OUTPUT AR — ANNUAL REVIEW

● FY26 ANNUAL REVIEW · NP £468K · +22% YOY

BAI-AR-BAI-PORT-FY26 · 20 MAY 2026 · REV 01

Annual Review

FY26 Annual Review · Mar 25 → Mar 26 · year-end retrospective · P&L + BS + CF · portfolio + KPIs · accomplishments + lessons · FY27 outlook · Chairman + CFO statements.

ENTITY **Built AI Ltd**	FY **FY26** Mar 25 → Mar 26
REVENUE **£5.42m** +10.4% YoY · +£513k	NET PROFIT **£468k** +22% YoY · +£97k bud

AI Annual Review — year-end retrospective for FY just-ended. 3-way P&L (FY · FY-1 · Budget). Balance sheet + Cashflow. 9-project portfolio outcomes. Annual KPI scorecard. 5 accomplishments + 5 lessons. FY+1 outlook. Chairman + CFO statements. AGM/Companies House filing.

PERIOD	REVENUE	NET PROFIT	NPM

FY26	£5.42m	£468k	8.6%
Mar 25 → Mar 26	+10.4% YoY · +£513k	+22% YoY · +£84k	+0.8pp YoY · +1.6pp budget

FY26 ANNUAL REVIEW · MAR 25 → MAR 26

FY26 Annual Review · 12 months ended 31 March 2026

Strong year of growth · Revenue £5.42m +10.4% YoY · NP £468k +22% YoY · NPM 8.6% beats 7% budget · 9 projects complete · banking covenants 4/4 GREEN at year-end

REVENUE	NET PROFIT	NPM	NET ASSETS	CASH
£5.42m	£468k	8.6%	£1.21m	£1.18m
+10.4% YoY · +£513k	+22% YoY · +£97k bud	+0.8pp YoY · +1.6pp bud	+£468k retained earnings	+£412k net movement

16.2 Full-year P&L

FY26 actuals vs FY25 actuals vs FY26 board budget · 3-way comparison

FY26 PROFIT & LOSS · 3-WAY COMPARISON

LINE	FY26 ACT	FY25 ACT	FY26 BUD	VS BUD	YOY %
Revenue *Total turnover · 9 projects + framework*	£5.42m	£4.91m	£5.30m	+£120k	+10.4%
Direct costs *Materials + subcontractors + direct labour*	(£2.13m)	(£1.99m)	(£2.18m)	+£50k	+7.0%
Gross profit *Revenue less direct costs · GP*	£3.29m	£2.92m	£3.12m	+£170k	+12.7%
GP % *Gross margin*	60.7%	59.5%	58.9%	+1.8pp	+1.2pp
Salaries (overhead) *Admin + management + non-billable*	(£1.85m)	(£1.71m)	(£1.88m)	+£30k	+8.2%
Other overhead *Premises + IT + insurance + travel + marketing*	(£890k)	(£780k)	(£910k)	+£20k	+14.1%
Operating profit *GP less overheads · OP*	£550k	£430k	£430k	+£120k	+27.9%

OPM % *Operating margin*	10.1%	8.8%	8.1%	+2.0pp	+1.3pp
Interest paid *RCF interest + lease finance*	(£32k)	(£28k)	(£36k)	+£4k	+14.3%
Profit before tax *OP less interest · PBT*	£518k	£402k	£394k	+£124k	+28.9%
Corporation tax *@ 25% effective rate · 19% small + 25% main blend*	(£104k)	(£80k)	(£79k)	-£25k	+30.0%
Net profit ***PAT · profit after tax***	£468k	£322k	£315k	+£153k	+45.3%

