

SUSTAINABILITY REPORT

Building for Better



As the UK's largest distributor of building materials, Travis Perkins plc is committed to driving meaningful Environmental, Social and Governance ("ESG") change in the construction industry.

This commitment to customers, colleagues and communities covers every aspect of the business. Besides a focus on improving the performance of its own business, the Group works proactively with suppliers and customers and recognises the important role it plays as a convener and influencer in the development of more sustainable communities.

Building on the progress made since the Group launched its first Building for Better framework and targets in 2020, this latest status report provides an update on performance in the focus areas where the Group carries the most risk or opportunity, as shown in the framework.

ESG TOPICS

Environmental



Carbon/Climate Change
Aiming for net zero carbon to combat global warming



Nature and Biodiversity
Protecting and restoring ecosystems



Waste/Circularity
Minimise waste through design, reuse, and recycling



Water
Reduce consumption and treat wastewater effectively

Social



Developing the Next Generation
Provide future-focused skills in a changing sector



Colleague Voice
Listen to improve decision making and engagement



Safety and wellbeing
Everyone returns home safe and well every day



Diversity, Equity and Inclusion
Create an environment where everyone belongs



Reward
Improving the financial health of colleagues



Charity and Community
Support others and make positive change happen

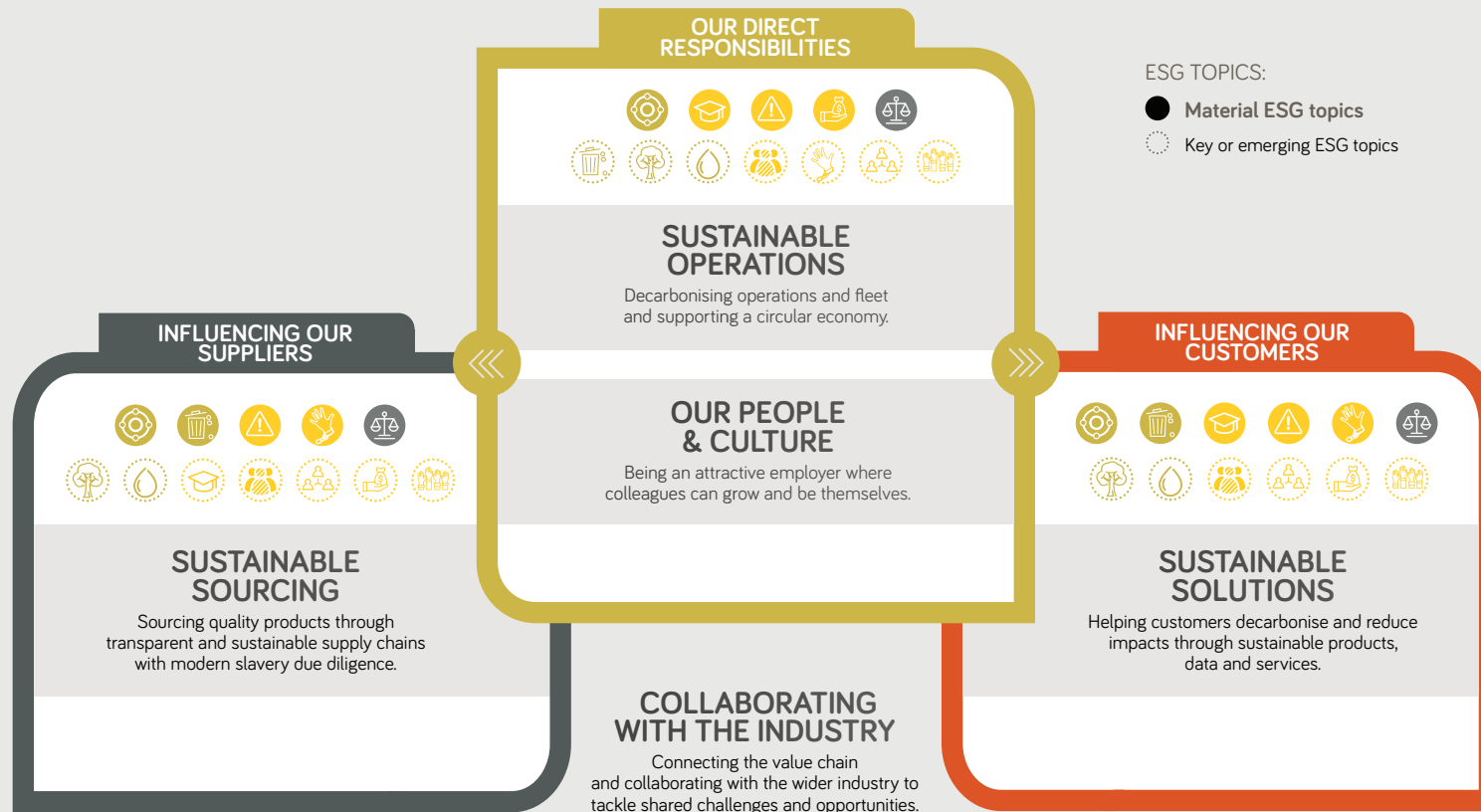


Human Rights
Eliminate modern slavery in our business and supply chains

Governance



Legal compliance
Uphold the laws that apply to our business



2025 performance summary

The Group has two sustainability targets relating to carbon and in-year objectives for all other focus areas. The two carbon targets are SBTi-approved as in line with a 1.5°C warming pathway (see page 40). Mandatory review of these targets will begin during 2026.

The Group made progress towards its carbon reduction targets in 2025 with specific actions set out in this sustainability report. Absolute carbon reductions are influenced in part by sales volume changes. However, the carbon per tonne of product sold measure, a

relative performance measure adopted by the Group in 2024 to better capture underlying performance, demonstrates the progress the Group has made in decarbonising relative to sales volumes. Notwithstanding this progress, the Group's absolute Scope 3 carbon performance remains subject to the impact of sales volume changes. Absolute performance from 2024 to 2025 is -4% for Scope 1 and 2 and -3% for Scope 3. Performance relative to tonnes of product sold from 2024 to 2025 is -10% for Scope 1 and 2 and -8% for Scope 3. Further carbon performance data can be seen on pages 50-51. Progress in other focus areas is set out in this report.

SUSTAINABILITY REPORT CONTINUED

Double materiality and stakeholder engagement

A Double Materiality Assessment (“DMA”) was completed in 2025, three years on from the previous assessment. The approach taken was informed by the requirements of the Corporate Sustainability Reporting Directive. Although these requirements are not applicable to the Group, the approach enables readiness for the UK’s Sustainability Reporting Standards, which is expected to apply to the Group in the near future. The assessment considered both “Impact In” (risks and opportunities that financially affect the business) and “Impact Out” (the impact the business has on colleagues, society and the wider environment).

The sustainability team, supported by external experts, conducted 171 stakeholder interviews over the course of four weeks; 39% with external stakeholders (customers, suppliers and industry representatives) and 61% with internal colleagues and leaders. Interviewees were asked to assess the importance of various sustainability topics based on a score of 1 (not important) to 5 (fundamental or potentially catastrophic). These results informed a list of potential risks, opportunities and impacts, which were then formally assessed and financially quantified to determine materiality.

The DMA confirmed that the Group has fewer material focus areas than previously identified, with some focus areas now classified as key, not material, to the business. The results of the DMA are set out in the materiality map shown. The Group has taken the decision to retain key focus areas in the framework as they are interconnected with material focus areas or are important to the colleague value proposition. However, reporting for key focus areas (apart from mandatory disclosures) is now available on the website only. Further information on **stakeholder engagement** is set out in Section 172 statement on pages 68-70.



Note: The position of the topic within each quadrant does not hold any meaning.

Material topic	Impact in		Impact out		How this topic links to the Building for Better framework
	Risk	Opportunity	Negative impact	Positive impact	
E1 Climate change mitigation through transition to lower emission technologies and solutions to address greenhouse gas ("GHG") carbon emissions	Material due to size of vehicle fleet and estate, and the costs to reduce carbon emissions		Material due to the carbon impact of the fleet and estate on the environment		Sustainable operations
E2 Climate change adaptation to meet market demand for new technologies and products or services		Material due to the opportunity to access and increase market share			Sustainable solutions
S1 Health, safety and wellbeing of colleagues	Material due to financial and reputational risk caused by safety incidents		Material due to the negative impact of safety incidents and physical harm to colleagues		Safety and wellbeing
S2 Safeguarding the rights of workers in the value chain	Material primarily due to financial risk associated with enabling unethical practices			Material due to effective due diligence protecting worker safety and rights	Sustainable sourcing
S3 Equitable pay and reward structures for colleagues	Material risk if the business does not remunerate employees adequately				People and culture: Reward
S4 Educating and upskilling colleagues in a changing industry	Material due to financial risk if colleagues are not adequately upskilled to adapt and win	Material due to importance of colleague skills to win in a changing industry		Material due to positive impact on colleagues from training and development	People and culture: Developing the next generation
S5 Protecting customers and colleagues through compliance with product safety and quality	Material due to costs of non-compliance with regulations and standards		Material due to negative impact of selling unsafe products to customers		Sustainable sourcing
G1 Business conduct through regulatory compliance	Material due to risk of non-compliance with key relevant regulations		Material due to negative societal impact of unethical practices and non-compliance		People and culture: Legal compliance
G2 Business conduct through not dealing effectively with non-compliance	Material due to risks of weak governance around regulatory compliance				People and culture: Legal compliance

Other topics assessed as being either key (dark grey) or immaterial (light grey) at this stage (these are managed in a proportionate way by the business):

Topic	How this topic links to the Building for Better framework
E3 Adapting to physical demands brought about by climate change	Sustainable operations
E4 Addressing the impact of products on nature, biodiversity and other resources	Sustainable solutions
E5 Risks associated with rolling back on climate-related commitments or not meeting market demands	Sustainable operations Sustainable solutions
E6 Adapting to other transitional demands brought by climate change	Sustainable operations Sustainable solutions
E7 Addressing the impact of operations on nature, biodiversity and other resources	Sustainable operations
E8 Positive impact of sustainable waste management and recycling practices on the environment and wider communities	Sustainable operations
S6 Ensuring fair and ethical work practices for all colleagues	People and culture: Diversity, equity and inclusion
S7 Equal treatment of employees	People and culture: Diversity, equity and inclusion
S8 Open and meaningful engagement with colleagues	People and culture: Colleague voice
S9 Data protection and cybersecurity risks and the associated costs	People and culture: Legal compliance
S10 Impact of our investment in Social Value	People and culture: Charity and community
S11 Effectively tracking and managing customer satisfaction	Managed outside of Building for Better framework
S12 Educating and upskilling the wider industry	People and culture: Developing the next generation
G3 Business conduct through effectively adapting to, and managing, organisational changes	Managed outside of Building for Better framework
G4 Business conduct through responsible management of suppliers and payment practices	Managed outside of Building for Better framework
G5 Business conduct through ensuring reporting transparency	Managed outside of Building for Better framework
G6 Sustainable growth in an uncertain economic environment	Managed outside of Building for Better framework
G7 Protection of whistleblowers in the organisation	People and culture: Legal compliance

Delivering social value

The Group delivers value to its communities in many ways. Below are some of the highlights from 2025.

