



MURPHY

WORLD-CLASS INFRASTRUCTURE

Annual Report & Accounts 2025

75 years of

**IMPROVING LIFE BY
DELIVERING WORLD-CLASS
INFRASTRUCTURE**

CELEBRATING 75 YEARS OF ENGINEERING EXCELLENCE

J. Murphy & Sons Limited (Murphy) continues to improve life by delivering world-class infrastructure. Since 1951, we have built a reputation for delivering complex projects safely, responsibly and collaboratively across all the geographies in which we work — helping shape a more sustainable future in Transportation, Natural Resources, Energy and Water.

CELEBRATING 75 YEARS OF MURPHY

In February 2026, Murphy reached 75 years old, a fantastic milestone for the business. We are committed to continuing to deliver on our purpose and vision as we look ahead to our new Murphy at 80 strategy.

🔗 Find out more on page 6



EXPANDING OUR OPERATIONS

In 2025, we expanded our operations, acquiring a 40% stake in Abergeldie in Australia, marking another step in our journey to expand our footprint while remaining focused on improving lives by delivering world-class infrastructure.

🔗 Find out more from page 11 onwards



Discover more online at
murphygroup.com

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Highlights

ANOTHER YEAR OF PROGRESSIVE GROWTH



OPERATIONAL

INVESTING IN THE FUTURE

£30.2m

invested in state-of-the-art plant and equipment across the Group

LOST TIME INJURY RATE

0.06

sustained industry-leading performance, with over 22.6m hours worked

INVESTING IN OUR PEOPLE

£6.54m

invested in training in 2025

FINANCIAL

REVENUE +13%

£1,581m



GROUP OPERATING PROFIT +8%

£86.1m



ORDER BOOK

£8.17bn



NET CASH +3%

£412.4m



ESG

CLIMATE ACTION

57%

total reduction in carbon emissions, with a further 3% this year

SOCIAL VALUE

£66.4m

social value contribution across the Group, plus 512 Giving Back Days

EMERGING TALENT

10%

emerging talent and Investors in People Platinum status achieved

WORLD-CLASS INFRASTRUCTURE

Group at a glance

DELIVERING EXCELLENCE THROUGH PEOPLE AND EXPERTISE

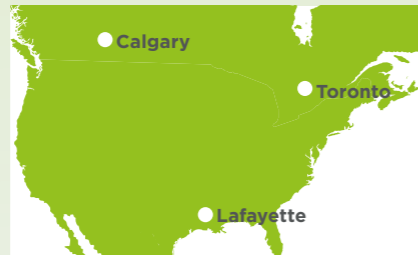
WE ARE MURPHY

Murphy is a leading international, multi-disciplined engineering and construction company.

We are specialists in delivering pipelines, design, structural steel, tunnelling, fabrication, bridges and piling, and have a substantial holding of plant, equipment and facilities. We provide better engineered solutions across our core operational sectors.

We are guided by our purpose to improve life by delivering world-class infrastructure. This is underpinned by our values and strategy, helping us not only deliver quality solutions to our customers but also continued sustainable returns.

WHERE WE OPERATE



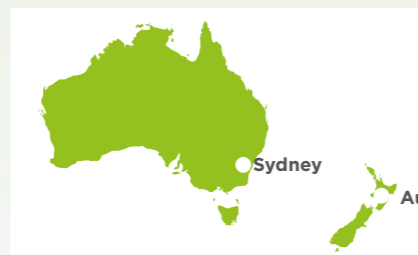
NORTH AMERICAN LOCATIONS

Find out more on pages 24 to 29



UK AND IRELAND LOCATIONS

Find out more on pages 14 to 23 and 30 to 35



AUSTRALIA AND NEW ZEALAND LOCATIONS

Acquired 40% share in Abergeldie in 2025

WE WORK ACROSS FOUR CORE SECTORS

TRANSPORTATION



Operating across the entire lifecycle of the transportation sector, including rail, highways, aviation and ports, we provide a safe, reliable and efficient delivery with a strong focus on compliance, sustainability and operational excellence.

Our expertise covers engineering, civils, maintenance, refurbishment, installation, commissioning and maintenance across the UK, Ireland and North America.

Find out more from page 14 onwards

NATURAL RESOURCES



Murphy is the UK's leading Engineering, Procurement, Construction, Installation and Commissioning delivery partner, offering a full spectrum of conventional and low carbon energy.

Working on behalf of energy transmission and distribution network owners, as well as industrial and independent operators, we deliver transmission and network pipelines, associated plants, facilities, asset health and infrastructure interventions across the UK, Ireland and North America.

Find out more from page 14 onwards

ENERGY



Murphy offers a comprehensive range of services within the Power Transmission & Distribution and Energy transition sector, including Engineering, Procurement, Construction and Commissioning. We deliver safe and reliable projects across regulated and private sectors, with expertise in high-voltage cross-country, overhead lines, converter stations and the full range of substations.

We work on long-term framework partnerships with local, national and international power network owners in the UK and Ireland.

Find out more from page 14 onwards

WATER



We provide integrated design, build, operate and maintain services for major water authorities across the UK, Ireland and Australia.

