



Drumgrange Ltd

Carbon Reduction Plan

AUGUST 2026

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Table of Contents

Executive Summary	3	Strategic Net Zero Roadmap	10
Organisational Profile	3	Roadmap to Net Zero	
Reporting Methodology	3	Supplier Engagement Tiers	
Emission Scopes		Social Value and Wider ESG Contribution	12
Baseline Emissions Footprint (2023)	4	Net Zero Trajectory (Tender Chart section)	14
Current Emissions Reporting (2025)	5	Planned Reduction Pathway	
YE2025 Emissions Category Breakdown		Governance, Assurance and Publication	16
Boundary Change	6	Declaration and Sign-Off	17
Net Zero Target and Reduction Commitments	6		
Carbon Reduction Initiatives & Delivery Plan			
Scopes 1 and 2 Operational Reduction Plan			
Scope 3 Influence and Reduction Plan			

1 Executive Summary

Drumgrange Ltd is committed to achieving Net Zero greenhouse gas emissions by 2050 at the latest, in alignment with UK Government policy, PPN 006 requirements and defence customer expectations. As an independent UK defence contractor operating in complex and security-sensitive supply chains, Drumgrange recognises the need to balance operational readiness, customer requirements, technical performance and sustainability obligations.

This updated Carbon Reduction Plan (CRP) sets out the Company's formal YE2023 baseline, its latest YE2025 measured emissions position, its Net Zero target, and the reduction measures that will be delivered across Scope 1, Scope 2 and material Scope

3 emissions. It is intended to support tender submissions, customer assurance, Board oversight and annual carbon reduction reporting.

The YE2025 Planet Mark Measurement Report provides the most complete current carbon position. The measured market-based footprint is 4,647.7 tCO₂e. Scope 3 emissions account for 4,514.1 tCO₂e and are therefore the main transition challenge. Purchased Goods and Services alone accounts for 3,892.3 tCO₂e, representing 83.7% of the total footprint. Accordingly, this plan prioritises supply-chain engagement, sustainable procurement, improved data quality, operational efficiency, travel controls and product lifecycle considerations.

2 Organisational Profile

Drumgrange Ltd is an independent UK defence contractor specialising in the design, development, systems integration, and through-life support of communications and electronic systems. Operations include secure facilities, specialist integration environments, and field support activities.

The organisational boundary for current carbon reporting covers Chertsey, Portland and fleet vehicles. The YE2025 Planet Mark report confirms a 100% organisational boundary score and a 100% operational boundary score, reflecting the current measured boundary for Scope 1, Scope 2 and material Scope 3 categories.

3 Reporting Methodology & Boundary

Emissions are calculated in accordance with:

- Greenhouse Gas Protocol Corporate Standard
- PPN 006/21 Technical Standard
- Market-based Scope 2 reporting

The plan should be read alongside Drumgrange's Net Zero Transition Plan, Environmental, Social and Governance Strategy, Environmental Policy, Environmental Legal Register, Sustainable Procurement arrangements, Green Transport Plan and Waste Management Plan.

3.1 Emission Scopes

Emission Scope	Included sources in YE2025 reporting boundary
Scope 1	Stationary fuels, mobile fuels and fugitive emissions.
Scope 2	Purchased electricity, reported using the market-based methodology. Location-based electricity is also disclosed for transparency.
Scope 3	Category 1 Purchased Goods and Services; Category 2 Capital Goods; Category 3 Fuel- and Energy-related Activities; Category 4 Upstream Transportation and Distribution; Category 5 Waste Generated in Operations; Category 6 Business Travel; Category 7 Employee Commuting; Category 11 Use of Sold Products; Category 12 End-of-Life Treatment of Sold Products.
Scope 3 Category 9	Downstream Transportation and Distribution is to be formally assessed for applicability. If relevant, it will be included in future reporting; if not applicable or de minimis, the rationale will be documented and approved during CRP review.

TABLE 1: MEASURED SCOPES

4 Baseline Emissions Footprint (2023)

YE2023 remains Drumgrange's formal baseline year.

It was the first Planet Mark certified year and provides the reference point for the Company's Net Zero pathway. The baseline footprint was materially narrower than the current YE2025 boundary because Scope 3 measurement expanded significantly in YE2024 and YE2025. Progress reporting must therefore explain boundary changes and use normalised, like-for-like and intensity metrics where appropriate.

