

The background of the entire image is a photograph of two industrial workers, a man and a woman, wearing white hard hats and high-visibility yellow safety vests. The man's hard hat and vest both have the 'RUBIX' logo. He is pointing his right index finger upwards. The woman is looking off to the side. The image is overlaid with a dark blue geometric pattern consisting of several large triangles. The text 'RUBIX' is in the top left, and the title 'Sustainability and ESG Report FY2025' is on the left side.

RUBIX

Sustainability and ESG Report **FY2025**

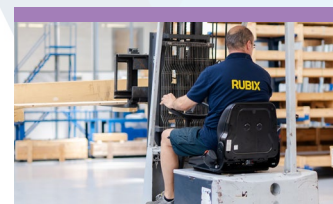
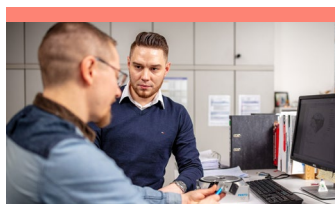
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About this report

Rubix is the leading industrial distributor in Europe by revenue of maintenance, repair and overhaul (MRO) products and services, with a pan-European footprint and access to all premium brands.

This is our sixth Sustainability and ESG Report. It presents our strategy, commitments and progress on the sustainability and environment, social and governance (ESG) topics most material to the Group.

Unless specified otherwise, all new data is reported for our Financial Year (FY) 2025: 1 January to 31 December.



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Certain statements in this Report describe potential environmental, operational or economic benefits associated with products, services or solutions offered by Rubix. Unless specifically stated otherwise, such statements are based on observations, case studies, technical assessments or information received from third parties and should not be interpreted as assurances or guarantees that equivalent outcomes will be achieved in all circumstances.

Environmental and sustainability-related information relating to products may be based on data or representations supplied by manufacturers or other third parties. Rubix seeks to promote accurate and transparent reporting but does not independently verify all third-party data.

About Rubix

Rubix is Europe's largest industrial distributor of maintenance, repair and overhaul (MRO) products and services by revenue. We have more than 220,000 customers, and our revenue is approximately twice that of our nearest competitor.

We supply a broad range of industrial products, from general maintenance supplies to specialist equipment, including bearings, mechanical power transmission components, flow technology and fluid power products, machining and cutting tools, and industrial consumables.

Beyond product supply, we help customers improve productivity, reduce downtime and increase uptime. By combining specialist technical expertise, engineering support, inventory management and digital solutions, we help customers operate more efficiently, reliably and sustainably.

Leading:

Rubix is the market-leading pan-European distributor of industrial products and services by revenue.

c.450

operating locations across 24 European countries

€3.04bn

in revenues

Trusted:

Our diverse range of high-performance products, value-added services and technical expertise helps deliver customers' ESG priorities.

c.9,900

employees, including 4,300 with specialised technical expertise

Recognition by established external ESG indices



Partner:

Rubix streamlines MRO sourcing by bringing multiple brands, products and services together under one supply partner.

24

distribution centres (DC)

Employee Net Promoter Score (eNPS) of

+40

Welcome message from our CEO

We operate in an industry where scale matters. Scale allows us to simplify market access for our suppliers, and makes it easier for customers to get the products, services and expertise they need to keep production lines moving.



David Morkeberg, Group CEO

We build scale every year, and over the past 12 months we made our biggest ever investment in Rubix sales teams while setting new records for key account customer acquisition. We also continue to develop our business through M&A, adding seven businesses in 2025 and the first half of 2026. In the process, we expanded into the new markets of Serbia and North Macedonia while our transformational acquisition of ERIKS UK & Ireland substantially increased our scale in that key market.

Scale also shapes how we think about sustainability. It sets the foundation for our sustainability performance. Our entire model exists to extend the life of industrial assets, to repair rather than replace, to reduce waste and unplanned downtime, and to make every factory floor run leaner and more reliably.

Every hour of uptime we protect is production that doesn't have to be repeated. Every asset we keep in service is one that doesn't have to be remade.

That is why sustainability is an integral value driver, sitting alongside uptime, productivity, safety and working capital as one of the outcomes we are measured on. As manufacturers face intensifying operational and environmental pressures, they are looking for far more than a product supplier: they want a strategic partner who can help them decarbonise, cut waste and build resilience while improving performance.

The past year has marked an important step forward in our own sustainability transformation. With our science-based targets now validated by the Science Based Targets initiative (SBTi), we are establishing a clear pathway to decarbonise our operations and value chain while continuing to grow our business.

In France, our largest jurisdiction by revenue, we have also engaged with strategic suppliers to develop an eco-selection portfolio, providing customers with additional product information to support more informed and sustainable purchasing decisions.

The chapters that follow set out how we are turning our scale into measurable sustainability impact, for our business, for our customers and for European manufacturing industries.

David Morkeberg,
Group CEO

August 2026





The Rubix business model and sustainability

Across a wide range of sectors we help our customers achieve process efficiencies, production uptime and sustainability goals. Rubix operates an extensive product supply platform, with around 450 locations and multiple digital channels serving more than 220,000 customers in food and beverage, utilities, automotive, metals, business services, chemicals, packaging, aerospace and pharmaceutical sectors.

We consolidate MRO supply, reducing total purchasing costs and increasing production efficiency for customers. Combining our scale, merger and acquisition (M&A) capabilities, expertise and European reach, we keep the wheels of industry turning across Europe by helping customers operate more efficiently and sustainably.

The operating context for European industry is characterised by rapid change, increasing complexity, high energy costs, changing regulatory requirements and a range of supply chain risks.

Rubix has a strategy to be the leading trusted partner for customer value and sustainable growth.

By helping customers improve sustainability performance, Rubix can support positive environmental and social outcomes while strengthening customer relationships, driving innovation and supporting long-term business resilience. Sustainability and ESG are therefore integral to the Group's business model and strategic growth priorities.

Supporting customer performance

We simplify MRO procurement through a single point of access to a broad network of trusted manufacturers and brands.

Our scale and expertise help customers reduce complexity, improve efficiency and maintain business continuity.

We combine industrial know-how, technical support, specialist services and digital capabilities to solve operational challenges.

Our solutions help customers optimise uptime, extend asset life, improve energy efficiency and reduce waste.

// **Manufacturers are balancing rising energy costs, operational complexity and increasing pressure on efficiency.** //

75

Our June 2026 Uptime Index is at 75: confidence is rising and businesses are adapting.

Sustainable products

We offer products that can contribute to energy efficiency, waste reduction or other environmental objectives, and are working with suppliers to improve the availability of supporting environmental data. We have around 300,000 safety products in our PPE catalogue and we are collaborating with our suppliers to map sustainability attributes.

93.1%

More customers rate our services positively for supporting energy management, up from 88.2% in 2025.

➤ For more information, see [page 10](#).

Customer value and responsible operations for sustainable growth

Combining our scale, expertise and reach, we help keep the wheels of European industry turning. We support customer uptime, productivity and sustainability through the products, services and expertise we provide.

Our ESG framework supported by:



SCIENCE
BASED
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

**Leading
Europe's largest MRO
distributor by revenue**

We support our customers through product availability, technical expertise and responsible business practices, while helping them improve the environmental performance of their operations.

RUBIX

**Trusted
Creating value
responsibly across
our operations**

We are committed to operating responsibly by providing a safe and productive workplace, improving resource efficiency and maintaining high standards of governance, integrity and compliance.

**Partner
Strong supplier
partnerships and
sustainable solutions**

We work closely with suppliers to improve product availability, enhance sustainability-related product information, and expand access to innovative and more sustainable solutions.

Supported by an extensive Exclusive Brands selection:



Our sustainability/ESG strategy

This strategy aims to deliver progress on key components that make Rubix a Leading Trusted Partner, turning our scale and expertise into measurable progress for customers, operations and the value chain.

Material topics

- (a) Health and safety
- (b) Customers' environmental performance
- (c) Energy efficiency/greenhouse gas emissions (including transport and logistics)
- (d) Waste management
- (e) Human capital: anti-discrimination, diversity, training and skills
- (f) Corporate governance, business continuity

Customers

Support our customers on their sustainability journey through procurement consolidation, better product data, technical expertise and value-added services.

Our goals are to:

- > engage with 100% of strategic Group suppliers by FY2027 to map the environmental and social benefits they attribute to their products. ^(b)
- > assess the feasibility of Product Carbon Footprint (PCF) reporting across our Exclusive Brand portfolio by FY2027. ^(b)
- > launch circularity services, such as PPE recycling, in every market where infrastructure is available by FY2030. ^(b)

See page 11

Operations

Grow sustainably by decarbonising our operations, having a zero-accident workplace and achieving strong external recognition (EcoVadis and CDP).

Our goals are to:

- > achieve a lost time accident rate (LTAR) of ≤ 0.5 by FY2030. ^(a)
- > reduce absolute Scope 1 and 2 emissions by 58.8% by FY2034. ^(c)
- > decrease our packaging intensity by 45% by FY2030. ^(d)
- > maintain an employee engagement score within the top quartile of external benchmark organisations by FY2028. ^(e)

See pages 24 and 35

Supply chain

Strengthen the partnership with our suppliers, seeking to reduce product carbon footprint, better product information and more sustainable value chains.

Our goals are to:

- > reduce absolute Scope 3 emissions by 35% by FY2034. ^(b, c)
- > conduct risk assessments for 100% of strategic Group and Exclusive Brand suppliers through our supply chain due diligence (SCDD) platform by FY2029. ^(b, f)
- > source 90% of Exclusive Brand procurement spend from suppliers compliant with amfori BSCI requirements, over a three-year procurement cycle, by FY2029. ^(b, c, f)
- > maintain 100% completion of annual conflict of interest declarations among employees in defined roles, including senior leadership. ^(b, f)

See pages 27, 33 and 41

For more on our targets and KPIs

Our customers

Our customers need agility and efficiency, and we help them achieve both. Our sector leadership, European-wide scale, extensive product range and technical expertise enable us to deliver reliable solutions that support operational performance.

Target	KPI	Our progress
Launch circularity services, such as PPE recycling, in every market where infrastructure is available by FY2030	Number of markets with circularity services available	Page 19
Assess the feasibility of Product Carbon Footprint (PCF) reporting across our Exclusive Brand portfolio by FY2027	Number of PCFs conducted	Page 33
Engage with 100% of strategic Group suppliers by FY2027 to map the environmental and social benefits they attribute to their products	Percentage of strategic Group suppliers engaged	Page 43

// Customers increasingly seek partners that can simplify procurement, support operational performance, provide reliable product information and help address sustainability requirements. //

Our customers' priorities

As a key partner to manufacturers across Europe, we have regular insight into the challenges and priorities shaping their operations. Through the Uptime Index, customer satisfaction surveys and ongoing engagement, we have identified the following priorities in MRO procurement decisions:

Access to comprehensive consolidation capabilities:

Customers look beyond price. They value suppliers that can consolidate fragmented spend and reduce procurement complexity. Customers require reliable access to a diverse range of industrial products and services, supported by strong supply chain relationships and local expertise with international reach.

Supporting efficient and sustainable operations:

Customers need a partner with the technical expertise to help them select the right products and services to improve operational efficiency and reduce environmental impacts. This is even more important as customers face technical skills shortages and increasingly rely on partnerships to maintain uptime.

Improving the availability of product data:

Customers are increasingly seeking clearer and more consistent data on the characteristics of products. Information on product composition and environmental factors supports internal reporting and procurement decisions. However, obtaining this information across complex supply chains can be challenging.

How Rubix responds

Broad product and service offering supported by extensive supplier relationships, enabling supplier consolidation and reducing procurement complexity.

Multi-specialist expertise helps customers improve efficiency, maintain uptime and reduce environmental impacts. Building trust through our responsible business practices, backed up by recognised sustainability credentials, such as EcoVadis.

Specialist product knowledge and digital capabilities that improve access to products; regulatory and sustainability information from products sourced from complex supply chains.