16.3 Balance sheet at year-end

31 Mar 2026 vs 31 Mar 2025 · assets · liabilities · equity

BALANCE SHEET · 31 MAR 2026

ITEM	31 MAR 26	31 MAR 25	MOVT
FIXED ASSETS			
Tangible assets (vehicles + equipment) — *NBV after depreciation*	£185k	£162k	+£23k
Intangible assets (IT systems · brand) — *Software licences + brand value*	£48k	£32k	+£16k
Total fixed assets	£233k	£194k	+£39k
CURRENT ASSETS			
Net WIP (unbilled) — *Costs incurred not yet billed*	£652k	£548k	+£104k
Trade debtors — *Invoiced not paid · DSO 27 days*	£420k	£395k	+£25k
Other debtors + prepayments — *Deposits · prepaid insurance · VAT*	£68k	£52k	+£16k
Cash at bank — *Lloyds current + savings · undrawn RCF £750k separate*	£1.18m	£768k	+£412k
Total current assets	£2.32m	£1.76m	+£557k
CURRENT LIABILITIES			
Trade creditors — *Supplier invoices outstanding · DPO 38 days*	(£385k)	(£342k)	+£43k
Tax + VAT payable — *Corp tax + PAYE + NI + VAT due*	(£298k)	(£245k)	+£53k
Other creditors + accruals — *Wages accrual + DLP provisions*	(£195k)	(£174k)	+£21k
Total current liabilities	(£878k)	(£761k)	+£117k
LONG-TERM LIABILITIES			
Vehicle lease obligations — *5 commercial vans · 60-month operating leases*	(£68k)	(£74k)	-£6k
Long-term provisions — *DLP + warranty + dilapidations*	(£395k)	(£375k)	+£20k

Total long-term liabilities	(£463k)	(£449k)	+£14k
EQUITY			
Share capital — *Ordinary shares £1 each (50k issued)*	£50k	£50k	—
Retained earnings — *Cumulative retained profits · b/f + FY profit*	£1.16m	£694k	+£468k
Total net assets / equity	£1.21m	£744k	+£468k

16.4 Cashflow summary

FY26 operating · investing · financing · net cash movement

FY26 ANNUAL CASHFLOW SUMMARY

Operating cashflow *Net profit + non-cash items + WIP/debtor/creditor movements*	+£742k
Net profit *From P&L*	£468k
Depreciation + amortisation *Non-cash adjustments*	+£68k
WIP movement *Net WIP increase £104k consumes cash*	-£104k
Debtor movement *Trade debtors increase £25k consumes cash*	-£25k
Creditor + tax movement *Trade creditors + tax accruals · cash-positive*	+£117k
Provision movement *DLP + warranty + dilapidations net increase*	+£20k
Other working capital *Net other movements*	+£198k
Total operating cashflow	+£742k
Investing cashflow *Capex less disposals*	-£125k
Capex (vehicles + equipment + software) *FY26 investment programme*	-£135k
Disposals (old vehicle resale) *2 vans end-of-lease residual*	+£10k
Financing cashflow *Dividends + lease payments + interest*	-£205k
Dividend paid (Jan 26) *Interim dividend to shareholders*	-£140k
Lease principal repayments *Vehicle lease finance*	-£33k
Interest paid *RCF + lease interest*	-£32k

Net cash movement *Closing cash vs opening*	+£412k
Opening cash 31 Mar 25 *Per prior year close*	£768k
Closing cash 31 Mar 26 *Net movement +£412k*	£1.18m

16.5 Project portfolio performance

9 projects closed FY26 · tender vs actual margin · lessons

FY26 PROJECT OUTCOMES · 9 PROJECTS COMPLETE

REF	PROJECT	FAC £	TENDER %	ACTUAL %	RAG
KTW-OFF	**Kettlewick Office** *PC Jan 26 · retention released Mar 26 · framework benchmark project*	£780k	8.5%	9.4%	●
WSX-OFF-P1	**Wessex Office Phase 1** *PC Dec 25 · Phase 2 award won Q4 · client relationship strong*	£820k	9.0%	10.8%	●
WBK-NHS-FIT	**Westbrook NHS Fit-out** *PC Sep 25 · entered DLP Year 1 · HIT-1042 P1 in Oct 26 (FY27)*	£1.85m	10.0%	11.2%	●
TRT-CHP	**Trentham CHP** *PC Aug 25 · commissioning delays · £42k disputed CE in FY27 (adj Dec)*	£1.45m	8.8%	6.4%	●
BRT-IND	**Brentford Industrial** *PC Jul 25 · clean delivery · M&E framework with PFD secured*	£620k	8.5%	9.1%	●
HUL-DEP	**Hull Depot M&E** *PC Jun 25 · standard delivery · LE+10% value-engineering uplift*	£430k	9.0%	9.7%	●
LDS-WHS	**Leeds Warehouse** *PC May 25 · small project · margin discipline · subcontractor strong*	£295k	9.5%	10.2%	●
BHM-FW	**Birmingham Framework** *Steady-state FY25→26 · 18-month rolling · highest margin segment*	£620k	11.0%	12.4%	●
NTM-SVC	**Nottingham Service Centre** *PC Apr 25 (very early FY26) · learned variation pack discipline*	£385k	8.0%	8.6%	●

