			
Capital repaid in respect of loans		(0.4)	(0.6)
Proceeds of new loan		–	6.4
Principal elements of lease repayments	18	(0.2)	(0.7)
Share issue	22	(0.1)	11.1
Net cash (used)/generated from financing activities		(0.7)	16.2
Increase cash and cash equivalents		0.1	9.3
Cash and cash equivalents at beginning of the year		12.3	3.0
Cash and cash equivalents at end of the year including cash held for sale		12.4	12.3
Less cash held in disposal group		–	(3.6)
Cash and cash equivalents at end of the year		12.4	8.7

The cash and cash equivalents per the statement of financial position of £12.4m (2024: £8.7m) represent consolidated cash position less cash held for sale £nil (2024: £3.6m). The above cashflow is consolidated including cashflows from discontinued operations.

The notes on pages 119 to 152 form part of the financial statements. Where figures are shown "0.0" this means the figure is lower than £50,000. Where figures show "–" this means the value is nil

Notes to the financial statements

1. Accounting policies

General information

Creo Medical Group plc is a public company, limited by shares, registered and domiciled in England and Wales in the UK. The Company's registered number is 10371794 and the registered office is Creo House, Unit 2, Beaufort Park, Beaufort Park Way, Chepstow, Wales NP16 5UH.

The Group financial statements consolidate those of the Parent Company and its subsidiaries (together referred to as the "Group"). The Parent Company financial statements present information about Creo Medical Group plc as a separate entity and not about its Group. The composition of the Group is shown on page 157.

The Group financial statements have been prepared and approved by the Directors in accordance with UK-adopted international accounting standards and with the requirements of the Companies Act 2006 as applicable to companies reporting under those standards. The Company has elected to prepare its Parent Company financial statements in accordance with Financial Reporting Standard 101 Reduced Disclosure Framework ("FRS 101"). In preparing these financial statements, the Company applies the recognition, measurement and disclosure requirements of UK-adopted international accounting standards ("Adopted IFRSs"), but makes amendments where necessary in order to comply with Companies Act 2006 and has set out below where advantage of the FRS 101 disclosure exemptions has been taken.

Basis of preparation

This is the ninth annual financial report of the Company since the incorporation of Creo Medical Group plc on 12 September 2016 and the subsequent acquisition of Creo Medical Limited via a share for share exchange on 9 November 2016. The financial statements are presented in Sterling and rounded to the nearest hundred thousandth pound. All accounting policies, other than new policies have been applied consistently throughout the year.

This financial report for the year ended 31 December 2025 (including comparatives for the year ended 31 December 2024) was approved by the Board of Directors on 21 May 2026.

Changes in accounting policy and disclosures

New standards, amendments and interpretations

The following new standards, amendments and interpretations have been adopted by the Group for the first time for the financial year beginning on 1 January 2025:

- ▶ Amendments to IAS 21 The Effects of Changes in Foreign Exchange Rates – Lack of Exchangeability
- ▶ Other minor and narrow-scope amendments to IFRS Accounting Standards

The adoption of these standards, amendments and interpretations has not had a material impact on the financial statements of the Group or Parent Company.

New standards, amendments and interpretations issued but not effective and not adopted early

A number of new standards and amendments to IFRS Accounting Standards have been issued by the IASB but are not yet effective for the year ended 31 December 2025 and have not been early adopted by the Group.

These include IFRS 18 Presentation and Disclosure in Financial Statements, which replaces IAS 1 Presentation of Financial Statements and is effective for annual reporting periods beginning on or after 1 January 2027.

IFRS 18 introduces new requirements relating to the presentation of the statement of profit or loss, enhanced principles on the aggregation and disaggregation of information, and additional disclosure requirements in respect of management-defined performance measures.

The Group is currently assessing the impact of IFRS 18 on the presentation and disclosures in its financial statements.

Other standards and amendments issued but not yet effective are not expected to have a material impact on the Group's financial position, financial performance, cash flows or disclosures.

Measurement convention

The financial statements are prepared on the historical cost basis except that derivative financial instruments and equity investments are stated at their fair value.

Basis of consolidation

The Consolidated Financial Statements incorporate the assets and liabilities of all subsidiaries of Creo Medical Group Plc as at 31 December 2025 and the results of all its subsidiaries for the year then ended. Creo Medical Group Plc and its subsidiaries together are referred to in these financial statements as the 'consolidated entity' or 'the Group'.

Notes to the financial statements continued

1. Accounting policies continued

Subsidiaries

Subsidiaries are entities controlled by the Group. The Group controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. In assessing control, the Group takes into consideration potential voting rights that are currently exercisable. The acquisition date is the date on which control is transferred to the acquirer. The Financial Statements of subsidiaries are included in the Consolidated Financial Statements from the date that control commences until the date that control ceases.

Change in subsidiary ownership and loss of control

Changes in the Group's interest in a subsidiary that do not result in a loss of control are accounted for as equity transactions. Where the Group loses control of a subsidiary, the assets including goodwill and liabilities are derecognised along with any related non-controlling interest and any cumulative translation differences recognised in equity. Any resulting gain or loss is recognised in profit or loss. The consolidated entity recognises the fair value of the consideration received and the fair value of any investment retained together with any gain or loss in profit or loss.

Accounting for associates

Associates are entities over which the Group has significant influence, but not control or joint control. Significant influence is generally presumed to exist where the Group holds between 20% and 50% of the voting power of the investee.

Investments in associates are accounted for using the equity method in accordance with IAS 28 Investments in Associates and Joint Ventures.

On initial recognition, an investment in an associate is recorded at cost, including transaction costs. Any difference between the cost of acquisition and the Group's share of the fair value of the associate's identifiable net assets at the acquisition date is included in the carrying amount of the investment.

After initial recognition, the carrying amount of the investment is adjusted to recognise the Group's share of the associate's profit or loss and other comprehensive income after the acquisition date.

The Group's share of the associate's profit or loss is recognised in the statement of profit or loss within share of Non-controlling interest (NCI) of Associate.

Distributions received from associates reduce the carrying amount of the investment.

Going concern

The Directors have assessed the Group's ability to continue as a going concern, taking into account its financial position, cash flow forecasts, liquidity and the principal risks and uncertainties facing the business.

For the year ended 31 December 2025, the Group reported a comprehensive loss from continuing operations of £17.5m (2024: £27.8m) and held cash and cash equivalents of £12.4m (2024: £8.7m). On 14 February 2025, the Group received proceeds of €30.4m following the disposal, on 12 February 2025, of a 51% interest in Creo Medical Europe ("CME"), at an implied equity value of €72m on a cash-free, debt-free basis.

The Group continues to invest in commercialisation and research and development and is therefore expected to incur operating losses and cash outflows in the near term. Despite actions taken to reduce the cost base during 2024 and 2025, the Group's current expenditure levels indicate that additional funding will be required.

The Directors have prepared cash flow forecasts for a period of at least 12 months from the date of approval of these financial statements. These forecasts indicate that, without additional funding, the Group is expected to exhaust its available cash resources and would be unable to meet its liabilities as they fall due within that period.

Mitigating actions identified by the Directors include:

- ▶ raising additional equity funding;
- ▶ securing debt or alternative financing arrangements; and
- ▶ disposal of the Group's remaining 49% equity interest in CME.

Subsequent to the reporting date, as outlined in Note 27, the Group has entered into a non-binding agreement in respect of the potential sale of its remaining 49% interest in CME. In addition, as outlined in Note 27, the Group has made steps to secure a £2m debt facility with the Development Bank of Wales and is actively progressing further equity funding.

1. Accounting policies continued

However, these actions are not wholly within the Group's control, and there can be no certainty that funding will be secured within the required timeframe or on acceptable terms or that the disposal of the Group's remaining interest in CME occurs. These conditions indicate the existence of a material uncertainty which may cast significant doubt on the Group's ability to continue as a going concern.

Notwithstanding the above, the Directors have a reasonable expectation that the Group will be able to secure sufficient funding and therefore consider it appropriate to adopt the going concern basis of accounting in preparing these financial statements.

The financial statements do not include the adjustments that would result if the Group were unable to continue as a going concern.

Intangible assets

Intangible assets include the capitalisation of development costs and software for the year ended 31 December 2025.

Software which is not an integral part of hardware assets is stated at historic cost, including expenditure that is directly attributable to the acquired item, less accumulated amortisation and impairment losses.

Expenditure on research activities is recognised as an expense in the year in which it is incurred. Costs are classified as research expenditure rather than development unless all of the below criteria are met, in which case these costs are capitalised on the balance sheet. Development criteria:

- a. completion of the intangible asset is technically feasible so that it will be available for use or sale;
- b. the Company intends to complete the intangible asset and use or sell it;
- c. the Company has the ability to use or sell the intangible asset and the intangible asset will generate probable future economic benefits over and above cost;
- d. there are adequate technical, financial and other resources to complete the development and to use or sell the intangible asset; and
- e. the expenditure attributable to the intangible asset during its development can be measured reliably. Amortisation commences when the project is available for sale or use within the business.

Intangible assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. 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 fair value less costs of disposal and value in use.

Amortisation is charged so as to write off the costs of intangible assets over their estimated useful lives, on the following basis:

Software	– 3 years straight line
Development costs	– 5 years straight line

Property, plant and equipment ("PPE")

Property, plant and equipment is stated at cost less accumulated depreciation and any impairment losses. Cost includes the original purchase price of the asset and the costs attributable to bringing the asset to its working condition for its intended use, until the asset is completed they are classified as assets under construction.

Leases are recognised if they meet the criteria in IFRS 16 as a lease. Where exemptions are applied, no right-of-use asset or lease liability is recognised. Where land and buildings are held under leases the accounting treatment of the land is considered separately from that of the buildings. Leased assets acquired are stated at an amount equal to the lower of their fair value and the present value of the minimum lease payments at inception of the lease, less accumulated depreciation and less accumulated impairment losses. Lease payments are accounted for as described below.

Notes to the financial statements continued

1. Accounting policies continued

Depreciation is charged so as to write off the costs of assets over their estimated useful lives, on the following basis:

Assets under construction	– not depreciated
Freehold Land	– not depreciated
Buildings	– 40 years straight line
Leasehold improvements	– 3 or 5 years straight line
Office equipment	– 2, 3 or 4 years straight line
Fixtures and fittings	– 3 or 4 years straight line
Motor vehicles	– 4 years straight line
Plant and machinery	– 3 years straight line or 4 years reducing balance
Demo equipment	– 3 years straight line

The gain or loss arising on the disposal of an asset is determined as the difference between sales proceeds and the carrying amount of the asset and is recognised in income on the transfer of the risks and rewards of ownership.

Inventories

Inventories are stated at the lower of cost and net realisable value. Raw materials cost is based on the First In, First Out ("FIFO") principle using standard costing techniques and includes expenditure incurred in acquiring the inventories, production or conversion costs and other costs in bringing them to their existing location and condition. Finished goods cost is based on standard cost with variances between actual and standard going through the cost of sales line.

Leases

At inception of a contract, the Group assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Group uses the definition of a lease in IFRS 16.

At commencement or on modification of a contract that contains a lease component, the Group allocates the consideration in the contract to each lease component on the basis of its relative stand-alone prices. However, for the leases of property the Group has elected not to separate non-lease components and account for the lease and non-lease components as a single lease component.

The Group recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the end of the lease term, unless the lease transfers ownership of the underlying asset to the Group by the end of the lease term or the cost of the right-of-use asset reflects that the Group will exercise a purchase option. In that case the right-of-use asset will be depreciated over the useful life of the underlying asset, which is determined on the same basis as those of property and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Group's incremental borrowing rate. Generally, the Group uses its incremental borrowing rate as the discount rate.

The Group determines its incremental borrowing rate by obtaining interest rates from various external financing sources and makes certain adjustments to reflect the terms of the lease, country lease entered into and type of the asset leased.

Lease payments included in the measurement of the lease liability comprise the following:

- ▶ fixed payments, including in-substance fixed payments;
- ▶ variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- ▶ amounts expected to be payable under a residual value guarantee; and
- ▶ the exercise price under a purchase option that the Group is reasonably certain to exercise, lease payments in an optional renewal if the Group is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless the Group is reasonably certain not to terminate early.