Our response

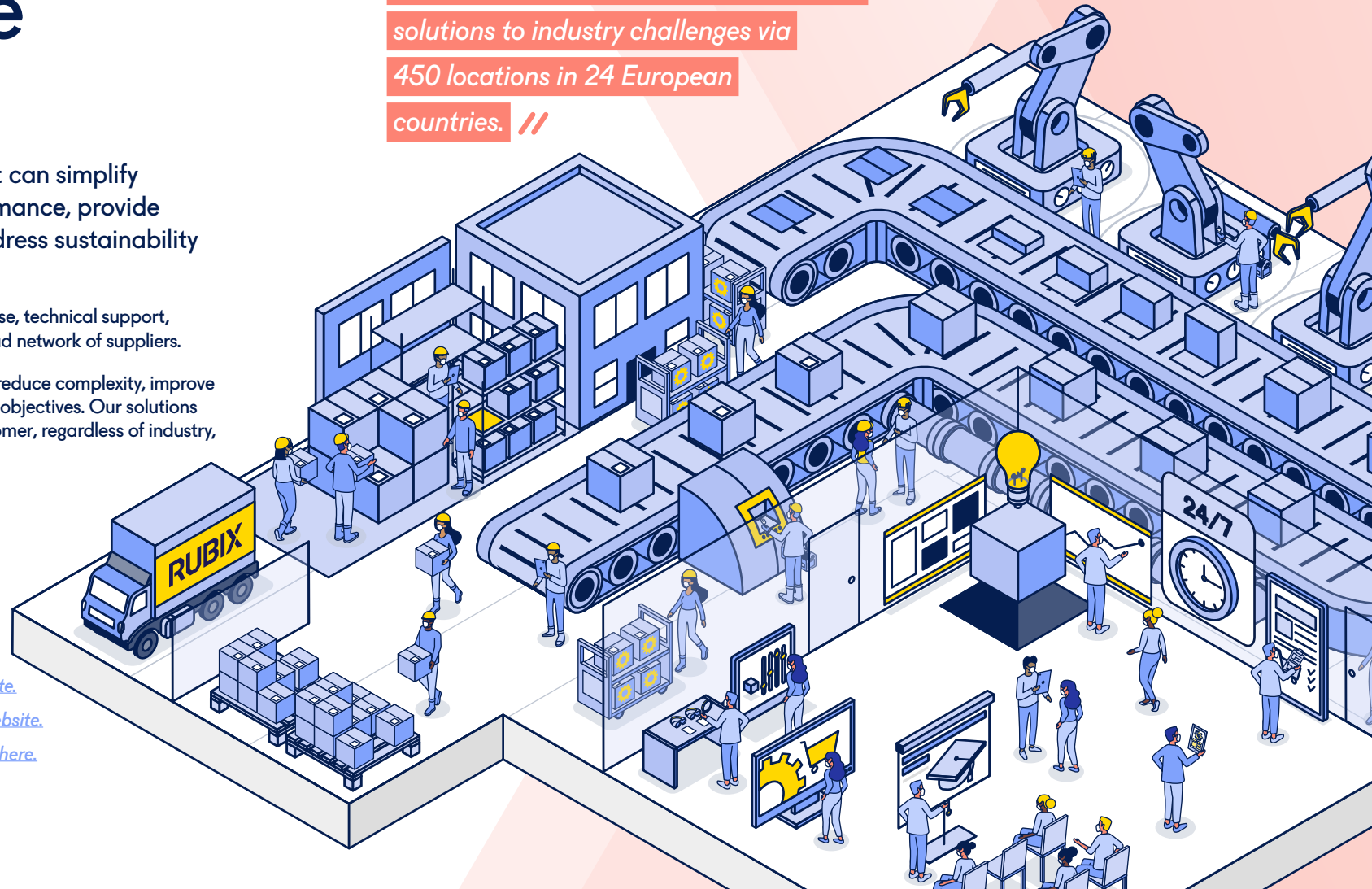
// The Rubix Solution is a one-stop shop for solutions to industry challenges via 450 locations in 24 European countries. //

Customers increasingly seek partners that can simplify procurement, support operational performance, provide reliable product information and help address sustainability requirements.

Rubix responds through a combination of industrial expertise, technical support, specialist services, digital capabilities and access to a broad network of suppliers.

By bringing these capabilities together, we help customers reduce complexity, improve efficiency, maintain uptime and support their sustainability objectives. Our solutions are tailored to the specific operational needs of each customer, regardless of industry, geography or business size.

- For more on the Rubix Solution, [click here](#).
- For more on MRO consolidation benefits, see page [5](#).
- For more on the Uptime Index, see page [12](#) and our [website](#).
- For more on challenges affecting customers, see our [website](#).
- For more on how we add value for our customers, [click here](#).



Taking the pulse of European manufacturing: the Uptime Index

Every day, we support manufacturers across Europe, from global organisations to local businesses operating in sectors including food and beverage, automotive, metals, chemicals, packaging, aerospace and pharmaceuticals.

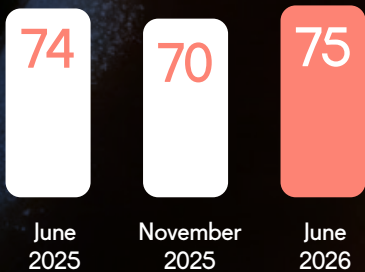
We help customers improve profitability, productivity, quality and consistency. We reduce complexity in their supply chains and improve the control and transparency of their MRO activity and spend.

In short, we help protect and enhance their manufacturing uptime.

Our scale and position across European industries allow us to take the pulse of European manufacturing, track confidence and commercial health, and explore key themes feeding into uptime.

Since June 2025, we have captured these insights through the Rubix Uptime Index, now joined by our key supplier partners SKF, Parker Hannifin and LOCTITE.

The November 2025 edition reviewed the role of artificial intelligence (AI) in manufacturing, while the latest edition from June 2026 analyses skill shortages. Despite a challenging market, confidence is rising and businesses are adapting. Our Uptime Index scores reflect this improving outlook.



The Rubix Uptime Index analyses four key business dimensions:

Operations

Business

Supply

Skills



The Uptime Index continued

How manufacturers are maintaining uptime

The last 12 months have seen geopolitical tensions, surging energy costs, skills shortages, technological disruption, trade volatility and weakening demand. The Uptime Index tracks such headwinds, but also resilience: manufacturers are adapting their operations to perform despite ongoing uncertainty.

While manufacturers continue to face a challenging operating environment, many are adapting their operations and strengthening resilience in response to ongoing volatility. As a trusted partner, Rubix has the scale to improve lead times, inventory costs and access to spare parts to meet the need for efficient procurement.

Manufacturers with stronger maintenance and inventory controls can identify issues early and prevent disruption, helping them maintain uptime and withstand external shocks. As AI becomes more embedded, it can further improve efficiency, strengthen oversight and predict equipment failures. However, technology alone is not enough. Despite ongoing skills shortages, the highest levels of uptime are achieved when skilled people have access to the right tools.

25%

of manufacturers aren't confident they have enough skilled staff to maintain uptime.

Meanwhile, upstream, reliable supplier relationships, closer dialogue and clarity of bottlenecks allow manufacturers to plan repairs, source from other suppliers, and make equipment and inventory last longer. Even as long lead times or rising costs test their resilience, customers recognise that supplier selection plays a critical role in maintaining uptime.

// The Uptime Index provides valuable insight into the issues affecting manufacturing performance across Europe. We are pleased to support an initiative that helps manufacturers better understand these challenges and make more informed decisions to improve resilience. //

Jens Uhlenbrock,
Director Channel & Distribution EU at LOCTITE*

* Quote originally appears in [this article](#).

Supporting our customers on ESG

Delivering uptime for our customers and providing technical services are inextricably linked to helping them meet their sustainability and ESG ambitions.

Our employees are uptime experts: they understand our customers' businesses and bring their specialist knowledge of products and services to help customers achieve positive impact. Below are some examples of the Rubix Solution in action.

Case study:

Improving energy efficiency with technical expertise



The experts at Airflux are cutting customers' compressed air energy consumptions. Our energy engineers and technicians use customised solutions to improve energy efficiency:

- > Energy performance and leak detection audits
- > Network and control optimisation
- > Heat recovery and waste heat utilisation
- > Compliance and monitoring

The result in every case is measurable energy savings from intelligent control systems with guaranteed precision when tracking energy performance.

➤ See our website for more [challenges we help solve](#).



14%

of manufacturing energy consumption can be wasted by compressed air leaks.

Products and services

Our targeted solutions and technical expertise support customers in reducing energy use and improving operational efficiency. At the same time, we work with suppliers to identify products that may support customer sustainability objectives through attributes such as durability, reparability, responsible sourcing, and health and safety, where relevant information is available.

60%¹

Thousands of vending machines on customers' premises enable up to 60% reduction in the consumption of different PPE.

Waste

Our repair, maintenance and recycling services support customers in reducing packaging waste, recycling used PPE and extending product life. We also support customers in PPE recycling services, where infrastructure is available.

¹ Estimate based on observed reductions at a customer site following the deployment of our Vendor Managed Inventory (VMI) solution. Results may vary depending on implementation context and usage patterns.

300,000

The number of PPE products in our catalogue offering head-to-toe protection at work.

Safety

We have PPE experts on hand to audit customer sites and recommend solutions for employee safety. We offer a vast catalogue of PPE products to support workplace safety, backed up with auditable data.

35%

Scope 3 emissions reduction target by FY2034, from a FY2023 baseline, validated by the Science Based Targets initiative (SBTi).

Supply chain

We help customers streamline sourcing, reduce complexity and unlock cost efficiencies through consolidated procurement strategies. We have high-quality relationships built over many years with a diverse supply base.



Case study:

Customer satisfaction with our vending machines



Our vending machines and related services cut waste and improve product access. Each year, across our operations in France, we seek opinion from customers using our vending machines on the quality of our service. The assessment, conducted in FY2026, showed a high overall satisfaction score, with the following highlights:

- The machines save time, with 91% of machine users reporting productivity gains.
- Constant product availability means employees have autonomy.
- 90% of customers commend our after-sales service.

This example shows how Rubix helps customers improve productivity by providing convenient access to critical products at the point of use.

Maintaining high levels of customer satisfaction

Our latest customer survey from April 2026, across 22 operating countries² and more than 8,000 respondents, showed that 92.7% of our customers rated our knowledge and expertise on sustainable solutions as excellent or satisfactory (2025: 92.3%).

Further, 94.7% rated the capability of our technical services to improve operational efficiency positively (2025: 91.3%). Meanwhile, 93.1% of customers rated our services positively for supporting energy management (2025: 88.2%).

93.1%

of customers rated our services positively for supporting energy management.

Customers are increasingly asking for information about the environmental credentials of the products they buy from us. This includes materials, manufacturing processes, logistics and transport.

Sustainability-related product information is often fragmented, inconsistent and spread across complex global supply chains. Providing reliable information therefore requires close collaboration between manufacturers, suppliers and distributors.

Our approach is built on:

- our unique position in the industrial value chain.
- collaboration and dialogue with suppliers on critical data points.
- accurate, verifiable data to back up sustainability claims.

➤ Find out more about how we support customers in accessing sustainability-related information on [page 14](#).

² Serbia and North Macedonia were in the process of being integrated at the time of the survey.

Customers' energy use and greenhouse gas emissions

Customers are increasingly seeking ways to reduce energy consumption without disrupting production. Insights from the Uptime Index highlight that rising energy costs and evolving regulatory requirements are making efficiency improvements both a financial priority and a compliance necessity. Significant opportunities remain, however, across manufacturers' sites, with the right partner supporting in the identification and prioritisation of interventions: in fact, around 70% of motors in use across Europe have a low energy efficiency rating and 20–30% of electricity used by compressors is lost through avoidable air leaks³.

// Our range of value-added services supports energy savings across various applications and industries. //

72%

In Europe, normal motor-driven systems are estimated to only be around 36% efficient, whereas optimised systems can reach 72%.

Energy-efficient products

Energy losses can occur at many points in a system, so all components should be optimised.

In the field of power transmission, for instance, our exclusive Mecaline power transmission and pneumatic products are designed in collaboration with world-leading manufacturers to deliver efficiencies and cost savings. Meanwhile, in our motor and gearbox categories, our super-fast installation service is combined with deep knowledge of low-voltage IE3 motors to maximise energy savings. For example, considering the factors needed for effective motor and gearbox pairing, such as input speed, ratio, mounting, duty cycle and operating environment, ensures an efficient and long-lasting installation.

Energy management services

Our range of value-added services supports our customers in delivering efficiency gains and creating energy savings across various applications and industries. Our expert teams guide customers through our technical services.

Through the Rubix Solution and Condition Monitoring services, including vibration analysis, thermographic audits, air leak detection and lubricant testing, we support manufacturers in reducing the risk of unplanned downtime or lost time waiting for replacement parts.

We have recently expanded it with the acquisition of ERIKS UK & Ireland, now trading as Rubix UKII, who bring their deep engineering, repair and reliability expertise, delivered through a network of 11 Engineering Service Centres across the UK and Ireland.

³ IEA 2022 4E Technology Collaboration Programme, IEA World Energy Outlook, Rubix Limited white paper 'Quick wins to cut energy waste' 2023.



Case study:

ERIKS UK & Ireland acquisition boosts engineering expertise



With the recent acquisition of ERIKS UK & Ireland, an example of how we expanded our capabilities is in wind energy, with an end-to-end offer for maintaining critical turbine uptime. We provide services in inspection, testing and repair of advanced gearbox and generator equipment. Our multi-brand expertise supports wind turbine operators across their asset life, with proven strategies to maximise ROI of assets through more uptime and longer asset lifetime.

Customers' energy use and greenhouse gas emissions continued

Compressed air systems and air leak survey and repair

Compressors in manufacturing plants normally account for around 30% of electricity cost. Within these systems, air leaks are one of the largest sources of avoidable energy loss. Wear and tear of components in compressed air systems can lead to around 20–30% of this energy being wasted.

In 2025, we acquired Airflux, a French provider of industrial energy efficiency solutions for compressed air systems. The acquisition strengthens our capability to support customers in reducing energy consumption and improving the performance of critical compressed air systems. It also enhances our ability to deliver practical, measurable solutions that contribute to lower carbon operations across our customers' sites. Please see the case study box on page [14](#).