16.6 Annual KPI scorecard

FY26 annual values for 26 KPIs · vs target

FY26 ANNUAL KPI SCORECARD · 22G · 3A · 1R

KPI	FY26 ACTUAL	FY25 ACTUAL	FY26 TARGET	RAG
Revenue *FY total turnover*	£5.42m	£4.91m	£5.30m	
Net profit margin *Annual NPM*	8.6%	6.6%	7.0%	
Net profit £ *PAT · profit after tax*	£468k	£322k	£371k	
Gross profit margin *Direct margin*	60.7%	59.5%	58.9%	
Operating profit margin *Post-overhead margin*	10.1%	8.8%	8.1%	
Cash at year-end *Closing cash + RCF undrawn*	£1.18m	£768k	£900k	
Cash conversion *Op cashflow ÷ NP*	159%	138%	≥100%	
WIP days (avg) *Annual average net WIP days*	36 days	38 days	35 days	
DSO (avg) *Annual average debtor days*	27 days	31 days	<30 days	
Billable utilisation *FY weighted average*	80.3%	78.5%	80%	
Headcount (FTE) *Year-end FTE*	23 FTE	20 FTE	24 FTE	
Attrition (FY) *Leavers ÷ avg headcount*	9%	12%	<10%	
Win rate (FY) *Tenders won ÷ submitted*	54%	48%	50%	
Banking covenants *Year-end test all G*	4/4 G	4/4 G	4/4 G	
Open disputes (year-end £) *31 Mar contested CE/L&E*	£18k	£25k	<£30k	

RIDDOR incidents *FY total reportable*	0	0	0	
Project win-to-PC margin retention *Tender → actual margin retention rate*	94%	89%	≥90%	
Backlog at year-end *Signed forward revenue*	£2.95m	£2.10m	£2.50m	
Client NPS *Annual client survey · 7 respondents*	+62	+54	≥+50	
Trentham margin slip *Single RED project · scope discipline lesson*	6.4%	—	8.8%	
Capex *FY investment programme*	£135k	£95k	£150k	
Dividend paid *Interim · 30% of PAT*	£140k	£95k	£100k	
Effective tax rate *Corp tax ÷ PBT*	20.1%	19.9%	<22%	
Open NCRs (year-end) *Quality non-conformance*	1 open	2 open	<5	
Bid resource invested *BD + technical · tender response cost*	£68k	£52k	£75k	
Subcontractor on-time % *Subbie milestone delivery*	88%	82%	85%	

16.7 Strategic accomplishments + lessons

5 achievements · 5 lessons learned · candid self-assessment

✓ FY26 STRATEGIC ACCOMPLISHMENTS

1 **Net profit growth +22% YoY exceeding all targets.**

NP £468k vs £322k FY25 (+45% before tax)

. Revenue +10.4% combined with 1.6pp margin expansion. *Strongest profitability year in Built AI's history*. Driven by margin recoveries (+£148k YTD recovered against value engineering and ancillaries), disciplined cost control (overhead growth held at 8%) and 9-project clean delivery (1 RED Trentham only).

2 **Wessex Phase 2 award secured Q4 FY26.**

£180k Phase 2 fit-out secured Mar 26

for Q1 FY27 delivery. Result of Phase 1 over-margin delivery (10.8% vs 9.0% tender) and client relationship investment by S. Rashid. *Demonstrates Built AI's repeat-business strategy working* · Wessex now £1m+ cumulative client across phases.

3 **Birmingham + PFD frameworks awarded.**

2 multi-year framework agreements signed FY26

: Birmingham hard-FM (£620k/yr · 3yr) and PFD M&E (£280k/yr · 2yr). Provides *£900k/yr recurring revenue base* reducing tender-dependency and improving forward visibility. Highest-margin segment (12.4% on Birmingham vs 8-10% project work).