SKILLS DEVELOPMENT

Graduated apprentices

480

367 for Group colleagues, 113 for the industry

Enrolled apprentices

934

795 for Group colleagues, 139 for the industry

Female apprentices

32%

Apprentices under 25 years old

36%

Hours of ESG training completed in-house or through the Supply Chain Sustainability School

45,851

OPERATIONAL IMPACT

Transport carbon reduction

-2.7%

Revenue from products with Environmental Product Declarations or Life Cycle Analyses

18%

Spend on goods-for-resale with SMEs

6%

Employed colleagues

c.17,300

Number of social value projects supported

363

Total social value project value

£2.2m

Investment in colleague total reward packages

£604m

Total tax contribution

£370m

£139m taxes borne,
£231m taxes collected

SUSTAINABILITY REPORT CONTINUED

Governance of sustainability

The Board is accountable, and has overall responsibility, for sustainability. The Group's strategy, framework and regulatory compliance are supported by a dedicated specialist team, operating within a matrix structure that works together with the Group Head of Responsible Sourcing and the Toolstation Senior ESG Lead, and reports to the Company Secretary and the Group Head of External Reporting. This structure ensures robust oversight of all regulatory obligations, data integrity, and environmental management systems. While overall accountability for sustainability sits with the Board, accountability at an operational level resides with the Group Leadership Team ("GLT") in relation to their business units and functions. Specific responsibilities are delegated by the GLT to nominated leads and leadership sponsors in each business unit. Progress is reported to the GLT and the Board to monitor and improve performance. The Board also conducts specific oversight of performance in health and safety. Group ESG policies can be found on the Group's website.



















Climate-related financial risks and opportunities

Since 2010, the Group has submitted an annual climate disclosure to the Carbon Disclosure Project. This includes a financial assessment of climate-related risks and opportunities. The Group has prepared its fifth full disclosure against the Task Force for Climate-related Financial Disclosure recommendations on pages 39-51. During 2025, the Group further enhanced its climate risk and opportunity assessment through climate adaptation surveys and the development of a climate adaptation playbook for the Group's estate.

Alignment to UN Sustainable Development Goals

Through the Building for Better ESG agenda, the Group directly supports delivery of a number of the 17 UN Sustainable Development Goals. The most relevant goals are detailed in the table on page 31.

Sustainability priority: Decarbonising the industry

Focus areas	Commitment	Material or Key	2025 planned actions	Progress	2026 planned actions	Supporting the Group's strategy	SDGs
Sustainable solutions Supporting customers with the sustainable products, data and services that they need to decarbonise, improve climate resilience and reduce biodiversity, nature, water and waste impacts.	63% reduction in Scope 3 carbon by 2035	Material	Launch data set to help customers to identify products with sustainable attributes. Continue to increase the coverage and quality of product-level carbon data across the Group and support customers with carbon-reporting tools.	 Good	Continue to increase the coverage and quality of product-level carbon data across the Group and support customers with carbon-reporting tools.	By providing sustainable products and value-add services to customers, the Group can earn a greater share of spend and become a key partner.	  
Sustainable sourcing Sourcing safe, quality and compliant products from ethical, transparent, resilient and sustainable supply chains. Includes Modern Slavery due diligence with suppliers.		Material	Expand the share of Group spend which is covered by supplier assessments across suppliers of both goods for resale and goods/services purchased for Group use.	 Good	Continue to engage with regulatory consultations to support the development of effective and workable industry standards.	Customer relationships are underpinned by trust in the Group to source responsibly and meet changing data transparency requirements.	 
Sustainable operations Taking action to decarbonise the Group's own estate and fleet, and support circularity to reduce operational waste.		80% reduction in Scope 1 and 2 carbon by 2035	Material	Take stock of the Group's estate and assets, considering the availability of current and emerging low-carbon technologies, to inform the continued development of the Group's Fleet and Estate decarbonisation roadmaps for the years ahead.	 Some	Take stock of the Group's estate and assets, considering the availability of current and emerging low-carbon technologies, to inform the continued development of the Group's Fleet and Estate decarbonisation roadmaps for the years ahead.	The Group's stakeholders expect credible action on operational carbon and waste. Performance can influence the outcome of customer tenders.
People and Culture							
Developing the next generation Upskilling colleagues in green and future skills to adapt to a changing sector.		Material	Develop the Group's Learning and Development ("L&D") offering in line with the new Government's "Growth and Skills" levy funds to support a wider range of training and development programmes, extending beyond traditional apprenticeships.	 Good	Continue to develop the Group's L&D offering in-line with organisational needs, adopting the promised flexibilities of the Government's "Growth and Skills" levy.	To best support customers in a changing market, green and future skills are critical. Customers value the Group's expertise and advice.	 
Safety and wellbeing Getting everyone home safe and well, every single day.		Material	Introduce a new second line of defence safety assurance programme, and continue focus on out-of-branch safety, including safe deliveries.	 Some	Introduce a new second line of defence safety assurance programme for Distribution Centres that assesses achievement of minimum standards, cultural position and best practice.	By supporting colleagues to be safe and to be the best for themselves and others, the Group can be an employer of choice.	
Diversity, equity and inclusion Creating an environment where everybody can be themselves.		Key	The Group is targeting an engagement survey score for the statement "I feel a sense of belonging at this company" in excess of the provider's global average by the end of 2025.	 Some	For further information on this key issue, see the corporate website.		
Colleague voice Listening to colleagues to make better decisions and increase engagement.		Key	Conduct analysis of the engagement survey, ensuring clear actions are identified, set and taken at a Group, Business and local level; leveraging engagement as a performance lever.	 Some	For further information on this key issue, see the corporate website.		
Reward Improving the financial health of colleagues.		Material	Focus on incentive structures to drive engagement and performance. Provide further support to those approaching retirement to reflect the challenges of an ageing population.	 Some	Continued review of benefits coverage and reward competitiveness to ensure the colleague offer remains balanced, fair and supportive for all.		
Charity and community Taking pride in helping others and making positive change happen.		Key	Continue to use charity and community partnership and activity to create meaningful social change both nationally and locally; working with established and new partners.	 Some	For further information on this key issue, see the corporate website.		
Modern slavery and human rights Eliminating modern slavery from the Group and its supply chains.		Material (upstream)* Key (in-house)	Development and delivery of additional controls for labour agency workers employed at Group sites, including controls to address the risk of modern slavery.	 Some	For further information on this key issue*, see the corporate website.		
Legal compliance Complying with all relevant laws.		Material	Development and delivery of further bespoke training to cover a number of key compliance areas, to complement existing training modules.	 Some	Further review of legal compliance training and guidance in line with organisational needs.		Good governance builds trust with stakeholders.

* The material element of Modern Slavery and Human Rights is captured as part of the Sustainable Sourcing programme of work.

SUSTAINABILITY REPORT CONTINUED

Sustainable solutions

Providing products, data and services to customers to support their sustainability requirements including energy and water efficiency, decarbonisation, climate resilience, biodiversity and circularity.

Why it is important

The built environment accounts for 25% of UK emissions and faces many sustainability challenges. Customer needs are changing, requiring the Group to adapt and provide new products, data, and services. With 99% of the Group's carbon footprint in the supply chain, due to product manufacturing and in-use emissions, innovation is essential to enable customer needs regarding sustainable construction, renovation, retrofit and DIY.

Progress in 2025

Customer segments across the Group have changing needs:

- **Social housing landlords** need products for estate retrofit and to tackle carbon, damp, mould, and flood risk. They need sustainability data for mandatory reporting. They also seek services like van stock replenishment to reduce operational carbon.
- **Major house builders and tier one contractors** require products with sustainable certification, carbon reporting, and evidence of ethical sourcing. Infrastructure contractors specifically require PAS 2080 certification. Sub-contractors turn to the Group for help meeting sustainability standards of tier one contractors.
- **Regional house builders** seek sustainable products to differentiate their builds.
- **DIY customers** with benefits like lower energy or higher durability.
- **General builders** value guidance to adapt to new building regulations.

The Group is strategically positioned to meet these evolving expectations and secure work.

Enhancing carbon data to secure customer contracts

The Group enhanced its carbon data product for customer use by collecting more Environmental Product Declarations ("EPDs") from suppliers, converting them to carbon-per-kg-of-product, and improving data usability in the reporting tool. Construction Carbon, a third party, verified the data and the "Connect" reporting tool, including the WholeHouse™ carbon calculator, ensuring customer confidence. Another third party, Circular Ecology, worked with the Group in developing improved estimated carbon factors for mechanical, electrical and plumbing products, an area with low EPD availability. This enhanced data is already supporting the Group's businesses to win contracts. Regional house builders can make use of the WholeHouse design solution to help them meet their needs.

PAS 2080 certification

Keyline is the first UK civils merchant to achieve the PAS 2080:2023 certification (Carbon Management in Infrastructure and Built Environment) from the British Standards Institution. This global standard applies to all new infrastructure and retrofit projects, demonstrating the Group's robust approach to carbon management. Keyline's initiatives include supporting customers to value-engineer their designs for more sustainable options. As this is an increasing requirement for contractors, this achievement will secure future business.