1. Accounting policies continued

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a change in future lease payments arising from a change in an index or rate, if there is a change in the Group's estimate of the amount expected to be payable under a residual value guarantee, if the Group changes its assessment of whether it will exercise a purchase, extension or termination option or if there is a revised in-substance fixed lease payment.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

The Group presents right-of-use assets that do not meet the definition of investment property in 'property, plant and equipment' and lease liabilities in 'loans and borrowings' in the statement of financial position.

Short-term leases and leases of low-value assets

The Group has elected not to recognise right-of-use assets and lease liabilities for leases of low-value assets and short-term leases, including IT equipment. The Group recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

Financial instruments

The Group predominantly enters into basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other accounts receivable and payable, loans from other third parties, loans to related parties and investments in non-puttable financial instruments. The Group is also able to enter into a variety of derivative financial instruments to manage its exposure to foreign exchange risk, including foreign exchange forward contracts and cross-currency swaps.

Impairment

The Group recognises loss allowances for expected credit losses ("ECLs") on financial assets measured at amortised cost, debt investments measured at FVOCI and contract assets (as defined in IFRS 15).

The Group measures loss allowances at an amount equal to lifetime ECL, except for other debt securities and bank balances for which credit risk (i.e. the risk of default occurring over the expected life of the financial instrument) has not increased significantly since initial recognition, which are measured as 12-month ECL.

Loss allowances for trade receivables and contract assets are always measured at an amount equal to lifetime ECL.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating ECL, the Group considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Company's historical experience and informed credit assessment and including forward-looking information.

The Group considers a financial asset to be in default when the borrower is unlikely to pay its credit obligations to the Group in full, when demanded.

Lifetime ECLs are the ECLs that result from all possible default events over the expected life of a financial instrument.

12-month ECLs are the portion of ECLs that result from default events that are possible within the 12 months after the reporting date (or a shorter if the expected life of the instrument is less than 12 months).

The maximum considered when estimating ECLs is the maximum contractual over which the Group is exposed to credit risk.

Measurement of ECLs

ECLs are a probability-weighted estimate of credit losses. Credit losses are measured as the present value of all cash shortfalls (i.e. the difference between the cash flows due to the entity in accordance with the contract and the cash flows that the Group expects to receive). ECLs are discounted at the effective interest rate of the financial asset.

Credit-impaired financial assets

At each reporting date, the Company assesses whether financial assets carried at amortised cost and debt securities at FVOCI are credit-impaired. A financial asset is 'credit-impaired' when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred.

Notes to the financial statements continued

1. Accounting policies continued

Write-offs

The gross carrying amount of a financial asset is written off (either partially or in full) to the extent that there is no realistic prospect of recovery.

Provisions under IFRS 9 may still be made to account for the probability of such default events, however such a provision being made is not indicative that an actual default event will occur.

Trade and other receivables

Trade and other receivables are recognised initially at fair value. Subsequent to initial recognition they are measured at amortised cost using the effective interest method, less any impairment losses.

Cash and cash equivalents

Cash and cash equivalents comprise cash balances and call deposits. Investments with maturity of three months or more from acquisition are classified as Fixed Term Deposits. Bank overdrafts that are repayable on demand and form an integral part of the Group's cash management are included as a component of cash and cash equivalents for the purpose only of the cash flow statement.

Trade and other payables

Trade and other payables are recognised initially at fair value. Subsequent to initial recognition they are measured at amortised cost using the effective interest method.

Interest-bearing borrowings

Interest-bearing borrowings are recognised initially at fair value less attributable transaction costs. Subsequent to initial recognition, interest-bearing borrowings are stated at amortised cost using the effective interest method, less any impairment losses.

Derivative financial instruments

Derivative financial instruments are recognised at fair value. The gain or loss on remeasurement to fair value is recognised immediately in profit or loss. The Group has not applied hedge accounting in the current or comparative year.

Foreign currencies

The functional currency of the Group is Pounds Sterling. Transactions entered into by Group entities in a currency other than the reporting currency are recorded at the rates ruling when the transaction occurred. Foreign currency monetary assets and liabilities are translated into Sterling at the rates ruling at the statement of financial position date. Exchange differences arising on the retranslation of the unsettled monetary assets and liabilities are similarly recognised in the income statement.

The assets and liabilities of foreign operations, including goodwill and fair value adjustments arising on consolidation, are translated to the Group's presentational currency, Sterling, at foreign exchange rates ruling at the balance sheet date. The revenues and expenses of foreign operations are translated at an average rate for the year where this rate approximates to the foreign exchange rates ruling at the dates of the transactions.

Exchange differences arising from this translation of foreign operations are reported as an item of other comprehensive income and accumulated in the translation reserve or non-controlling interest, as the case may be. When a foreign operation is disposed of, such that control, joint control or significant influence (as the case may be) is lost, the entire accumulated amount in the translation reserve, net of amounts previously attributed to non-controlling interests, is recycled to profit or loss as part of the gain or loss on disposal. When the Group disposes of only part of its interest in a subsidiary that includes a foreign operation while still retaining control, the relevant proportion of the accumulated amount is reattributed to non-controlling interests.

Current and deferred tax

Current taxes are based on the results shown in the financial statements and are calculated according to local tax rules, using tax rates enacted or substantially enacted by the statement of financial position date.

1. Accounting policies continued

Deferred tax is provided on temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. The following temporary differences are not provided for: the initial recognition of goodwill; the initial recognition of assets or liabilities that affect neither accounting nor taxable profit other than in a business combination; and differences relating to investments in subsidiaries to the extent that they will probably not reverse in the foreseeable future. The amount of deferred tax provided is based on the expected manner of realisation or settlement of the carrying amount of assets and liabilities, using tax rates enacted or substantively enacted at the balance sheet date. A deferred tax asset is recognised only to the extent that it is probable that future taxable profits will be available against which the temporary difference can be utilised.

The Company incurs research and development expenditure which qualifies for Research and Development ("R&D") tax relief and as such, prepares and submits an R&D claim to HMRC in relation to each accounting year. The claims are made on the basis that the Company and its activities meet the necessary conditions.

As the Company is currently loss making, there is no corporation tax liability arising, therefore it has chosen to convert the tax relief into payable tax credits instead of carrying forward a loss. This results in the credit being paid in cash directly to the Company following the submission of a valid claim.

The Company claims R&D tax relief under the UK's merged R&D scheme. Under this regime, the credit is recognised 'above the line' in accordance with IAS 20 Accounting for Government Grants and Disclosure of Government Assistance. The benefit is presented as a reduction of the related research and development expenditure within the statement of comprehensive income.

The credit is recognised when there is reasonable assurance that the Company will comply with the relevant conditions and that the incentive will be received. As the credit is taxable, the associated tax impact is recognised within income tax in accordance with IAS 12 Income Taxes.

Prior to the introduction of the merged scheme, the Company claimed relief under the SME scheme and hence recognised the credit as tax income as required.

Employee benefits

Wages, salaries, paid annual leave, bonuses and non-monetary benefits are accrued in the year in which the associated services are rendered by employees of the Group.

Defined contribution plans

A defined contribution plan is a post-employment benefit plan under which the Company pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. Obligations for contributions to defined contribution pension plans are recognised as an expense in the income statement in the year during which services are rendered by employees.

Share-based payments

Equity-settled share options are granted to certain Directors, employees and certain contractors which have been granted options to subscribe for Ordinary Shares. Each tranche in an award is considered a separate award with its own vesting and grant date fair value. Fair value of each tranche is measured at the date of grant using the Black-Scholes option pricing model or where they are based on market-based performance conditions, the Monte Carlo model. Compensation expense is recognised over the tranche's vesting based on the number of awards expected to vest, through an increase to equity. The number of awards expected to vest is reviewed over the vesting, with any forfeitures recognised immediately.

Share-based payment arrangements in which the Group receives goods or services as consideration for its own equity instruments are accounted for as equity-settled share-based payment transactions, regardless of how the equity instruments are obtained by the Group.

The grant date fair value of share-based payment awards granted to employees is recognised as an employee expense, with a corresponding increase in equity, over the period that the employees become unconditionally entitled to the awards. The amount recognised as an expense is adjusted to reflect the actual number of awards for which the related service, market and non-market vesting conditions are expected to be met, such that the amount ultimately recognised as an expense is based on the number of awards that do meet the related service, market and non-market performance conditions at the vesting date. For share-based payment awards with non-vesting conditions, the grant date fair value of the share-based payment is measured to reflect such conditions and there is no true-up for differences between expected and actual outcomes.

Notes to the financial statements continued

1. Accounting policies continued

Where the Company grants options over its own shares to the employees of its subsidiaries it recognises, in its individual financial statements, an increase in the cost of investment in its subsidiaries equivalent to the equity-settled share-based payment charge recognised in its consolidated financial statements with the corresponding credit being recognised directly in equity. Amounts recharged to the subsidiary are recognised as a reduction in the cost of investment in subsidiary. Where costs recharged match those incurred there is no net impact on the investment in subsidiary.

Financing income and expenses

Financing expenses comprise interest payable, finance charges on shares classified as liabilities and leases recognised in profit or loss using the effective interest method, unwinding of the discount on provisions, and net foreign exchange losses that are recognised in the income statement (see foreign currency accounting policy). Financing income comprises interest receivable on funds invested, dividend income, and net foreign exchange gains.

Provisions

A provision is recognised in the balance sheet when the Group has a present legal or constructive obligation as a result of a past event, that can be reliably measured and it is probable that an outflow of economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. Provisions are reviewed at each balance sheet date and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of economic benefit will be required to settle the obligation, the provision is reversed. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects risks specific to the liability.

Revenue from contracts with customers

Revenue is recognised at an amount that reflects the consideration to which the consolidated entity is expected to be entitled in exchange for transferring goods or services to a customer. For each contract with a customer, the consolidated entity: identifies the contract with a customer; identifies the performance obligations in the contract; determines the transaction price which takes into account estimates of variable consideration and the time value of money; allocates the transaction price to the separate performance obligations on the basis of the relative stand-alone selling price of each distinct good or service to be delivered; and recognises revenue when or as each performance obligation is satisfied in a manner that depicts the transfer to the customer of the goods or services promised.

Variable consideration within the transaction price, if any, reflects concessions provided to the customer such as discounts, rebates and refunds, any potential bonuses receivable from the customer and any other contingent events. Such estimates are determined using either the 'expected value' or 'most likely amount' method. The measurement of variable consideration is subject to a constraining principle whereby revenue will only be recognised to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognised will not occur. The measurement constraint continues until the uncertainty associated with the variable consideration is subsequently resolved. Amounts received that are subject to the constraining principle are recognised as a refund liability.

Performance obligations and revenue recognition policies

Revenue is recognised in accordance with IFRS 15 at the point at which the Group's performance obligation has been satisfied. Below is a summary of the recognition policies for each type of sale:

Type of product/ service	Nature and timing of satisfaction of performance obligations, including significant payments terms	Revenue recognition policies
Direct Sales of Devices/ Products	Customers obtain control of medical devices or products when the goods are made available for collection. Invoices are generated at this point with payment required within 30–60 days depending on customer terms. Distributors obtain control of medical devices when the goods are made	Revenue is recognised when the goods are made available for collection.