At the same time our air leak survey and repair service finds and fixes leaks, generating savings for our customers. Our surveys detail energy loss, costs and potential carbon savings using a methodology developed in line with the Greenhouse Gas Protocol. We recommend action to fix leaks and suitable replacement parts, which can be fitted by Rubix. A follow-up audit confirms the expected benefits have been delivered.

Case study:

Delivering compressed air with lower impact



We provided a state-of-the-art compressed air generation plant for a long-standing cement manufacturer customer. This comprised the design, supply, installation and commissioning of three CREYSENSAC compressors, of which two are variable-speed units with energy recovery. The upgrade and energy recovery saves around €50,000/year.

A fixed-speed compressor provides back-up, the EControl™ system provides real-time smart monitoring and optimisation, and a ventilation system helps maintain compressor efficiency and production uptime. The installation was carried out by a subcontractor while Rubix handled on-site equipment, start-up and testing.



Customers' energy use and greenhouse gas emissions continued

Online condition monitoring

Unplanned downtime is a big operational and financial risk for our customers, whether for general equipment or critical infrastructure. Our condition monitoring service tackles these risks with constant analysis, either on-site or remotely.

We run bespoke predictive maintenance schedules to reduce the risk of parts failure, costs of urgent repairs or long delivery times for critical replacement parts.

And as you'd expect from Rubix, we use the most precise industry-leading equipment. As pioneers in techniques such as vibration analysis with triaxial accelerometers, we have specialist knowledge on hand, ready for our customers.

Our condition monitoring offering is further complemented by Rubix's enhanced Remote Smart Asset Management (RSAM) system that helps manufacturers move from reactive repairs to predictive maintenance. This advanced offering enables manufacturers to monitor, manage and optimise critical assets in real time, driving greater uptime, reducing unplanned downtime and delivering measurable improvements in operational efficiency.



Helping customers reduce packaging and waste

Our entire business model provides consolidation opportunities that are more resource-efficient and less wasteful. Our experience and product knowledge specifically help customers reduce waste by offering:

- › deep knowledge to help select the right product to maximise performance and efficiency, maintenance and end-of-life handling.
- › condition monitoring services anticipate repair needs and extend product lifetime where possible.
- › packaging improvements include the use of recycled materials, top quality and highly durable solutions, and lighter-weight packaging.
- › PPE recycling services in place across three markets: France, Netherlands and Italy.

3

markets where Rubix offers PPE recycling services.

Packaging design

Careful packaging design is a vital part of our operations: products must arrive protected and undamaged, all the while avoiding excessive packaging which has an impact on customer waste and logistics emissions.

For this reason, in 2023 we started tracking packaging intensity (measured as packaging spend per EUR sales) and are targeting a reduction in packaging intensity of 45% by FY2030 against a FY2024 baseline.

45%

We target a reduction in packaging intensity of 45% by FY2030.



We are also committed to minimising primary packaging and achieving 100% recyclability for the packaging used in our logistics and deliveries.

We apply a range of initiatives to reduce primary packaging, find alternative recycled materials, employ reverse logistics and identify packaging reduction in our vending services.

➤ For more about our packaging initiatives, see [page 31](#).

Helping customers reduce packaging and waste continued

// *Our VMI services are integrated within our customers' operations for efficient stock management, which can reduce waste.* //

Vendor Managed Inventory (VMI) services

Our VMI services are integrated within our customers' operations for efficient stock management, which can reduce waste. Examples include the following:

- > Inscan™ ensures items are replenished on time and allows greater control of costs and productivity.
- > Kiosk simplifies the selection, restocking and purchasing management process.
- > Invend™ is our on-site vending machine solution providing gloves, masks and other PPE, and that helps avoid waste and maximise productivity by reducing walk and wait time. An Invend™ machine can reduce consumption of some items by up to 60% per year.

Repair services

Very often a part can be repaired instead of being completely replaced. At Rubix, we can leverage both our technical capabilities and our suppliers' networks to have a product repaired and brought back to life. This often reduces lead time, cost and environmental impact compared to a brand new product or part. For example, customers can typically save up to 70% of the cost of purchasing a new tool, while extending the tool's life, by using our as-new regrind and recoating service.

Our condition monitoring platform is normally offered alongside repair services to enable continuous analysis of the asset condition.



Facilitating significant savings with Insite™

We installed another Insite™ service for a UK manufacturing customer in 2025 and tracked its savings. The line-side vendor managed service helps customers remove duplications, rationalise suppliers, increase purchasing power and minimise administration. It frees up engineers to improve site performance. Consignment stock held by us is paid for only upon use, releasing working capital. Annual savings following the Insite™ installation were recorded at £174,000 in the first year.

Helping our customers keep their people safe

Through the products and services we provide, we aim to support customers in keeping their people safe at work. We offer around 300,000 items of PPE in our product catalogue, giving customers a wide range of options for head-to-toe protection. We also offer fall protection, site safety and hygiene equipment that supports safer working environments. Additionally, our expertise and our safety audits can support customers in identifying the right PPE for different manufacturing environments.

PPE end-to-end

We tailor our safety solutions to meet the specific needs present on the customer's factory floor. PPE fitting and customisation connects them with our Protection experts to achieve this. In one example, face-fit testing for safety masks is a legal requirement in some countries for all masks being used.

Further, with our supplier partners we can provide safety audits assessing common risks, injury types and control measures. The outcomes are better awareness of mitigation options, PPE information and how to use it on the factory floor.

The audit trail is assisted by services such as our Invend™ vending machine service where all items issued from our machines are not only correct and available but also approved PPE products. Through such audits we use our technical knowledge to provide guidance on safety risks on site.

Collaboration also means getting together at events and sharing our knowledge. An example is the Safety and Innovation Day 2026 in Gdańsk, Poland where Rubix Poland and our local PPE business Robod brought together 100 customers and 20 suppliers to explore innovations and improve safety; please see the box opposite.

// We offer around 300,000 items of PPE in our product catalogue, giving customers a wide range of options for head-to-toe protection. //

Case study:

Demonstrating the latest safety innovations



Taking place in Poland, our 2026 Safety and Innovation Day featured key talks by heavy industry customers, best practice consultations and a showcase of Robod's protective workwear. The aim was to show that protective equipment is not only about compliance, but also about better working conditions and reducing waste.

The day was rated as outstanding by participants (average event rating: 4.9/5, an NPS of 67 and 90% of attendees intending to participate in future). Customers liked the opportunity to network and discover new market innovations, have direct contact with manufacturers and catch up on workplace safety.

One participant reported that it was "an overview of the latest HSE solutions and direct contact with PPE suppliers, complemented by professional, expert support from a dedicated account manager."



- To find out more on supplier performance, engagement and governance, see pages [33](#) and [43](#).
- See also our TCFD report and supplier engagement, page 14 of [Rubix Limited FY2025 Annual Accounts](#).

Environment

Reducing the environmental impact of our operations is central to being a trusted partner.

Target	KPI	Our progress
100% of electricity for Rubix operations to be sourced from renewable sources by FY2034	Percentage of electricity from renewable sources	Page 25
80% of our fleet of company cars to be lower emission vehicles ¹ by FY2030	Percentage of company cars that are lower emission vehicles	Page 29
75% of waste sent to recycling or energy recovery by FY2030	Percentage of waste sent to recycling or energy recovery	Page 31
45% reduction in packaging intensity by FY2030, from an FY2024 baseline	Percentage change in packaging intensity	Page 31
100% of our strategic suppliers to set or commit to set SBTi-approved targets by FY2030	Percentage of strategic suppliers that have set or committed to set SBTi targets	Page 33

// As an industrial distributor, the way we manage and move goods, particularly in relation to transport and our warehouse operations, plays a critical role in our carbon footprint and is central to our efforts to reduce our environmental impact. //

¹ 'Lower emissions' is defined as electric, plug-in hybrid and mild hybrid vehicles.

Reducing environmental impacts in our operations and value chain

We are decarbonising our operations, advancing packaging circularity, and partnering with suppliers and customers to reduce environmental impacts across the value chain.

Energy and greenhouse gas emissions

Reducing GHG emissions is a key priority of our environmental strategy. We focus on improving energy efficiency across our operations, reducing emissions from our logistics activities, and working with suppliers and customers to reduce impacts across the value chain.

- Further information on our environmental governance, policies and management systems can be found on [page 41](#).
- Our fifth TCFD report, which includes how we govern climate-related risks and opportunities, is contained within the [Rubix Limited FY2025 Annual Accounts](#), pages 14-36.

Our science-based targets

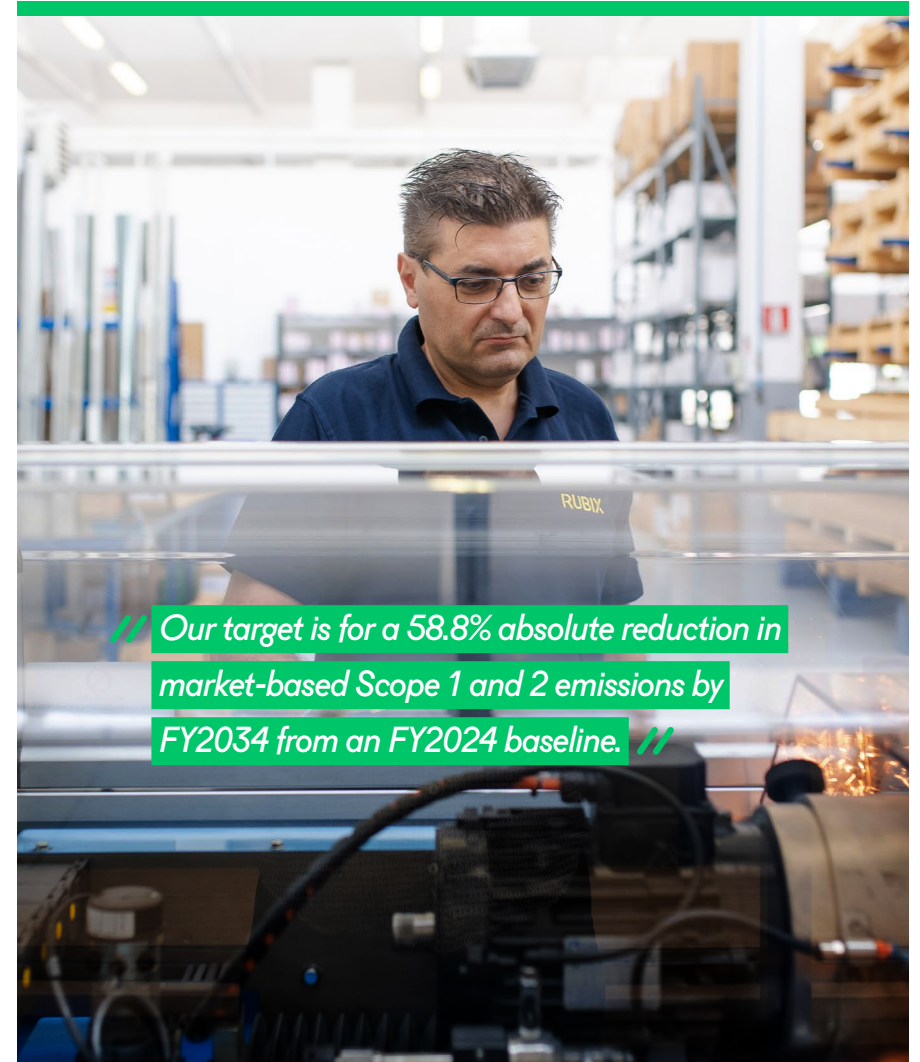
Our near-term Scope 1, 2 and 3 emissions reduction targets were validated by the SBTi in 2025, reflecting our commitment to reducing GHG emissions across our operations and value chain.

Building on this, we are now developing a detailed low-carbon transition plan and roadmap (see [page 29](#)), which will provide the framework for decarbonising our operations and value chain.

Scope 1 and 2 science-based target

Our target is for a 58.8% absolute reduction in market-based Scope 1 and 2 emissions by FY2034 from an FY2024 baseline².

² This target is aligned with the 1.5°C climate change pathway set out by the Paris Climate Agreement. The target boundary includes land-related emissions and removals from bioenergy feedstocks.



Reducing environmental impacts in our operations and value chain continued



Scope 3 science-based target

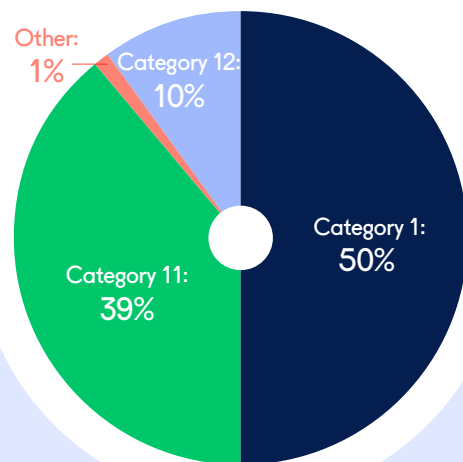
Our target is for a 35% absolute reduction in Scope 3 emissions by FY2034, from an FY2023 baseline.