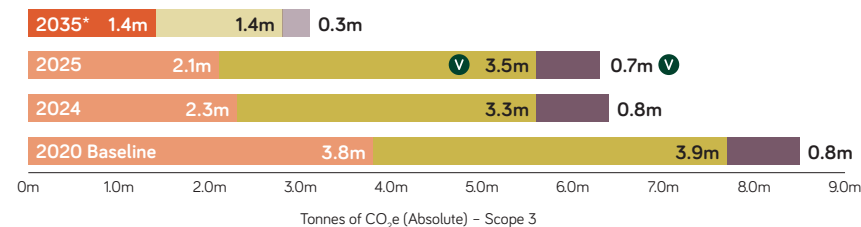


What's next

Continue to increase the coverage and quality of product-level carbon data across the Group and support customers with carbon-reporting tools.



Tonnes of CO₂e (Absolute) - Scope 3



* Target year.

Category 1

Category 11

All other categories

Indicates that the data point has been assured. Please see page 34 for more information.

Carbon reduction (Absolute Scope 3, 2020 to 2025)

26%

Carbon reduction (Absolute Scope 3, 2024 to 2025)

3%

Sustainable sourcing

Ensuring safe and quality products from ethical, traceable and sustainable supply chains.

Why it is important

The Group sources hundreds of thousands of product lines from thousands of suppliers and must manage these supply chains effectively. Sourcing has a material impact on environmental and social sustainability. Requiring and supporting suppliers to improve and report on product quality, data, and operations protects the Group and its customers, who increasingly request evidence of sustainability. Improved data and traceability drive accountability and effective decision-making across the construction sector.

Progress in 2025

In 2025, the Group expanded the coverage of its supplier assessment programme, including a proportionate assessment for local and regional suppliers at onboarding. This increased the proportion of Group spend on goods-for-resale covered by the programme to 92% at the end of 2025, building on the 90% achieved in 2024.

Strengthening supply chain governance and transparency

Governance of products and supply chains was improved in 2025 through:

- Review, update and relaunch of the Group's Supplier Manual and Supplier Commitments, providing simpler and enhanced guidance on health and safety and product quality.
- Completion of a supply chain mapping pilot with a third-party, exploring opportunities for improved visibility and transparency.
- A quality audit of the Group's sourcing office to assure internal compliance and maintain high governance standards.

The Group also engaged with the government's Green Paper consultation on Construction Product Reform, recognising the potential significant impact of this new regulation on the business and wider industry.

Due diligence on product suppliers

A risk-based approach to implementation of the Group's Online Risk Assessment ("ORA") programme continues. In 2025, ORAs were submitted by 337 suppliers of goods-for-resale, with 1,259 suppliers now engaged in the ORA programme. A further 297 local suppliers were assessed. Own-brand manufacturing sites are subject to in-person ethical and technical audits by third-party auditors, with 228 gradings completed in 2025. Collaborative engagement on time-bound corrective action plans resolved 4,282 non-conformances, mitigating supply chain risks.

Certified timber purchased in 2025

96.5%



CASE STUDY

Partnering for a sustainable timber supply chain

96.5% of timber purchased in 2025 was certified. In 2025, Travis Perkins General Merchant became an audited and approved member of TDUK, the UK's leading timber trade organisation. This membership reinforces the Group's long-standing commitment to sourcing timber responsibly and maintaining a transparent supply chain. By adhering to TDUK's Responsible Purchasing Policy, the Group strengthens its due diligence processes, ensuring that it provides customers with certified, safe and sustainable timber products.



What's next

Continue to engage with regulatory consultations to support the development of effective and workable industry standards.

SUSTAINABILITY REPORT CONTINUED

Sustainable operations

Securing long-term success and efficiencies for the business by adapting operations to deliver net zero¹ carbon, reduce operational waste and prevent pollution.

Percentage of waste diverted from landfill in 2025

98.3%

Why it is important

The Group is responsible for direct environmental impacts from its estate and fleet. It has committed to an 80% reduction in Scope 1 and 2 carbon relating to its fleet and estate by 2035, with remaining emissions offset. Addressing direct emissions shows integrity when asking suppliers and customers to decarbonise, especially since 99% of the footprint is in the supply chain. The Group also manages operational waste (primarily packaging and obsolete products) to minimise environmental impacts.

Progress in 2025

In 2025, the Group committed to revisiting its decarbonisation roadmaps for estate and assets, due to government policy delays and lack of affordable low-carbon fleet options. Initial findings, showing delays and risks, were presented to leaders responsible for spending decisions. The viability of the Group's targets will be reviewed further in 2026.

Decarbonising the estate

The renewable energy tariff was renewed in 2025, sustaining previous carbon savings of c.10,500 tCO₂e emissions per year. The LED lighting project continued, upgrading lighting in 109 locations, which lowers energy demand and costs. four new branch openings were decarbonised with air source heat pumps, solar panels and EV charging stations. A climate-adaptation survey was conducted to inform a Climate Adaptation Playbook for estate planning.

Decarbonising the fleet

The Group continued using HVO instead of diesel in 156 HGVs, reducing carbon emissions by c.3,000 tCO₂e. and 104 aged HGVs were replaced by new, higher-efficiency models. Drivers are financially incentivised to drive efficiently for reduced fuel consumption and improved safety, and 352 branches achieved Fleet Operator Recognition Scheme certification, recognising responsible fleet management.

Environmental Management

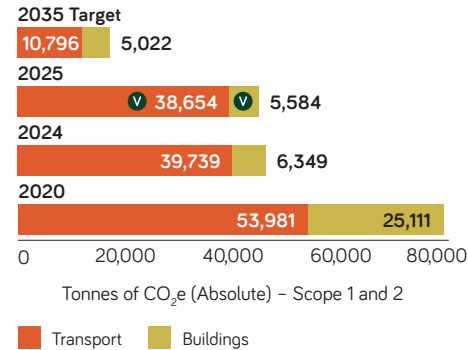
The Group's Environmental Management System to manage environmental impacts was recertified to ISO 14001:2015 in 2025. The Group recorded 21 environmental incidents, with eight reportable by internal procedures. Most reportable incidents (five) were from third parties and involved small-scale spillages like hydraulic oils.



What's next

Take stock of the Group's estate and assets, considering the availability of current and emerging low-carbon technologies, to inform the continued development of the Group's Fleet and Estate decarbonisation roadmaps for the years ahead.

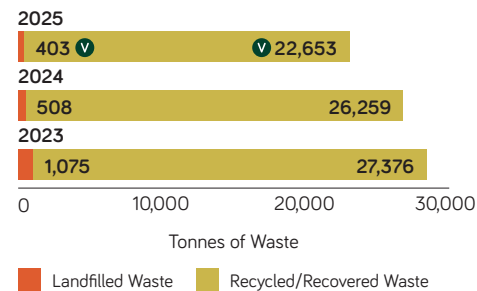
Tonnes of CO₂e (Absolute) – Scope 1 and 2



Progress against carbon targets

During 2025, Scope 1 and 2 carbon reduced by -4%, taking performance from the 2020 baseline year to 2024 to -44%. Carbon performance per tonne of product sold is on page 51. See the "2025 performance summary" on page 27 for progress updates.

Waste



Reducing Operational Waste and Environmental Management

The Group pursues a circular economy model to reduce operational waste. In 2025, the reverse logistics programme backhauled timber pallets (4,386 tonnes) and plastic packaging (277 tonnes) and paper and cardboard (2,531 tonnes) for recycling. In 2025, the Group adapted its waste management to comply with the Simpler Recycling Reform, reported food waste for the first time and worked to meet Extended Producer Responsibility requirements.

Assurance

Specific data points in the Sustainability section, marked with the logo , have been assured by LRQA based on ISAE 3000 and ISAE 3410. The assurance statement is available on the corporate website.

¹ The Group's net zero target follows the UK Government's definition of total Scope 1 and 2 carbon emissions that are equal to, or less than, the emissions the Group removes from the environment.

Developing the next generation

Upskilling colleagues and the wider industry in green and future skills to help facilitate sector improvements.

Why it is important

The sector is changing with new products and construction methods, increased digitalisation and new sustainability requirements. It needs to attract more people to be successful. The Group is committed to the development and deployment of talent and the next generation workforce.

Progress in 2025

During 2025, focus remained on the development of the next generation workforce, driving apprenticeships to attract new and diverse talent and upskilling existing colleagues. The Group enrolled 801 colleagues onto a wide range of apprenticeship programmes. These range from new colleagues joining the sector and completing business-specific Level 2 programmes to business experts and leaders completing specialist programmes that go all the way to Level 7. The apprenticeship offering is continually reviewed to ensure that it meets business needs. For example, in 2025 a new Urban Driver programme launched to train new class 2 HGV drivers and 91 colleagues have already enrolled. The Group was ranked 32nd in the Apprenticeships Top 100 Employers 2025.

Attracting new talent into the sector

The Group and its apprenticeship team work closely with the Builders Merchants Federation delivering Learn and Earn Apprenticeship Programmes ("LEAP") apprenticeships specialising in the construction supply sector to its members. LEAP now partners with 42 member organisations who have enrolled 139 apprentices.

Diversity, equity and inclusion

The Group continues to create an environment where everyone can be themselves. As a key focus area for the Group, further information can be found on the corporate website. For further diversity statistics please see page 167: ESG/SASB table at the back of the report.

Diversity statistics

Gender diversity 2025 – by role type	Female	%	Male	%	Total
Director	2	29%	5	71%	7
Senior Manager	60	28%	156	72%	216
Colleague	4,254	25%	12,825	75%	17,079
Total	4,316	25%	12,986	75%	17,302

Gender diversity 2025 – by business segment	Female	%	Male	%	Total
Group and shared service	478	54%	413	46%	891
Toolstation	2,166	36%	3,907	64%	6,073
Merchandising	1,672	16%	8,666	84%	10,338
Total	4,316	25%	12,986	75%	17,302

The Group ranking in the Apprenticeships Top 100 Employers 2025

32



What's next

Continue to develop the Group's Learning and Development offering in-line with organisational needs, adopting the promised flexibilities of the Government's "Growth and Skills" levy.



CASE STUDY

LEAP spotlight stories

When I first joined Travis Perkins Totnes back in 2015, I was a fresh-faced apprentice who didn't know a 4x2 from an 8x2. One of the very first jobs I completed was clearing behind the timber racks alongside my manager – a small task that stuck with me.