Type of product/ service	Nature and timing of satisfaction of performance obligations, including significant payments terms	Revenue recognition policies
Sales to Distributors	available for collection, as distributors are under Ex works shipping terms. There is no right of return the goods. Invoices are generated at this point with payment required within 30–120 days depending on distributor terms. Terms are extended for commercial reasons to reduce barriers for the distributor in bringing new products to the market. Equipment may be provided free of charge to the customer provided they purchase ancillary products, or it may transfer to them if they purchase a set volume. No contract is deemed to exist under IFRS 15 in relation to the placement of the equipment, due to Creo retaining the significant element of control including future cashflows, a lack of commercial substance in relation to the equipment and recoverability of the asset without the ability to enforce compensation for the use of the equipment. Where the Group retains control of the equipment it is classified as a fixed asset.	Revenue is recognised when the goods are made available for collection. Where the rights to an asset are retained by the Group the asset is depreciated over its useful life.
Service/ Maintenance Contracts	Service & maintenance contracts are for a period of time as specified with the customer. Our performance obligations are satisfied over the length of the contract. Customers are invoiced monthly based on the annual value of the contract agreed.	Revenue is recognised over the life of the contract on a straight line basis. We consider this matches the satisfaction of our performance obligations of the contract.
Warranty	Products manufactured by the Group have a warranty. Customers have the right to return the product if it is faulty within this period.	Revenue is only recognised when the performance obligation had been fulfilled and a corresponding warranty provision recognised at the date of sale. We calculate a warranty provision based on historical warranty data of comparable products. The warranty provision is accounted of under IAS 37 as a provision and an expense.
Licensing/ Development Income	Licensing agreements may contain a number of elements and provide for varying consideration terms, such as initial fees, sales, development and regulatory milestones together with sales-based royalties and similar payments. Such arrangements are within the scope of IFRS 15 and are assessed under its five-step model to determine revenue recognition. The distinct performance obligations within the contract and the arrangement transaction price are identified. The fair value of the arrangement transaction price is allocated to the different performance obligations based upon the relative stand-alone selling price of those obligations together with the performance obligation activities to which the terms of the payments specifically relate. The allocated transaction price is recognised over the respective performance period of each performance obligation. Creo carries out development for or with a third party. Performance obligations are recognised at a point in time if considered a milestone or over time as the development project is completed.	Income which is related to ongoing development or licensing activity is recognised as the activity is undertaken, in accordance with the contract to match the costs incurred. Matching revenues against costs is deemed appropriate as we consider the costs to be representative of the completion stage of the contract. Development and regulatory approval milestone payments are recognised as revenue when the respective milestones are achieved.

Notes to the financial statements continued

1. Accounting policies continued

Critical accounting judgements and significant estimates in applying the Group's accounting policies

The application of the Group's accounting policies requires judgements in certain areas and to make estimates and assumptions concerning the future. These estimates and judgements are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The resulting accounting estimates will, by definition, seldom equal the related actual results. The following are those areas that are deemed to involve judgements and/or estimation about matters that have the most significant effect on the amounts recognised in the financial statements.

Judgements

Capitalisation of development costs

Capitalisation of development costs requires analysis of the technical feasibility and commercial viability of the project concerned. Capitalisation of the costs will only be made where there is clear demonstration that future economic benefit will flow to the Company.

£0.8m was capitalised in relation to development of a Bipolar suite for our endotherapeutics offering. The product is still in its development stage and we expect further costs in relation to the project to be capitalised in 2026.

£0.1m of further development of the Speedboat product suite allowing for longer shelf life.

Amortised development is assessed for impairment indicators, the Group's internal budgets and performance to date demonstrate that the products will generate probable future economic benefits relating to Speedboat and CROMA and therefore there is no impairment to capitalised development costs currently available for sale.

Operating segments

An entity is required to disclose information to enable users of its financial statements to evaluate the nature and financial effects of the business activities in which it engages and the economic environments in which it operates. In previous years, management have exercised significant judgement in determining whether presenting segment information on an alternative basis would better adhere to this core principal.

Whilst the operations in different geographical locations form a fundamental part of the Group's long-term strategy, they are in the early stages of development and the Group continues to focus on the development and commercialisation of its key range of unique endoscopic surgical devices and CROMA Advanced Energy Platform. In making their judgement, the Directors considered the Group's activities and the internal reporting structures and information regularly reviewed by the entity's chief operating decision-maker to make decisions about resources to be allocated and assessing performance.

As a result of the sale of the European business as disclosed in Note 28, the above determination is deemed to remain consistent and under continuing operations there is in fact less judgement in reaching this decision. As such following the assessment, the Directors concluded that financial information at a consolidated Group level appropriately reflects the business activities in which the Group is currently engaged, and the economic environment in which it operates. As explained in Note 2 of the financial statements, as the Group continues to evolve this will be reassessed and the need for further disclosure considered.

Estimates

Recognition of deferred tax asset

Management judgement is required on whether the Group should recognise any deferred tax assets for losses. A deferred tax asset is recognised only to the extent that it is probable that future taxable profits will be available against which the temporary difference can be utilised.

Given the nature and stage of development of Creo Medical Limited there are significant losses accumulated to date. To determine whether a deferred tax asset should be recognised in relation to the future tax deduction that these losses represent, the Directors have considered the estimated profits over a medium to long-term forecast and the events required to achieve such forecasts.

Forecasts for Creo Medical Limited continue to show tax losses for at least the medium term (to four years) as the Group continues to develop and commercialise its products. Given the extent of uncertainty with forecasting over a longer-term horizon, it is determined that there is not the level of convincing evidence that sufficient taxable profit will be available against which further tax losses or tax credits can be utilised. Thus, there is considered to be insufficient certainty over the timing and amount of loss recoverability for any further deferred tax asset to be recognised. The sensitivity of this estimate is not deemed to be material.

1. Accounting policies continued

Variable consideration

Downstream sales to the Group's associate, CME, are made pursuant to a distribution agreement. Under this arrangement, consideration includes a variable element linked to the onward sales price achieved by the distributor. The extent of such variability is constrained by the fixed pricing agreement with the NHS, the Group's most significant end customer. Variable consideration is estimated using historical data and, where relevant, forward-looking information, with appropriate amounts recognised or provided for accordingly.

Assets and liabilities held for sale

Any non-current assets, or disposal groups comprising assets and liabilities, are classified as held for sale if it is highly probable that they will be recovered primarily through sale rather than through continuing use. Such assets, or disposal groups, are generally measured at the lower of their carrying amount and fair value less costs to sell. Any impairment loss on a disposal group is allocated first to goodwill, and then to the remaining assets and liabilities on a pro-rata basis, except that no loss is allocated to inventories, financial assets, deferred tax assets, employee benefit assets, investment property or biological assets, which continue to be measured in accordance with the Group's other accounting policies. Impairment losses on initial classification as held for sale or held for distribution and subsequent gains and losses on remeasurement are recognised in profit or loss. Once classified as held for sale, intangible assets and property, plant and equipment are no longer amortised or depreciated.

Discontinued operations

A discontinued operation is a component of the Group's business, the operations and cash flows of which can be clearly distinguished from the rest of the Group and which: – represents a separate major line of business or geographic area of operations; – is part of a single coordinated plan to dispose of a separate major line of business or geographic area of operations; or – is a subsidiary acquired exclusively with a view to resale.

Classification as a discontinued operation occurs at the earlier of disposal or when the operation meets the criteria to be classified as held for sale. When an operation is classified as a discontinued operation, the comparative Consolidated Income Statement and the comparative Consolidated Statement of Comprehensive Income are represented as if the operation had been discontinued from the start of the comparative year.

2. Revenue and other operating income

The revenue split between the Group for 2025 was as follows:

(All figures £m)	12 Months to December 2025			12 Months to December 2024		
	Continuing	Discontinued	Total	Continuing	Discontinued	Total
Creo Core Products	6.0	–	6.0	4.0	–	4.0
Creo Consumables	–	2.8	2.8	–	26.7	26.7
Total	6.0	2.8	8.8	4.0	26.7	30.7

(All figures £m)	12 Months to December 2025			12 Months to December 2024		
	Continuing	Discontinued	Total	Continuing	Discontinued	Total
UK	2.7	0.8	3.5	1.7	7.2	8.9
Europe	0.6	2.0	2.6	1.2	19.5	20.7
RoW	2.7	–	2.7	1.1	–	1.1
Total	6.0	2.8	8.8	4.0	26.7	30.7

All core revenues are recognised under IFRS-15 at the point The performance obligation is met and goods are made available to customers under Ex-works terms, or services are transferred to customers. Discontinued revenues represent the revenues consolidated in the period prior to disposal of subsidiaries in 2025 as set out in Note 28.

At 31 December 2025 the Group had unsatisfied performance obligations under IFRS 15 in relation to the Intuitive collaboration in line with the contract agreement. The value of this unsatisfied performance obligation is in excess of £0.4m (2024: £0.4m). We expect this to be satisfied and received during 2027.

Following the sale of CME in February 2026 a distribution agreement was entered into with the associate. This allows for a commercial benefit in continuity for the end-user customers, primarily within the NHS, to continue to trade directly with CME without interruption.

The notes on pages 119 to 152 form part of the financial statements. Where figures are shown "0.0" this means the figure is lower than £50,000. Where figures show "-" this means the value is nil

Notes to the financial statements continued

2. Revenue and other operating income continued

The group derived consolidated revenues from sales to CME acting as a distributor following its disposal as a subsidiary of £2.8m (2024: Nil). Under IFRS-8 CME represents more than 10% of total revenues and therefore is considered a major customer.

Segmental reporting

Operating segments are identified on the basis of internal reporting and decision making. Creo currently has one operating segment which is the research, development and distribution of electrosurgical medical devices relating to the field of surgical endoscopy.

As the Group continues to grow we expect the internal reporting structure to change to meet the changing goals and objectives of the business and additional operating segments may be identified in future years.

As there is only one reportable operating segment whole profit, expenses, assets, liabilities and cashflows are measured and reported on a basis consistent with the financial statements, with no additional disclosures necessary.

Other operating income

The Company claims R&D tax relief under the UK's merged R&D scheme. Under this regime, the credit of £1.2m (2024: nil) is recognised 'above the line' in accordance with IAS 20 Accounting for Government Grants and Disclosure of Government Assistance.

Total tax credit through other operating income of £1.5m (2024: nil), is recognised net of the tax credit available under the scheme of £0.3m (2024: nil) consistent with the treatment of deferred tax and the likelihood of future available profits.

3. Loss before tax

The loss before income tax is stated after charging:

(All figures £m)	12 months to 31 December 2025	12 months to 31 December 2024
Depreciation – owned assets	0.7	1.0
Depreciation – right of use assets	0.2	0.3
Amortisation	0.1	0.2
Staff costs	13.5	16.5
Foreign Currency Loss/(Gain)	0.1	(0.1)
Research and development expenditure	7.5	11.1

4. Audit and non-audit fees

An analysis of auditors' remuneration is as follows:

(All figures £m)	12 months to 31 December 2025	12 months to 31 December 2024
Audit of Parent Company and Consolidation	0.1	0.1
Audit of Group subsidiaries	0.1	0.1
Audit fees	0.2	0.2

5. Staff numbers and costs

The cost of employees (including Directors) during the year was made up as follows:

(All figures £m)	12 months to 31 December 2025			12 months to 31 December 2024		
	Continuing	Discontinued	Total	Continuing	Discontinued	Total
Wages and salaries	10.4	0.6	11.0	12.9	5.7	18.6
Social security costs	1.0	0.1	1.1	1.3	1.5	2.8
Other pension costs	0.7	0.0	0.7	1.1	0.0	1.1
Share-based payments	1.4	-	1.4	1.2	0.0	1.2
Total	13.5	0.7	14.2	16.5	7.2	23.7

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

(All figures £m)	12 months to 31 December 2025			12 months to 31 December 2024		
	Continuing	Discontinued	Total	Continuing	Discontinued	Total
Research and development	33	2	35	43	21	64
Administration & Operations	47	5	52	78	39	117
Sales & Marketing	40	6	46	46	47	93
Total	120	13	133	167	107	274

Note the discontinued operation represents the time until the sale date of subsidiaries disposed in the year for more detail see note 28.

6. Directors' remuneration

(All figures £m)	12 months to 31 December 2025	12 months to 31 December 2024
Directors' Salary and other taxable benefits	1.3	1.4
Share based payment expense	0.3	0.0
Pension	0.0	0.1
Total Directors' remuneration	1.6	1.5

Directors' emoluments disclosed above paid to the highest paid Director in the year was £0.6m (31 December 2024: £0.3m) including Pension contribution of £0.02m (31 December 2024: £0.02m). The share options exercised in the year by the highest paid Director was £nil (31 December 2024: £nil).

There were Company pension contributions of £0.1m made to defined contribution schemes during the current year (31 December 2024: £0.1m). Four Directors were in the defined contribution scheme during the period (2024: Four).

No shares were received or receivable for any Director in respect of long-term incentive schemes. No share options were exercised during the year.