Due to the complexity of our Scope 3 data and reporting timeframes, the baseline for our Scope 3 target and the figures we report follow a one-year time lag compared with Scope 1 and 2 data.

Rubix operates a distribution business model, buying products from suppliers that we resell to customers. This means our Scope 3 emissions are higher than most other companies. In 2024, 99% of our total carbon footprint came from Scope 3 emissions.

98% of these emissions come from only three Scope 3 sources linked to products we buy and distribute, as shown on the right. For this reason, our Scope 3 target relates to these three categories of emissions:

- Category 1: Purchased goods for resale: 50% of 2024 Scope 3 total
- Category 11: Use phase of sold products: 39% of 2024 Scope 3 total
- Category 12: End-of-life treatment of sold products: 10% of 2024 Scope 3 total
- Other Scope 3 Categories: c. 1% of 2024 Scope 3



Most of our Scope 3 emissions arise from the products we purchase for resale. As a distributor operating across a broad range of industrial product categories and working with thousands of suppliers, reducing these emissions presents a significant challenge. While we can engage suppliers and incorporate sustainability considerations into our procurement processes, we have limited influence over emissions generated within suppliers' operations and the products they manufacture.

- Internal targets for non-financial KPIs including climate change are linked to the bonus scheme for executive directors. Find out more on page 18 of [Rubix Limited FY2025 Annual Accounts](#).
- For more on supplier engagement on climate and wider ESG topics see [page 28](#).

Integration of ERIKS UK & Ireland

Following the 2025 acquisition of ERIKS UK & Ireland, which had its own validated science-based targets, we are assessing the implications of integrating ERIKS UK & Ireland into our emissions baseline and Rubix Group science-based targets.



Reducing environmental impacts in
our operations and value chain continued

Energy and GHG emission performance

	2025	2024 (restated)	% change 2025 vs 2024	2023
Total Scope 1 and 2 location-based emissions (tCO ₂ e)	21,867	22,320	(2.0%)	22,222
Scope 1 emissions (tCO ₂ e)	17,486 ³	17,594	(0.6%)	17,719
Scope 2 emissions location-based (tCO ₂ e)	4,381	4,726	(7.3%)	4,503
Scope 2 emissions market-based (tCO ₂ e)	4,227	4,868	(13.2%)	5,602
Scope 3 emissions (tCO ₂ e) ⁴	n/a	2,248,562 ⁴	n/a	2,265,897
Scope 1 and 2 emissions per unit of revenue (tCO ₂ e/million euro)	7.2	7.3	(1.6%)	7.0
Total energy consumption (MWh), accounting for electricity and energy from stationary and mobile combustion	99,406 ⁵	98,514	0.9%	99,240
Renewable electricity as a percentage of total electricity use	37.8% ⁶	26.0% ⁶	45.8%	15.4%

➤ Additional climate- and environment-related KPIs are outlined in the TCFD report within the [Rubix Limited FY2025 Annual Accounts](#), pages 28-30.

➤ Full details on our data management, methodology and verification approach can be found in the TCFD report within the [Rubix Limited FY2025 Annual Accounts](#), pages 30-31.

³ FY2025 Scope 1 emissions have been restated from 17,483 tCO₂e reported in the [Rubix Limited FY2025 Annual Accounts](#) following the application of country-specific emission factors for Spain's mobile combustion emissions in place of previously applied BEIS factors.

⁴ FY2024 Scope 3 emissions have been restated from 2,248,535 tCO₂e following the inclusion, in category 5 – waste generated in operations, of wastewater discharged emissions.

⁵ FY2025 Total Energy Consumption has been restated from 98,859 MWh following updates to energy conversion factors from our GHG accounting platform partners.

⁶ Renewable electricity share has been restated from 37.4% in FY2025 and 25.9% in FY2024 as reported in the [Rubix Limited FY2025 Annual Accounts](#) (page 32) following updates to energy conversion factors from our GHG accounting platform partners.

Scope 1 and 2 emissions

During 2025, our combined Scope 1 and Scope 2 emissions decreased by 2.0% year-on-year. Scope 1 and 2 emissions intensity (tonnes of CO₂ equivalent per million Euro of revenue) fell by 1.6%.

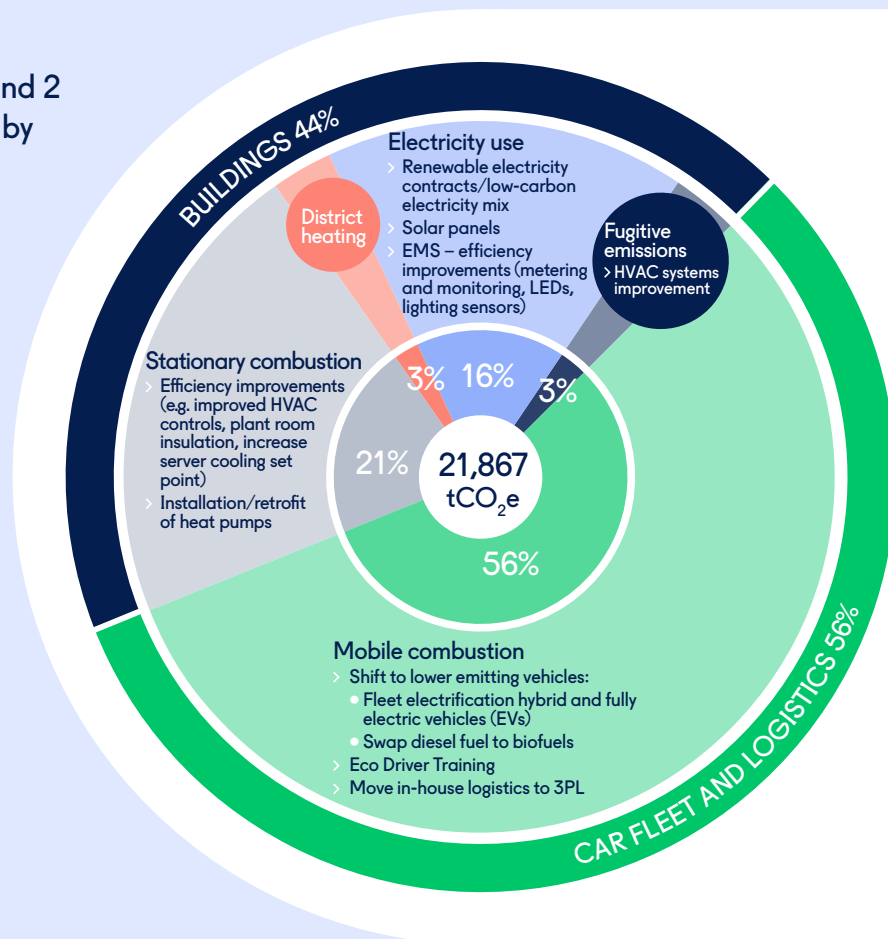
Scope 1 reductions came from a decrease in mobile consumption from our company cars and logistics vehicles. Emissions from stationary sources grew slightly from increased heating and improvements to fugitive emissions data.

Market-based Scope 2 emissions decreased by 13.2% in 2025. This is the result of ongoing take-up of renewable electricity contracts backed by Guarantees of Origin in our operations (see [page 30](#)).

Location-based Scope 2 emissions in 2025 fell by 7.3% year-on-year. This decrease was delivered by a similar reduction in electricity use of 6.7%. The fall in location-based Scope 2 emissions also reflects our increased use of renewable electricity generated on-site across our operations, which is up 22.2% compared to 2024.

Reducing environmental impacts in
our operations and value chain continued

Scope 1 and 2 emissions by source in FY2025



Scope 1 and 2 emissions by source (%)

	2025	2024 restated	2023
Scope 1	80%	79%	80%
Diesel	39%	44%	48%
Natural gas	19%	17%	19%
Petrol	16%	13%	10%
Fugitive emissions	3%	2%	0%
Fuel oil	2%	2%	2%
Other ⁷	0%	1%	1%
Scope 2	20%	21%	20%
Electricity consumption	17%	20%	20%
Acquired heat	3%	1%	1%

⁷ Other emissions sources include emissions from propane, naphtha, biodiesel, liquefied petroleum gas (LPG) and liquefied natural gas (LNG) totalling 57 tCO₂e in FY2025, 141 tCO₂e in FY2024 and 170 tCO₂e in FY2023.

➤ Scope 2 emissions by region are provided in the Appendix on page 47.

Reducing environmental impacts in our operations and value chain continued

Scope 3 emissions

Our Scope 3 emissions slightly decreased by 0.8% in 2024 compared to 2023, primarily driven by updated waste disposal emission factors published by the UK Department for Energy Security and Net Zero (DESNZ) in 2024.

The table below shows the 12 Scope 3 categories that are relevant to Rubix's business. The most material categories for Rubix are categories 1, 11 and 12, and these make up 98.3% of our total Scope 3 emissions. Our Scope 3 science-based target is based on these three emission categories.

Scope 3 emissions by category (tCO ₂ e)	2024 ⁹	2023	% Change 2024 vs 2023
1. Purchased goods & services ¹⁰	1,124,763	1,066,511	5.5%
2. Capital goods ¹⁰	6,549	5,743	14.0%
3. Fuel and energy-related activities (not included in Scope 1 and 2) ¹¹	5,146	5,315	(3.2%)
4. Upstream transportation and distribution ¹²	13,414	16,424	(18.3%)
5. Waste ¹³	4,062 ⁸	3,221	26.1%
6. Business travel ¹⁴	1,510	888	70.2%
7. Employee commuting ¹⁵	6,251	6,591	(5.2%)
8. Upstream leased assets ¹⁶	379	80	376.2%
9. Downstream transportation and distribution ¹²	313	–	n/a ¹²
11. Use of sold products ¹⁷	870,188	879,700	(1.1%)
12. End-of-life treatment of sold products ¹⁷	215,883	281,239	(23.2%)
13. Downstream leased assets ¹⁶	106	187	(43.1%)
Total	2,248,562	2,265,897	(0.8%)

⁸ FY2024 category 5 – waste emissions have been restated from 4,035 tCO₂e to 4,062 tCO₂e following the inclusion of wastewater emissions, previously not included in the FY2024 footprint.

⁹ Due to the complexity of data and reporting timeframes, our Scope 3 data is presented with a one-year time lag compared with our Scope 1 and 2 data. This means our latest full year of data is for FY2024.

¹⁰ Emissions reported using spend-based data, using data from Rubix Group financial reporting. Spend data was mapped against the available ISIC classifications in the emission factor database of our third-party data platform solution provider Altruistiq, using Exiobase 3.3 and an LCA approach, in line with their own independent methodology accredited against ISO 14064.

¹¹ Activity data-based calculation, leveraging utility data collected at regional and facility level across the Group.

¹² The Group adopts a combined approach of activity data-based and spend-based calculation, depending on data granularity available. Activity data-based calculation, including fuel-based, and distance-weight based methods, was used where data was available from third-party logistics providers. Spend-based calculation was used where such activity data was unavailable. In 2025, the Group improved the data granularity of Scope 3 Category 4 (Upstream transportation and distribution) and, for the first time, reallocated a portion of its third-party logistics emissions to Category 9 (Downstream transportation and distribution).

¹³ The Group adopts a combined approach of activity data-based and spend-based calculation, depending on data granularity available. Activity data-based reporting is used where waste and wastewater data is available through our service providers.

¹⁴ Activity data-based calculation, using distance- and passenger-based methods, leveraging data collected on business travel. Spend-based calculation was adopted, where activity data on business travel was unavailable.

¹⁵ Location-based average data method, leveraging information on number of employees and number of days working from home at regional level, and regional average emission factors.

¹⁶ Activity data-based calculation, using site level consumption.

¹⁷ Emissions are modelled based on calculations for representative products within each product category, based on those most commonly sold, taking a range of sizes and weights into account, and applying relevant country emission factors for the point of sale.

Reducing environmental impacts in
our operations and value chain continued

Engaging our suppliers on sustainability

Our Scope 3 science-based target requires reductions in emissions across our value chain, including those associated with the goods and services we purchase. Achieving these reductions requires collaboration with suppliers to better understand, manage and reduce emissions.

We have been monitoring and engaging our Exclusive Brand suppliers on social and environmental topics compliance with BSCI standards via audits and annual site visits, depending on the risk profile.

We are currently introducing a standard Group-wide supplier monitoring tool to enhance engagement, data consistency and governance across our supplier base.

The tool will support our work to monitor our supplier base, identify engagement opportunities, and collect product and packing level data. The aim is to encourage suppliers to improve their ESG understanding, capability and data quality, including in the following areas:

- Committing to science-based emissions targets
- Reducing packaging and eliminating single-use packaging as far as possible
- Where plastic packaging is currently unavoidable, eliminating non-recycled, virgin plastic
- Implementing strategies to support low- and zero-emissions deliveries to and on behalf of Rubix
- Providing ESG information about products and company operations
- Collaborating with Rubix to drive sustainability performance

Our climate strategy and roadmap

Following SBTi validation of our science-based targets, we began developing country-level decarbonisation roadmaps to support implementation of our transition plan. Our roadmap aims to deliver GHG emissions reductions in our operations, with a focus on three critical levers that tackle our biggest sources of Scope 1 and 2 emissions. These are:

- electrifying our vehicle fleet and transitioning to lower-carbon alternative fuels where electrification is not yet feasible.
- increasing the use of renewable electricity through green energy contracts and on-site solar generation.
- improving energy efficiency across our buildings and operations.