Emission Type	YE2023 tCO ₂ e	% of baseline total	Comment
Scope 1	62.5	30.8%	Direct emissions from fleet, natural gas and fuel oil.
Scope 2	87.7	43.2%	Purchased electricity.
Scope 3	52.8	26.0%	Partial Scope 3 measurement at the time of certification.
Total market-based footprint	203.0	100.0%	Formal baseline footprint.
Baseline Metric	Value		
Employees (FTE)	148		
Emissions per employee	1.4 tCO ₂ e/FTE		
Planet Mark reporting boundary	Drumgrange Chertsey and Drumgrange Portland		
Data quality - Scope 1 and 2	14 out of 16		
Data quality - Scope 3	13 out of 16		

TABLE 2: BASELINE INTENSITY METRICS

5 Current Emissions Reporting (YE2025)

YE2025 is the latest measured carbon position and the current reference year for delivery planning.

It should be used for the annual CRP update, Board review, operational action planning and supplier engagement prioritisation.

Emission Type	YE2023 tCO ₂ e	% of Total	YE2025 Intensity	Comment
Scope 1	52.3	1.1%	Direct fuels and fleet.	Controllable through fuel reduction, heating controls, plant replacement and fleet transition.
Scope 2	81.3	1.7%	Purchased electricity.	Controllable through energy efficiency, electricity procurement and metering.
Scope 3	4,514.1	97.1%	Material value-chain emissions.	Requires supplier engagement, procurement controls, travel choices, logistics data and lifecycle design.
Total market-based footprint	4,647.7	100.0%	30.2 tCO ₂ e/FTE; 172.8 tCO ₂ e per £m turnover.	Current measured position for progress reporting and delivery planning.

TABLE 3: CURRENT EMISSIONS

5.1 YE2025 emissions category breakdown

Scope	Emission Category	YE2023 tCO ₂ e	% of Total	Primary Action Focus
1	Fugitive emissions	0.0	0.0%	Maintain refrigerant asset register, leak checks and service records.
1	Mobile fuels	20.7	0.4%	Fleet policy, mileage review and low-emission replacement plan.
1	Stationary fuels	31.5	0.7%	Heating controls, fuel oil management and plant efficiency.
2	Electricity (market-based)	81.3	1.7%	Energy monitoring, metering, efficiency projects and tariff evidence.
3	Category 1 Purchased Goods and Services	3,892.3	83.7%	Supplier engagement, carbon data, procurement controls and high-carbon spend focus.
3	Category 2 Capital Goods	102.3	2.2%	CAPEX carbon assessment, reuse/refurbishment and lifecycle costing.
3	Category 3 Fuel- and Energy-related Activities	39.4	0.8%	Supports Scope 1 and 2 reduction and energy efficiency actions.

Scope	Emission Category	YE2023 tCO ₂ e	% of Total	Primary Action Focus
3	Category 4 Upstream Transportation and Distribution	70.9	1.5%	Logistics activity data, shipment consolidation and lower-carbon transport options.
3	Category 5 Waste Generated in Operations	0.4	0.0%	Waste segregation, contractor data, landfill diversion and circularity.
3	Category 6 Business Travel	58.5	1.3%	Travel hierarchy, virtual meetings, rail-first approach and trip consolidation.
3	Category 7 Employee Commuting	268.7	5.8%	Annual commuting survey, car share, EV support, active travel and flexible working.
3	Category 11 Use of Sold Products	81.8	1.8%	Design-stage energy efficiency and product use assumptions.
3	Category 12 End-of-Life Treatment of Sold Products	0.01	0.0%	Design for repair, recyclability and end-of-life guidance.

TABLE 4: EMISSIONS CATEGORY BREAKDOWN

6 Boundary Change

Drumgrange's formal baseline remains YE2023. However, Scope 3 reporting has expanded materially since the baseline year. YE2024 introduced a broader set of Scope 3 categories, and YE2025 now provides a more complete operational and value-chain carbon picture. This means that absolute emissions have increased primarily because the measured boundary is more comprehensive, not because operational performance has necessarily deteriorated.

For transparency, Drumgrange will report absolute emissions alongside intensity metrics and clear boundary-change commentary. Where appropriate, the Company will use like-for-like or normalised comparisons to explain performance. This approach is required to avoid misleading conclusions when comparing the narrower YE2023 baseline with the more complete YE2025 footprint.

7 Net Zero Target and Reduction Commitments

Drumgrange commits to achieving Net Zero greenhouse gas emissions by 2050 at the latest. The Company will prioritise real emissions reductions before considering carbon removals or offsets.