Directors' salary and benefits has reduced following the change in board structure in June 2025 with David Woods and Chris Hancock not standing for re-election to the board of directors.

7. Research and development expenditure

During the current and comparative years, research and development was a significant activity of the entity. Expenditure on research activities is recognised in the statement of profit or loss as incurred.

Notes to the financial statements continued

8. Share-based payments

At 31 December 2025 the Group has an established Enterprise Management Incentive ("EMI") and non-EMI schemes (the "Schemes") under which share options have been granted to certain officers, employees and certain suppliers. The Schemes are equity-settled share-based payment arrangements whereby holders of vested options are entitled to purchase shares in the Company at the market price of the shares at the grant date.

The Schemes include both market and non-market based vesting conditions. The share options may be exercised from the date that they vest until the 10th anniversary of the date of the grant. In addition to the performance-based vesting conditions the only vesting requirement is that the recipient remains in employment with the Company with the exception of tranches 11 and 12 where employment is not a criteria. All options are to be settled by the physical delivering of shares. Details of the grants under these schemes are as follows:

Award	Grant date	Number of options	Vesting conditions	Exercise price (£)	Fair value (£)	Contractual life of options
3	14 July 2015	297,360	Continual service of employment over 3 years	0.17	0.11	10 years
4	14 July 2015	201,240	Continual service of employment over 3 years	0.17	0.11	10 years
5	03 August 2015	756,000	Continual service of employment over 3 years	0.17	0.12	10 years
7	29 September 2016	1,296,000	Continual service of employment over 3 years	0.17	0.11	10 years
8	09 December 2016	4,407,896	Continual service of employment over 3 years	0.76	0.48	10 years
9	04 April 2018	607,915	Continual service of employment and market based performance conditions	1.13	0.58	10 years
10	29 August 2018	1,175,807	Continual service of employment over 3 years and non market based performance conditions	1.54	0.84	10 years
11	18 October 2018	700,000	Non market based performance conditions	0.76	1.60	10 years
13	17 October 2019 & 7 November 2019	576,435	Non market and market based performance conditions	1.71 to 1.90	0.86 to 1.69	10 years
14	18 February 2020	490,000	Non market and market based performance conditions	0.01	0.51	10 years
15	23 July 2020	725,369	Continual service of employment over 3 years	2.01	1.18	10 years
16	04 & 27 January 2021	818,358	Continual service of employment over 3 years and non market based performance conditions	0.001 to 1.92	0.97 to 1.99	10 years
17	14 June 2021	879,126	Continual service of employment over 3 years, non market and market based performance conditions	0.001 to 2.06	0.81 to 1.84	10 years
18	23 November 2021	4,633,465	Market based performance conditions	0.001	1.41	10 years
19	04 August 2022	1,300,992	Non market and market based performance conditions	0.001 to 1.92	0.43 to 0.76	10 years
20	7 June 2023 & 2 August 2023	11,777,755	Continual service of employment over 3 years, non market and market based performance conditions	0.001 to 0.23	0.16 to 0.32	10 years
21	21 March 2025	6,474,713	Non market and market based performance conditions	0.13 to 0.24	0.08 to 0.09	10 years
		37,118,343				

8. Share-based payments continued

Share option activity for the year ended 31 December 2025 and 31 December 2024 is presented below:

	31 December 2025 Number of options	31 December 2025 Weighted average exercise price	31 December 2024 Number of options	31 December 2024 Weighted average exercise price
Outstanding at start of year as previously stated	32,099,288	£0.38	32,243,952	£0.39
Granted during the prior year	-	-	55,589	£1.92
Forfeited during the prior year	-	-	(81,832)	£1.04
Granted during the year	6,474,713	£0.19	-	-
Forfeited during the year	(1,455,658)	£0.44	(118,421)	£0.76
Cancelled during the year	-	-	-	£0.00
Exercised during the year	-	-	-	-
Outstanding at end of year	37,118,343	£0.32	32,099,288	£0.38
Exercisable at end of year	14,232,408	£0.60	13,518,597	£0.78

The estimated fair value of the share options was calculated by applying a Black-Scholes model for shares with no market-based performance conditions and a Monte Carlo model for those with a market-based performance condition. The model inputs for the current year option grants were as follows:

	31 December 2025	31 December 2024
Exercise price	£0.13125-0.24	-
Share price at date of grant	£0.13125	-
Risk-free interest rate	4.05%-4.55%	-
Expected volatility	57%-58%	-
Dividend yield	0%	-
Expected life of option (years)	10	-

Expected volatility was based on historical share price volatility for the 12 months to the grant date, which may not necessarily be the actual outcome. No share options were exercised during the year. Unless specified the vesting period of the options is 3 years.

	12 months to 31 December 2025	12 months to 31 December 2024
(All figures £m)		
Expense arising from share-based payment transactions	1.1	1.2
Expense arising from SIP Scheme	0.3	0.3
	1.4	1.5

The following amounts for share-based payments are reflected in the above Consolidated Statement of Profit or Loss and Other Comprehensive Income in relation to Directors and key management personnel:

	12 months to 31 December 2025	12 months to 31 December 2024
(All figures £m)		
Professor Christopher Hancock	0.2	0.2
Craig Gulliford	0.2	0.2
Richard Rees	0.2	0.2
David Woods	0.1	0.1
	0.7	0.7

The Group continues to maintain a SIP scheme for all UK employees. Employees are able to purchase up to £1,800 in Partnership Shares each year. The Company will then provide two matching shares for each Partnership Share purchased.

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Notes to the financial statements continued

Employees must remain with the Company for three years to keep the matching shares and five years to receive the shares tax free. The shares purchased/issued during the year under the scheme are as follows:

(All figures exact numbers)	2025	2024
Total shares at 01 January	2,858,730	2,196,691
Partnership shares purchased in year	477,072	398,134
Matching shares issued in year	954,144	796,268
Bonus shares issued in year	1,055,593	–
Released from scheme in year ¹	(995,108)	(532,363)
Unallocated shares used in year	814,603	–
Total shares in SIP scheme at 31 December	5,165,034	2,858,730
Unallocated shares outstanding at 01 January	148,100	117,076
Forfeitures from scheme in year ²	322,760	298,840
Transfer in shares in year	2,500,000	–
Bonus shares issued in year	(1,055,593)	–
Matching shares issued in year	(629,804)	(267,816)
Unallocated shares outstanding at 31 December	1,285,463	148,100

1 Leavers in the year includes partnership shares and matching shares for good leavers

2 Forfeitures of matching shares in the year which are used in the following accumulation periods

The total value of the Partnership shares which was charged to administrative expenses in the year was £0.1m. Matching shares for the partnership shares purchased under the SIP scheme in December 2025 were not issued until after the year end. The bonus issue in the year was issued to all employees in the scheme to a value of £1,800, this utilised unallocated shares within the employee benefit trust.

9. Finance expenses and finance income

(All figures £m)	12 months to 31 December 2025			12 months to 31 December 2024		
	Continuing	Discontinued	Total	Continuing	Discontinued	Total
Finance income:						
Bank interest	0.6	–	0.6	0.2	–	0.2
Total finance income	0.6	–	0.6	0.2	–	0.2
Finance costs:						
Bank interest	0.3	0.1	0.4	0.4	0.3	0.7
Interest expense on lease liabilities	0.0	–	0.0	0.0	0.0	0.0
Total finance costs	0.3	0.1	0.4	0.4	0.3	0.7

Information on leases is shown in Note 25.

10. Taxation

Recognised in the statement of profit or loss and other comprehensive income:

(All figures £m)	Note	31 December 2025	31 December 2024
Current tax:			
Current year		–	(2.0)
Foreign tax:		0.0	0.0
Current tax credit		(0.0)	(2.0)
Deferred tax:			
Origination and reversal of temporary timing differences	16	–	0.8
Total tax credit from Continued Operations		(0.0)	(1.2)
Tax on discontinued operations		0.0	0.2
Total tax credit		(0.0)	(1.0)

Reconciliation of effective tax rate:

(All figures £m)	31 December 2025	31 December 2024
Profit/(loss) for the period	(17.5)	(27.8)
Total credit	–	(1.2)
Profit/(loss) excluding taxation	(17.5)	(29.0)
Tax payable/(receivable) using the UK corporation tax rate of 25% (2023: 23.5%)	(4.4)	(7.3)
Expenses not deductible	2.9	3.4
Income not taxable on disposal	(1.2)	–
Effects of group relief	0.3	–
Different tax rates applied in overseas tax jurisdictions	0.0	–
Losses Utilised	0.2	(0.8)
Deferred tax not utilised	2.2	3.5
Total tax credit from Continued Operations	0.0	(1.2)
Tax on discontinued operations	0.0	0.2
Total tax credit from Discontinued Operations	0.0	(1.0)

The Group has submitted R&D tax relief claims under the merged R&D scheme and £1.2m has therefore been accounted for as other operating income. In the prior period under the SME scheme the claim was accounted as a tax credit in accordance with IAS 12 Income Taxes (2024:2.0m)

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Notes to the financial statements continued

11. Earnings per share

Earnings per share has been calculated in accordance with IAS 33 – Earnings Per Share using the profit/(loss) for the year after tax, divided by the weighted average number of shares in issue.

(All figures £)	31 December 2025	31 December 2024
Loss		
Loss attributable to equity holders of Company (basic)	(17,549,053)	(27,776,661)
Shares (number)		
Weighted average number of ordinary shares in issue during the year	412,446,291	369,978,970
Loss per share from continuing operations		
Basic and diluted	(0.04)	(0.08)
Gain/(Loss)		
Gain/(Loss) attributable to equity holders of Company (basic)	22,845,422	(945,796)
Shares (number)		
Weighted average number of ordinary shares in issue during the year	412,446,291	369,978,970
Gain/(Loss) per share from discontinued operations		
Basic and diluted	0.06	(0.00)
Gain/(Loss)		
Gain/(Loss) attributable to equity holders of Company (basic)	5,273,369	(28,722,457)
Shares (number)		
Weighted average number of ordinary shares in issue during the year	412,446,291	369,978,970
Gain/(Loss) per share		
Basic and diluted	0.01	(0.08)
Ordinary shares start of year	412,148,979	361,251,418
Issued in year		
Issue 1 - Ordinary	324,340	225,024
Issued with months remaining	11	11
Issue 2 - Ordinary	-	303,428
Issued with months remaining	-	5
Issue 3 - Ordinary	-	50,369,109
Issued with months remaining	-	2
Closing ordinary shares	412,473,319	412,148,979
Average ordinary shares	412,446,291	369,978,970
Basic EPS	0.01	(0.08)
Dilutive Share Options	2,894,680	-
Adjusted weighted average number of ordinary shares	415,340,971	369,978,970
Diluted EPS	0.01	(0.08)

In 2024, due to the loss recognised in the year, share options were not deemed to be dilutive as the impact is to further reduce the loss per share.

12. Intangible assets and goodwill

(All figures £m)	Goodwill	Trade Name	Customer Relationships	Supplier Relationships	Development costs capitalisation	Computer software	Assets under construction	Total
Cost:								
At 1 January 2024	19.1	1.2	1.1	7.6	0.8	0.7	0.1	30.6
Additions	-	-	-	-	0.1	-	0.0	0.1
Transferred	-	-	-	-	-	(0.0)	-	(0.0)
Asset held for sale	(19.1)	(1.2)	(1.1)	(7.6)	-	-	-	(29.0)
Effect of movements in exchange rate	-	-	-	-	-	0.0	-	0.0
At 31 December 2024	-	-	-	-	0.9	0.7	0.1	1.7
Amortisation:								
At 1 January 2024	-	0.5	0.4	2.5	0.5	0.5	-	4.4
Charge for period	-	-	-	-	0.2	0.0	-	0.2
Transferred	-	-	-	-	-	(0.0)	-	-
Asset held for sale	-	(0.5)	(0.4)	(2.5)	-	(0.0)	-	(3.4)
Effect of movements in exchange rate	-	-	-	-	-	-	-	-
At 31 December 2024	-	-	-	-	0.7	0.5	-	1.2
Net book value at 31 December 2024	-	-	-	-	0.2	0.2	0.1	0.5

(All figures £m)	Goodwill	Trade Name	Customer Relationships	Supplier Relationships	Development costs capitalisation	Computer software	Assets under construction	Total
Cost:								
At 1 January 2025	-	-	-	-	0.9	0.7	0.1	1.7
Additions	-	-	-	-	0.9	0.0	-	0.9
Disposal	-	-	-	-	-	-	-	-
Transferred	-	-	-	-	-	0.1	(0.1)	-
Transfer of asset held for sale	-	-	-	-	-	-	-	-
Effect of movements in exchange rate	-	-	-	-	-	-	-	-
At 31 December 2025	-	-	-	-	1.8	0.8	0.0	2.6
Amortisation:								
At 1 January 2025	-	-	-	-	0.7	0.5	-	1.2
Charge for period	-	-	-	-	0.0	0.1	-	0.1
Disposal	-	-	-	-	-	-	-	-
Transfer of asset held for sale	-	-	-	-	-	-	-	-
Effect of movements in exchange rate	-	-	-	-	-	(0.0)	-	(0.0)
At 31 December 2025	-	-	-	-	0.7	0.6	-	1.3
Net book value at 31 December 2025	-	-	-	-	1.1	0.2	0.0	1.3

The amortisation of intangibles has been charged to administrative expenses in the Consolidated Statement of profit or loss and other Comprehensive Income.