A similar Scope 3 roadmap will be built from 2027 to identify the decarbonisation path for our value chain.

	Fleet management	Energy sourcing	Building efficiency	Supply chain engagement
What this means	Managing our fleet consciously, steering it towards greener solutions	Transitioning to low-carbon and renewable energy sources	Using less energy to do more, by optimising infrastructure and operations	Engaging our supply chain, aiming to reduce the impact of the products we distribute
Steps we are taking	➤ Substitute diesel/petrol vehicles with plug-in hybrid, electric vehicles or Hydrogenated Vegetable Oil (HVO) biofuels ➤ Fleet policy that favours EVs when leasing new vehicles ➤ On-site charging stations for EVs	➤ Increasing renewable electricity tariffs or certified renewable energy ➤ Installing solar panels on-site ➤ Replacing gas heating with electric or heat pump systems ➤ Review power purchase agreements (PPAs) to reduce emissions	➤ Install LED lighting, motion sensors and daylight harvesting ➤ Smart heating and cooling systems ➤ Improve building insulation, reduce air leaks ➤ Energy audits at high-consumption sites ➤ Promote employee behaviour change to reduce energy use	➤ Building a Scope 3 engagement strategy ➤ Improving data quality and visibility ➤ Exploring opportunities to collaborate with suppliers ➤ Identifying areas where we can influence emissions across the value chain
What we have achieved	➤ Major markets are transitioning fleets to hybrid and EVs ➤ On-site EV charging stations installed in France ➤ Around 9.2% of our fleet is composed of EVs, with a total share of around 36.4% of vehicles that can be classified as lower emissions	➤ 37.8% of Rubix electricity came from renewable sources in 2025 ➤ 37.3% of our sites, across Germany, the Netherlands, Spain and Italy, use Renewable Energy Certificates (RECs) backed electricity ➤ Solar panels installed in the Netherlands, Germany, Italy, Spain, Hungary and Poland	➤ LED lighting upgrades across multiple sites ➤ Heat pumps installed in Spain and Germany ➤ Locally led improvements tailored to site needs are helping us drive meaningful change across our footprint	Our most material Scope 3 emissions come from the products we re-sell as a distributor. While our ability to directly reduce these is limited, we recognise the importance of addressing them in collaboration with the brand manufacturers.

Near-term target:

58.8%

Absolute reduction in Scope 1 and 2 emissions against FY2024 baseline, by FY2034.

Net zero ambition for Scope 1 and 2: by 2050

Targeting Scope 3 emissions across our value chain

Near-term target: **35%**

Absolute reduction in Scope 3 emissions against FY2023 baseline, by FY2034.

Reducing environmental impacts in our operations and value chain continued

Case study:

Turning climate ambition into action



In 2026, our Spanish business became the first Rubix market to translate the Group's Scope 1 and 2 science-based target into a practical decarbonisation roadmap. Working with local stakeholders and business leaders, more than 1,000 emissions reduction opportunities were assessed and prioritised to create a clear pathway towards our 2034 emissions reduction target.

The analysis highlighted fleet decarbonisation and renewable electricity procurement as the areas where we can have the greatest impact, while building efficiency improvements remains a more targeted opportunity given our predominantly leased property portfolio.

The local approach is now being rolled out across other Rubix operations, and is informing a Group-wide plan to achieve our target of reducing Scope 1 and 2 emissions by 58.8% by FY2034.

Our focus on decarbonisation

In line with our climate strategy and roadmap, we are taking action to reduce Scope 1 and 2 emissions from our three main emissions sources: the energy we purchase, our vehicle fleet and energy efficiency in our buildings.

Increasing renewable electricity use

We are increasing our use of renewable electricity supply contracts backed by Guarantees of Origin. We are targeting 100% renewable power across Rubix by FY2034. Our approach includes a mix of on-site renewable power generation, renewable energy tariffs and power purchase agreements to localise supply.

Renewable electricity use in 2025 was 37.8%¹⁸, up 45.8% from the 26.0% renewable electricity used in 2024. This uplift contributed to a 13.2% reduction in our total market-based Scope 2 emissions.

Rubix Italy moved a significant number of its sites to 100% certified renewable electricity contracts during the year. Italy joins our country operations in Germany, Netherlands and Spain in the shift to renewable power contracts. Currently, approximately 37% of Rubix sites under our operational control are served by renewable electricity contracts.

Reducing emissions from Rubix vehicles

Across Rubix, we estimate that 9.2% of our vehicle fleet is made up of battery electric vehicles (EVs), up from around 8% in 2024. Around 36.4% of Rubix vehicles can be classified as lower emissions, which includes electric, plug-in hybrid and mild hybrid vehicles.

Revised fleet policies across our operations are promoting the uptake of lower emission vehicles and we expect to see the share increase as vehicle leases are renewed.

Our French, Benelux and UK operations are leading the transition to a lower-carbon transport fleet. In France, more than 50% of Rubix-owned or leased vehicles are now hybrid or electric (up from 28% in 2024). This is supported by a network of 98 charging points at our local branches in France, a 96% increase since 2024.

Making our buildings more efficient

By making our buildings more efficient, we aim to do more while using less energy. Local operations continue to assess our options for energy management initiatives across our sites and engage with landlords about efficiency improvements in leased properties. These include reviewing and installing efficient lighting and heating, and exploring the possibility of installing on-site solar panels.

Next steps

Our decarbonisation plans include the following measures, where technically and commercially feasible:

- Continue electrifying our fleet and adoption of lower-carbon fuels where EVs are not yet viable
- Switch to renewable electricity through RECs and on-site solar generation
- Decarbonise our sites by replacing gas heating with greener options such as heat pumps, improving insulation and investing in energy efficiency measures



¹⁸ Renewable electricity share has been restated from 37.4% in FY2025 and 25.9% in FY2024 as reported in our [FY2025 Annual Accounts](#) (page 32) following updates to energy conversion factors from our GHG accounting platform partners Altruistiq.

Reducing environmental impacts in our operations and value chain continued



Reducing our waste

One of our environmental priorities is reducing the waste we produce in our operations. Our Group waste policy focuses on:

- > re-use and recycling of packaging.
- > maximising internal re-use of packaging materials.
- > reducing paper consumption through digital processes.
- > using packaging innovations, such as recycled materials and materials from organic starches.

Across our distribution hubs, we are nearing 100% recyclability for most of our packaging items. We are also working towards eliminating virgin plastics, expanding FSC®-certified packaging and increasing the percentage of recycled materials used in our packaging.

In our distribution centres, we invest in automated machines that package goods to size, allowing more packages per delivery van, which improves logistics efficiency.

Our packaging intensity, defined as packaging spend normalised against revenue, has been steadily decreasing in recent years. In 2025, packaging intensity was down 6.6%, adding to the 3.7% and 6.5% reductions achieved in 2024 and 2023 respectively. Our target is to reduce packaging intensity by 45% by FY2030 from an FY2024 baseline.

We sort and compact all cardboard entering our operations for recycling.

In 2024, 23.6% of our waste was recovered¹⁹, an increase of 11.4% over 2023. Our aim is to continue to increase recycling rates across Rubix, to improve data accuracy and reduce the use of estimated data.

Waste management

Waste disposal type (tonnes)	2024	2023 (restated) ²⁰	2022 (restated) ²⁰
Landfilled	7,741	5,277	769
Recycled	1,796	1,218	52
Combusted	599	202	4,780
Other	6	—	—
Total	10,136	6,697	5,602

¹⁹ Recovered indicates waste either recycled or combusted.

²⁰ During the FY2025 reporting cycle, we identified that estimated emissions had been included for some facilities that were marked as closed, and for activities not designated as relevant at site level for historical data. These items were corrected and selected site-level inputs reviewed, resulting in a restatement of FY2024 and FY2023 comparative emissions to improve accuracy and comparability. Previously reported numbers can be found in the [Rubix Limited FY2024 ESG Report](#) at pages 38 and 39.

Reducing environmental impacts in our operations and value chain continued

Hazardous waste

We do not routinely use hazardous substances in Rubix operations. Hazardous substances on our premises are limited to those products we sell to customers and products used for cleaning and hygiene. Although relatively uncommon, one source of hazardous waste is products in our distribution centres that can no longer be sold due to damage or being out of date.

Our technical centres generate small quantities of hazardous waste including waste oils, lubricants and greases, contaminated filters and parts, used PPE, uniform and rags.

Any hazardous waste generated in our distribution and technical centres is disposed of by licensed and authorised contractors in accordance with all applicable legislation. All sites with wash stations have interceptors which are periodically cleaned by licensed contractors. All sites also have trained response teams to deal with any emergency, for example spillages.

Water consumption

As a distributor, Rubix is not a significant consumer of water, with usage primarily related to domestic activities across our sites. Earlier in 2024, as part of our ongoing efforts to improve the quality and granularity of Scope 3 data, we improved the accuracy of water reporting. As a result, reported water consumption increased by 48.6%.

Water withdrawal and discharge (m ³)	2024	2023 (restated) ²¹	2022 (restated) ²¹
Total water withdrawn	156,213	105,132	48,097
Total water discharge	154,801	102,885	52,004

²¹ During the FY2025 reporting cycle, we identified that estimated emissions had been included for some facilities that were marked as closed, and for activities not designated as relevant at site level for historical data. These items were corrected and selected site-level inputs reviewed, resulting in a restatement of FY2024 and FY2023 comparative emissions to improve accuracy and comparability. Previously reported numbers can be found in the [Rubix Limited FY2024 ESG Report](#) on pages 38 and 39.

Reducing environmental impacts in our operations and value chain continued



Reducing environmental impacts in our value chain

Our Supplier Code of Conduct sets out the standards that we expect our suppliers to meet in regulatory compliance, human rights, business ethics and environmental responsibility. The standards are equivalent to those upheld by Rubix and align with the standards our customers expect of us.

- For more details on our Supplier Code of Conduct, [click here](#).
- See the governance section on page [43](#) for more information on monitoring Rubix suppliers.
- To discover more about how we engage with our suppliers to improve access to sustainability attributes of products we sell, please see page [44](#).

Working with suppliers on Scope 3 emissions

Our near-term Scope 3 science-based target covers Rubix's most significant Scope 3 emissions sources (see page [27](#) for more). These relate to the purchase, use and disposal of the products we buy from suppliers and distribute to customers. Because these emissions come from the products we buy, we have to engage and influence suppliers to reduce their operational GHG emissions and those linked to both manufacturing and use of their products. More information on how we engage with suppliers is provided on page [28](#).

We will engage with suppliers to help achieve our Scope 3 target by promoting various approaches, including science-based targets for suppliers. As at the time of publication of this report, 75% (+9% vs FY2024) of Rubix Group strategic suppliers have set, or have committed to set, science-based targets. Our target is for 100% of Rubix Group strategic suppliers to have set or committed to set a science-based target by FY2030.

As customer demand for Product Carbon Footprints (PCFs) and product-level environmental data continues to increase, we have launched a pilot on selected own-brand products to build our understanding of product-level impacts and support future reporting capabilities. The pilot will initially include five units, and we will look to expand the selection.

Optimising customer deliveries

We are working to improve measurement of GHG emissions linked to customer deliveries, including by our third-party logistics providers. Across our markets, we have systems in place to collect emissions data from our principal logistics partners, which account for the majority of shipment volumes. This provides an increasingly robust basis for monitoring delivery-related emissions and supporting future improvements in data quality and coverage. In the Netherlands, we also take part in DHL's GoGreen programme, which aims to reduce the environmental footprint of delivery operations through supply chain optimisation, the use of low-emission transport methods and carbon reduction initiatives.

With customers, we work across the Group to reduce transport emissions by using order consolidation and minimum order value fees, which improves logistics efficiency without affecting customer service levels.

- For more details of packaging optimisation in our operations, see page [31](#).

Social

We recognise that our success depends on our people. We are committed to providing a safe and supportive workplace where people can grow professionally, maintain their wellbeing and contribute their perspectives.

Target	KPI	Our progress
Lost time accident rate (LTAR) of ≤ 0.5 by FY2030	LTAR: total LTAs/number of hours worked in the year x 200,000	Page 36
Maintain an employee engagement score within the top quartile of external benchmark organisations by FY2028	Employee Engagement Index	Page 37

// Strong employee relations contribute to a positive working environment and support the long-term success of our business. //

RUBIX

Keeping our people safe

Protecting the health and safety of our people is fundamental to how we operate. Our approach is supported by our Group Health and Safety Policy, formal management approaches, training procedures, and measures to identify and manage potential risks.