Fast forward ten years, and I've completed my Level 3 Apprenticeship, worked my way up to Tool Hire Manager, then Assistant Manager in Torquay, and now I'm proud to be the Branch Manager here in Totnes. Along the way, I also completed a Level 5 in Business Management with distinction.

Today, I found myself once again clearing behind those same timber racks I started with all those years ago. Except now, I'm leading the team, setting the standard, and showing that no job is too small – no matter your title.

I'm proud of the journey so far, and excited for what's still to come.

James Wilson
Branch Manager

SUSTAINABILITY REPORT CONTINUED

Safety and wellbeing

Getting everyone home safe and well, every single day.

Why it is important

Keeping people safe and well is the Group's top priority.

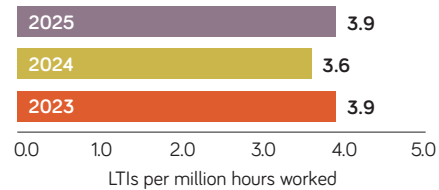
Progress in 2025

The Group's key objective for 2025 was to continue to create a culture of Calling it Out, taking time to "Stop, Step Back, Think. Then Act" by ensuring daily team briefings take place at all locations. This has been embedded into the Group's assurance review allowing progress to be measured.

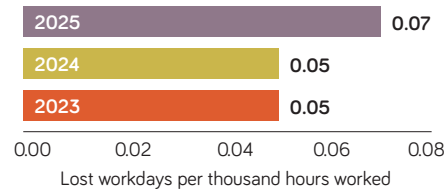
Supporting the business to operate safely through business change

The Group's organisational structure changed in a number of ways during the year, which required sharpened focus, new ways of working and increased communication and activity to keep up safety standards. The Group's Lost Time Incident ("LTI") Frequency Rate and Severity Rate have increased. This trend reflects seven additional LTIs and the impact of the Staircraft disposal, which reduced the total hours in our calculation. We have launched targeted Improvement Programmes and Driver Safety Working Groups specifically designed to reduce MHE-pedestrian interactions and improve product handling safety.

Lost time incident frequency rate



Severity rate



Note: The figures reported do not include Toolstation Europe and agency colleagues.

Enhanced site reviews to drive safety culture

The site review programme was revised in 2025 to better articulate the Group's safety expectations, implement key safety culture change programmes and identify best practice. The revised programme makes it easier for teams to see where improvement opportunities lie and to provide more robust assurance.

A Group-wide charity partner to support wellbeing

Wellbeing support for colleagues continues to strengthen across the Group. There are 94 Mental Health First Aiders across the businesses providing peer support to any colleagues who need it. Through the Group's Lighthouse Charity partnership, launched in October 2024, around 400 managers have been upskilled in mental health awareness. Further information on charity and community work can be found on the corporate website.

Colleague Voice

The Group's annual engagement survey was conducted in Q3 2025, achieving an 83% participation rate, a 3% increase on the previous year. Overall engagement rose by four points, from 69% to 73%. The two core engagement measures also improved: "I am proud to work for Travis Perkins" increased by 5% to 75%, and "I would recommend Travis Perkins as a great place to work" rose by 3% to 71%. The results of the engagement survey have been reviewed and the results have informed a plan to ensure accountability, transparency, and continued momentum in improving colleague engagement across the Group. Further information on Colleague Voice can be found on the corporate website.

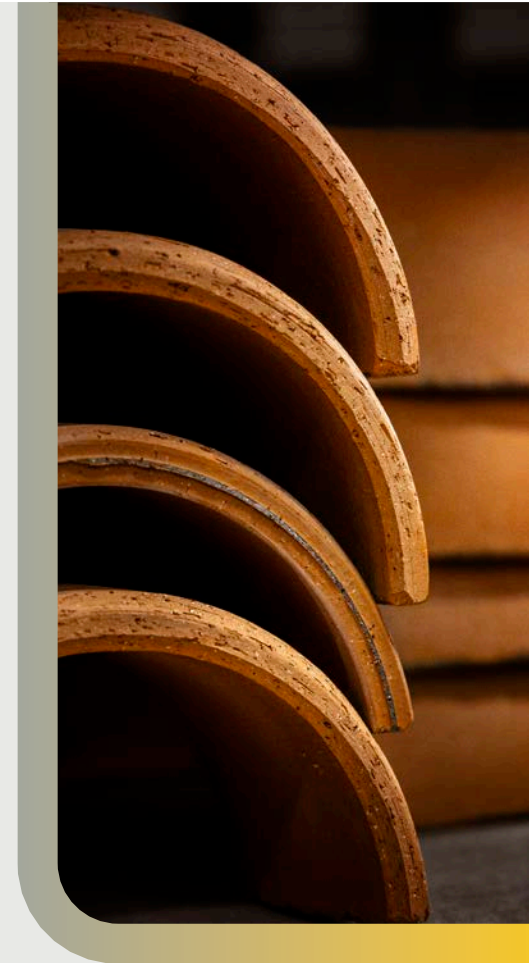


What's next

Introduce a new second line of defence safety assurance programme for distribution centres that assesses achievement of minimum standards, cultural position and best practice.

Legal compliance

Maintaining ethical standards and complying with all relevant laws.



Why it is important

Maintaining the Group's Code of Conduct and legal compliance framework helps to ensure stakeholders can rely on the Group to continue to "Do the Right Thing" and protects the Group from fines and business interruption. The Group takes a responsible approach to business, managing key compliance areas including anti-bribery and corruption, anti-money laundering, data protection and competition law.

Progress in 2025

The Group prioritised development of the Gifts and Hospitality System, used by all colleagues to log gifts and hospitality offered to them, or by them, in accordance with the Group's legal compliance policies, to ensure that any such activities are carried out with a high level of transparency. The developments included improved data integrity, administrative efficiency and a simplified user experience.

The Group continued to review and refine existing training in legal compliance areas, to ensure that the appropriate audiences are allocated the required learning modules. For example, Competition Law policy and accompanying guidance was updated to better align to business operations, colleagues and the industry, with practical guidance for specific roles.

Human rights and modern slavery controls are also in place and more information is available on these key topics on the corporate website.



What's next

Further review of legal compliance training and guidance in line with organisational needs.

SUSTAINABILITY REPORT CONTINUED

Reward

Improving the financial health of colleagues.

Why it is important

Improving the financial, physical and emotional health and wellbeing of colleagues contributes towards stable communities and enriches the lives of colleagues and those around them.

Progress in 2025

The objective for 2025 was to focus on incentive structures to drive engagement and performance. The Group also committed to provide further support to those approaching retirement to reflect the challenges of an ageing population.

Incentive structures to drive engagement and performance

The Group redesigned many of its annual incentive plans to increase focus on local delivery and improve the “line of sight” between performance and reward outcomes for many operational colleagues. Incentive plans in 2025 incorporated a wider performance range and removed conditional metrics to help drive continued engagement and the ability to share in success when performance targets are met.

Improving financial resilience

The Group enabled access to financial planning webinars via its pension provider, Scottish Widows, to help support and better prepare colleagues aged 50 and above. 2025 also saw the launch of a new platform to host the Group’s portfolio of benefits. This has helped to streamline the offer to colleagues and reinforce the value of their total reward packages.

Feedback received has been positive and this is evidenced by continued growth in engagement across the whole benefits and wellbeing range. The Group’s financial wellbeing partners, Stream and Commsave, now have in excess of 3,000 Group colleagues actively saving through payroll and using their guidance and support tools to build financial resilience.



What’s next

Continued review of benefits coverage and reward competitiveness to ensure the colleague offer remains balanced, fair and supportive for all.



Incentive structures to drive performance

TCFD Disclosure

Compliance statement

The following disclosure is fully compliant with the recommendations of the Task Force for Climate-related Financial Disclosures (“TCFD”) as stated in the listing rules 6.6.6R(8) and 6.6.17R. Similar content can be found in the Travis Perkins Group Carbon Disclosure Project (“CDP”) climate disclosure, which is available for public review. The disclosure covers the whole business and its supply chain and all climate-related risk and opportunity types, over three time periods, all of which is detailed in the pages that follow. This is the fifth year of disclosure under TCFD for the Group.

TCFD disclosure requirement		Location in Annual Report	Page(s)
Governance			
Disclose the organisation's governance around climate risks and opportunities	Describe the Board's oversight of climate-related risks and opportunities	TCFD report – Board oversight and engagement	40
		Principal risks report – Climate change and carbon reduction	57
	Describe management's role in assessing and managing climate-related risks and opportunities	TCFD report – Board oversight and engagement	40
Strategy			
Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning where such information is material	Describe the climate-related risks and opportunities the organisation has identified over the short, medium and long term	TCFD report – Principal risks and opportunities	41
		Principal risks report – Climate change and carbon reduction	57
	Describe the impact of climate-related risks and opportunities on the organisations businesses, strategy and financial planning	TCFD report – Principal risks and opportunities	41
	Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios including a 2°C or lower scenario	TCFD report – Scenario results	45
Risk management			
Disclose how the organisation identifies, assesses and manages climate-related risks	Describe the organisation's processes for identifying and assessing climate-related risks	TCFD report – Risk and opportunity management	43-49
	Describe the organisation's processes for managing climate-related risks	TCFD report – Risk and opportunity management	43-49
	Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organisation's overall risk management	TCFD report – Risk and opportunity management	43-49
		Principal risks report – Climate change and carbon reduction	57
Metrics and targets			
Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material	Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process	TCFD report – Metrics and targets	50-51
		Sustainability report – Sustainable operations	34
		Sustainability report – Sustainable solutions	32
		Remuneration report	78-98
	Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (“GHG”) emissions, and the related risks	TCFD report – Metrics and targets	50-51
		Sustainability report – Sustainable operations	34
		Sustainability report – Sustainable solutions	32
	Describe the targets used by the organisation to manage climate-related risks and opportunities, and performance against targets	TCFD report – Metrics and targets	50-51
		Sustainability report – Sustainable operations	34
		Sustainability report – Sustainable solutions	32

SUSTAINABILITY REPORT CONTINUED

Governance

Accountabilities

Climate change is a Board-level issue with the Group Leadership Team (“GLT”) serving as the principal executive management body responsible for setting the agenda. Carbon strategy for the Group’s operations (Scope 1 and 2) and supply chain (Scope 3) is sponsored by the CFO. Operational delivery and risk assessment are steered by a cross-functional management group, including the dedicated sustainability matrix team, Fleet, Property, and Commercial leads, and nominated operational management leads across the Group’s businesses.