Capitalised development costs

Development costs in relation to the Bipolar range of products of £0.8m were capitalised during the year (2024: £0.1m), with the balance of £0.1m relating to further development of speedboat products (2024: £nil).

Assets under construction

There was £0.0m assets under construction at the 31 December 2025 in relation to software purchased during the year (2024: £0.1m).

Goodwill and other intangibles

At 31 December 2024 all value in relation to Goodwill and other intangibles in the group was within the assets held for sale and therefore goodwill was disposed from assets held for sale during the financial year.

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Notes to the financial statements continued

13. Property, plant and equipment

(All figures £m)	Land & Buildings	Leasehold Improvements	Office equipment	Fixtures and fittings	Motor vehicles	Plant and machinery	Assets under construction	Demo Equipment	Right of Use Asset Leases	Total
Cost:										
At 1 January 2024	4.6	2.6	1.9	0.3	0.6	2.7	0.1	1.3	3.2	17.3
Assets held for sale	–	(0.3)	(0.3)	(0.2)	(0.5)	(0.3)	–	(1.3)	(1.9)	(4.8)
Additions	–	–	0.0	–	–	0.0	0.1	–	–	0.1
Transferred	–	–	–	–	–	0.1	(0.1)	–	–	–
Disposals	–	(0.1)	(0.0)	–	–	–	–	–	–	(0.1)
Exchange rate movements	–	0.1	0.0	–	–	–	0.0	–	–	0.1
At 31 December 2024	4.6	2.3	1.6	0.1	0.1	2.5	0.1	0.0	1.3	12.6
Accumulated Depreciation:										
At 1 January 2024	0.3	1.0	1.6	0.2	0.3	2.2	–	0.9	1.7	8.2
Assets held for sale	–	(0.0)	(0.2)	(0.2)	(0.3)	(0.2)	–	(0.9)	(1.0)	(2.8)
Charge for the year	0.3	0.2	0.1	–	–	0.4	–	0.0	0.3	1.3
Disposals	–	(0.0)	(0.0)	–	–	–	–	–	–	(0.0)
Exchange rate movements	–	(0.0)	0.0	(0.0)	–	0.0	–	–	(0.0)	0.0
At 31 December 2024	0.6	1.2	1.5	0.0	–	2.4	–	(0.0)	1.0	6.7
Net book value at 31 December 2024	4.0	1.1	0.1	0.1	0.1	0.1	0.1	0.0	0.3	5.9
Cost:										
At 1 January 2025	4.6	2.3	1.6	0.1	0.1	2.5	0.1	0.0	1.3	12.6
Assets held for sale	(1.1)	(1.4)	–	–	–	–	–	–	–	(2.5)
Additions	–	–	0.0	–	–	0.0	–	0.0	–	0.0
Transferred	–	–	0.0	–	–	0.1	(0.1)	–	–	–
Disposals	–	–	–	–	(0.1)	–	–	–	(0.3)	(0.4)
Exchange rate movements	–	0.0	0.0	–	–	(0.0)	–	–	(0.0)	0.0
At 31 December 2025	3.5	0.9	1.6	0.1	0.0	2.6	0.0	0.0	1.0	9.7
Accumulated Depreciation:										
At 1 January 2025	0.6	1.2	1.5	0.0	–	2.4	–	(0.0)	1.0	6.7
Assets held for sale	(0.1)	(0.9)	–	–	–	–	–	–	–	(1.0)
Charge for the year	0.3	0.1	0.1	–	–	0.2	–	0.0	0.2	0.9
Disposals	–	–	–	–	–	–	–	–	(0.3)	(0.3)
Exchange rate movements	–	–	(0.0)	–	–	(0.0)	–	–	(0.0)	(0.0)
At 31 December 2025	0.8	0.4	1.6	0.0	–	2.6	–	0.0	0.9	6.3
Net book value at 31 December 2025	2.7	0.5	0.0	0.1	0.0	0.0	0.0	0.0	0.1	3.4

The amounts shown as asset held for sale relate to PPE £1.7m see note 28. This represents NBV transfer of NBV of £1.7m, with £0.2m being charged in the period prior to held for sale.

The notes on pages 119 to 152 form part of the financial statements. Where figures are shown "0.0" this means the figure is lower than £50,000. Where figures show "-" this means the value is nil

14. Inventories

(All figures £m)	31 December 2025	31 December 2024
Raw materials & consumables	1.2	2.0
Finished goods	1.3	0.7
Total inventories	2.5	2.7

These carrying values are stated net of impairment provisions of £1.2m (2024: £1.3m). Inventories of £0.5m (2024: £0.8m) were written down during the year and the expense recognised in the income statement. £2.6m of inventories was recognised in the income statement in cost of sales. The Directors are of the opinion that the replacement values of inventories are not materially different to the carrying values stated above.

15. Trade and other receivables

(All figures £m)	31 December 2025	31 December 2024
Current:		
Trade receivables	4.6	0.9
Contract asset	0.1	0.4
VAT receivable	0.1	0.3
Other debtors	0.4	–
Prepayments	0.4	0.4
Total current	5.6	2.0
Non-current:		
Other debtors	0.0	0.1
Total trade and other receivables	5.6	2.1

An expected credit loss provision of £0.5m (2024: £0.1m) in relation to trade debtors has been booked during the year. This is calculated using an expected credit loss model.

The ECL is calculated against specific customer debts in 2025 because of lack of historical data and a relatively low number of customers. This results in an impairment in respect of trade receivables of £0.5m (2024: £0.1m).

ECL has been measured using a methodology that incorporates historic loss experience, current economic conditions, and forward-looking information relevant to the Group's customer base. Due to the Group's rapidly growing revenue profile, historical data is limited and therefore greater reliance has been placed on customer-specific assessments and current conditions.

(All figures £m's)	Gross Carrying amount	ECL	Net
Excluded from ECL	2.4	–	2.4
Current (not past due)	1.3	(0.0)	1.3
0-60 days	0.3	(0.0)	0.3
61-120 days	0.5	(0.0)	0.5
120-180 days	0.1	(0.0)	0.1
More than 180 days past due	0.5	(0.5)	0.0
	5.1	(0.5)	4.6

Trade receivables £4.6m (2024: £0.9m). The movement of £3.7m is driven by a change in customer profile because of the disposal of 51% of Creo Medical Europe in the year and growth of Latin American market. This means the business is materially operating through distribution channels, lengthening terms and resulting in more significant stocking orders and therefore debtor days have increased significantly in the period.

Excluded from the ECL by nature of the 49% control are debts due from Associate companies of £2.4m and are not deemed at risk.

Other debtors £0.4m (2024: £nil) relates to £0.3 for tax losses relieved to CME due from the associate, payable in cash.

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Notes to the financial statements continued

16. Deferred tax

The accelerated capital allowances deferred tax liability set out below is expected to reverse over the life of the related fixed assets. Deferred tax has been calculated at a rate of 25% (2024: 25%).

The movement on the deferred tax account is as shown below:

(All figures £m)	31 December 2025	31 December 2024
Movement:		
At 1 January	-	0.3
Deferred tax asset recognised	0.5	-
Adjustment for prior years	-	0.1
Tax liability held for sale	-	(1.2)
Tax charge recognised in profit and loss	-	-
	0.5	(0.8)
Losses utilised	(0.5)	0.8
Change in tax rate	-	-
Exchange rate movements	-	-
At 31 December	-	0.0

There are estimated unused trading losses at 31 December 2025 of approximately £98.6m (2024: estimated £79.8m). A deferred tax asset of £nil (2024: £0.0m) has been recognised in relation to these losses. A remaining deferred tax asset of approximately £24.6m (2024: £20.0m) has not been recognised in respect of these tax losses due to uncertainty in respect of its recoverability. A deferred tax asset of approximately £0.4m arises in respect of the share options that haven't yet been exercised. This has not been recognised due to uncertainty in respect of its recoverability.

Tax receivables at 31 December 2025 of £1.3m (2024: £2.1m) relate solely to R&D tax credits. The Company has submitted R&D tax credit claims for the years presented in relation to its qualifying research and development expenditure and has taken the option of surrendering the resulting losses and claiming an R&D tax credit in the form of immediate cash payments from HMRC. As disclosed in 2025 this is under the merged scheme and is presented as other income and in 2024 under the SME scheme and presented as tax credits in the P/L.

17. Trade and other payables

(All figures £m)	31 December 2025	31 December 2024
Current:		
Trade payables	1.0	0.9
Social security and other taxes	0.3	0.3
Deferred other income	0.2	0.1
Other payables	0.0	0.0
Accrued expenses	3.4	2.6
Total trade and other payables	4.9	3.9

18. Financial instruments

Carrying amount of financial instruments

The amounts for all financial assets carried at fair value are as follows:

(All figures £m)	31 December 2025	31 December 2024
Investments:		
I.Q. Endoscopes	-	2.1

	Gross Loan	Lease Liabilities
01 January 2024	7.0	1.4
Asset held for sale	(2.7)	(0.8)
Cashflow principals	(0.1)	(0.3)
Cashflow interest	(0.3)	(0.0)
Non-cash changes interest*	0.2	0.0
31 December 2024	4.1	0.3

	Gross Loan	Lease Liabilities
01 January 2025	4.1	0.3
Cashflow principals	(0.1)	(0.2)
Cashflow interest	(0.3)	(0.0)
Non-cash changes interest*	0.3	-
31 December 2025	4.0	0.1

* Non-cashflow changes relate to effective interest rate charge on the Cardiff Capital Region loan and lease interest incurred on IFRS 16 leases Lease information is shown in Note 25.

The carrying value of the I.Q Endoscopes investment was written down through OCI following an additional fund raise from the company that Creo did not partake in. The structure of the fund raise and the relevant valuation diluted Creo Medicals investment as such the valuation of the investment was impaired to £nil.

Financial instruments measured at fair value

The fair value of forward exchange contracts is estimated by discounting the difference between the contractual forward price and the current forward price for the residual maturity of the contract using a risk-free interest rate. There were no forwards at the year-end (2024: £nil).

Financial risk management

The main purpose of the Group's financial instruments is to finance the Company's operations. The financial instruments comprise of leases, bank loans and facilities, cash and liquid resources and various items arising directly from its operations, such as trade receivables and trade payables. The main risks arising from the Company's finance instruments are exchange rate risk, interest rate risk, and liquidity risk. The group's policies on the management of liquidity interest rates and foreign currency risks are set out below.

Fair values of financial instruments

All financial assets and liabilities are held at amortised cost apart from forward exchange contracts, and the investment which are held at fair value. Foreign exchange contracts go through the statement of profit or loss. The investment was fair valued at 31 December 2025.