Safety approach and objectives

Our key health and safety objectives are a safe workplace and healthy working conditions for our people, a strong safety culture, and continuous improvement in all aspects of health and safety.

Our aim is zero preventable accidents, and to guide us on the journey, our medium-term Group-level target is to deliver a lost time accident rate (LTAR) less than 0.5 by FY2030.

Our main work-related hazards are slips, trips and falls, manual handling, accidents relating to vehicle use, and accidents involving forklift trucks in our warehouses. Around 30% of employees work in our technical centres and warehouses, which involve some higher-risk activities, including handling of chemicals or gases for onward sales to customers, working with hydraulic systems or delivering maintenance tasks on customer sites.

Our Group health and safety management approach is broadly aligned with the principles of ISO 45001 standards and we continue to review opportunities to expand formal certification to our major sites. In 2025, we launched pre-certification audits to prepare our distribution centres in Brignano, Italy and Venlo, Netherlands for ISO 45001 certification.

We take a preventative approach to health and safety risks. This includes regular reporting and review of near-misses, audits and employee training to continue building a mature safety culture across Rubix.



Enhanced safety reporting

Encouraging employees to report potentially hazardous situations before they result in an accident is a key element of our prevention strategy. In 2025, we continued to enhance our near-miss reporting and analysis processes across an increasing number of sites. While the number of our reported near misses increased by 72% between 2024 and 2025, we consider this to be a positive reflection of a safe working culture, demonstrating greater employee involvement, stronger safety awareness and a more proactive approach to reporting.

Keeping our people safe continued

A standardised approach to audits

Our internal safety audits are rolled out across all Rubix operations, including more than 100 technical and warehouse sites that are considered to have a higher risk profile. We follow a standard audit protocol that was introduced in early 2025 and is designed to identify corrective actions and drive continuous improvement in safety performance. In 2025, we carried out audits on all sites with a higher risk profile, with follow-up corrective actions defined and monitored.

We continue the rollout of the SafetyCulture app across Rubix. It is now being used across 41 sites. The app improves incident and near-miss reporting, and data quality, embeds mandatory health and safety controls, and provides a real-time dashboard to monitor safety performance with reporting outputs available across the Group. Using the SafetyCulture app has supported an increase in near-miss reporting and more effective incident prevention. Accidents, incidents, near misses and work-related ill health are investigated, followed by remediation and prevention actions as appropriate.

Safety training

One way we manage health and safety risks is through employee training, which is mandatory for all new hires and temporary workers when they start work. We provide additional training on a range of safety topics including PPE, handling hazardous materials, working at height, manual handling, fire safety and wellbeing. For warehouse and technical centre employees, our country operations deliver an annual health and safety refresher course.

During the year, around 95% of logistics employees successfully completed training modules covering health and safety and climate change awareness. These programmes support compliance with safety requirements while helping to strengthen safety culture and build awareness of environmental issues and sustainable practices.

Rubix Academy provides additional training courses in our operating languages for employees with access to a computer at work. Employees without access to computers receive face-to-face sessions.

Performance

Our preventive initiatives have contributed to a positive evolution of our safety performance. The number of lost time accidents decreased by 5.7%, from 87 cases in 2024 to 82 cases in 2025. This reduction indicates the effectiveness of the actions implemented and reinforces our commitment to achieving a safer working environment for all employees.

Metric	2025	2024	2023
Lost time accident rate ¹ (LTAR)	0.9	1.0	0.6

¹ LTAR is calculated by dividing the total number of lost time accidents in the year by the number of hours worked in the year, multiplied by 200,000. LTAR includes incidents on Rubix sites as well as at customer sites, e.g. Rubix Insites™ on customer premises.

Case study:



Combining wellbeing initiatives with peer support

By combining preventative wellbeing initiatives with ongoing peer support, Rubix DACH provides employees with a range of wellbeing resources and support mechanisms. During Mental Health Awareness Month 2025, Rubix DACH partnered with Wellhub to deliver a series of wellbeing activities, including guided meditation, workplace yoga and educational workshops. Through Wellhub, employees also have access to resources that support physical and mental wellbeing.

These activities complement Rubix DACH's Mental Health First Aider network, which provides employees with a trusted first point of contact and encourages open conversations around mental wellbeing. Together, these initiatives help raise awareness and make support more accessible when needed.

Employee engagement and talent development

Strong employee relations contribute to a positive working environment and support the long-term success of our business.

Our HR policy framework, including our Group Code of Conduct and Ethics, helps teams across the Group provide effective engagement, onboarding and employee development opportunities.

Developing an engaged workforce

We monitor employee engagement and the factors that affect how employees feel about working at Rubix through our Employee Engagement Index (EEI) and measuring our employee Net Promoter Score (eNPS).

Our target is to maintain an employee engagement score within the top quartile of external benchmark organisations by FY2028.

Metric	2025	2024	2023
Employee Engagement Index	75%	76%	75%
Employee Net Promoter Score	+40	+40	+39

Performance

In 2025, our EEI score was a strong 75% (2024: 76%; 2023: 75%). Our eNPS remained at 40 for the year (2024: +40; 2023: +39). Gallup's research² suggests best practice organisations have c.70% or more highly engaged employees.

The data reflects the Group's ongoing efforts to ensure employees understand their role in delivering Rubix's commercial strategy, while benefitting from the training required for career development and a working environment that enables them to thrive.

To keep employees informed and connected, employee engagement includes regular communication from our senior management and monthly Team Time sessions led by line managers covering customer- and business-related topics. Internal communication channels include Viva Engage (our intranet), senior leader live broadcasts and video messages.

Fair pay and benefits

Rubix is committed to providing fair, competitive wages to all employees. Regular salary benchmarking using a global third-party benchmarking tool is a standard part of our HR procedures. Our UK operations publish a Gender Pay Gap review, available [here](#).

Employee benefits reflect local employment practices. The type of benefits differ by region in relation to local legislation and norms, but include defined contribution pension schemes, long-service awards, profit sharing schemes and bonus/commission plans.

² State of the Global Workplace 2025 Report, available [here](#).

➤ For more on employee benefits, see page 60 of the [Rubix Limited FY2025 Annual Accounts](#).

Employee engagement and talent development continued

Representation

Rubix recognises the right to freedom of association and collective bargaining. Around 60% of our workforce is covered by collective agreements with unions and works councils, primarily in France, Germany, Austria, Switzerland, Belgium, Netherlands and Luxembourg.

Collective agreements include topics such as health, holiday entitlement, working hours, paid and unpaid absence, grievance, minimum pay increase and workplace changes. In Rubix UK, specific monthly employee forums between employees and management are in place. In Italy, where 10% of employees are union members, there is no collective agreement, but Rubix management attends quarterly meetings to discuss employment affairs.

Developing our people

Our main channels for Group-wide employee development and training are our learning management system, Rubix Academy, and annual appraisal and development processes. Specific initiatives, such as the Women in Business Programme, also support leadership development and career progression.

The Rubix Academy provides a range of training material available in seven languages. The online platform also includes technical product training across all product categories and courses on compliance, ethics, information security, anti-bribery and corruption, wellbeing and safety.

Rubix Academy training is flexible so that employees can complete modules when it works for them. Our Qstream tool within Rubix Academy uses the principles of microlearning to break down training into easy-to-digest pieces to make training more compelling and engaging.

The average attendance per employee (completed training) in 2025 in the Rubix Academy was 2 hours (2024: 2 hours 55 mins). The year-on-year trend reflects lower colleague attrition and reduced new starter numbers, as a significant proportion of governance and mandatory onboarding training is delivered through Rubix Academy. In addition to Rubix Academy, our local markets deliver classroom training.

Case study:

Rubix France mobilises for Pink October



In support of France's annual Octobre Rose campaign, Rubix France and its adhesives manufacturing subsidiary, Limousin Adhésifs (LIMA), joined forces to raise funds for breast cancer charities, engaging both customers and employees.

As part of the initiative, LIMA produced and sold over 6,000 rolls of a special-edition pink packaging tape, made from paper and manufactured in France. For each roll sold, a donation was made to Ruban Rose, raising €10,000.

In parallel, an employee-led Viva Engage campaign pledged €1 for every like on an Octobre Rose post, generating a further €10,000 for the Ligue contre le cancer du Rhône.

Together, the two initiatives raised approximately €20,000 for breast cancer research, awareness and patient support, while helping to promote the importance of early detection.



Diversity, equity and inclusion (DEI)

// We recognise the value of a diverse workforce and are committed to creating a workplace where everyone feels respected, included and able to contribute fully. //

We recognise the value of a diverse workforce and are committed to creating a workplace where everyone feels respected, included and able to contribute fully. Our approach to DEI is supported by the Rubix Code of Conduct and Ethics, and guided by a clear framework and set of initiatives aimed at promoting fairness and equal opportunity.

We recruit, develop and reward employees based on merit, and regardless of gender, ethnic origin, age, religion, sexual orientation, gender identity, disability or any other factor unrelated to performance or experience.

Alongside our annual employee appraisal and performance development programme and fair pay and benefits, our approach to DEI helps build an engaged workforce.

Performance

In our 2025 employee engagement survey, 74% of employees agreed that Rubix is inclusive and provides opportunities to succeed regardless of personal characteristics, education or background, continuing the improvement observed in recent years (2024: 73%; 2023: 71%).

Women in business

Ten additional female colleagues enrolled in our Women in Business senior management development programme in middle management roles. The second cohort of this programme is well-underway, and a third was launched recently in 2026.

Participants benefit from learning alongside experienced professionals and from structured mentoring across the Group. The programme aims to help build confidence, motivation, networks, diverse thinking and resilient leadership.

We will continue to monitor how many participants are promoted to senior leadership team roles within 24 months of graduation from the Women in Business programme. We also have a goal of 100% of all high-potential women in 'n-3' roles to be invited to attend a leadership development programme by FY2029.

Male and female employees by employee category	2025		2024		2023	
	Male	Female	Male	Female	Male	Female
Directors of Rubix Limited	86%	14%	83%	17%	83%	17%
Senior leadership team	84%	16%	85%	15%	84%	16%
Other employees	71%	29%	71%	29%	72%	28%
Employees who are managers	77%	23%	78%	22%	79%	21%
Employees who are non-managers	70%	30%	70%	30%	70%	30%

Governance

We create long-term value through strong governance, effective oversight and the identification, assessment and management of sustainability-related risks and opportunities.

Target	KPI	Our progress
Maintain 100% completion of annual conflict of interest declarations among employees in defined roles, including senior leadership	Percentage of in-scope employees completing an annual conflict of interest declaration	Page 42
Conduct risk assessments for 100% of strategic and Exclusive Brand suppliers through our supply chain due diligence (SCDD) platform by FY2029	Percentage of suppliers onboarded and assessed through our SCDD platform	Page 43
Source 90% of Exclusive Brand procurement spend from suppliers compliant with amfori BSCI requirements, over a three-year procurement cycle by FY2029	Percentage of Exclusive Brand procurement spend with suppliers compliant with amfori BSCI requirements	Page 44

// Strong governance helps ensure sustainability and ESG considerations are embedded in decision-making across the Group. //

Responsible business in practice

Strong governance helps ensure sustainability and ESG considerations are embedded in decision-making across the Group. Our governance framework provides clear oversight of our ESG strategy and supports the responsible management of sustainability-related risks, opportunities and priorities.

Accountability for sustainability and ESG is embedded throughout the Group's governance structure, from Board oversight to day-to-day management and implementation:

- › The Group's Board of Directors is ultimately responsible for oversight and accountability of the Group's ESG strategy.
- › The Audit Committee, on behalf of the Board, oversees the Group's risk management and internal control framework, including sustainability-related risks and ESG matters. Operational risks, including those within subsidiaries, are assessed regularly by management teams, while the Group's risk register is reviewed annually by the Audit Committee and regularly by the Board.
- › The Group CEO is the Board-level sponsor for sustainability and ESG, and receives regular updates from the Group Chief HR Officer (CHRO) and Group Head of Sustainability on sustainability-related risks, priorities and performance.

// Our operations in each country have a dedicated member of its senior leadership team as the ESG lead supporting delivery of the ESG strategy. //

- › Our Group ESG Committee, comprising members of the Executive Board and chaired by the Group Head of Sustainability, has strategic oversight of sustainability and ESG across our Group. The Committee met monthly until October 2025. As the company enters a new phase of maturity, with our ESG priorities, new supply chain monitoring programme and science-based GHG emissions reduction targets signed off, the Committee transitioned to a quarterly meeting cadence, with ad-hoc touchpoints as required.
- › Our operations in each country have a dedicated member of their senior leadership team as the ESG lead supporting delivery of the ESG strategy, standardising data and sharing initiatives and improvement measures across the Group.

We join industry associations where membership provides value to our business, investors and other stakeholders. We do not favour any political party, group or individual, or involve ourselves in party political matters.

The Corporate Sustainability Reporting Directive (CSRD), Corporate Sustainability Due Diligence Directive (CSDDD), EU Deforestation Regulation (EUDR) and the UK Sustainability Reporting Standards (UK SRS) are among the regulatory frameworks taking effect over the coming years. We actively monitor these developments, including changes under the EU's Omnibus simplification package, and we prepare to meet the requirements that apply to the Group as they become effective.