Any neutralisation of residual emissions will only be considered once credible reduction actions have been implemented and where high-quality, evidenced removal options are appropriate.

Time Horizon	Scopes 1 & 2 Commitment	Scope 3 Influence Commitment	Primary Evidence
By 2026	Monthly Scope 1 and 2 monitoring established.	Top Scope 3 suppliers identified and engagement list established.	Monthly dashboard; supplier engagement list; Category 9 applicability decision.
By 2030	Reduce Scope 1 and 2 emissions by at least 30% against YE2023, subject to operational constraints, site changes and like-for-like adjustment.	Increase supplier-specific or hybrid data coverage and reduce travel/commuting intensity where practical.	Annual CRP update; supplier data summary; travel and commuting metrics.
By 2035	At least 50% Scope 1 and 2 reduction against YE2023, subject to replacement cycles and business case approval.	Mature supplier carbon requirements for strategic/material suppliers.	Investment approvals; supplier review records; carbon data quality trend.
By 2040	At least 80% Scope 1 and 2 reduction against YE2023 where technically and commercially feasible.	Low-carbon expectations embedded in long-term contracts and relevant product lifecycle decisions.	Long-term residual emissions assessment; procurement and design evidence.
By 2050	Near-zero operational emissions and neutralisation of unavoidable residual emissions.	Material Scope 3 emissions influenced through supplier plans, lifecycle design and credible neutralisation of residual emissions where applicable.	Net Zero declaration supported by evidence, assurance and Board approval.

TABLE 4: EMISSIONS CATEGORY BREAKDOWN

7.1 Carbon Reduction Initiatives & Delivery Plan

The following initiatives will be used to deliver the CRP and support the Net Zero Transition Plan. Actions are designed to be practical, evidence-led and proportionate to Drumgrange's operational context and defence-sector constraints.