Board oversight and engagement

The management reporting cycle on the Group’s climate goals and targets is at least six monthly, with three reports to the GLT or Board during 2025. The Group has developed carbon roadmaps (Scope 1 and 2: Buildings and Fleet, and Scope 3: Product Decarbonisation) against which progress is monitored by the GLT and the Board. Moreover, the GLT and Board consider the principal climate risks and opportunities identified via the Company’s risk identification activities. The Company’s risk identification activities consider risks emerging from three future scenarios and over the short, medium and long term.

The Board has recognised the strategic importance of managing climate-related risks and opportunities due to the Group’s ongoing materiality analysis. For more information on how the Board is apprised of climate-related risks and opportunities, see the climate change principal risk on page 57.

The GLT and Board consider climate-related issues when reviewing and guiding strategy, major plans of action, annual budgets and business plans as well as setting the organisation’s performance objectives, monitoring implementation and performance, and overseeing major capital expenditures. For example in 2025, the GLT approved the costs to install further LEDs across the estate and continued investment in HVO for 156 HGVs. 2025 bonus targets and the performance share plan conditions did not include carbon-related goals.

Strategy

Scope and sphere of influence

The Group’s addressable market for construction materials is £66bn with three-quarters coming through distribution channels. The Group has a 7% share of this addressable market, serving generalist and specialist customers that range from the smallest jobbing tradesperson to the largest national contractor or housebuilder. The Group operates over 1,400 distribution sites and has a turnover of £4.5bn and a fleet of 2,508 HGVs and LGVs.

Committed to decarbonisation

Decarbonisation of the Group’s businesses and supply chain remains a material issue and focus area. The Group has committed to emission reductions aligned with a 1.5°C pathway. The Group targets an 80% reduction in Scope 1 and 2 greenhouse gas (“GHG”) emissions and a 63% reduction in Scope 3 emissions by 2035, in each case from a 2020 baseline. The Group’s specific transition plans for achieving these are detailed on pages 32 and 34, with progress metrics on pages 50-51. The Science Based Targets initiative (“SBTi”) has validated that if these targets are met the Group will have achieved the required level of decarbonisation to support the 1.5°C pathway.

Collaborating to support change

The Group is engaging with the sector to support the decarbonisation agenda. Sitting in the middle of the supply chain, the Group recognises the importance of collaboration, joining together with customers and suppliers to share best practices, collaborate and co-create solutions. During 2025, the Group continued its representation on sustainability working groups at the Builders Merchant Federation and the Supply Chain Sustainability School, to ensure that the voice of the merchant is well represented and solutions are created together. For more information on stakeholder engagement see pages 68-70.

The scenario analysis conducted by the Group in the previous four years has identified that an early adoption pathway carries the lowest risk for the Group. Consequently, the Group will continue to advocate for action on climate change in line with these scenarios, but recognises that a slow pace of change to government policy and funding, and other constraints in the macro environment pose a risk to the UK remaining on an early-action pathway. A recalibration of targets is likely during 2026.

RISKS*	Physical or transitional climate impact	Driver	Risk or opportunity level**	Scenario in which this impacts	Time period in which this impacts	Parts of the value chain most impacted
Cost to decarbonise the fleet in line with policy-driven targets	Transition	Policy – Changes to national legislation	H	P, R	Short-term	In-house
Cost to decarbonise the estate in line with policy-driven targets and EPCs	Physical	Policy – Changes to national legislation	H	P, R	Short-term	In-house
Product carbon pricing (assumes a small portion of carbon-related cost price increases are not passed through)	Transition	Policy – Carbon pricing mechanisms	M	P, R	Short-term	Downstream (customers) and upstream (manufacturers)
Increased ethical risks in supply chains for some climate solutions	Transition	Reputation – Increased stakeholder concern	M	P, R	Short-term	In-house and upstream (manufacturers)
Increased product costs due to reduced availability of construction grade timber	Physical	Chronic Physical – Temperature variability	M	P, R, I	Medium-term	In-house and downstream (customers)
Impacts on estate from physical climate events	Physical	Chronic Physical – Changing temperature and precipitation, and heat stress	L	R, I	Long-term	In-house
OPPORTUNITIES*						
Rising demand for new product mix and new technologies (to meet changing building regulations and low-emission targets)	Transition	Markets – Increased demand for sustainable materials	H	P, R	Short-term	In-house and downstream (customers)
Rising demand for climate adaptation products (i.e. flood resilience and recovery, air conditioning, etc)	Physical	Product and Services – Increased sales of existing products and services	M	P, R, I	Short-term	In-house
Increased revenue opportunity (assumes large customers move business towards merchants with decarbonised transport options)	Transition	Markets – Increased brand value	L	P, R	Short-term	In-house

* Note: All medium and high-rated climate-related risks and opportunities are included in the table. One example of a low-rated risk and opportunity is included. Other low-rated risks and opportunities are tracked and monitored.

** Risk ratings are in line with those in the Principal risks report.

Principal risks and opportunities

Risks and opportunities are identified via an assessment approach, which aligns not only with the Group principal risk process and rating tables but also uses the risk drivers and types published by CDP. Internal stakeholders are invited to advise on the relevant risk and opportunity types, level of impact and speed of risk materialisation. External stakeholders have shared their insights on what is material to them through the Group's materiality assessment (last completed in 2025) and ongoing stakeholder engagement. The impacts from risks and opportunities have been considered in relation to products and services, supply chain, value chain, investment in research and development, operations (including type of operations and location of facilities) and access to capital. The risk and opportunity identification process is iterative and informed by scenario analysis. For more details on the principal risk process see pages 52-54.

Across all three assessed time periods, geographies, scenarios and risk types the Group does not consider its direct operations to be highly exposed to **physical climate impacts**. The Group is predominantly a UK-based distributor of products, with limited non-UK operations. Accordingly, the most material climate-related financial risks and opportunities instead relate to **transitional climate impacts** such as policy and market changes requiring the Group to decarbonise its fleet and estate, and evolve its product portfolio to meet the needs of a changing market. The table shown summarises the Group's principal risks and opportunities.

SUSTAINABILITY REPORT CONTINUED

Strategy continued

Strategic response to risks and opportunities

The material considerations in achieving the Group's strategic commitment to the transition to a low-carbon economy include:

- Accelerated trends in product replacement and the associated changes to the Group's business model, including the move away from fossil-fuel boilers.
- The need to adapt the Group's branches and fleet to be low carbon or no carbon.
- Strong customer and supplier partnerships remain key in achieving a successful transition.

The Group's low-carbon transition plan

The Group has shared the roadmaps to 2035 for Scopes 1, 2 and 3 on its corporate website and these include interim targets. Key activities include:

Reducing the embodied and in-use carbon of products sold

Scope 3 represents 99% of the Group's footprint with Category 1 (Purchased Goods and Services) and Category 11 (Use of Sold Products, e.g. gas boilers) representing 89% of this.

- Working with the value chain to gradually phase out fossil-fuel boilers from sales. This primarily relates to commercial gas boilers sold by BSS.
- Reducing embodied carbon in the goods the Group sells. This will be achieved through influencing supplier action and supporting their uptake of new technologies such as carbon capture and storage, and introducing alternative materials or products where carbon reduction is not viable.

Decarbonisation of the fleet and estate

Scope 1 and 2 represent 1% of the Group's footprint.

- Phasing in the use of hydrotreated vegetable oil ("HVO") fuel for diesel engines as a transition fuel. In 2025, 156 HGVs used HVO instead of diesel.
- Introducing electric or alternate technology HGVs from 2027 onwards. The first electric HGV was deployed in 2021 as a pilot to inform the Group's roadmap and the Managed Services fleet now has three electric vans.
- Taking action to improve the energy efficiency of both freehold and leasehold buildings.
- 100% renewable energy tariff for all UK sites*. This tariff was introduced in October 2021 and renewed in 2025.
- Continuing to move from gas boilers to air-source heat pumps and other low-carbon technologies to heat the Group's branches and offices.

The Group's climate adaptation plan

The Group has reviewed the physical impact risk across different warming scenarios for both its own estate, UK infrastructure and its supply chains. This information is used to inform:

- Commercial strategy for the medium to long term to ensure both continuity of supply and a just transition.
- Group property decisions and planning for new site locations and existing site adaptation.
- Group insurance planning to best manage future risks and business continuity. Physical climate risk impacts are rated as low to medium.
- Climate risk is now also influencing sales opportunities for the Group with opportunities to supply the climate adaptation products needed by customers.

* Excludes sites where the landlord controls the electricity supplier.



The Government launched its "Flood Ready Action Plan" in 2025, which sets out the importance for all parties in the supply chain to ready themselves to support when it comes to flood resilience and recoverability. The Group stocks and sells many of the products required by the trades to tackle this issue and is considering its stocking and marketing approach to support uptake.

Huw Jenkins

Managing Director, Keyline

Risk and opportunity management

As climate governance is integrated into business decision-making, the Group's climate-related principal risk is recorded and reported with other business risks and uncertainties on page 57. The identification of risks and opportunities around climate change uses the same complementary likelihood and impact criteria as other Group risks and the assessment covers direct and indirect physical and transitional impacts. In addition, risks and opportunities over the Group's three chosen scenarios (Proactive, Reactive and Inactive), as well as over three timelines (five years, 15 years and 30 years) are added by referencing the results of the scenario analysis. A detailed risk assessment process is conducted annually to identify any emerging risks and ensure the assessment of impact from all risks and the selection of management approach is appropriate. A risk report is presented to the Group Leadership Team and Board. The Group's principal risk list, which includes climate change risk, is also scrutinised by the Board and the Group's financial auditors.

Details of the most material climate risks and opportunities have been published annually for the last 16 years in the Carbon Disclosure Project ("CDP") climate disclosure.