4 **Built AI brand re-launch + website redesign.**

built-ai.io domain launched Jul 25

+ Sage CRM workflow integration + design system v1.0. Brand investment £45k delivered *measurable 22% increase in inbound enquiries* in H2 FY26. Foundation for FY27 growth ambition.

5 **Banking covenants 4/4 GREEN through year.**

Zero covenant breaches FY26

. LTV peaked 52% (cap 65%) · DSCR low 3.8× (min 2.5×) · gearing peaked 41% (cap 50%) · interest cover low 11× (min 4×). Lloyds Banking renewed RCF £750k Nov 25 on improved terms (margin 2.2% → 1.95%). *Banking relationship strongest in 5 years*.

! FY26 LESSONS LEARNED

1 **Trentham CHP scope discipline.**

£42k disputed CE outcome pending Dec 26 adjudication

. Root cause: insufficient scope clarity at tender stage on commissioning extent + acceptance criteria. *Lesson: standard tender response template now includes commissioning acceptance criteria checklist* (implemented Apr 26 by C. Reed). Forward:

RAMS + scope sign-off mandatory before any commissioning works

.

2 **Howorth supplier QA process gap.**

HIT-1042 P1 incident (Oct 26) traced to

Howorth contactor batch QN-001 manufacturing defect

. Built AI installed in good faith based on Howorth COC. *Lesson: introduce stage-acceptance QC on critical electrical components* (testing protocol + batch-tracking · implemented L. O'Connor Mar 26). Forward:

Howorth quarterly supplier review meetings

.

3 **M&E HVAC trade capacity squeeze Q4 FY26.**

3 concurrent project ramps in Q1 FY27

(Westbrook + Lytham + Derby) require trade capacity exceeding 24 FTE base. Contractor reliance peaked 28% Mar 26 vs 25% cap. *Lesson: 90-day forward capacity forecast now standard* (implemented L. O'Connor Apr 26). Forward:

2 additional M&E HVAC hires Q1 FY27

+ contractor framework with Resource Recruitment locked in.

4 **Westbrook DLP year 1 management.**

First major DLP year (Westbrook NHS Oncology Mar 26 → Feb 27).

£42k retention contingent on defect-free year

· HIT-1042 P1 in Oct 26 stress-tested response. *Lesson: DLP service-level commitment requires dedicated post-PC FM team* (not retained team responsibility). Forward:

Dedicated DLP team formed Apr 26

(2 FTE + on-call) · model for Mitie framework scaling.

5 **Banking covenant communication.**

Lloyds quarterly tests required reactive analysis

in 2 quarters (Q2 + Q3 FY26) when month-end positions tightened. *Lesson: proactive monthly covenant headroom dashboard* (now part of KPI Scorecard Skill 14 from Apr 26). Forward:

Quarterly banking pre-meeting standardised

· Lloyds RM annual relationship review · RCF renewal Nov 26 on auto-pilot.

16.8 FY27 outlook + targets

Forward year targets · pipeline · growth ambition

FY27 OUTLOOK · MAR 26 → MAR 27

REVENUE	NET PROFIT	NPM TARGET	FY27 FORECAST
£6.50m	£1.20m	18.5%	£1.36m
+20% YoY	+158% YoY (was £468k)	+9.9pp · ambitious	+13% over £1.20m target

> **FY27 represents a step-change ambition** *with £1.20m net profit target (+158% YoY) reflecting margin recovery YTD performance and pipeline strength.* **Current forecast £1.36m** *(Year-End Forecast Skill 13 Nov 26 mid-case) tracks +£160k +13% over target with CFO confidence HIGH.* **Mitie 2027 framework opportunity** *(£18m/yr decision Q1 27) represents transformational upside not in target.* **Manchester Steam tender Q1 27** *(£620k decision early Q1) provides immediate margin contribution if won. Resource model assumes* **25 FTE base + 30% contractor mix** *through FY27 with 2 M&E HVAC hires Dec 26 + 1 admin hire Jan 27. FY28 strategic plan kick-off scheduled 6 Feb 27 board strategy day covering Mitie capacity, FY28-30 3-year plan, banking facility expansion, and acquisition opportunities (small M&E specialist target screening).*

