



CME 2026 INTRODUCTION & STRATEGY

WELCOME AND KEY TAKEAWAYS



- **Grafton is a European platform of scale**
 - **#1 in growing Irish market with unmatched scale**
 - **Leading positions in Northern Europe and GB with significant recovery potential**
 - **Ambition for accelerated growth in attractive Iberian market and beyond**
- **Clear strategy and powerful federated operating model**
- **Disciplined and value focused capital allocation**
- **Ambitious 2030 financial targets**

AGENDA

START	FINISH	TOPIC	SPEAKER(S)
12.30	13.00	INTRODUCTION & STRATEGY	Eric Born
13.00	13.15	CAPITAL ALLOCATION & FINANCE	David Arnold
13.15	13.45	ISLAND OF IRELAND	Patrick Atkinson Damien Dwyer Pippa Casey
13.45	14.10	GREAT BRITAIN	Frank Elkins
14.10	14.30	Q&A	Grafton team Hosted by Eric Born & David Arnold
14.30	14.50	COFFEE BREAK	
14.50	15.40	GROUP OPERATING MODEL BREAKOUT SESSIONS	Talent Carmen Lothian Sally Kerr
			Technology Nathan Bishop
			Corporate Development Stephen Hunter Charlie Steedman
15.40	16.05	NORTHERN EUROPE	Bert Bunschoten Anu Ora
16.05	16.25	IBERIA	Mario Ballarín
16.25	16.30	CONCLUSION	Ian Tyler Eric Born
16.30	16.50	Q&A	Grafton team Hosted by Eric Born & David Arnold
16.50	17.30	DRINKS RECEPTION	

GRAFTON AT A GLANCE

**SCALABLE
EUROPEAN
PLATFORM**
(FY25)

**~10,000
COLLEAGUES**
**~600
LOCATIONS¹**

**>£2.5BN
REVENUE**

**£319.2M
EBITDA**
(12.7% EBITDA margin)
**£184.3M
EBITA**
(7.3% EBITA margin)

**STRONG
PERFORMANCE**
(2016-25)

**13.7%
AVG. ROCE**
**£1.8BN
CUMULATIVE FCF**

**+180 BPS
OPERATING
MARGIN**

77.8% TSR
(15.8%² FTSE 250 peers)

GRAFTON PURPOSE-LED STRATEGY

“Building progress together” and driving sustainable long-term growth for the benefit of all our stakeholders

OUR PURPOSE & VALUES

- **We provide our trade customers in Europe with construction related products and solutions**
- **Underpinned by our values:**
 - **Be brilliant for our customers**
 - **Value our people**
 - **Entrepreneurial and empowering**
 - **Ambitious**
 - **Sustainable, trustworthy and responsible**

OUR GROWTH STRATEGY

- **Long-term organic growth**
 - **Structural growth drivers**
- **Operational excellence and continuous improvement**
- **Acquisitions**
 - **Using our strong balance sheet and cash flow**