7.2 Scope 1 and Scope 2 operational reduction plan

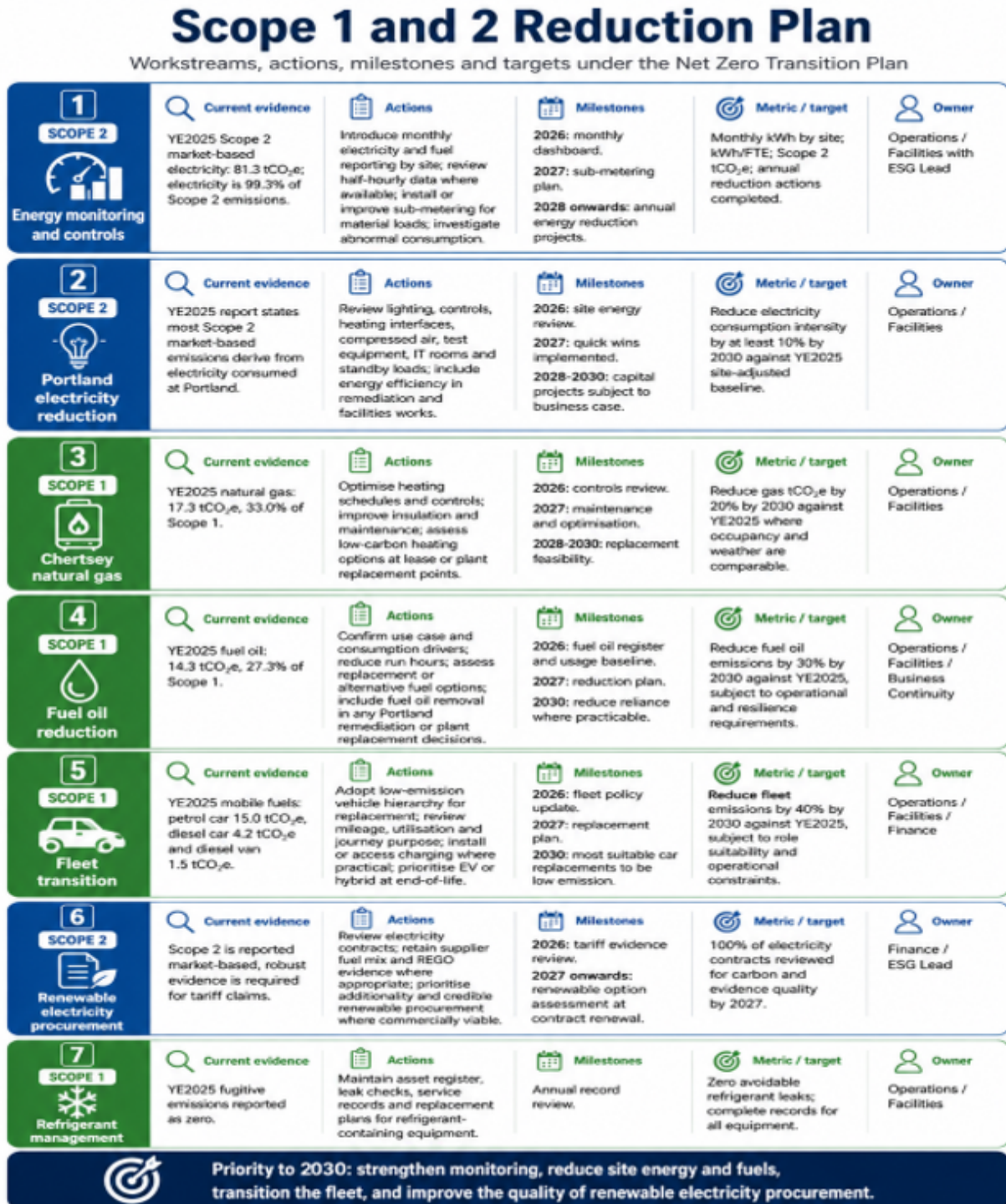


FIGURE 1: SCOPE 1 & 2 INFLUENCE AND REDUCTION PLAN

7.3 Scope 3 Influence and Reduction Plan



Scope 3 Influence and Reduction Plan

Priority categories, influence levers, 2026–2030 actions and metrics under the Net Zero Transition Plan

CATEGORY	YE2025 POSITION	INFLUENCE LEVERS	2026–2030 ACTIONS	METRICS
1. Purchased Goods and Services	3,892.3 tCO ₂ e; 83.7% of total footprint. Top sources include electronics and technology, machinery, professional services, ICT, construction and extrapolated spend.	- Supplier engagement - Specifications - Preferred supplier selection - Contract clauses - Request for product carbon data - Supplier carbon maturity assessment	- Identify top suppliers by emissions and spend - Issue carbon data request - Add ESG/carbon questions to supplier onboarding - Prioritise electronics, machinery and high-carbon construction spend - Ask strategic suppliers for carbon reduction plans	% of PG&S emissions covered by supplier engagement % of spend with supplier-specific or hybrid data - Number of suppliers providing carbon data - PG&S tCO₂e/£m spend
2. Capital Goods	102.3 tCO ₂ e; 2.2% of total footprint. Main sources include electronics, construction and professional services.	- CAPEX approval - Reuse - Refurbishment - Specification - Lifecycle costing - Asset utilisation	- Add carbon consideration to capital request template - Favour refurbished or modular options where suitable - Request energy and embodied carbon data for significant equipment and construction purchases	% of CAPEX over threshold with carbon assessment - Capital goods tCO₂e/£m CAPEX - Number of reuse/refurbishment decisions recorded
4. Upstream Transportation and Distribution	70.9 tCO ₂ e; 1.5% of total footprint, largely spend-based land transport services.	- Shipment consolidation - Delivery mode - Supplier logistics data - Courier selection - Route optimisation	- Obtain transport mode and leg data from logistics providers - Reduce urgent/ad hoc deliveries - Consolidate shipments - Prefer lower-carbon logistics options where feasible	% logistics spend with mode/distance data - tCO₂e per shipment or per £ logistics spend - Number of consolidated shipments