Rubix recognises that ESG regulation remains subject to ongoing legislative and regulatory change. Our programmes, timelines and reporting approaches may evolve as final requirements become effective.

- › For more on climate-related governance policies and incentives, see page 18 of the [Rubix Limited FY2025 Annual Accounts](#).
- › For more on governing and reporting ESG, see the [Rubix Limited FY2025 Annual Accounts](#), featuring our Non-financial and Sustainability Information Statement, page 8, and our [Task Force on Climate-related Financial Disclosures report](#) pages 14-36.

Responsible business in practice continued

How we govern ESG

Rubix's ESG strategy is governed through a compliance and policy framework. This includes the Rubix Code of Conduct and Ethics, Supplier Code of Conduct, Whistleblowing policy and Safecall line. Any potential breaches of the Codes are reviewed by the Group Legal Counsel and Internal Audit, and reported to the Audit Committee as required.

We use a range of governance instruments and policies in our management approach, and our Code of Conduct and Ethics and the accompanying Environmental Policy are at the core.

The Rubix Code of Conduct and Ethics sets out the Group's requirements around how all our employees should conduct business. It defines our policy approach on conflicts of interest, anti-bribery and corruption, tax evasion, gifts and hospitality, sanctions, free and fair competition, antitrust laws, lobbying and political activities. Other standalone policies cover labour practices, dignity at work, parental leave, recruitment, health and safety, and information security.

Our Group Environment Policy governs actions in energy-efficiency, lower-carbon initiatives, sustainable packaging and data improvements through the value chain. Our Group Health and Safety Policy guides our approach to the health and safety of Rubix employees, customers, contractors and visitors to Rubix premises and sites, as well as for Rubix's employees and contractors at customer sites.

They apply to all Rubix operations and require full compliance with all relevant legislation. Country-level CEOs and operational and health, safety and environment teams manage policy delivery with guidance from the relevant Group function.

All employees are required to adhere to Group policies. Rubix policies are supported by a range of formal management systems. Our operations align with our Group-wide policies using local management systems. External certifications are managed at country level. The Group reports ISO certification coverage based on FTEs (Full-Time Equivalent) at each certified entity; any year-on-year trend may be affected by changes in employee numbers. In 2025, no major entities dropped a certification.

The following external certifications are held across the Group. Unless otherwise stated, percentages indicate the proportion of Rubix FTEs employed within operations covered by each certification in 2025.

- ISO 9001 quality management at 83%
- ISO 14001 environmental management systems at 47%
- ISO 45001 occupational health and safety management systems at 47%
- ISO 50001 energy management systems at 4%
- ISO 27001 information security management systems, covering 85% of our digital sales

An annual conflict of interest declaration applies to all senior leadership team members (including direct reports of our CEO, and their direct reports), as well as specific in-scope roles based on the level of potential risk. The Group Head of Internal Control maintains a register of any potential conflicts for investigation with outcomes reported to the Audit Committee.

Mandatory training on the Rubix Code of Conduct and Ethics, the Whistleblowing Policy and our third-party-run whistleblowing line (Safecall) and other policies is delivered via the Rubix Academy.



For more on our ESG governance, policy and management approach, see the [Rubix Limited FY2025 Annual Accounts](#) on pages 8-9 and 40-44.

Responsible business in practice continued

Governance and our supply chains

Our aim is to maintain high standards in our supply chain in line with our Supplier Code of Conduct (SCoC). We collaborate with our suppliers to implement solutions that help our customers improve safety, lower their carbon emissions and bring 'circular' practices to market, while also supporting responsible business practices and respect for human rights across the value chain.



Delivering our ESG commitments requires ongoing engagement and collaboration with suppliers on a range of areas:

- › Reducing GHG emissions across our value chain
- › Reducing packaging quantities and increasing its recycled content
- › Deploying cleaner technologies in logistics
- › Improving ESG data and information on products supplied
- › Promoting responsible business conduct
- › Strengthening the identification and management of human rights risks within our supply chain

We expect suppliers to uphold high ethical standards in line with our corporate values and our SCoC. Through the SCoC, suppliers and subcontractors are expected to operate ethically and meet relevant ESG standards in their business and employment practices.

Rubix recognises that respect for human rights extends across its value chain. We expect suppliers to operate in a manner consistent with internationally recognised human rights principles, including the prohibition of forced labour, child

labour, modern slavery, discrimination and unsafe working conditions. Our supply chain due diligence programme is intended to support the identification, assessment and management of these risks within our supply base. Where issues are identified, we seek appropriate remediation and corrective action.

We are currently deploying a supply chain due diligence platform, covering all strategic Group and Exclusive Brands suppliers in its initial scope. The platform complements Rubix's own supply chain governance channels, providing structured insight into human rights, environmental and business conduct risks across our supplier base, and flagging cases for monitoring and further engagement.

We also continue to prepare for compliance with upcoming product and supply chain-related regulations, such as the EU Packaging and Packaging Waste Regulation (PPWR), and EU Deforestation Regulation, as they emerge over the coming years.

Case study:



Responding to customers' eco-labelling needs

Some customers are starting to require product sustainability information to support tender requirements, audit processes and eco-labelling schemes. As a distributor, we rely on information provided by original manufacturers and work with suppliers to collect and maintain data on a range of sustainability-related product attributes.

To support customers in making more informed purchasing decisions, Rubix France undertook a pilot project in 2025 to better understand and capture sustainability-related product information. Working with internal category management and procurement teams, as well as c.20 strategic suppliers, the project mapped the sustainability attributes and product information available from manufacturers and recorded this data within an eco-selection range, available through the webshop in the region.

We continue to refine the quality and coverage of sustainability-related product data across the Group and work with suppliers to expand the information available to customers.



Responsible business in practice continued

Monitoring our Exclusive Brands' supply chains

Rubix offers own-brand products across all key product categories, from power and tools, to safety and fluids. Stringent monitoring of supplier factories for our Exclusive Brands is carried out in higher risk countries. Country risk is determined using the classification set out in the amfori BSCI Code of Conduct audit protocol.

We monitor supplier compliance via the BSCI standards using a blend of audits and annual site visits. The BSCI protocols cover social, human rights and environmental impacts. Auditors are free to speak to anyone in the facilities, and workers participate in the claim verification process.

Our target is for 90% of Exclusive Brand procurement spend from high-risk countries to be from suppliers that are compliant with BSCI requirements, over a three-year procurement cycle, by FY2029. In 2025, 72.1% was assessed as compliant (64% in 2024).

We recorded no contract terminations or exit plans in 2025. Corrective action plans, follow-up audits and engagement take place if any noncompliance is identified. Exit plans are developed if improvement plans are unachievable.



Appendix

Basis for reporting

The Rubix Limited Sustainability and ESG Report FY2025 has been prepared in alignment with best practice reporting frameworks, such as the Global Reporting Initiative (GRI) Standards (see page 48).

The scope of this Report includes all Rubix operations. Rubix uses an operational control approach for reported emissions. The following are excluded from our environmental footprint: Rubix Insites™ and Invend™ within customer premises.

Acquired businesses are integrated progressively into the Group's governance, reporting and control framework. As data quality and reporting coverage improve following integration, historical information and baselines may be refined or rebaselined in accordance with Group policy.

In line with our GHG Emissions Reporting and Rebaselining Policy, any sites acquired within the financial year after 31 March are reported in the following year's Annual Accounts. Reported emissions figures presented in this report do not include data from Badi (acquired April 2025), Konrad Haluk (acquired October 2025), ERIKS UK & Ireland (acquired October 2025) and Airflux (acquired December 2025). In line with the policy, historical data will be rebaselined where adjustments result in a 5% or greater impact on Group-level figures.

We apply internal controls and validation processes to ensure reported data reflects actual performance, including the principles governing quality of information within the GRI Standards and greenhouse gas accounting principles.

Due to the continued evolution in the European regulatory landscape, we consistently evolve our data policies, data systems, controls and governance in readiness for new reporting requirements.

We apply the Precautionary Principle which requires caution and review before taking decisions with due regard to risk appetite and tolerance, in order that unintentional consequences or trade-offs do not arise owing to a lack of data on complex matters, common in sustainability management.

Materiality

The Group conducted a double materiality assessment (DMA) in 2022 to identify its priority sustainability and ESG topics. In 2025, in preparation for the CSRD, we initiated a new DMA in line with the European Financial Reporting Advisory Group (EFRAG) Guidelines. Following the introduction of the EU's Omnibus simplification package, which revised aspects of the CSRD scope, timelines and materiality assessment guidance, further progression of the DMA was placed on hold. Our approach to materiality assessment remains informed by analysis of impacts, risks and opportunities, and ongoing engagement with key stakeholders.

High-priority material topics as validated by the Executive Board at the time are:

- › Health and safety
 - Occupational health and safety in the workplace, prevention of hazards
- › Customers' environmental performance
 - Customers' positive impacts via the Rubix Solution enabling improvements
- › Operational energy efficiency/greenhouse gas emissions
 - Energy and greenhouse gas emissions
 - Transport and logistics (distribution, customer service, business travel)
- › Waste management
 - Collection, treatment and disposal (includes hazardous waste), sustainable packaging and recycling
- › Corporate governance, business continuity
 - Business ethics guiding behaviour, transactions, corporate governance and integrity, anti-discrimination, and fiduciary responsibilities
 - Human capital: anti-discrimination, diversity, training and skills
 - Business continuity: planning and preparation needed to ensure capability to perform its critical business functions during emergency events

Appendix continued

Sustainable Development Goals (SDGs)

We recognise the role we can play in advancing the United Nations SDGs through the actions we take as a business and the influence we have on the value chain. In line with our strategy, we have identified five SDGs where we can make the biggest contribution.



As Europe's largest supplier of MRO products and services, by revenue, the Rubix Solution is helping accelerate energy efficiency across industrial operations.



As an employer across 24 countries, we are committed to providing a safe and productive workplace that contributes to European economic growth – and that enhances diversity and representation across the sector.



Our sustainable manufacturing solutions help our customers build the infrastructure they need to bridge the transition to a green economy.



We continue to implement measures to reduce waste, improve efficiency and remove packaging – this includes collaborating with suppliers to align to recognised sustainability standards.



We have set long-term climate goals, and we continue to align our approach to leading guidance including the TCFD.

We contribute to advancing these SDGs, notably:

We increase our use of renewables, make better use of energy in our operations and support our large base of customers to do the same on their sites.

See pages [16](#) and [29](#)

We provide employment for, and develop the careers of, our thousands of employees, in a safe and fair workplace.

See pages [35](#) and [37](#)

We provide the Rubix Solution collaboratively with suppliers, we are expanding our specialist products and services through which we help our customers to reduce their environmental impacts.

See pages [11](#) and [14](#)

We work on reducing the environmental impact of our packaging and reducing waste on our sites and those upstream in the supply chain.

See pages [19](#) and [31](#)

We have set science-based targets for reducing carbon emissions, we apply the TCFD framework, our GHG data are externally verified, and Rubix remains a trusted partner for its customers and suppliers.

See pages [25](#) and [29](#)

Appendix continued

Environmental policy and approach

We have a range of environmental policies and management systems in place to support the responsible management of our environmental impacts across the Group. These policies set out our approach to compliance with relevant environmental legislation and help guide consistent environmental practices across Rubix operations. Performance is monitored through established governance processes, supported by Group-wide reporting, and is sponsored by the Group CEO.

Our suite of environmental policies includes the Group Environmental Policy, Renewable Energy Procurement Policy, ESG Data Accounting Policy, GHG Emissions Reporting and Rebaselining Policy, and environmental elements within our Group Code of Conduct and Ethics, and Supplier Code of Conduct. Fleet and travel policies are devolved to our local teams, with Group guidance to ensure alignment with overarching commitments.

We have standardised methodologies for long-term data collection across all operations to enhance data integrity and the integration of environmental data.

Data dashboards track our Group and site-by-site performance data. These provide detailed insights to the ESG Committee, country ESG leads and operational teams.

➤ Full details on our data management, methodology and verification approach can be found in the TCFD report within the [Rubix Limited FY2025 Annual Accounts](#), pages 30-31.

Scope 2 emissions by region

We report our Scope 2 emissions using both the location-based and market-based methodologies. Reporting market-based emissions allows us to monitor our progress with one of our three decarbonisation levers, sourcing low-carbon and renewable energy.

The table below shows our location-based and market-based Scope 2 emissions for each of our operating regions. Adopting renewable electricity contracts in DACH (Germany, Austria and Switzerland), Benelux (Belgium, Netherlands, Luxembourg), Italy and Spain have

delivered significant reductions in market-based Scope 2 emissions in these regions. Market-based emissions increased in France due to improvements in our estimation methodology for district heating at two sites. The change does not relate to underlying energy purchase or use.

Emissions calculation methodology

Rubix's Scope 1, 2 and 3 greenhouse gas emissions are calculated using the WRI/WBCSD GHG Protocol Corporate Accounting and Reporting Standard. Rubix uses an operational control approach for reported emissions.