16.9 Chairman + CFO statements

Strategic narrative + financial narrative · year-end commentary

CHAIRMAN STATEMENT · FY26 ANNUAL REVIEW

FY26: STRONG GROWTH · DISCIPLINED EXECUTION · STRATEGIC FOUNDATION SET

FY26 has been a **year of significant achievement** *for Built AI Ltd. The board commends the executive team led by C. Reed (CD) and the wider organisation for delivering* **22% net profit growth to £468k** *and* **£5.42m revenue (+10.4% YoY)** *exceeding board expectations across virtually every key metric. The year saw* **9 projects complete with 8 in GREEN status***, the only exception being the Trentham CHP commissioning dispute which is being properly managed through formal adjudication and provisioned in FY27 accounts.* **Two new multi-year frameworks were secured** *with Birmingham and PFD providing £900k/yr recurring revenue and stabilising forward visibility. The Built AI brand re-launch and digital infrastructure investment has positioned the business for the larger-scale opportunities ahead. Most significantly,* **the Mitie 2027 framework opportunity** *(decision Q1 27 · estimated £18m/yr) represents a potential step-change in scale that the board is excited to support through Q4 FY27 tender preparation.* **Banking relationship with Lloyds is strongest in 5 years** *with improved RCF terms and 4/4 covenants comfortably green throughout. The board approved* **FY27 net profit target of £1.20m** *(current forecast £1.36m representing 13% upside) reflecting ambition tempered by execution risk. I extend the board's particular thanks to our two NEDs (Sarah Mitchell ACA appointed Oct 26 and David Wright RICS) for their independent counsel through the year. Built AI enters FY27 in the strongest financial position in its history with clear strategic direction and the team to deliver.*

— Robert Cresswell FCA · Chairman · Built AI Ltd · 20 May 2026

CFO STATEMENT · FY26 ANNUAL REVIEW

FY26 RESULTS: P&L · BS · CF ALL GREEN · KPI 22 OF 26 GREEN · BANKING 4/4

FY26 delivered **profit before tax of £518k** *representing 9.6% PBT margin (+0.8pp YoY) and* **net profit £468k (8.6% NPM)** *after corporation tax of £104k at blended 20% effective rate.* **Revenue growth +10.4%** *across 9 completed projects and 3 framework agreements (2 new in FY26 plus Birmingham continuation).* **Direct margin held at 60.7%** *(+1.2pp YoY) through disciplined supplier value-engineering and 9 client-accepted contract modifications totalling +£148k margin recoveries.* **Overhead growth contained at 8.2%** *versus revenue +10.4% delivering operating leverage of 2.2pp margin expansion.* **Cash position closed at £1.18m** *with +£412k net movement driven by 159% cash conversion (vs 100% target).* **Net assets grew to £1.21m** *from retained earnings;* **dividend of £140k paid** *(30% of PAT) in line with policy.* **All 4 banking covenants comfortably GREEN throughout** *with year-end LTV 47% (cap 65%) · DSCR 4.2× (min 2.5×) · gearing 38% (cap 50%) · interest cover 13× (min 4×). The single P&L risk is the* **Trentham CHP adjudication outcome (15 Dec 26)** *for which £25k provision is held; range from -£42k (full loss) to +£25k (full win) vs base -£17k.* **FY27 budget of £1.20m net profit** *approved by board reflects step-change growth; current Nov 26 forecast £1.36m suggests 13% upside available. The audit by BDO LLP completed without management letter points and statutory accounts are filed timely. Cockpit performance reporting framework (16 outputs · this Annual Review being the 16th) provides board with comprehensive monthly oversight and forms the operating system for FY27 execution.*

— Catherine Reed · Commercial Director · Built AI Ltd · 20 May 2026

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SIGN-OFF

Approval record

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I attest that the information in this output reflects the current site state, that the controls listed are reasonably practicable, and that the named personnel are competent to perform the works described. Sign-off transfers this output from DRAFT-FOR-REVIEW to APPROVED.

COMPETENT REVIEWER

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SITE LEAD

BUILT AI

Workflow automation for construction, M&E and facilities management. Margin Cockpit is one of seven workflow packs in the Built AI library.

MARGIN COCKPIT

AR — Annual Review

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STANDARDS

CDM 2015

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FY26 ANNUAL REVIEW · NP £468K · +22% YOY

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