6. Business Travel	58.5 tCO ₂ e; 1.3% of total footprint. Air travel accounts for 32.0 tCO ₂ e and 54.6% of category emissions.	- Travel hierarchy - Approval process - Virtual meetings - Rail-first for UK journeys - Class of travel - Trip consolidation	- Publish travel hierarchy - Require justification for flights where rail or virtual attendance is practical - Track air, rail, hotel and mileage separately - Combine meetings where possible	- Business travel tCO₂e/FTE - Air travel tCO₂e % UK journeys by rail where practical - Number of avoided trips
7. Employee Commuting	268.7 tCO ₂ e; 5.8% of total footprint. Petrol and diesel cars account for 89.1% of commuting emissions.	- Survey - Hybrid working - Car sharing - EV charging - Active travel - Public transport information	- Run annual commuting survey - Improve response rate - Promote car sharing - Review EV charging and cycle facilities - Retain flexible working where operationally appropriate	- Survey response rate - Commuting tCO₂e/FTE % commuting distance by petrol/diesel car - Number of car-share or active travel interventions
11. Use of Sold Products	81.8 tCO ₂ e; 1.8% of total footprint from electricity use during product operation.	- Design authority - Product energy efficiency - Customer requirements - Product manuals - Whole-life assessment	- Add energy efficiency review to design gates for relevant products - Capture product use assumptions - Identify high-use products such as CU and Filter Power Distribution Units - Consider low-power modes and efficient components	- kWh/use or kWh/lifetime by product % relevant product designs with energy review - Estimated use-phase tCO₂e per unit
12. End-of-life Treatment of Sold Products	0.01 tCO ₂ e; currently very low.	- Design for repair - Modularity - Recycling - Customer guidance - Material records	- Maintain disposal assumptions - Improve bill-of-material recyclability where feasible - Include end-of-life guidance for relevant products	% sold products with end-of-life assumptions - kg material by disposal route - Recyclability notes
5. Waste	0.4 tCO ₂ e; low emissions but important for compliance and circularity.	- Segregation - Waste contractor data - Reuse - Recycling - Water management	- Improve waste reporting by stream and site - Maintain landfill diversion evidence - Link waste reduction to social value reporting	- Waste tonnes by stream - Landfill diversion - Waste tCO₂e - Water treatment data
Priority to 2030: improve supplier data, influence high-carbon procurement, reduce travel and commuting intensity, strengthen product lifecycle thinking, and improve logistics and waste evidence.				