We currently operate more than 25 facilities, helping customers deliver infrastructure and non-infrastructure programmes efficiently through collaborative in-house delivery.

Find out more from page 14 onwards

MURPHY IN NUMBERS

500 projects ongoing at any one time

4,709 employees, up from 4,060 in 2024

26.7% of our employees are from underrepresented groups

22.6m hours worked in 2025

OUR SPECIALIST SERVICES



Tunnelling



Ground Engineering



Engineering and Design Services



Utilities and Electrical Services



Oil & Gas Services



Fabrication and Welding



Building

Strategy and purpose

DELIVERING ON OUR PURPOSE AND OUR VISION

Supporting everything we do is a clear set of values, beliefs and actions, to ensure that we can deliver:

OUR PURPOSE: to 'improve life by delivering world-class infrastructure'; and

OUR VISION: to be 'a family-owned business recognised internationally as the leader in engineering and infrastructure solutions'.



Chair's statement

CELEBRATING 75 YEARS OF CONTINUED SUCCESS



2025 has been a year of accelerated delivery and progress across Murphy. We expanded into Australia, were awarded Platinum accreditation by Investors in People and ended the year with a record order book of £8.17bn.

John Cresswell
Chair



As we celebrate our 75th year in business and the achievement of our ambitious Murphy at 75 targets, it is fitting we do so by delivering a year of record growth. I thank all our colleagues, customers, joint venture partners and supply chain partners who have all contributed to this landmark performance.

SAFETY, HEALTH AND WELLBEING

As our business grows, the safety, and physical and mental wellbeing of our colleagues is always our top priority. This is an area of particular focus as we welcome large numbers of new colleagues into the business across all six of our geographies. Our investment in safety training and equipment has paid measurable dividends, and we are pleased that the incidence of injuries has declined over recent years while our working hours have increased.

As Directors, we make a number of international site visits each year to see our safety standards in action and, in line with our 'Speak Up' initiative, two-way feedback is always encouraged and welcomed.

Incidents are reported transparently at Board level, with learnings and actions followed through.

STRATEGY

Our 'One Murphy' approach focuses on investing in our people, infrastructure and plant. This enables our direct delivery model – a key differentiator that has seen the business continue to deliver a strong performance.

This has been reinforced by our decision to focus on core sectors, positioning us to grow our order book in the UK alone by 52%.

We have also brought a similar rigour to our international strategy, looking to build great partnerships with local businesses who share our values and outlook. A prime example came in 2025 when we were delighted to become 40% shareholders in Abergeldie Complex Infrastructure, an Australian family-

owned business. Abergeldie shares Murphy's values and we look forward to a long and fruitful partnership helping the business to achieve its ambitious goals.

Our Surerus Murphy JV achieved its 10-year anniversary in 2025 and continues to be successful in developing and growing its sector reach in both Canada and America.

Meanwhile, our joint venture with Kenaidan, based in Toronto, has been successful in landing two major rail projects at Oakville and Bloor Yonge.

We are mindful of the current geopolitical situation and the potential knock-on effects to our industry and we are keeping a close dialogue with our customers and supply chain partners to work through any issues if they arise.

PEOPLE

We continue to invest in our people and, with a sharp eye on the future, in emerging talent. In 2025, for the fifth year running, we welcomed another record number (178) of graduates and apprentices as we continue to focus on making Murphy a great place to work.

We are proud to be recognised as a Platinum employer by both Investors in People and the 5% Club – a select group of employers committed to providing 'earn & learn' opportunities.

GOVERNANCE

As we grow in the UK and expand overseas, we continually look to strengthen our corporate governance. 2025 saw particular progress in ensuring we replicated our best-practice governance frameworks with audit, risk and remuneration committees across our major partnerships in Canada and America.

We look to ensure that the Board has the appropriate level of oversight across all areas, that risks are discussed openly and that any incidents are reported transparently, with learnings and actions followed through.

FINANCIAL

We had a successful year in 2025, reflecting our continued financial and operational discipline, reporting a profit before tax up 22% to £102.4m, further strengthening our financial position. We also closed 2025 with £412.4m of net cash, an improvement of £12m in the year despite also making investments in plant, equipment and Australia.

CONCLUSION

As we look forward to Murphy at 80, we continue to build our capabilities with the clear goal of continuing to deliver for all our stakeholders. The One Murphy value underpins everything we do, and I am constantly inspired by our colleagues' actions and dedication to ensuring we succeed in the right way.

On behalf of the Board, I would like to thank all our stakeholders for their ongoing support as we launch our Murphy at 80 strategy and look forward with optimism to the next 75 years.

John Cresswell
Chair

CEO's statement

TAKING THE BUSINESS FORWARD



As we prepare to move into our next five year strategy to take us to 'Murphy at 80', the business is in excellent shape following another successful year in 2025.

John Murphy
CEO



LOOKING FORWARD

The 2025/26 financial year has been a milestone for Murphy, as we conclude our five year 'Murphy at 75' strategy and celebrate 75 years' business in February 2026.

Having successfully achieved the strategy's objectives, we look forward to realising our £8.17bn order book and focusing on the successful delivery of our current commitments.