(All figures £m)	2025	2024
Carrying Value as at 1 January	2.1	2.1
Additional Investment	-	-
Fair Value Loss through OCI	(2.1)	-
Balance at 31 December 2025	-	2.1

The group has measured the fair value of instruments which are categorised as level 2 in the fair value hierarchy, being the investment in I.Q. Endoscopes as the price paid per share by other shareholders who also invested in the entity at the same time as the Group. We have therefore previously determined the fair value per share to be the same as the previous funding round at £2.45 to be representative of the fair value of the shares at 31 December 2024.

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Notes to the financial statements continued

18. Financial instruments continued

I.Q Endoscopes completed a funding round in November 2025 priced at £0.69. This discount and liquidation preference attached to the new share class has resulted in the decision to impair the fair value of the investment to £nil.

Shares owned 1 January 2025	854,708
Additional shares acquired during the year	–
Shares owned 31 December 2025	854,708
Cost of initial investments	1.5
Gain through OCI since investment (£m)	0.6
Impairment through the OCI (£m)	(2.1)
Loss through OCI since investment (£m)	–

We have made an irrevocable election to classify fair value changes of the investment in I.Q. Endoscopes through other comprehensive income rather than through profit or loss, the impact of this being any changes in fair value will never be reclassified through the profit or loss account even if the investment is disposed of. Management rationale for this treatment is that the investment is not being held for the purposes of future sale or to receive returns. Instead, the investment is to help develop their disposable endoscopy products and potential synergies this could have with the Creo product range.

The Company has not disclosed the fair values for certain financial instruments such as short-term trade receivables and payables, because their carrying amounts are a reasonable approximation of fair values. Short and long-term interest-bearing liabilities, as detailed in Note 19, are discounted at the effective interest rate of the respective financial liability and their carrying value is considered to be a reasonable approximation of their fair value.

Liquidity

The Group’s policy is to ensure that it has sufficient cash resources to cover its future trading requirements which is predominately sourced from its shareholders and investors. Short-term flexibility is available through current investor support as well as banking facilities across the Group.

Credit risk

Credit risk is the risk of financial loss to the Group if a customer or counterparty to a financial instrument fails to meet its contractual obligations and arises principally from the Group’s receivables from customers and investments in debt securities.

Interest-rate risk and benchmark reform

The Group has limited exposure to interest rate fluctuations with some loans acquired post year end having variable interest rates. Where possible we look to offset interest from loans with interest received from our cash on deposit. We do not consider that any significant increase in interest rates would have a material impact on the business. The Group has some loans linked to the EURIBOR however we don’t consider any major movements in the benchmark would result in a material interest liability for the Group. We therefore do not consider the transition to alternative benchmark rates to be a significant risk.

Trade Receivables

The carrying amounts of financial assets represent the maximum credit exposure. As at 31 December 2025 no investments in debt securities (2024: nil), other contract assets of £0.1m (2024: £0.4m) were held and receivables from customers were £4.6m (2024: £0.9m).

The Group’s exposure to credit risk is influenced mainly by the individual characteristics of each customer. However, management also considers the factors that may influence the credit risk of its customer base, including the default risk associated with the industry and country in which customers operate as well as other macro-economic conditions.

18. Financial instruments continued

Foreign exchange risk

The Company currently purchases certain materials throughout the world in connection with research and development and production of its primary product.

The Company also has subsidiaries which operate in a different functional currency. The consequence of this is that the Company is exposed to movement in foreign currency rates. Liabilities within the Group are settled where possible using the currency of the liability to reduce foreign exchange exposure. Forward foreign exchange contracts are used to manage the net foreign exchange exposure where and when appropriate.

Market Risk

We do not consider market risk to be a material risk to the Group at this time.

19. Interest-bearing liabilities

(All figures £m)		31 December 2025	31 December 2024
Current:			
Lease liabilities	25	0.1	0.2
Bank credit facilities		0.0	0.0
Commercial loan		2.1	2.1
Mortgage		0.1	0.1
		2.3	2.4
Non-current:			
Lease liabilities	25	0.0	0.1
Commercial loan		0.0	0.0
Mortgage		1.8	1.9
		1.8	2.0
		4.1	4.4
Lease liabilities are payable as follows:			
Less than one year		0.1	0.2
Between one and five years		0.0	0.1
More than five years		0.0	0.0
		0.1	0.3
Bank borrowings are payable as follows:			
Less than one year		2.2	2.2
Between one and five years		1.8	1.9
More than five years		0.0	0.0
		4.0	4.1
		4.1	4.4

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Notes to the financial statements continued

19. Interest-bearing liabilities continued

The terms and conditions of outstanding loans are as follows:

				31 December 2025		31 December 2024	
(Amounts in £m)	Currency	Nominal interest rate	Year of maturity	Principal Value	Carrying Value	Principal Value	Carrying Value
		Base rate					
Mortgage	GBP	+2.5%	2027	2.3	1.9	2.3	2.1
Commercial loan	GBP	3.66%	2025	2.1	2.1	2.1	2.1
Lease liabilities	GBP	2.8%–5%	2021–24	0.7	0.1	0.7	0.3
Total interest bearing liabilities				5.1	4.1	5.1	4.5

The commercial loan was provided by Cardiff Capital Region for the sum of £2.1m with a cash check covenant requiring the ultimate Parent Company Creo Medical Group plc to hold £2.3m in cash at all times, this was repaid in full January 2026. The lease liabilities are detailed at Note 25.

20. Provisions

(All figures £m)	Warranties	Dilapidations	Other	Total
At 1 January 2024	0.1	0.4	0.1	0.6
Provisions asset held for sale	(0.1)	(0.2)	(0.1)	(0.4)
Provisions made in the year	0.0	0.0	0.0	0.0
Provisions used in the year	0.0	(0.1)	0.0	(0.1)
At 31 December 2024	0.0	0.1	0.0	0.1
Non Current	0.0	0.0	0.0	0.0
Current	0.0	0.1	0.0	0.1
	0.0	0.1	0.0	0.1

(All figures £m)	Warranties	Dilapidations	Other	Total
At 1 January 2025	0.0	0.1	0.0	0.1
Provisions asset held for sale	0.0	0.0	0.0	0.0
Provisions made in the year	0.0	0.0	0.0	0.0
Provisions used in the year	0.0	(0.0)	0.0	(0.0)
At 31 December 2025	0.0	0.1	0.0	0.1
Non-current	0.0	0.0	0.0	0.0
Current	0.0	0.1	0.0	0.1
	0.0	0.1	0.0	0.1

Warranty provisions

Warranty provisions related to Creo Medical S.L.U. ("Creo Europe") own brand products and services provided and was based on historical warranty data associated with similar products and services sold. There is a £nil carrying provision following the completion of the sale of 51% of the issued share capital of Creo Europe. Management have assessed returns and failure rates under warranty of creo core products and deem any provision to be immaterial.

Dilapidation provisions

Provisions have been made for the estimated restoration costs of the leased premises at our UK and US sites.

Provisions for dilapidations are inherently uncertain in terms of quantum and timing, not least because they involve negotiations with landlords at future dates. The figures provided in the financial statements represent management’s best estimate of the likely outflows to the Group.

Other provisions

Other provisions related to Creo Europe. There is a £nil carrying provision following the completion of the sale of 51% of the issued share capital of Creo Europe.

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21. Share Capital and Reserves

(All figures £m)	31 December 2025	31 December 2024
Balance at start of the year	0.4	0.4
Issue of share capital		
Number of shares	0.3	50.4
Price per share (£)	0.001	0.001
Share value (£’m)	0.0	0.0
Balance at 31 December	0.4	0.4

During the year 324,340 were issued to the SIP. The Group has a single class of share: Ordinary Shares £0.001.

Issued share capital

Issued share capital is the amount of nominal value of shares held by shareholders. At 31 December 2025 412,473,319 shares have been issued, each with the nominal value of £0.001 equaling a share capital for the Company of £412,473. All Ordinary Shares rank as *pari passu* with regards to voting, dividends and rights on winding up. All shares are authorised and fully paid.

Share premium

The share premium reserve comprises the difference between the nominal value and the value received on share issue offset by the costs directly associated with obtaining the capital funding e.g. legal fees. See Note 11 for shares issued during the year.

Merger reserve

The merger reserve reflects the difference between the existing share capital and premium of Creo Medical Limited prior to share for share exchange and the nominal value of shares issued. Refer to Note 1 Business combinations and basis of consolidation.

Share option reserve

The share option reserve reflects the cost to the Group of share options granted but not yet exercised. Refer to Note 8 Share-based payments.

Accumulated losses

Retained earnings including profit or loss for the year comprises the earned profit of the Parent Company and its subsidiaries.

Foreign exchange gain or loss reserve

The foreign exchange reserve comprises all foreign exchange differences arising from the translation of the financial statements of foreign operations. Unrealised foreign exchange gains or losses from currency translations of foreign subsidiaries will go through other comprehensive income and into the foreign exchange gain or loss reserve. On disposal of a foreign operation the gain or loss will become realised and recognised as a profit or loss.

Investment reserve

Any loss or gain on our equity investments which we have elected to revalue through OCI is held in the investment reserve. This reserve will never be recognised as a profit or loss even upon disposal of the investment. The reserve may be transferred to retained earnings once the investment is disposed of.

22. Cash from share issue

(All figures £m)	31 December 2025	31 December 2024
Share issue:		
Share options exercised	-	-
Issued to EBT Trust	-	-
Issued to SIP	0.0	0.0
Share placing AIM 21 Oct 2024	-	12.1
Transaction costs AIM 21 Oct 2024	(0.1)	(1.0)
	(0.1)	11.1

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Notes to the financial statements continued

23. Related party disclosures

As at 31 December 2025 the Directors of the Company control 2.50% of the voting shares of the Company.

The remuneration of the Directors of the Company is disclosed in the Directors’ Remuneration Report and Note 6 above. Share options held by Directors are detailed in the Directors’ Remuneration Report.

Interests and related party transactions are disclosed below

Key management personnel are deemed to be those with ultimate decision-making power in a particular area of the business. Aggregate remuneration for the year for all key management was as follows;

(All figures £m)	12 months to 31 December 2025	12 months to 31 December 2024
Salary and other taxable benefits	1.1	1.4
Pension	0.1	0.1
Share based payment expense	0.7	0.0
	1.9	1.5

Transactions and balances with associate and investments

During the period revenues of £2.8m (2024: nil) were recognised under a distribution agreement with CME. These are arm’s length transactions under market conditions. At the balance sheet date £2.4m (2024: nil) is due from Associate CME.

There exists a service agreement for three employees based in Europe and a small value of goods are purchased from the associate CME. In the period this totaled £0.3m (2024:nil). At the balance sheet date £0.1m was owed to the associate.

Pass through costs in relation to sterilization of goods for investment IQ Endoscopes Ltd were billed in the period £0.0m (2024: nil). £0.0m (2024: nil) remains due on the balance sheet.

24. Ultimate controlling party

By virtue of the shareholding structure, there is no sole ultimate controlling party.

25. Leases

The accounting policy for leases under IFRS 16 has been explained in Note 1.

Leases as lessee (IFRS 16)

The Group leases building facilities in the UK and US. The leases typically run for a period of three to ten years, with an option to renew the lease after that date. Lease payments are renegotiated every five years to reflect market rentals. Some leases provide for additional rent payments that are based on changes in local price indices. For certain leases, the Group is restricted from entering into any sub-lease arrangements. The UK lease has subsequently been exited in Mar-26 and the US lease is been reviewed and may not been extended in its current form.

The Group leases other equipment with contract terms of one to five years. These leases are short-term and/or leases of low-value items. The Group has elected not to recognise right-of-use assets and lease liabilities for these leases.

Information about leases for which the Group is a lessee is presented below.

25. Leases continued

i) Right-of-use assets

Right-of-use assets related to leased properties that do not meet the definition of investment property are presented as property, plant and equipment.