Sizing and scaling of risks and opportunities is performed in conjunction with internal and external stakeholders, and uses the outputs from the Group's scenario analyses, materiality assessments and the professional judgement of the internal sustainability team together with external advisers. The results are set out on page 28. Decisions to mitigate, transfer, accept, or control the risks and opportunities are made by the risk owners (nominated Group Leadership Team members). There is increasing uncertainty around the viability of science-based targets due to the slow pace of policy and market change originally anticipated. The Group's carbon targets and roadmaps will be revisited in 2026 with associated changes to the risk and opportunity registers.

Time horizon	Description	Why chosen
Short	1–5 years (2022–2027)	This time horizon was chosen to ensure impacts being felt now and their potential escalation are understood
Medium	5–15 years (2028–2037)	This time horizon was chosen to reflect that scenarios show limited divergence prior to this point
Long	15–30 years (2038–2052)	The physical impacts from climate change will magnify over a longer time period than usual business planning



SUSTAINABILITY REPORT CONTINUED

Risk and opportunity management continued

Scenarios and modelling process*

The scenarios modelled in 2023 outline possible physical and transitional impacts out to 2050 and beyond. The transitional scenarios used are from the Network for Greening the Financial System and are the same scenarios used by the Bank of England in its Climate Biennial Exploratory Scenario publication, which explores the financial risks from climate change. The Group selected the scenarios below to illustrate the best and worst outcomes and the sensitivities involved when identifying future impacts from changes to the climate and society's response to that change. Note that no additional scenario analysis was conducted in 2024 or 2025. In 2025, the Group conducted a climate adaptation survey and developed a climate adaptation playbook for consideration in the property roadmap. All other results published in this disclosure are from the 2023 scenario analysis. Scenario analysis will be newly completed in 2026 in line with the expected three-yearly cycle.

	Proactive	Reactive	Inactive
	Early action	Late action	No additional action
Transitional	Action taken early and effectively. Global net zero CO ₂ emissions are achieved by 2050. Transition risks are low.	Action is delayed until 2031 and is more sudden and disorderly. Higher transition risk and short-term macroeconomic disruption.	No further action is taken on climate change and even current obligations are not met. Hence GHG emissions grow unchecked. Transition risks are low.
	<2 degrees mean global warming	Between 2–3 degrees mean global warming	>3 degrees mean global warming
Physical	Using RCP 2.6. Global CO ₂ emissions peak by 2020 and decline to around zero by 2080. Concentrations in the atmosphere peak at around 440 ppm in mid-century and then start slowly declining.	Using RCP 4.5. Emissions peak around mid century at around 50% higher than 2000 levels and then decline rapidly over 30 years, and then stabilise at half of 2000 levels. CO ₂ concentration continues on trend to about 520 ppm in 2070 and continues to increase but more slowly.	Using RCP 8.5. Concentrations of CO ₂ in the atmosphere accelerate and reach 950 ppm by 2100 and continue increasing for another 100 years.
Scenario assumptions which apply to all three scenarios	<ul style="list-style-type: none"> The retention of current market share in all categories where the Group is active The use of a blended construction and manufacturing GVA to project revenue. This assumes the sector moves from unsustainable manufacturing processes to new, as yet unknown, processes and materials A 0.5m rise in sea levels is effectively mitigated by sea defence adaptations Cost price inflation caused by supply chain mitigation of physical and transitional risks can be substantially passed on to customers The 166 UK sites, in 166 different towns and cities, assessed for physical climate risk are representative of the Group's UK sites and inferences about the portfolio risk can be made from the sample The expected number of days of business interruption from physical climate change impact are modelled with the Gumbel distribution to best represent extreme events 		
Scenario assumptions which apply to specific scenarios	<ul style="list-style-type: none"> Full international implementation of country-level commitments on climate change action 	<ul style="list-style-type: none"> Price parity for non-fossil fuel delivery will not be achieved before 2040 	<ul style="list-style-type: none"> Current commitments by countries and businesses to GHG reductions are not met

* Climate scenarios make projections on hypothetical futures and as such come with a degree of uncertainty. While some of the information obtained from existing climate models have a high degree of accuracy, there is still a level of uncertainty. As a result, scenario analysis should only be used as a guide for climate-related risks and opportunities.

Scenario risk lenses

The climate change impact under each of the three scenarios was considered across a number of risks and opportunities for the Group, including the following examples.

Transition risks				Physical risks
Policy and legal risks	Market risks	Reputation risks	Technology	Physical climate risks
<ul style="list-style-type: none"> Carbon pricing Enhanced emissions-reporting obligations Mandates on, and regulation of, existing products and services Exposure to litigation 	<ul style="list-style-type: none"> Increased cost of raw materials Changing customer behaviour 	<ul style="list-style-type: none"> Increased cost of raw materials Changing customer behaviour 	<ul style="list-style-type: none"> Costs of lower-emissions technology Unsuccessful investment in new technologies Substitution of existing products and services with lower-emission options 	<ul style="list-style-type: none"> Rising mean temperatures Changing precipitation patterns Sea level rise Extreme weather Wildfire

Physical climate risks were taken into account for the Group's UK estate as well as UK-wide infrastructure (roads, ports, railways, utility supply, IT infrastructure), selected supply chain locations and comprehensive timber supply chain locations. Impacts on the UK workforce due to physical climate risk were also reviewed. In future reporting periods the Group will conduct deeper dive assessments on other material types in its supply chains.

Scenario results

Resilience over the three scenarios

Scenario	Proactive	Reactive	Inactive
FUTURE COSTS (resilience)	<p>LOWEST</p> <p>The proactive scenario aligns with the Group's own SBTi approved targets and roadmaps. Transitional costs (fleet and estate) have been considered in line with this roadmap. Product-related carbon costs are assumed to be substantially passed through to the market. Costs from physical impacts of climate change are expected to be low to moderate.</p>	<p>HIGHER</p> <p>The reactive scenario introduces more risk as policy around climate change is either too late or too weak, exposing the Group to higher transitional costs and a supply chain with less mandate to change. Costs from physical impacts remain low to moderate for the UK but may be higher in the Group's supply chains.</p>	<p>HIGHEST</p> <p>The inactive scenario introduces reputational risk around target achievement as there would be no further changes from the government, leaving the Group unsupported by policy to meet its SBTi targets. The Group's UK infrastructure will be impacted by rising sea levels and flooding by 2050. There will be supply chain disruption.</p>

The Group's exposure to a condensed period of financial stress from physical climate change or transitional climate change impacts can be successfully mitigated by following a proactive decarbonisation strategy. Transitional impacts are expected to be far greater than physical impacts and the ability to pivot away from some construction materials and technologies and towards the supply of other materials will be key to the future success of the Group. The proactive scenario delivers a decarbonised business model in the most efficient way with the best financial outcomes. The Group's current targets and roadmaps are aligned to this early action pathway. However, the viability of the pathway will heavily depend on policy and market changes, which are increasingly delayed or uncertain.

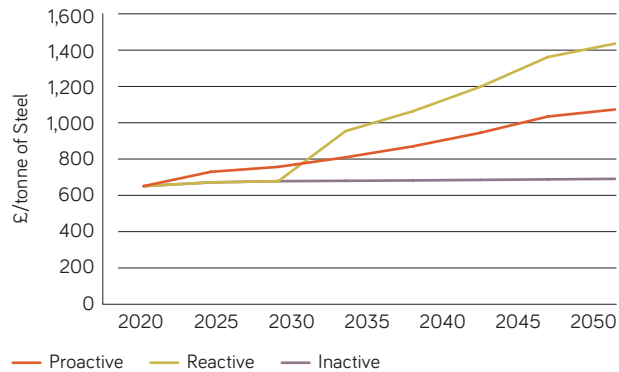
Summary of transitional risks or opportunities

There are **three high-rated transitional risk or opportunity implications** of climate change for the Group; cost risks relating to the upgrade and decarbonisation of the Group's **fleet** and **estate**, and a revenue opportunity from selling sustainable **products and services**; the Group's businesses have the opportunity to secure new business by evolving their product mix and developing services to meet the product, data and service requirements of a low-carbon construction sector. New building regulations, the ongoing development of a National Retrofit strategy, climate adaptation activity and customer requirements in line with their own carbon targets are all influencing demand. Carbon pricing is gradually being introduced to the sector for high-emission materials such as steel and cement (see forecast trends on the following page). The EU Carbon Border Adjustment Mechanism full implementation is due in 2026, placing a cost on the embedded emissions in certain materials, and UK CBAM is forecast to launch in 2027. While the Group has a policy to pass price increases through to customers, thereby not directly taking on these costs, the market will consider alternative materials, and the Group will need to adapt to remain relevant.

SUSTAINABILITY REPORT CONTINUED

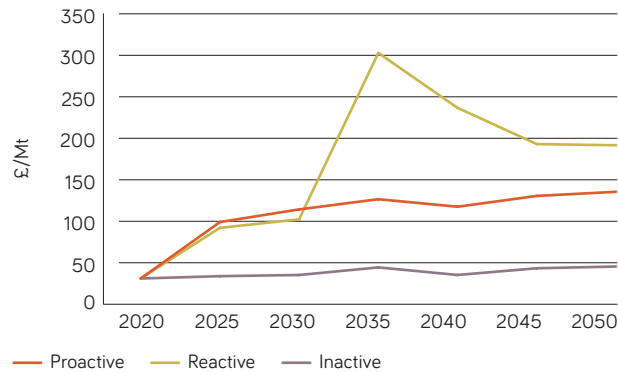
Risk and opportunity management continued

Steel price



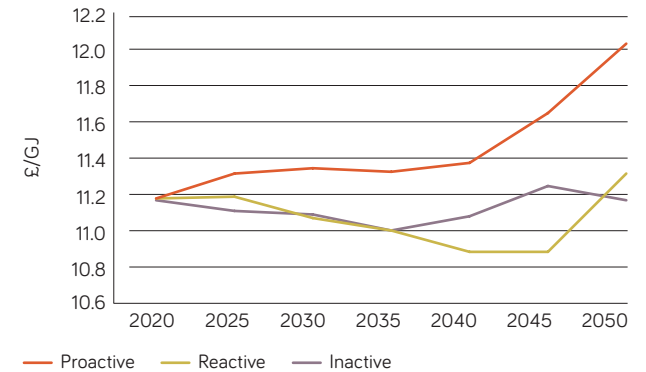
The price of steel after the introduction of a carbon border mechanism across each climate scenario and timeframe.

