

CME 2026 **CONCLUSION**

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IAN TYLER
NON-EXECUTIVE CHAIR



ERIC BORN
GROUP CHIEF EXECUTIVE OFFICER

GROWTH OPPORTUNITY AND AMBITIONS

OUR 2030 AMBITIONS

- **European platform of scale** enabling access to structural growth markets
- **Diversified portfolio** providing resilience throughout the cycle
- **Significant opportunity to improve financial returns through the Grafton Way**
- **Confident in our ability to create significant shareholder value**

**FREE CASH FLOW
(CUMULATIVE
2026-30)**

£850M+

**EPS
(2025-30)¹**

>10% CAGR

**ROCE
(2030)**

~13%