2024 (All figures £m)	Land and buildings	Plant and machinery	Motor Vehicles	Total
Balance at 1 January	1.3	0.1	0.0	1.4
Assets held for sale	(0.7)	(0.1)	(0.0)	(0.8)
Depreciation charge	(0.3)	–	–	(0.3)
Additions to right of use assets	–	–	–	–
Exchange difference	–	–	–	–
Balance at 31 December	0.3	–	0.0	0.3

2025 (All figures £m)	Land and buildings	Plant and machinery	Motor Vehicles	Total
Balance at 1 January	0.3	–	0.0	0.3
Assets held for sale	–	–	–	–
Depreciation charge	(0.2)	–	–	(0.2)
Additions to right of use assets	–	–	–	–
Exchange difference	–	–	–	–
Balance at 31 December	0.1	–	–	0.1

ii) Lease liabilities

(All figures £m)		
Maturity Analysis – undiscounted contractual cash flows		
Less than one year	(0.1)	(0.2)
One to five years	–	(0.1)
More than five years	–	–
Total lease liabilities at 31 December	(0.1)	(0.3)
Lease liabilities included in the statement of financial position at 31 December	(0.1)	(0.3)
Current	(0.1)	(0.2)
Non-current	–	(0.1)

iii) Amounts recognised in profit or loss

2025 – Leases under IFRS 16 (All figures £m)	2025	2024
Depreciation on right of use asset	0.2	0.3
Interest on lease liabilities	0.0	0.0

The total cash outflow for leases in 2025 was £227k (2024: £291k).

iv) Extension options

Some property leases contain extension options exercisable by the Group up to one year before the end of the non-cancellable contract period.

Where practicable, the Group seeks to include extension options in new leases to provide operational flexibility. The extension options held are exercisable only by the Group and not by the lessors. The Group assesses at lease commencement date whether it is reasonably certain to exercise the extension options. The Group reassesses whether it is reasonably certain to exercise the options if there is a significant event or significant changes in circumstances within its control. As at 31 December 2025 no lease extension is expected to be taken by the Group.

26. Capital commitments

The amounts contracted for but not provided for as at 31 December 2025 are £nil (31 December 2024: £nil).

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Notes to the financial statements continued

27. Subsequent events

Subsequent to the reporting date, on 21 May 2026, the Group entered into a non-binding agreement regarding the potential sale of its remaining 49% equity interest in Creo Medical Europe ("CME") for consideration broadly in line with its carrying value as at 31 December 2025. As the agreement is non-binding at the date of approval of these financial statements, completion remains subject to further negotiation and customary conditions.

In addition, on 21 May 2026, the Group received a conditional subscription for, in aggregate, £2 million fixed term secured convertible loan notes (the "CLNs") from the Development Bank of Wales ("DBW") on commercial terms, with funds expected to be received during May 2026. The CLNs are secured and subject to personal guarantees from Kevin Crofton (Chairman) and Richard Rees (CFO). The CLNs carry a 10% coupon payable monthly in arrears and the redemption of the CLNs is quarterly with the first falling six months after the date of issue and the final redemption date falling 18 months from the date of issue. DBW may elect to convert all and not part of the outstanding principal amount of the CLNs at any time. To the extent not already converted or redeemed, the CLNs will automatically redeem on certain future events including, amongst other, the sale of CME, a fundraise in excess of £11 million or an event of default under the terms of the CLN. The subscription is conditional on certain conditions, including the finalisation and execution of all documentation (including the security and personal guarantees).

Management buyout of manufacturing operations

Subsequent to the reporting date, Creo Medical Limited entered into an agreement to dispose of its UK manufacturing operations to a newly incorporated entity controlled by the existing management team of those operations ("NewCo"), as part of a management buyout (the "Manufacturing Disposal").

Under the terms of the transaction, and subject to the satisfaction of certain conditions, NewCo will acquire the Group's UK manufacturing operations. As part of the transaction, approximately 25 employees are expected to transfer to NewCo on completion.

Management has assessed the transaction under IFRS 5 Non-current Assets Held for Sale and Discontinued Operations and concluded that the criteria for classification as a discontinued operation will be met in the financial year ending 31 December 2026. Accordingly, the results of these operations will be presented as discontinued operations in future financial statements from the point at which the criteria are satisfied.

Dividend from Associate

Subsequent to the reporting date, a dividend of £1.3 million was declared by Creo Medical Europe ("CME"), reflecting distributable reserves arising from profits generated during the year ended 31 December 2025. The dividend is payable to shareholders in proportion to their respective equity interests, with the Group entitled to its share of 49% based on its ownership interest in CME.

The cash relating to the Group's share of the dividend was received in May 2026.

28. Discontinued Operations

On 11 February 2025 Creo Medical PLC completed the transaction losing control of its European subsidiary by selling 51%. Therefore, evidencing the Board assessment that a deal for the sale of the European business was in an advance state and deemed highly probable. The circumstances at the previous year-end were such that the conditions outlined within IFRS 5 Non-current Assets Held for Sale and Discontinued Operations for treatment 'discontinued operations' were met for the period to the 11 February 2025, and this has been reflected in the financial statements. The asset held for sale was disposed of at this date.

Similarly, the same circumstances were met with regard to Aber Electronics Ltd in March 2025.

Restated Adjusted EBITDA

(All figures £m)	2025 Continuing	2025 Discontinued	2025 Total
Revenue	6.0	2.8	8.8
Cost of sales	(3.6)	(1.6)	(5.2)
Gross Profit	2.4	1.2	3.6
Other operating income	1.2	–	1.2
Adjusted administrative expenses	(20.9)	(1.2)	(22.1)
Income from associate	2.5	–	2.5
Adjusted EBITDA	(14.8)	(0.0)	(14.8)
Exceptional - adjusted Items	(2.1)	–	(2.1)
Depreciation & amortisation	(0.9)	–	(0.9)
Operating Loss	(17.8)	(0.0)	(17.8)
Profit from sale of subsidiary	–	26.2	26.2
Recycling of FX reserve through P&L on disposal of subsidiary	–	(3.1)	(3.1)
Finance expenses	(0.3)	(0.3)	(0.6)
Finance income	0.6	–	0.6
Profit/(Loss) before tax	(17.5)	22.8	5.3
Taxation	0.0	–	0.0
Profit/(Loss) for the year	(17.5)	22.8	5.3

(All figures £m)	2024 Continuing	2024 Discontinued	2024 Total
Revenue	4.0	26.7	30.7
Cost of sales	(2.1)	(14.2)	(16.3)
Gross Profit	1.9	12.5	14.4
Other operating income	0.0	–	0.0
Adjusted administrative expenses	(26.2)	(10.3)	(36.5)
R&D expenditure recovered via tax credit scheme	2.0	–	2.0
Adjusted EBITDA	(22.3)	2.2	(20.1)
Exceptional - adjusted Items	(5.0)	(1.6)	(6.6)
Depreciation & amortisation	(1.5)	(1.0)	(2.5)
Operating Loss	(28.8)	(0.4)	(29.2)
Finance expenses	(0.4)	(0.3)	(0.7)
Finance income	0.2	–	0.2
Loss before tax	(29.0)	(0.7)	(29.7)
Taxation	1.2	(0.2)	1.0
Loss for the year	(27.8)	(0.9)	(28.7)

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Notes to the financial statements continued

28. Discontinued Operations continued

Impact on the Group Consolidated Income Statement for the year ended 31 December 2025

(All figures £m)	2025 Discontinued	2024 Discontinued
Revenue	2.8	26.7
Cost of sales	(1.6)	(14.2)
Gross Profit	1.2	12.5
Adjusted administrative expenses	(1.2)	(10.3)
Adjusted EBITDA	(0.0)	2.2
Exceptional - adjusted Items	–	(1.6)
Depreciation & amortisation	–	(1.0)
Operating Loss	(0.0)	(0.4)
Profit from sale of subsidiary	26.2	–
Recycling of FX reserve through P&L on disposal of subsidiary	(3.1)	–
Finance expenses	(0.3)	(0.3)
Finance income	–	–
Profit/(Loss) before tax	22.8	(0.7)
Taxation	–	(0.2)
Profit/(Loss) for the year	22.8	(0.9)

Effects of assets held for sale the financial position of the Group in FY25

(All figures £m)	Held For sale 31 December 2025	Held For sale 31 December 2024
Intangible assets	–	5.8
Goodwill	–	16.9
Property, plant and equipment	1.7	1.9
Deferred tax	–	0.2
Other assets	–	0.0
Inventories	–	4.6
Trade and other receivables	–	7.9
Cash and cash equivalents	–	3.6
Total assets held for sale	1.7	40.9
Interest bearing liabilities	–	9.6
Deferred tax liability	–	1.4
Trade and other payables	–	3.2
Total liabilities held for sale	–	14.2
Net asset held for sale	1.7	26.7

Effects of business disposals on the financial position of the Group in FY25

The net assets held for sale at the prior balance sheet date were sold for a total of €72m, with cash received of €35.2m for the controlling interest. Similarly, Aber Electronics completed and is an immaterial transaction post year end.

On the 26 May 2025 the board approved the plans for the sale of a non-current asset in relation to property at the Chepstow site, as such it was deemed to meet the conditions outlined in IFRS 5 Non-current assets held for sale. The property is held on the balance sheet at its carrying value of £1.7m, no impairment has been recognised given the fair value less cost to sell is in excess of its carrying value. There is no associated operation and as such no requirement for discontinued operations. The property at the date of signing has not been sold and remains held for sale.

28. Discontinued Operations continued

(All figures £m)	31 December 2025
Consideration received	30.7
Debt settled	(6.0)
Net consideration	24.7
Carrying amount of net assets held for sale b/f	(26.7)
Discontinued operations	0.0
Net assets disposed at transaction date	(26.7)
Loss on disposal of assets held for sale	(2.0)
Transaction costs incurred on disposal	(1.3)
Gain on investment in associate	29.5
Profit on disposal	26.2
Reclassification of foreign currency reserve	(3.1)
Consolidated Profit on disposal	23.1

Where the Group loses control of a subsidiary, the assets including goodwill and liabilities are derecognised along with any related non-controlling interest and any cumulative translation differences recognised in equity through the gain/loss.

Cashflows from disposal of subsidiary

(All figures £m)	31 December 2025
Net consideration	24.7
Cash settled transaction fees	(0.9)
Cash disposed on sale	(3.5)
Cashflows from disposal of subsidiary	20.3

Cashflows from discontinued operations

(All figures £m)	2025 Discontinued	2024 Discontinued
Net cashflows from operating activities	0.2	2.8
Net cashflows from investing activities	20.3	(0.2)
Net cashflows from financing activities	(0.3)	(0.0)
Cash flows from discontinued operations	20.2	2.6

These cashflows represent the cashflows in the discontinued operation and are included within the consolidated cashflow.

Notes to the financial statements continued

29. Equity-accounted investees

(All figures £m)	As at 31 December 2025	As at 31 December 2024
Fair value investment in associate	29.5	-
Share of profits of associates accounted for using the equity method	1.7	-
Elimination of unrealised profit on downstream sales	(0.3)	-
Investment in associate	30.9	-
(All figures £m)	As at 31 December 2025	As at 31 December 2024
Percentage of ownership interest	49%	0%
Revenue (100%)	27.5	-
Profit from continuing operations (100%)	3.5	-
Other comprehensive income (100%)	-	-
Total comprehensive income 100%	3.5	-
Total comprehensive income 49%	1.7	-
Elimination of unrealised profit on downstream sales	(0.3)	-
Consortium tax relieved to associate	0.3	-
Group's share of total comprehensive income	1.7	-
Depreciation (49%)	0.2	-
Taxation (49%)	0.6	-
Finance expense (49%)	0.0	-
Group's share of EBITDA	2.5	-
(All figures £m)	As at 31 December 2025	As at 31 December 2024
Non-current assets	3.7	-
Current assets	20.2	-
Non-current liabilities	(0.0)	-
Current liabilities	(6.8)	-
Net Assets	17.1	-
Attributable to NCI	8.4	-
Attributable to investees shareholders	8.7	-

Parent Company statement of financial position

(All figures £m)	Note	As at 31 December 2025	As at 31 December 2024
Assets			
Non-current assets			
Investments in subsidiaries	32	35.2	4.2
Property, plant and equipment	33	3.1	5.1
Investments		-	2.1
Trade and other receivables	34	92.8	125.1
		131.1	136.5
Current assets			
Asset held for sale	28	1.7	24.4
Trade and other receivables	34	0.1	0.1
Cash and cash equivalents		11.3	5.1
		13.1	29.6
Total assets		144.2	166.1
Liabilities			
Current liabilities			
Trade and other payables	35	0.3	0.4
Interest bearing liabilities	35	0.1	0.1
Non-current liabilities			
Trade and other payables	35	0.0	5.5
Interest bearing liabilities	35	1.8	1.9
Total liabilities		2.2	7.9
Called up share capital	21	0.4	0.4
Share premium		191.9	192.0
Financial assets at fair value through other comprehensive income		(1.5)	0.6
Share option reserve		12.3	11.3
Retained earnings		(61.1)	(46.1)
Total equity		142.0	158.2
Total equity and liabilities		144.2	166.1

The Company has taken the s408 exemption from presenting a separate profit and loss for the year. The Parent Company loss for the year ended 31 December 2025 is £15.4m (2024: £47.6m).

