

CEO'S STATEMENT

Leading the business during the next stage of its evolution.



I would like to start by saying how pleased I am to have taken up the role of CEO at Travis Perkins plc from 1 January 2026 this year.

It is a business that I have known well for many years and it is a real privilege to lead the business during the next stage of its evolution.

I have spent the early weeks of the year visiting branches, talking to colleagues, customers and suppliers to really understand the priority areas for the Travis Perkins Group in the coming months and years. The people that I have met so far have demonstrated real passion, enthusiasm and commitment, and that has been brilliant to see in a people-driven business, where relationships and collaboration can generate so much value.

Recent times have been challenging on a number of fronts but the Group has a number of fundamental, underlying strengths that give us great confidence looking forwards. Our market position, supplier relationships, branch network and direct customer contact are all strong factors and, coupled with the quality and knowledge of our colleagues across the Group, give us a strong platform from which to build.

We have also seen significant improvements in the cash performance of the Group and that strong financial base is another component of the strong foundations that we have, and gives us the ability to invest appropriately in our businesses.

I believe in the power of a branch-based, sales-led organisation and that principle stands well for each of the businesses that we have in the Group.

All of our trading businesses are either number one or number two in their respective markets, which gives us the benefits of scale and market leadership and also makes us an important route to market for our supplier partners.

Every great business needs great support. I believe we have opportunities to develop our procurement, range management, supply chain and systems functions to be genuinely world class. Technology is a critical enabler to our support functions as our business and sector continues to evolve and digitise.

We also need to maintain a disciplined approach to margin, costs and capital allocation, really appreciating value for money in every pound we spend to ensure that we deliver a great return for all of our stakeholders.

Our priority is delivering industry-leading levels of service to our customers and supporting the front line with lean and effective support functions, driving improvements in financial performance across the whole Group.

Each of our trading businesses and the management teams within them are at different stages of their evolution and we will support them to develop at pace and deliver a world-class experience for our colleagues, customers and shareholders.

I look forward to working with colleagues across the Group to ensure that Travis Perkins and all of our trading businesses are established as the premier businesses within their markets.

Gavin Slark
CEO

16 March 2026



Delivering
for our
customers



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