

### Scope 1 and 2 analysis

The re-evaluation of our FY2022 baseline year has produced a c.20% reduction on our previously reported baseline Scope 1 and 2 carbon emissions. Despite this, we have still exceeded our target of a 10% reduction in Scope 1 and 2 carbon emissions by FY2027, achieving 23% reduction two years early. In FY2026 we intend to publish a transition plan which will include updated Scope 1, 2 and 3 targets.

Our restated FY2024 Scope 1 emissions are higher than previously reported. Consequently, this produces a 9% reduction in Scope 1 emissions compared to FY2024, and a 4% reduction compared to our FY2022 baseline.

These reductions arise from increasing fleet efficiencies (EV, hybrid and improved ICE vehicles) and a steady decrease in gas usage. Coupling these reductions with revenue growth, we can see improvements in our carbon intensity of 31% from FY2022 to FY2025.

The proportion of renewable electricity we procure and generate increased from 64% in FY2024 to 99% this year. As a result, our Scope 2 market-based emissions have reduced 93% when compared to our FY2022 baseline.

### 1.1. GHG and energy

|  |                              | Unit                                 | FY2025     | FY2024 <sup>6</sup><br>(restated) | FY2022<br>(restated<br>baseline) |
|--|------------------------------|--------------------------------------|------------|-----------------------------------|----------------------------------|
| <b>GHG emissions</b>   |                              |                                      |            |                                   |                                  |
| <b>Scope 1</b><br>Combustion of fuel and operation of facilities | UK                           | tCO <sub>2</sub> e                   | 12,670     | 13,561                            | 12,870                           |
|  | Non-UK                       | tCO <sub>2</sub> e                   | 2,873      | 3,488                             | 3,248                            |
| <b>Scope 2</b><br>Electricity, heat, steam and cooling           | UK Market-based <sup>1</sup> | tCO <sub>2</sub> e                   | 286        | 2,395                             | 3,629                            |
|  | UK Location-based            | tCO <sub>2</sub> e                   | 3,336      | 3,732                             | 3,194                            |
|  | Non-UK Market-based          | tCO <sub>2</sub> e                   | 3          | 17                                | 813                              |
|  | Non-UK Location-based        | tCO <sub>2</sub> e                   | 868        | 729                               | 853                              |
| Total Gross Scope 1 and 2 (market-based)                         | UK                           | tCO <sub>2</sub> e                   | 12,956     | 15,956                            | 16,499                           |
|  | Non-UK                       | tCO <sub>2</sub> e                   | 2,876      | 3,505                             | 4,061                            |
| Total Gross Scope 1 and 2 (market-based)                         | Group                        | tCO <sub>2</sub> e                   | 15,832     | 19,461                            | 20,560                           |
| Revenue (£m) <sup>2</sup>  | Group                        | £m                                   | 1,555      | 1,521                             | 1,094                            |
| Intensity ratio: <sup>3</sup>                                    | Group                        | tCO <sub>2</sub> e per £m of revenue | 13         | 14                                | 18                               |
| <b>Scope 3 emissions<sup>4</sup></b>                             |                              |                                      |            |                                   |                                  |
| Cat 2: Purchased capital goods                                   | Group                        | tCO <sub>2</sub> e                   | 425,604    | 371,400                           | 286,752                          |
| Cat 11: Use of sold products                                     | Group                        | tCO <sub>2</sub> e                   | 1,090,166  | 1,088,838                         | 525,840                          |
| Cat 13: Downstream leased assets                                 | Group                        | tCO <sub>2</sub> e                   | 769,886    | 837,484                           | 925,329                          |
| Other categories <sup>5</sup>                                    | Group                        | tCO <sub>2</sub> e                   | 118,678    | 134,333                           | 87,179                           |
| Total gross Scope 3 emissions                                    | Group                        | tCO <sub>2</sub> e                   | 2,404,334  | 2,432,055                         | 1,825,100                        |
| Total gross Scope 1, 2 and 3 emissions                           | Group                        | tCO <sub>2</sub> e                   | 2,420,166  | 2,451,516                         | 1,845,660                        |
| <b>Energy consumption</b>  |                              |                                      |            |                                   |                                  |
| <b>Scope 1</b>   | UK                           | kWh                                  | 58,859,411 | 62,792,736                        | 59,630,457                       |
|  | Non-UK                       | kWh                                  | 11,374,025 | 13,948,999                        | 12,890,025                       |
| <b>Scope 2</b>   | UK                           | kWh                                  | 16,108,101 | 18,023,965                        | 15,044,033                       |
|  | Non-UK                       | kWh                                  | 6,222,747  | 4,550,161                         | 4,197,372                        |

1 UK FY2022 market data higher than location data as we had not yet begun transitioning our portfolio to renewable tariffs

2 Revenue excludes vehicles sales

3 Intensity ratio based on Scope 1 and Scope 2 location data

4 Scope 3 categories are calculated as Well-To-Wheel emissions

5 Other Scope 3 categories includes categories 1, 3, 4, 5, 6, 7, 9, and 12

6 FY2024 restatement due to changes in scope 3 methodology (cat 11) and replacement of estimated data with actuals for a vehicle subset within Scope 1 and 2 calculation