These financial statements on pages 153 to 160 were approved by the Board of Directors on 21 May 2026 and were signed on its behalf by:



Richard Rees

Director

Company registered number: 10371794

Parent Company Statement of changes in equity

(All figures £m)	Note	Called up share capital	Accumulated losses	Share premium	Investment Fair Value Reserve	Share option reserve	Total equity
Balance at 1 January 2024		0.4	1.5	180.9	0.6	9.8	193.2
Total comprehensive income for the year							
Profit for the financial year		–	(47.6)	–	–	–	(47.6)
Other comprehensive income		–	–	–	–	–	–
Total comprehensive income		–	(47.6)	–	–	–	(47.6)
Transactions with owners, recorded directly in equity							
Issue of share capital		0.0	–	11.1	–	–	11.1
Equity settled share-based payment transactions	8	–	–	–	–	1.5	1.5
Balance at 31 December 2024		0.4	(46.1)	192.0	0.6	11.3	158.2
Total comprehensive expense for the year							
Profit for the financial year		–	(15.4)	–	–	–	(15.4)
Other comprehensive income		–	–	–	(2.1)	–	(2.1)
Total comprehensive expense		–	(15.4)	–	(2.1)	–	(17.5)
Transactions with owners, recorded directly in equity							
Issue of share capital		0.0	–	(0.1)	–	–	(0.1)
Equity settled share-based payment transactions	8	–	–	–	–	1.4	1.4
Transfer of share-based payment transactions		–	0.4	–	–	(0.4)	–
Balance at 31 December 2025		0.4	(61.1)	191.9	(1.5)	12.3	142.0

The notes on pages 155 to 160 form part of the financial statements. Where figures are shown “0.0” this means the figure is lower than £50,000. Where figures show “-” this means the value is nil

Parent Company notes to the financial statements

30. Parent Company financial statements

As permitted by section 408(3) of the Companies Act 2006, a separate Statement of Comprehensive Income, dealing with the profit of the Parent Company, has not been presented. The Parent Company loss for the year ended 31 December 2025 is £15.4m (2024: loss £47.6m).

31. Parent Company accounting policies

To the extent that an accounting policy is relevant to both the Group and Company financial statements, refer to the Group financial statements for disclosure of the accounting policy. The nature of the Company’s operations and business activities are the same as that of the Group and are described in the Strategic Report.

Basis of preparation

These financial statements were prepared in accordance with Financial Reporting Standard 101 ‘Reduced Disclosure Framework’ (“FRS 101”).

In preparing these financial statements, the Company applies the recognition, measurement and disclosure requirements of UK-adopted international accounting standards (“Adopted IFRSs”) but makes amendments where necessary in order to comply with Companies Act 2006 and has set out below where advantage of the FRS 101 disclosure exemptions has been taken.

In these financial statements the Parent Company has taken advantage of the following disclosure exemptions under FRS 101:

- ▶ A Cash Flow Statement and related notes;
- ▶ Comparative reconciliations for share capital;
- ▶ Comparative reconciliations for PPE;
- ▶ Disclosures in respect of transactions with wholly owned subsidiaries;
- ▶ The effects of new but not yet effective IFRSs;
- ▶ Disclosures in respect of the compensation of Key Management Personnel;
- ▶ Disclosures of transactions with a management entity that provides key management personnel services to the Company; and
- ▶ Certain disclosures required by IFRS 7 Financial Instrument Disclosures.
- ▶ As the consolidated financial statements include the equivalent disclosures, the Company has also taken the exemptions under FRS 101 available in respect of the following disclosures:
- ▶ IFRS 2 Share Based Payments in respect of Group-settled share-based payments;
- ▶ Certain disclosures required by IAS 36 Impairment of Assets in respect of the impairment of goodwill and indefinite life intangible assets; and
- ▶ Certain disclosures required by IFRS 3 Business Combinations in respect of business combinations undertaken by the Company.

The accounting policies set out above have, unless otherwise stated, been applied consistently to all years presented in these financial statements.

Judgements made by the Directors, in the application of these accounting policies that have significant effect on the financial statements and estimates with a significant risk of material adjustment in the next year, are discussed in Note 1 Critical accounting judgements and policy update.

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Parent Company notes to the financial statements

31. Parent Company accounting policies continued

Significant Estimates

The intercompany receivable is a significant estimate for the Parent Company as it involves significant assumptions about the future cashflows used to support the estimate. The Directors believe the assumptions used in the calculation were reasonable and consistent with the forecasts and assumptions used in the Group future cashflow models.

The carrying value was assessed under an ECL model with the following three key assumptions:

- An estimated sale price based on market valuations, current share price and adjusted premium for the sale of the NCI.
- A discounted cashflow valuation of the business based on management forecast.
- Repayment of the loan in full of operating cashflows discounted for loss on net present value.

The impact of the ECL model is set out below:

(All figures £m)	Impairment	ECL	Total ECL
Sale (Market Valuation)	68.7	60%	41.2
Sale (Discounted Cashflow)	57.0	20%	11.4
Uncertainty of cashflows	12.0	20%	2.4
Total		100%	55.0

As a result an impairment of the receivable has been made of £55.0m (2024: £50.0m).

The carrying value of the investment in subsidiary has been assessed for impairment indicators in line with the group accounts.

These financial statements have been prepared on a going concern basis with a material uncertainty, see going concern disclosure note 1 on page 120.

These financial statements have been prepared under the historic cost convention.

Changes in accounting policy and disclosures as well as a description of the entities operations and business activities have been disclosed in Note 1.

Measurement convention

The financial statements are prepared on the historical cost basis except that derivative financial instruments and equity investments are stated at their fair value.

Investments in subsidiaries are carried at cost less impairment.

Parent Company notes to the financial statements

32. Investments in subsidiaries and associates

(All figures £m)	Investment in subsidiary and associates
Cost:	
As at 1 January 2018	0.0
Capital Contribution	0.6
As at 31 December 2018	0.6
Capital Contribution	0.7
As at 31 December 2019	1.3
Capital Contribution	0.4
Albyn Acquisition	23.6
As at 31 December 2020	25.3
Capital Contribution	1.5
As at 31 December 2021	26.8
Capital Contribution	0.6
As at 31 December 2022	27.4
Capital Contribution	0.6
As at 31 December 2023	28.0
Capital Contribution	0.6
Asset held for sale	(24.4)
As at 31 December 2024	4.2
Investment in S.L 49%	30.9
Capital contribution	0.1
As at 31 December 2025	35.2

The Company has the following investments in subsidiary and associate companies:

Subsidiary	Domicile	Status	Registered Office address	Class of shares held	Ownership	Year end	Ownership Type
Creo Medical Limited	England and Wales	Trading	Creo House, Unit 2 Beaufort Park, Beaufort Park Way, Chepstow, Wales NP16 5UH	Ordinary	100%	31-Dec	Direct
Creo Medical, Inc.	US	Trading	100 Reserve Road, suite B400 Danbury, CT 06810, USA	Ordinary	100%	31-Dec	Indirect ⁵
Creo Medical Innovations Limited	England and Wales	Trading	Creo House, Unit 2 Beaufort Park, Beaufort Park Way, Chepstow, Wales NP16 5UH	Ordinary	100%	31-Dec	Indirect ⁵
Creo Medical PTE Ltd	Singapore	Trading	20A Tanjong Pagar Road, Singapore (088443)	Ordinary	100%	31-Dec	Indirect ⁵
Creo Medical S.L. (formerly Albyn Medical SL and Creo Medical SLU)	Spain	Trading	Pol. Ind. Comarca I C/A N°D22 31160, Orcoyen, Navarra Spain	Ordinary	49% ²	31-Dec	Direct

Creo Medical Innovations Limited (Company registration number: 11196260) is exempt from the requirements to file audited financial statements by virtue of section 479A of the Companies Act 2006. In adopting the exemption, Creo Medical Group PLC has provided a statutory guarantee to this subsidiary in accordance with section 479C of the Companies Act 2006.

The Company has an investment in equity shares in I.Q. Endoscopes Limited. The Company made an irrevocable election to classify fair value changes of the investment in I.Q. Endoscopes Limited through other comprehensive income rather than through profit or loss, the impact of this being any changes in fair value will never be reclassified through the profit or loss account even if the investment is disposed of.

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Parent Company notes to the financial statements

32. Investments in subsidiaries and associates continued

Following the sale of 51% of Creo Medical S.L.Uo on the 11th of February 2025, control was lost and the entity was deconsolidated and treated as an associate. Associates are entities over which the Group has significant influence but not control or joint control. Significant influence is generally presumed to exist where the Group holds between 20% and 50% of the voting power of the investee. Investments in associates are accounted for using the equity method in accordance with IAS 28 Investments in Associates and Joint Ventures.

The fair value calculation for 31 December 2025 is shown in Note 18 of the financial statements.

33. Property, plant and equipment

(All figures £m)	Land & Buildings
Cost:	
At 1 January 2024	6.0
Additions	–
Transfers	–
At 31 December 2024	6.0
Accumulated Depreciation:	
At 1 January 2024	0.6
Charge for year	0.3
Transferred	–
At 31 December 2024	0.9
Net book value at 31 December 2024	5.1

(All figures £m)	Land & Buildings
Cost:	
At 1 January 2025	6.0
Additions	–
Transferred held for sale	(2.5)
At 31 December 2025	3.5
Accumulated Depreciation:	
At 1 January 2025	1.0
Charge for year	0.2
Transferred held for sale	(0.8)
At 31 December 2025	0.4
Net book value at 31 December 2025	3.1

Parent Company notes to the financial statements

34. Trade and other receivables

(All figures £m)	31 December 2025	31 December 2024
Current:		
Other debtors	0.0	0.0
Social security and other taxes	0.1	0.1
Prepayments	0.0	0.0
Total current	0.1	0.1
Non-current:		
Amount owed by subsidiary undertaking	92.8	125.0
Total non-current	92.8	125.0
Total trade and other receivables	92.9	125.1

Amounts owed by subsidiary undertakings are unsecured and repayable on demand. Interest is charged on the debt at a rate of 3% per annum. An expected credit loss provision was calculated for the other debtors and other amounts owed by subsidiary balances; both were deemed immaterial and therefore not recognised.

(All figures £m)	31 December 2025	31 December 2024
Balance at 1 January	125.0	144.1
Principle payments	16.8	26.2
Interest charged	6.0	4.7
Impairment	(55.0)	(50.0)
Total amount owed by subsidiary undertaking	92.8	125.0

Amounts owed by subsidiary undertaking were impaired by £55.0m (2024: £50.0m), see accounting policy for ECL assessment.

35. Trade and other payables

(All figures £m)	31 December 2025	31 December 2024
Current:		
Other creditors	0.3	0.4
Interest bearing liabilities	0.1	0.1
Total current	0.4	0.5
Non-current:		
Trade payables (group)	–	5.5
Interest bearing liabilities	1.8	1.9
Total trade and other payables	2.2	7.9

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36. Staff numbers and costs

	12 months to 31 December 2025	12 months to 31 December 2024
(All figures £m)		
Wages and salaries	0.3	0.4
Total remuneration	0.3	0.4

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

	12 months to 31 December 2025	12 months to 31 December 2024
(All numbers)		
Executive and non-executive	6.0	8.0
	6.0	8.0

Staff costs in the year relate to all costs for Non executive Directors and the proportion of the time Executive Directors are deemed to spend solely on Parent Company activities, which was 10% in year (2024: 10%). The remaining remuneration is borne by other Group entities



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