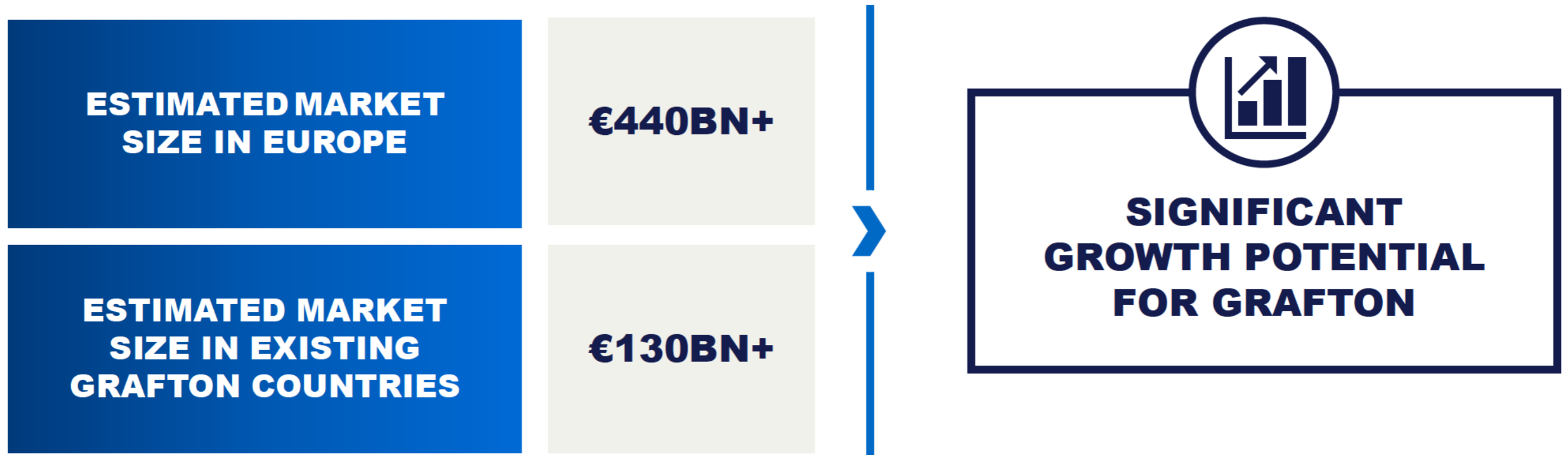
OUR FEDERATED OPERATING MODEL

- **Supported and enabled by our federated operating model and investments in sustainability & technology:**
 - **Investing in a diverse workforce**
 - **Responsible supply chains**
 - **Providing digital and AI enabled solutions**

OUR MARKET

Serving our customers with building and construction-related products and solutions, when and where they need them

We operate in a large and relatively fragmented market of construction product distribution



COUNTRY SELECTION AND DISTRIBUTION MODEL ARE KEY LONG-TERM GROWTH DRIVERS

REGION / COUNTRY SELECTION

- **GDP, population growth**
- **Structural housing shortage**
- **Improvement need in existing housing stock**
- **Political stability and strong legal framework**
- **Access to talent**
- **Regulatory environment**

MODEL SELECTION

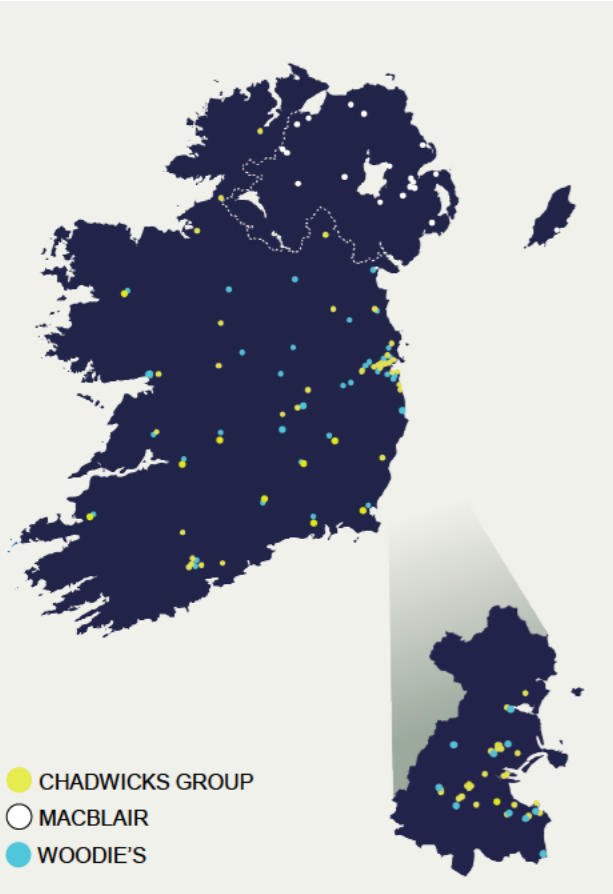
- **Profitability & return potential of distributors**
- **Strong trusted, local brands**
- **Ability to drive organic growth**
- **Consolidation opportunity**
- **Customer profile (ideally SME / trade)**
- **Ability to enhance business through application of the Grafton Way**

PORTFOLIO OF TRADE FOCUSED BUSINESSES IN EACH GEOGRAPHY

- **Strong, empowered teams**
- **Differentiated models with trusted local brands**
- **Local scale**
- **Customer-centric to deliver local customer needs**
- **Above industry average margins, ROCE, cash generation**
- **Resilience throughout the cycle**
- **Superior returns**