FIGURE 2: SCOPE 3 INFLUENCE AND REDUCTION PLAN

8 Strategic Net Zero Road Map

The 2026-2030 roadmap below sets out the phased delivery pathway for Drumgrange's transition to Net Zero by 2050. It converts the Net Zero commitment into a sequence of practical actions, decision points and measurable outputs, beginning with governance, baseline controls and data quality improvements before moving into deeper operational decarbonisation, supplier engagement and residual emissions management.

The 2026-2030 roadmap is aligned to the Scope 1 and 2 Operational Reduction Plan in the Carbon Reduction Plan. YE2023 remains Drumgrange's formal baseline year for Net Zero reporting, while YE2025 is used as the operational reference year for specific reduction actions because it reflects the latest measured carbon position. Progress will therefore be reported using both baseline comparison and operational performance metrics, including kWh by site, kWh/FTE, Scope 2 tCO₂e, gas tCO₂e, fuel oil tCO₂e, fleet tCO₂e and evidence quality for electricity procurement.

Roadmap to 2050

Period	Strategic focus	Required actions	Decision gates / outputs		
2026	Establish governance, baseline controls and Scope 1 and 2 monitoring.	- Board approve transition plan and update Carbon Reduction Plan using YE2025 data while retaining YE2023 baseline. - Launch monthly electricity and fuel reporting by site. - Review half-hourly electricity data where available. - Investigate abnormal consumption and maintain refrigerant asset and service records. - Review electricity tariff evidence and confirm Scope 3 Category 9 applicability. - Identify top Scope 3 suppliers and update travel, fleet and procurement controls.	- Board-approved plan - KPI dashboard - Monthly Scope 1 and 2 reporting dashboard - Electricity tariff evidence review - Category 9 decision - Annual CRP update		
2027	Embed delivery and improve data quality.	- Complete first full year of KPI-led delivery. - Complete site energy reviews and develop a sub-metering plan. - Implement heating controls review, maintenance optimisation and commuting survey. - Add carbon to supplier onboarding and CAPEX approvals. - Prepare fleet replacement plan and assess renewable electricity options at contract renewal.	- Annual performance report - Site energy project plan - Sub-metering plan - Fleet replacement plan - Renewable electricity procurement review - Commuting action plan		
2028	Scale operational reductions and supplier engagement.	- Implement priority energy projects. - Progress Portland electricity reduction actions covering lighting, controls, compressed air, test equipment, IT rooms and standby loads. - Progress fleet replacement plan. - Obtain logistics activity data and improve purchased goods and services data quality. - Apply product energy review to relevant design gates.	- Investment approvals - Energy project completion evidence - Improved data quality - Fleet transition progress report - Design gate evidence		
2029	Demonstrate measurable Scope 1 and 2 reductions.	- Show reductions in electricity, natural gas, fuel oil and fleet emissions against YE2025 operational baselines. - Demonstrate reduced commuting and business travel intensity. - Expand supplier-specific data to more categories. - Review progress against 2030 electricity, gas, fuel oil and fleet targets.	- Progress against 2030 targets - Scope 1 and 2 performance report - Procurement and supplier review report - Corrective action plan where targets are off track		
2030	Achieve first transition checkpoint.	- Meet or explain progress against 2030 targets. - Refresh Net Zero pathway for 2031–2035. - Identify further building, heating, fleet and renewable electricity investments. - Confirm continued refrigerant management and operational controls.	- Board checkpoint - Updated pathway - Revised targets		
2030 Scope 1 and 2 operational targets					
Reduce electricity consumption intensity by at least 10% by 2030 against YE2025 site-adjusted baseline.	Reduce gas emissions by 20% by 2030 against YE2025 where occupancy and weather are comparable.	Reduce fuel oil emissions by 30% by 2030 against YE2025, subject to operational and resilience requirements.	Reduce fleet emissions by 40% by 2030 against YE2025, subject to role suitability and operational constraints.	100% of electricity contracts reviewed for carbon and evidence quality by 2027.	Zero avoidable refrigerant leaks and complete records for all equipment.
2031–2035	Deepen decarbonisation.	- Deliver major plant, heating, electricity and fleet changes through replacement cycles. - Mature supplier carbon requirements. - Expand product lifecycle carbon work.	- At least 50% Scope 1 and 2 reduction vs YE2023 by 2035 - Mature supplier data coverage		
2036–2040	Transition to low-carbon operations.	- Complete remaining feasible operational decarbonisation. - Embed low-carbon supply-chain expectations in long-term contracts. - Reduce product use-phase emissions through technology refresh.	- At least 80% Scope 1 and 2 reduction vs YE2023 by 2040 - Long-term residual assessment		
2041–2045	Residual emissions management.	- Address technically difficult residual emissions. - Review credible carbon removal options. - Strengthen supplier Net Zero evidence.	- Residual emissions strategy - Board approval of any neutralisation approach		
2046–2050	Net Zero assurance and neutralisation.	- Maintain near-zero operational emissions. - Neutralise unavoidable residual emissions using credible removals. - Assure and communicate Net Zero position.	Net Zero declaration supported by evidence, assurance and Board approval		

i YE2023 remains the formal baseline year. YE2025 is the operational reference year for specific Scope 1 and 2 reduction actions.

FIGURE 3: ROADMAP TO 2050

8.1 Supplier Engagement Tiers

Supplier engagement will be prioritised using a tiered approach based on carbon materiality, spend, operational importance and supplier maturity. This ensures engagement is proportionate and focused on the suppliers with the greatest potential impact.



FIGURE 4: SUPPLIER ENGAGEMENT TIERS

9 Social Value and Wider ESG Contribution

Carbon reduction activity is linked to Drumgrange's wider ESG and Social Value commitments. The 2025 Social Value Report records £5,842,580 of social value delivered during the period 01 January 2025 to 31 December 2025.

The report includes carbon reduction, employee upskilling, employment with training, mental health support, third sector support, community support, supplier spend and volunteering measures.

Social Value Highlights 2025

Drumgrange Ltd

Key pull-outs from the Drumgrange Limited Social Value Report, supporting the Carbon Reduction Plan



Demonstrating how our defence business creates wider social, economic and environmental value



£5,842,580
Social Value delivered



Reporting period:
01 Jan 2025 - 31 Dec 2025

Source: Social Value Report 2025

1. Social Value by theme (£)



2. Social Value breakdown by measure

1. People employed 154 people employed £5,655,119 delivered	8. Spend with not-for-profit suppliers £2,500 spent £7,884 delivered
2. Apprentices employed 2 apprentices £37,268 delivered	9. Gender equity support £1,093 invested £1,093 delivered
3. Career and life skills support 30 staff expert hours £2,854 delivered	10. Mental health support 83 employees provided access / supported £42,653 delivered
4. Accredited training 5 employees received accredited training £18,114 delivered	11. Support for not-for-profit organisations £10,000 invested £43,684 delivered
5. Paid work placements / internships £12,620 delivered	12. Support for local community projects £1,685 invested £1,685 delivered
6. Unpaid work placements 5 placements £9,199 delivered	13. Carbon reduction 12.9 tCO₂e reduced £3,252 delivered
7. Support for students and local education 256.5 staff volunteering hours £6,812 delivered	14. Green logistics freight reduction 2,000 tonne-km reduced £342 delivered

3. Links to the Carbon Reduction Plan



These measures demonstrate how social value activity also contributes to Drumgrange's wider Net Zero and ESG objectives.