Cement price



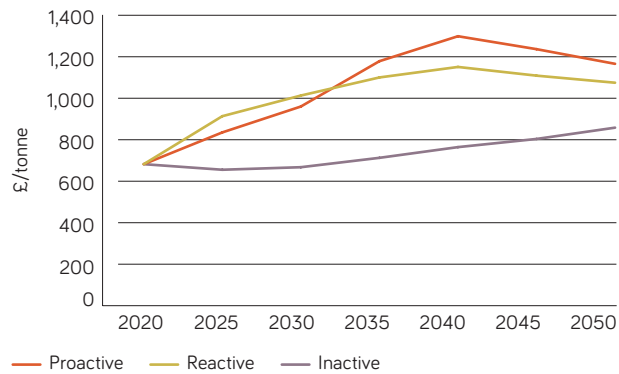
The price of cement across each scenario.

Oil price



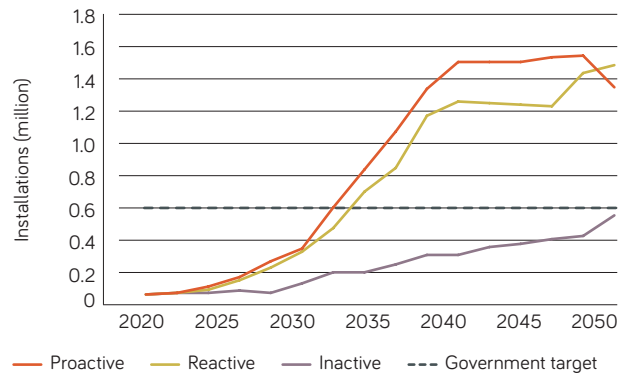
Pricing for oil under each of the three scenarios.

PVC price



The price of PVC across each scenario and timeframe.

Heat pump installation projections



Heat pump installation projections.

In addition to the cost increase of high-embodied carbon products, there will also be a **move to heating technologies with a lower-carbon impact in-use**, such as heat pumps instead of gas boilers.

The data in these charts was modelled by Inspired ESG as part of the Group's scenario analysis work in 2023. They were not updated in 2025.

The Group's climate change strategy means it engages with its value chain partners to support and encourage decarbonisation. For example, products required under new building regulations and to support the retrofit of estates are listed, ready for changing customer needs. Environmental Product Declarations are collected where available to help customers to assess the carbon impact of their product basket and consider how to choice-edit towards lower-carbon alternatives. Services are offered to customers to help them to build and operate more sustainably, including lower-carbon hire equipment and a product and delivery carbon reporting tool.

With regard to the Group's estate and heavy fleet, the investment required to decarbonise is most effectively deployed in a phased manner. In the last three years, capital spend requirements to deliver efficiency programmes have been approved and have proven to decrease carbon impacts. In 2025, £18.2m was invested into fleet and estate efficiencies, of which £16.5m was invested in replacement or new delivery vehicles. Transport-related carbon reduced by 2.7% in 2025 as compared to 2024. Estate-related carbon reduced by 12.1% in the same period.

As a non-capital-intensive business with 99% of emissions in the value chain, the Group has yet to adopt an internal carbon price as a tool. However, such a tool may be considered in future years to support the business case for change, especially in light of expected oil cost projections.

Summary of physical risks or opportunities

The physical risk from climate change to the Group's estate in the UK and the UK transport, utility and IT infrastructure is low to medium as Group assets are large in number and geographically spread, providing resilience to the physical impact from a changing climate.

The physical risk from climate change to the Group's supply chain (causing business interruption) is also forecast as low to medium due to the Group's ability to adapt to new supply routes and suppliers, and the assumption that transactions with customers are not lost but delayed. The physical risk from climate change to the Group's customers (causing delays in developments and, therefore, lost or delayed sales) has been assessed by them in their own disclosures as material.

The analysis confirms that the overall impacts due to physical climate-related changes are low to medium, and the Group is well placed to balance the risk with the opportunity to sell products that prevent or remediate climate impacts. The Group will use the insight provided by the scenario analysis to inform its approach to property locations, energy resilience, logistics planning, commercial strategy and business continuity.

Physical risk to the Group's UK estate

The scenario analysis for physical risks (temperature, precipitation, fire and extreme weather) to the Group's estate in the UK suggests broadly similar impacts (low to moderate) for each of the three warming scenarios. The likelihood of moderate risks increases in the reactive or inactive scenarios over time. The analysis suggests that not all regions will be impacted equally by changing precipitation, temperatures, wildfire risk or extreme weather events.

In 2025, the Group partnered with its insurance broker, Marsh, to conduct a climate adaptation survey at three representative sites to inform the development of a Climate Adaptation Playbook for the property team to incorporate into their property upgrade plans.



SUSTAINABILITY REPORT CONTINUED

Risk and opportunity management continued

Direct flood impacts (damages to the Group's property, stock and machinery) will likely increase in the inactive scenario. There are 45 branches at direct risk from river flooding and 73 branches will be exposed to indirect risks of flooding i.e. affected transport networks. Annually, Wales, Scotland and the north west receive the most rainfall.

Heatwaves are predicted to become more likely as the UK temperature is predicted to rise between 0.67°C and 1.45°C by mid-century (from a 1980–2010 baseline). Extreme temperatures can disrupt transport networks, reduce employee productivity, increase the risk of wildfire and decrease the efficiency of electrical products. Greater London, the south east and south west will experience the most significant temperature increases under all three scenarios.

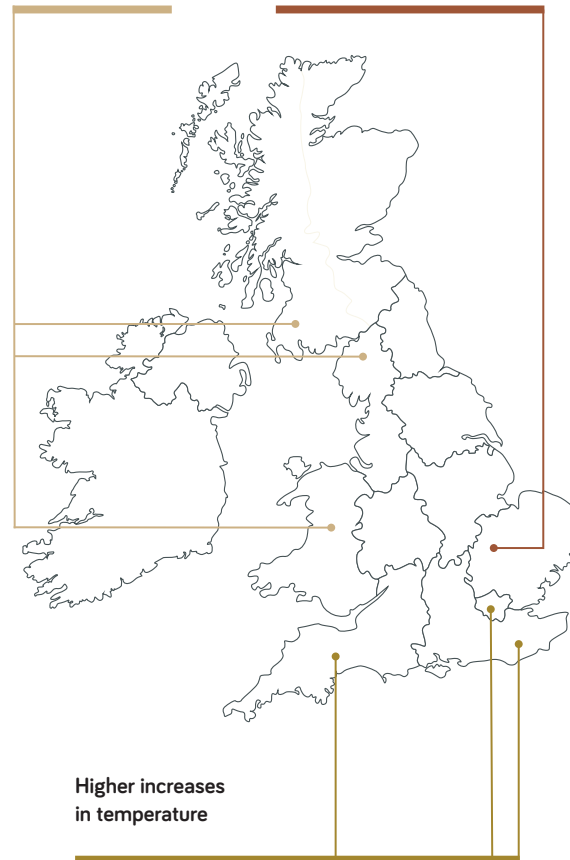
A forecast 0.5m rise in sea levels would not impact on all of the Group's coastal sites and shipping ports used in the supply chain equally. Sites and ports in the east of the UK are forecast to be the most vulnerable to sea level rise. Twenty-one Group sites could be impacted by 2050 under the Inactive scenario.

	Proactive	Reactive	Inactive
Timeframe for 0.5m sea level rise to impact	2110 (86 years)	2080 (56 years)	2070 (46 years)

Of the Group's current estate, 15% was at risk of impact from wildfires within 10km of the branch between 2018–2022, although none directly impacted the estate or operations. The Group will keep monitoring wildfires as, while less common than flooding events, they could have a higher impact per event.

Higher increases in precipitation

Higher sea level rise impacts



Higher increases in temperature

Regions likely to experience the highest temperature increases under the three scenarios.

Region	Reference period (1980–2011)	Average daily temperature projection by 2052 (°C)		
		Proactive	Reactive	Inactive
Greater London	10.77	11.44 (6%)	11.76 (9%)	12.22 (13%)
South east	10.69	11.36 (6%)	11.68 (9%)	12.14 (14%)
South east	10.48	11.15 (6%)	11.47 (9%)	11.93 (14%)

Regions likely to experience the highest precipitation increases under the three different scenarios.

Region	Reference Period (1980–2011)	Annual precipitation projection by 2052 (mm/yr)		
		Proactive	Reactive	Inactive
Wales	1,032	1,056 (2%)	1,082 (5%)	1,066 (3%)
Scotland	1,028	1,029 (0.1%)	1,029 (0.1%)	1,053 (2%)
North west	937	962 (3%)	972 (4%)	970 (4%)

The analysis, completed in 2023, confirms that overall physical risk across the Group's UK-based estate increases over time but never gets beyond medium in any region. Once impacts are monetised and seen in the context of the entire estate, the overall impact is considered to be low to moderate.

The Group will use the insight provided by the scenario analysis to refine its property and insurance strategies.

Physical risk to UK infrastructure

Scenario analysis included a review of the physical climate risks affecting the UK infrastructure. The headlines of this analysis are as follows.

Roads will be affected by increased precipitation and surface water runoff, resulting in landslide risks and closures.

Ports will be affected by sea level rises, storm surges and damage to port infrastructure. Shipping fees may increase as ports raise handling fees for repairs after storm damage and port closures will cause bottlenecks at other ports across the UK.

Railways will be affected as heat waves can buckle tracks and flooding prevents trains from accessing tracks. Secondary risks include landslides and rock falls, which can damage tracks and other rail infrastructure.

Electricity supply will be affected as increased temperatures cause lower efficiency in electrical products, including solar panels. Storms can damage transmission lines and cause wind turbines to cut out. Storm damage to transmission lines left over one million people and businesses without power for a week in 2022. Extended droughts can impact water availability for hydroelectric power.

IT infrastructure will be affected as increased flooding can corrode buried electrical cables and high-flowing flood water can damage telephone masts and other IT infrastructure. High temperatures impact wi-fi speeds as routers struggle to send and receive data.