Scope 2 emissions by region (tCO ₂ e)	2025		2024		% Change 2025 vs 2024		2023	
	Location-based	Market-based	Location-based	Market-based	Location-based	Market-based	Location-based	Market-based
France	539	439	381	149	41.2%	193.9%	284	222
DACH	824	196	910	360	(9.4%)	(45.5%)	1,040	287
UK, Ireland & Iceland	636	1,304	722	1,382	(11.9%)	(5.7%)	643	1,321
Benelux	735	238	853	392	(13.8%)	(39.4%)	1,003	1,199
Italy	630	723	738	1,125	(14.6%)	(35.7%)	625	1,086
Spain	249	77	343	291	(27.5%)	(73.6%)	343	519
Eastern Europe	676	929	669	836	1.0%	11.1%	504	609
Nordics	77	314	85	324	(8.8%)	(3.0%)	61	357
Rubix Engineering	15	9	25	9	(38.9%)	(5.8%)	–	–
Total	4,381	4,227	4,726	4,868	(7.3%)	(13.2%)	4,503	5,602

Appendix continued

GRI content index

Rubix Group has reported in accordance with the GRI Standards for the period 01/01/2025 to 31/12/2025.

We apply the GRI 1 Foundation (2021) Standard. No GRI Sector Standards apply to our reporting.

GRI Standard/other source	Disclosure	Location
General disclosures		
GRI 2: General disclosures 2021	2-1 Organizational details	The Rubix Limited FY2025 Annual Accounts (AA) pages 1, 39
	2-2 Entities included in the organization's sustainability reporting	Our FY2025 Sustainability and ESG Report (SR, this document) page 45; AA pages 1, 106-110
	2-3 Reporting period, frequency and contact point	SR page 2, 45, back cover
	2-4 Restatements of information	SR pages 25-27, 30-32; AA pages 30-31
	2-5 External assurance	SR pages 25, 44, 47; AA pages 30-31, 42 See also the Independent verification and validation of our greenhouse gas statements at https://rubix.com/sustainability/
	2-6 Activities, value chain and other business relationships	SR pages 5, 7, 11, 43-44; AA pages 4, 26, 35, 37
	2-7 Employees	SR page 3; AA page 43
	2-8 Workers who are not employees	The average number of temporary workers was 232 FTEs – this is the average FTE (not headcount) over the reporting period. Numbers of temporary workers are generally higher in the summer months (holiday cover etc.), and when additional people are required to provide resource for special projects.
	2-9 Governance structure and composition	SR pages 41-42; AA pages 8, 14-17
	2-10 Nomination and selection of the highest governance body	AA page 8
	2-11 Chair of the highest governance body	SR page 41; AA page 8
	2-12 Role of the highest governance body in overseeing the management of impacts	SR page 41; AA pages 8, 15-16
	2-13 Delegation of responsibility for managing impacts	SR page 41; AA pages 8, 15-16
	2-14 Role of the highest governance body in sustainability reporting	SR page 41; AA pages 8-9
	2-15 Conflicts of interest	SR page 42; AA page 8
	2-16 Communication of critical concerns	SR page 42; AA page 8 Website: https://rubix.com/media/uploads/2021/04/Rubix-Whistleblowing-Policy.pdf

Appendix continued GRI content index continued

GRI Standard/other source	Disclosure	Location
General disclosures		
GRI 2: General disclosures 2021 continued	2-17 Collective knowledge of the highest governance body	SR page 41; AA pages 8, 15-16
	2-18 Evaluation of the performance of the highest governance body	We use annual performance reviews for each member of our board and other governance committees, conducted by the Group CEO. This feedback mechanism builds on specialist advice received in previous years from a third party. In response to the evaluations, no significant changes to the composition of the highest governance body and organisational practices were required.
	2-19 Remuneration policies	AA pages 18, 45, 60
	2-20 Process to determine remuneration	AA pages 18, 45, 60
	2-21 Annual total compensation ratio	In 2025, the ratio of the CEO total remuneration to entire workforce median was 40:1. For context, the median ratio of the chief executive's pay to that of the median FTSE 350 employee in 2023/24 was 52:1 (Source: Staffing Industry Analysts).
	2-22 Statement on sustainable development strategy	SR pages 7-8; AA pages 4, 8-9, 18
	2-23 Policy commitments	SR pages 23, 42-43, 47; AA page 8 Policy documents are available on our website, such as: - Our Values https://rubix.com/our-values/ - Our Whistleblowing Policy at https://rubix.com/media/uploads/2021/04/Rubix-Whistleblowing-Policy.pdf - Our people-related policies at https://rubix.com/people-policies/ - Our Code of Conduct and Ethics, and Supplier Code of Conduct at https://rubix.com/sustainability/
	2-24 Embedding policy commitments	SR page 42
	2-25 Processes to remediate negative impacts	SR pages 41-42
	2-26 Mechanisms for seeking advice and raising concerns	SR page 42; AA page 8 Website: https://rubix.com/media/uploads/2021/04/Rubix-Whistleblowing-Policy.pdf
	2-27 Compliance with laws and regulations	SR page 42; AA pages 8-9, 14, 16, 21
	2-28 Membership associations	SR page 41
	2-29 Approach to stakeholder engagement	SR pages 14, 28-29, 37, 45; AA pages 9, 16, 18, 26, 30, 37-38, 40-41
	2-30 Collective bargaining agreements	SR page 38

Appendix continued GRI content index continued

GRI Standard/other source	Disclosure	Location
Material topics		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	SR page 45; AA pages 9, 40-41
	3-2 List of material topics	SR page 45
Anti-corruption		
GRI 3: Material Topics 2021	3-3 Management of material topics	SR pages 42-43; AA page 8
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	SR pages 42-43 Operations are visited by our Group Internal Audit function to check processes are in place to mitigate risks of corruption, such as gifts and hospitality registers, and to check communications are in place such as SafeCall posters for whistleblowing. In 2025, we have not identified significant risks related to corruption through this work.
	205-2 Communication and training about anti-corruption policies and procedures	SR pages 42-43 Business partners: our anti-corruption stance is also documented and communicated to suppliers via our Supplier Code of Conduct. Our whistleblowing hotline is open to anyone who deals with Rubix in a work-related capacity; this includes business partners. Employees: our anti-corruption policies and procedures are communicated to all employees via email, our internal communication platform and intranet, as well as being discussed locally, such as in local management forums Training rates: Anti-bribery and corruption training average completion rate across regional/country and Group senior leadership population: 96.3%. Average anti-bribery and corruption training rate for all other employees across Group and regional/country populations: 89.4%.
	205-3 Confirmed incidents of corruption and actions taken	There have not been any incidents of corruption recorded during the year.

Appendix continued GRI content index continued

GRI Standard/other source	Disclosure	Location
Material topics		
Energy		
GRI 3: Material Topics 2021	3-3 Management of material topics	SR pages 14-18, 23, 26, 29-30; AA pages 23-24, 26, 28-29
GRI 302: Energy 2016	302-1 Energy consumption within the organization	SR page 25; AA page 31
	302-2 Energy consumption outside of the organization	SR page 25; AA page 31 Rubix's Group energy consumption outside of the organisation is disclosed in our CDP Climate Change FY2025 response, available at https://www.cdp.net/en , question reference 7.30.
	302-3 Energy intensity	SR page 25 Rubix's Group energy intensity ratio is disclosed in our CDP Climate Change FY2025 response, available at https://www.cdp.net/en , question reference 7.52.
	302-4 Reduction of energy consumption	SR pages 26, 29-30; AA pages 31-33
	302-5 Reductions in energy requirements of products and services	SR pages 6, 10-11, 14, 16-18, 33; AA pages 4, 23, 30-31
Emissions		
GRI 3: Material Topics 2021	3-3 Management of material topics	SR pages 16-18, 23-26, 29, 33, 47; AA pages 8-9, 14, 31-33
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	SR page 25
	305-2 Energy indirect (Scope 2) GHG emissions	SR page 25-26, 47
	305-3 Other indirect (Scope 3) GHG emissions	SR pages 25, 27
	305-4 GHG emissions intensity	SR page 25
	305-5 Reduction of GHG emissions	SR pages 26, 29-30; AA pages 31-33
	305-6 Emissions of ozone-depleting substances (ODS)	Not applicable
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Not applicable
	308-2 Negative environmental impacts in the supply chain and actions taken	SR pages 28, 33, 44

Appendix continued GRI content index continued

GRI Standard/other source	Disclosure	Location
Material topics		
Waste		
GRI 3: Material Topics 2021	3-3 Management of material topics	SR pages 9, 11, 14, 19, 31, 42-43, 47
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	SR pages 6, 10-11, 19, 28, 31-32
	306-2 Management of significant waste-related impacts	SR pages 14, 19, 31-32
	306-3 Waste generated	SR page 31
	306-4 Waste diverted from disposal	SR page 31
	306-5 Waste directed to disposal	SR page 31
Supplier environmental assessment		
GRI 3: Material Topics 2021	3-3 Management of material topics	SR pages 21, 43-44
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	SR page 44
	308-2 Negative environmental impacts in the supply chain and actions taken	SR pages 28, 33, 44
Occupational health and safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	SR pages 8, 21, 35-36, 41-42
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	SR page 42
	403-2 Hazard identification, risk assessment, and incident investigation	SR pages 35-36 The main work-related hazards relate to slips, trips and falls; manual handling; accidents relating to vehicle use; and accidents involving forklift trucks in our warehouses. Work-related ill health that results in lost time is captured in our lost time accident reporting.

Appendix continued GRI content index continued

GRI Standard/other source	Disclosure	Location
Material topics		
Occupational health and safety continued		
GRI 403: Occupational Health and Safety 2018 continued	403-3 Occupational health services	SR page 36 Employee health records are kept in a secure location or server accessible only to authorised personnel. Access is restricted to those who need the information for legitimate purposes, such as HR professionals or other designated employees. Authorised personnel are made aware of the importance of confidentiality and the consequences of unauthorised disclosure. Rubix keeps a record of explicit consent obtained from employees before accessing their health records to ensure compliance with relevant data protection and privacy laws. Audits are conducted periodically to identify and address any potential breaches or misuse.
	403-4 Worker participation, consultation, and communication on occupational health and safety	SR pages 36, 38
	403-5 Worker training on occupational health and safety	SR pages 36, 38
	403-6 Promotion of worker health	SR pages 36, 38
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	SR page 36
	403-8 Workers covered by an occupational health and safety management system	SR pages 35, 42
	403-9 Work-related injuries	SR page 36 Rubix monitors work-related injuries internally through its Group H&S framework; however, for FY2025 this information is not captured in the specific categories and rate bases required by GRI 403-9. Nonetheless, work-related injuries that result in lost time are captured in our lost time accident reporting.
	403-10 Work-related ill health	SR page 36 Rubix monitors work-related ill health internally through its Group H&S framework; however, for FY2025 this information is not captured in the specific categories and rate bases required by GRI 403-10. Nonetheless, work-related ill health that results in lost time is captured in our lost time accident reporting.

Appendix continued GRI content index continued

GRI Standard/other source	Disclosure	Location
Material topics		
Training and education		
GRI 3: Material Topics 2021	3-3 Management of material topics	SR pages 3, 37-38, 42
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	SR page 38 On average, the learning completed per employee at the Rubix Academy amounted to 2 hours during 2025 (2024: 2 hours 55 minutes). This average doesn't include the amount of classroom training that takes place in local markets.
	404-2 Programs for upgrading employee skills and transition assistance programs	Not applicable.
	404-3 Percentage of employees receiving regular performance and career development reviews	SR page 37 We estimate c.79% of Rubix employees across the Group received in FY2025 regular performance and career development reviews.
Diversity and equal opportunity		
GRI 3: Material Topics 2021	3-3 Management of material topics	SR pages 39, 42
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	SR page 39; AA pages 2-3 Information not gathered in the exact categories required by GRI due to the decentralised nature of the Group's data collection systems; our reporting at Group-level is limited to gender diversity by employment category.
	405-2 Ratio of basic salary and remuneration of women to men	SR page 37 Information unavailable/incomplete. Rubix does not gather data in the categories required by GRI due to the decentralised nature of the Group's data collection systems: our Gender Pay Gap report is available for our UK business only at https://gender-pay-gap.service.gov.uk/ .

Appendix continued GRI content index continued

GRI Standard/other source	Disclosure	Location
Material topics		
Freedom of association and collective bargaining		
GRI 3: Material Topics 2021	3-3 Management of material topics	SR pages 38, 42
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	SR page 38 The rights of freedom of association and collective bargaining is one of the 13 criteria under the amfori BSCI supplier code relating to supplier assessments conducted for Exclusive Brand suppliers.
Supplier social assessment		
GRI 3: Material Topics 2021	3-3 Management of material topics	SR pages 21, 43-44
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	SR page 44
	414-2 Negative social impacts in the supply chain and actions taken	SR pages 21, 44
	404-3 Percentage of employees receiving regular performance and career development reviews	SR page 37 We estimate c.79% of Rubix employees across the Group received in FY2025 regular performance and career development reviews.



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