4. What this shows



Creates value through employment, skills and apprenticeships



Supports employee wellbeing and community outcomes



Links social value delivery with carbon reduction and greener logistics



Strengthens responsible business performance in a defence-sector context

FIGURE 5: SOCIAL VALUE BREAKDOWN BY MEASURE

10 Net Zero Trajectory (Tender Chart Section)

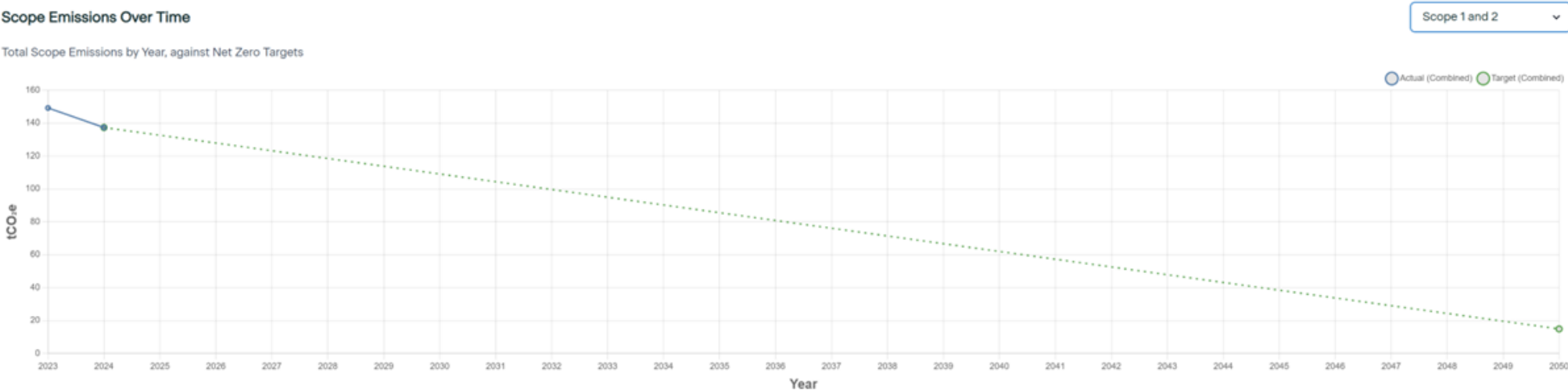


FIGURE 6: SCOPES 1 & 2

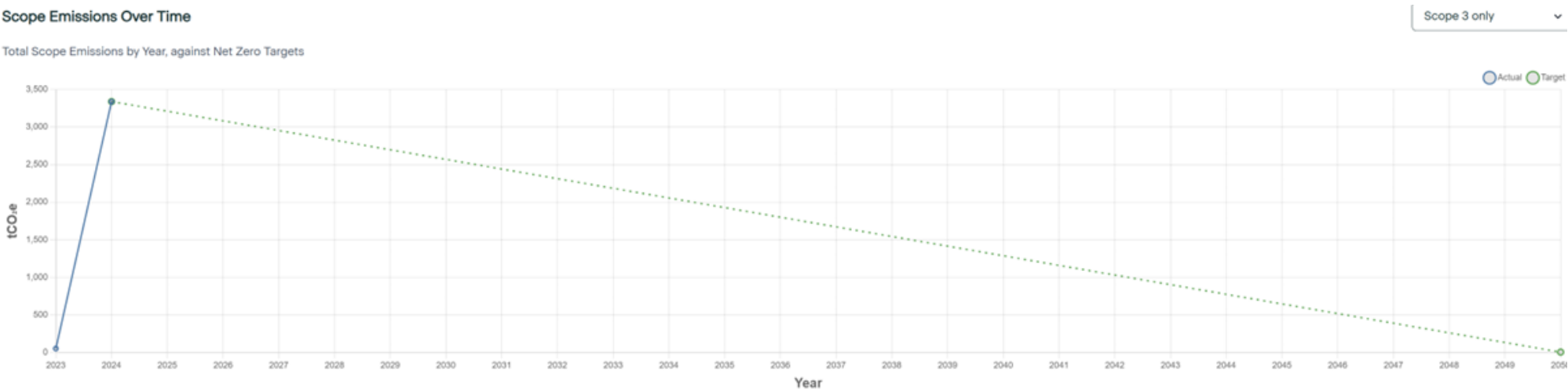
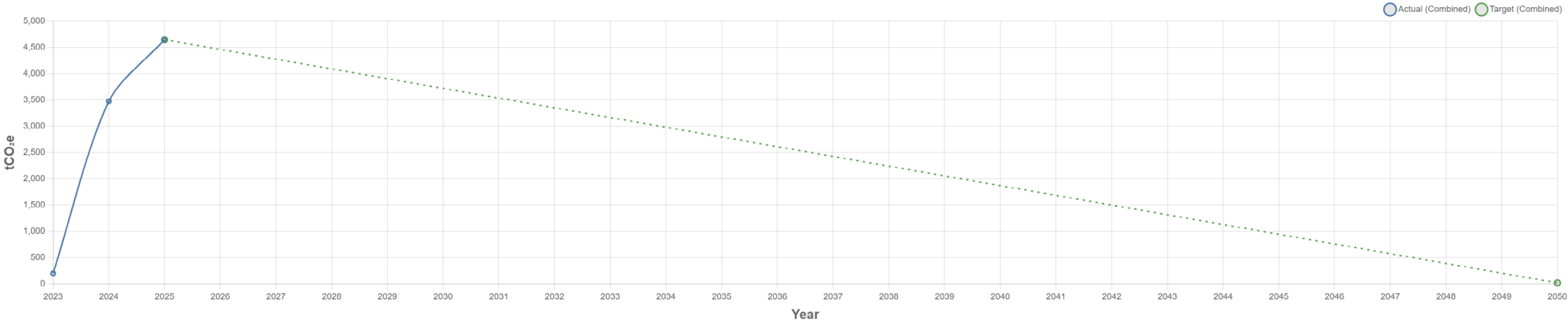


FIGURE 7: SCOPE 3

Scope Emissions Over Time

Scope 1, 2 and 3

Total Scope Emissions by Year, against Net Zero Targets



Carbon data represents historically measured and validated reporting years only. This view shows non-normalised, market-based emissions.

FIGURE 8: SCOPE 1, 2 and 3

11 Governance, Assurance and Publication

The Board / Managing Director retains accountability for the Net Zero commitment, annual CRP approval, investment decisions and material changes to the baseline or reporting boundary. The ESG / Environmental Lead owns the CRP update cycle, coordinates carbon data and maintains the evidence base. Operations, Facilities, Procurement, Engineering, Finance, HR and Team Leads are responsible for relevant delivery actions.

The CRP will be reviewed at least annually and updated after each externally measured carbon footprint. Changes to emissions boundaries, methodology, emissions factors, target assumptions or material business changes will be documented in the annual review. Where required for public procurement, the CRP will be approved at senior level and published in accordance with PPN 006 requirements.