Physical risk to timber supply chains

Scenario analysis included a deep-dive review of the physical climate risks to timber supply chains. Globally, climate change is expected to increase the frequency of extreme weather events, exposing the timber industry to varying degrees of risk. Key takeaways from the analysis were as follows:

- Increased carbon in the atmosphere will benefit tree growth, providing other factors also increase (water availability, soil nutrients, etc.).
- There is a risk to timber quality as increased carbon can promote faster tree growth, potentially making the timber unsuitable for construction grade requirements.
- Increased heat waves can directly damage foliage on trees and bake soils, affecting growth rates.
- Drought events limit water availability for tree growth and can cause reduced yields or tree mortality.
- Wildfire events will be more frequent, damaging forests.
- Flooding, due to increased precipitation, can prevent access to forests.
- Warmer climates favour invasive pest and disease species, threatening trees and ecosystems.
- Storm damage will increase, damaging forests and also potentially requiring timber to be treated before it can be used in construction.

The Group is protected in general by its spread of supply chain partners, enabling continuity of supply when parts of the supply chain are affected. The risks of supply chain disruption are rated as low-medium over the three scenarios.

Monitoring climate risks and opportunities of sample supply chain partners

A desktop review was completed in 2024 of published climate risk reports from large manufacturers, in three product categories, and large customers, from two customer types. The results first presented in the 2024 Annual Report and Accounts are set out again below:

Suppliers and customers carry varying levels of risk and opportunity related to climate change, both transitional and physical.

Businesses within each category have common risks (i.e. certain transition risks relating to policy and markets) but also company-specific risks (i.e. physical risks based on their geographical locations, for example).

Common risks to all company types were physical impacts, carbon price and supply chain disruption.

Manufacturers are dealing with the barriers to creating lower-carbon products, while customers are dealing with the risks of low availability of low-carbon solutions. There is progress underway but a hesitancy caused by technology, market and policy risks.

Implications for the Group

The findings do not alter the Group's climate risk and opportunity profile. However, the results do allow for better understanding and work with the supply chain to navigate the changes ahead.

The Group can work with businesses that have identified their risks and opportunities and adjusted their strategy accordingly, to supply relevant products and services.

The Group can share guidance and insights with businesses that have not yet identified their risks and opportunities, to help them to understand the changes ahead.

The Group's commercial team can use this information to consider the supplier portfolio and where other supplier partners may be needed over time to prevent supply chain disruption.

The Group's sales teams can use this information to consider which customer types need support to identify lower-carbon products or climate adaptation solutions.

SUSTAINABILITY REPORT CONTINUED


Metrics and targets

The Group sets out performance against a number of environmental metrics, including absolute carbon reduction and performance against targets and additional detail on energy consumption. The Group has also included interim targets within the three carbon reduction roadmaps (buildings, fleet and Scope 3). Targets and metrics, which align to the Group’s material climate-related risks and opportunities are set out in the following table on page 51.

The carbon figures are measured using the GHG protocol, are independently verified by LRQA and accepted by the SBTi. More detail about the methodology can be found on the Group’s website (www.travisperkinsplc.co.uk/sustainability). The Group’s net zero target follows the UK Government’s definition of total Scope 1 and 2 carbon emissions that are equal to, or less than, the emissions the Group removes from the environment. Data points from prior years may have been restated where better data is now available.

Carbon data table

The Group has reported on all of the emission sources required under the Companies Act 2006 (Strategic report and Directors’ reports) Regulations 2013. The numbers reported include data for companies where Travis Perkins plc has

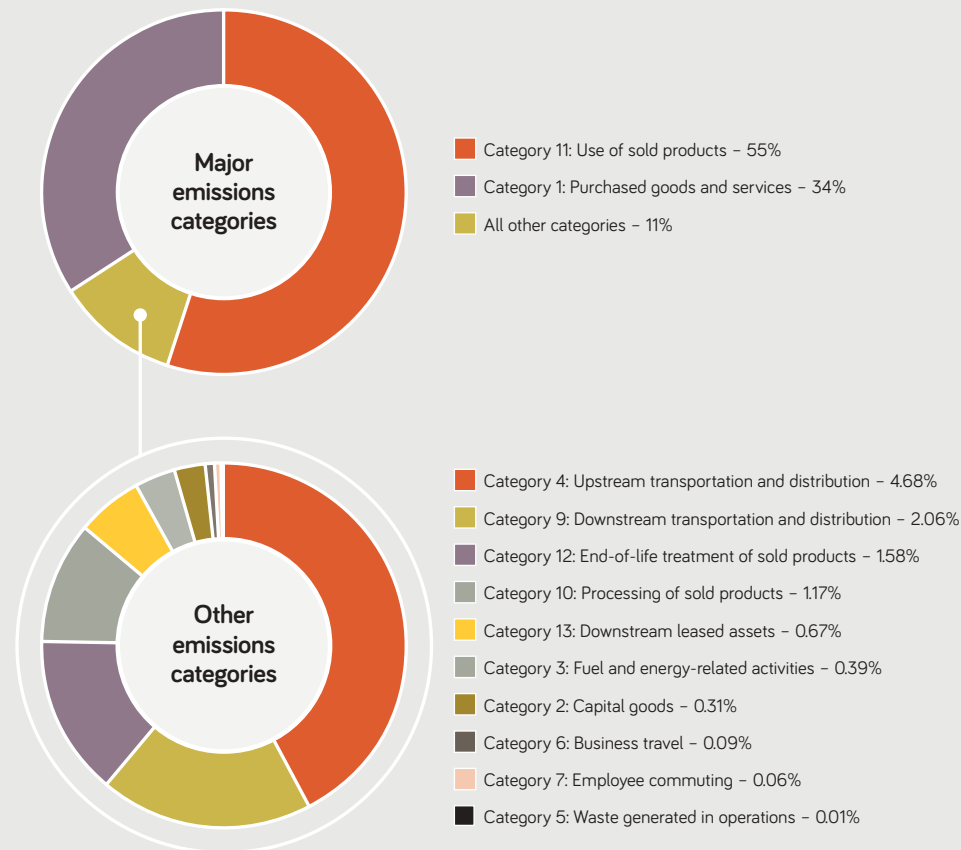
operational control. Scope 1 and 2 emissions are calculated using the DEFRA Conversion Factors for Company Reporting 2025 on an operational control basis. Scope 3 emissions are calculated using EcolInvent or DEFRA factors, Environmental Product Declarations or other Life Cycle Assessment data. Specific data points in the carbon chart and the carbon data table, marked with the logo , based on current best practice and is in accordance with ISAE 3000 and ISAE 3410. For a link to the assurance report please refer to www.travisperkinsplc.co.uk.

Total emissions Scope 1, 2 and 3 (tonnes CO ₂ e)	6,344,564
Scope 3 % of total emissions	99%

Streamlined Energy and Carbon Reporting (“SECR”) Mandatory disclosures for SECR reporting are located as follows:

- Energy consumption – ESG data table page 166, including previous year’s data
- Greenhouse gas emissions – Carbon data table page 51, including previous year’s data and intensity ratios
- Energy efficiency actions – Sustainable Operations page 34

Breakdown of the Group’s 2025 Scope 3 carbon by category



Carbon data table:

	2025			2024			2020			Performance in 2025 vs 2024	Targets (with 2020 baseline)	Performance in 2025 against 2020 target baseline year	
	UK	Non-UK	Total	UK	Non-UK	Total	UK	Non-UK	Total	%		%	
Energy GWh													
Operational carbon	GWh energy Annual energy use relating to gas, purchased electricity and transport fuel (for SECR compliant kWh data see the data table on page 166)	255	5	260	268	9	277	334	5	340	(6)%		
	Carbon Dioxide Equivalent (CO₂e) Tonnes												
	Scope 1 Direct emissions from burning gas and solid fuel for heating and from road fuel use for distribution ¹	43,212	288	43,500 V	44,440	1,097	45,537	60,656	641	61,297	(4)%		
	Scope 2 – Market-based Indirect emissions from use of electricity	143	596	739 V	150	402	552	17,333	461	17,794	34%		
	Scope 2 – Location-based Indirect emissions from use of electricity	10,648	596	11,244 V	13,656	402	14,058	17,333	461	17,794	(20)%		
	Scope 1 and 2 Absolute²	43,355	884	44,239 V	44,589	1,499	46,088	77,989	1,102	79,091	(4)%	Net zero by 2035 with a minimum 80% reduction	(44)%
	Scope 1 and 2 Intensity Emissions from Scope 1 and 2 sources per £m of revenue	9.7	9.0	9.7 V	9.8	13.1	9.9	21.3	15.7	21.2	(2)%		(54)%
	Scope 1 and 2 Intensity (Introduced in 2024) Emissions from Scope 1 and 2 sources per tonne of product sold	0.0051	0.0667	0.0052 V	0.0056	0.0927	0.0057				(10)%		
% of fleet (inc. MHE) that is low-carbon in use (either electric, hybrid or alternate fuel)			43%			42%			16%	1ppt			
Supply chain carbon	Scope 3 Absolute³ Indirect emissions from the supply chain. Including all Scope 3 categories	6,126,135	174,190	6,300,325 V	6,244,830	239,323	6,484,153	8,466,700	424	8,467,124	(3)%	63% reduction by 2035	(26)%
	Scope 3 Intensity Emissions from Scope 3 sources per £m of revenue	1,371	1,781	1,380 V	1,374	2,088	1,391	2,316	6	2,274	(1)%		(39)%
	Scope 3 Intensity (Introduced in 2024) Emissions from Scope 3 sources per tonne of product sold	0.720	13.140	0.739 V	0.779	14.794	0.807				(8)%		
	% heat generators sold which are low carbon (i.e. heat pumps, as opposed to gas boilers)			19%			19%				(0.1)ppt		
Total carbon	Scope 1, 2 and 3 Absolute	6,169,490	175,074	6,344,564	6,289,419	240,822	6,530,241	8,544,689	1,526	8,546,215	(3)%		(26)%

1 Fugitive emissions from domestic refrigeration and building air conditioning are included but they are not material to the Group's overall emissions.

2 Includes Scope 1 and Scope 2 Market based emissions.

3 Scope 3 data quality improved in 2025, due to data corrections and the use of more Environmental Product Declaration carbon data where available within Category 1: Purchased Goods and Services, instead of estimated emissions factors. A full breakdown of the Group's Scope 3 carbon across the 15 Scope 3 categories is shared on the website www.travisperkinsplc.co.uk along with the data methodology for Scope 1, 2 and 3 carbon calculations.