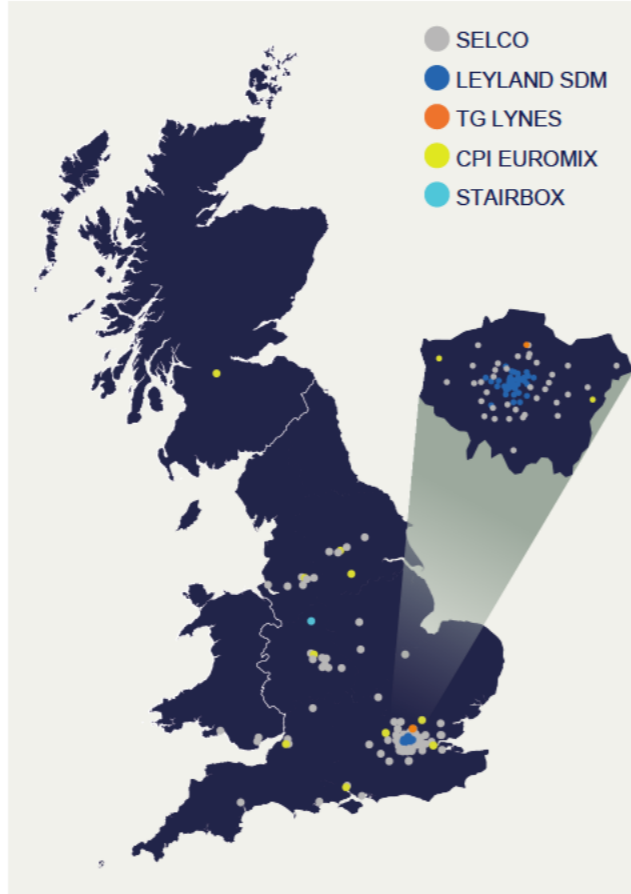
LOCAL SCALE

ISLAND OF IRELAND



120+ locations

GREAT BRITAIN



120+ locations

NORTHERN EUROPE



265+ locations¹

IBERIA






















110+ locations

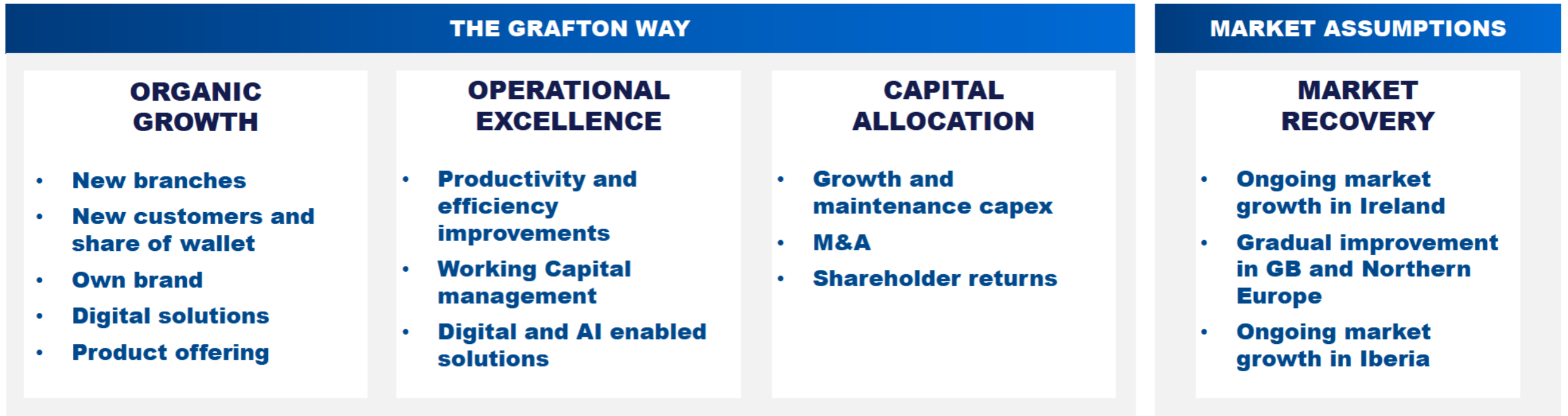
THE GRAFTON WAY – FEDERATED OPERATING MODEL



SIGNIFICANT GROWTH AND RECOVERY POTENTIAL IN EXISTING GEOGRAPHIES

ONGOING GROWTH			POSITIONED TO WIN THE RECOVERY				ACCELERATED GROWTH	
ISLAND OF IRELAND			GREAT BRITAIN		NORTHERN EUROPE		IBERIA	
Generalist	Specialist	Consumer focus	Generalist	Specialist	Specialist	Specialist	Specialist	
  	   			    		 	 	
EBITA margins	Sustainable performance ~10%			Anticipated performance post recovery >9%				Anticipated built-out performance 8-10%

LEVERS TO REACH OUR FINANCIAL TARGETS



Cumulative FCF (2026-30)

£850M+

EPS¹ CAGR (2025-30)

>10% CAGR

ROCE (2030)

~13%