Governance Area	Requirement	Evidence
Board approval	Approve CRP, Net Zero commitment, targets and material baseline/boundary changes.	Board minutes; signed declaration; approved CRP; annual KPI pack.
Annual review	Update emissions position, actions, progress and target assumptions.	Carbon report; data pack; CRP update log; KPI dashboard.
Scope 1 and 2 controls	Maintain monthly monitoring and evidence for electricity, fuels, fleet and refrigerants.	Meter readings; invoices; fuel records; service records; energy reports.
Scope 3 controls	Maintain supplier, travel, commuting, logistics, waste and product lifecycle evidence.	Supplier data returns; travel data; commuting survey; logistics reports; waste records; design gate evidence.
Publication and tender use	Use the approved CRP for relevant public procurement and customer assurance.	Published CRP or tender submission pack; sign-off record; version control.

TABLE 4: EMISSIONS CATEGORY BREAKDOWN

Declaration

This Carbon Reduction Plan has been completed in line with the reporting requirements for Carbon Reduction Plans and associated guidance. Emissions have been reported and recorded in accordance with the published reporting standard for Carbon Reduction Plans and the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard. Scope 1 and Scope 2 emissions have been reported in accordance with SECR-aligned principles where applicable, and the required Scope 3 categories have been assessed and reported where relevant to Drumgrange's activities.

This Carbon Reduction Plan has been reviewed and approved by Drumgrange Ltd's Board / Managing Director or authorised senior representative.

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