To ensure we remain fit for the future, we have embedded robust governance and assurance processes across our operations. This ensures we continue to focus on our enduring 'win-win' relationships with strategic customers who are aligned to our values and have long-term investment plans.

OUR INTEGRATED APPROACH

'Passionate about direct' is one of our 'Murphy at 75' strategic drivers, and whilst we continue to diversify our engineering-led business through expanding our geographical reach and our investment portfolio, our 'One Murphy' direct delivery approach remains firmly front-of-mind.

By leveraging our comprehensive in-house skills, we can offer customers certainty with a one-stop shop solution, delivered by high-calibre teams trained in the consistent Murphy way of working.

INVESTING IN OUR FUTURE

2025 saw a number of significant investments as we continue to grow, including the purchase of a 40% share in Australia-based company, Abergeldie Complex Infrastructure.

We also continue to develop our office and depot facilities - our Golborne and Ollerton depot hubs in the UK, our Newbridge Hub in Ireland and our facilities in the USA - so we are in prime position to leverage the wealth of opportunities arising from our chosen sectors and geographies.

OUR PEOPLE

As a family-owned business, we recognise that we are custodians for the next generation, and understand how integral our 'One Murphy, One Family' value is to the can-do culture at the heart of our business.

We know that our teams are fundamental to our success and we are committed to ensuring that our people-centric approach continues for the next 75 years. Our efforts were reflected in the 82% response rate to our annual Employee Engagement Survey, and the resulting 'Outstanding' rating we received.

For more information on how we are supporting our workforce - from occupational health and wellbeing support, to learning and development opportunities - please see pages 68 to 74.

SAFETY AND WELLBEING

We have achieved and maintained the safety performance of our business and embraced society's expectations on sustainability. In the last five years, we have reduced our Lost Time Injury rate by 65% whilst increasing our number of working hours.

Aligned with our direct delivery model, we own our comprehensive plant fleet, which we continually improve and upgrade. In 2025, we invested a further £30.2m in state-of-the-art plant and equipment, assisting us to deliver increasingly low carbon projects.

OUR FINANCIAL PERFORMANCE

We continue to make good progress on improving the consistency of our operational performance. The key to this progress is making sure we are disciplined in bringing the right quality of work into the business, and building the capability of our teams and assurance programmes to deliver consistent returns in line with our expectations at contract commencement. This approach achieved a robust 2025 financial result, with stable earnings across the business.

For the year ended 31 December 2025, revenue increased by 13% to £1.58bn and operating profit improved by 8% to £86.1m, with net cash inflow of £11.9m. Our order book increased by 50% from £5.4bn in 2024 to £8.2bn in 2025.

OUTLOOK

In conclusion, 2025 has been another successful year and, as we continue to maintain our disciplined approach and focus on people, skills and talent, there will be much to celebrate over the next 75 years.

Thank you to all our valued clients, suppliers and partners. As we set our sights now on Murphy at 80, we look forward to continuing to deliver projects together across the UK, Ireland, Canada, America, Australia and New Zealand, improving as ever the lives of local communities by delivering world-class infrastructure.

John Murphy
CEO

IN CONVERSATION WITH OUR CEO AND CHAIR



John Cresswell, Chair

John Murphy, CEO, and John Cresswell, Chair, discuss the Company's 75 years in business (1951 – 2026) and look to the future.

J.C. What would your grandfather (founder John Murphy) make of the business if he was here today?

J.M. My grandfather founded the business in February 1951. I think he would be very proud to see the business still going strong, but he was very forward-thinking – so he would want to ensure that we were looking to the future and making the most of all the opportunities that lie ahead. He would also be excited about the talent that exists within the business and the potential of our colleagues to rise to the challenge and deliver the robust pipeline of work that we have.

J.C. What is the most important lesson from the last 75 years that you are taking forward into 2026 and beyond?

J.M. The Board is focused on a progressive approach – challenging ourselves to continue to build on our reputation for always delivering world-class infrastructure for our customers.

J.C. What do you think it is about Murphy which makes it unique?

J.M. I think it is our mindset. We have always had a culture of 'how can we do this even better tomorrow?', which, when combined with the power of our collective capabilities – namely our operating model, our track record of delivery and our integrated approach – sets us apart from the competition.

J.C. Which strategic decisions have had the biggest impact on our growth and profitability?

J.M. Our five year 'Murphy at 75' strategy saw us achieve all strategic objectives and grow our pipeline of work from £2bn to over £8bn today. This consistent strategy was grounded in our founding principles of ensuring we do the hard jobs well – and, of course, working with the right clients, who share our outlook on how projects should be delivered, is of paramount importance to us.

In addition, the investment Murphy has made in developing our people, from our Emerging Talent programmes onwards, has been key to the success of the business. Ensuring our colleagues have the opportunity to fulfil their potential and helping them to thrive is, to us, the hallmark of a successful and sustainable company.

J.C. What is next for the business?

J.M. We are fortunate that the majority of work required to drive infrastructure developments forward, in all the geographies in which we work, sit in the four main operating sectors we focus on – namely Energy, Transportation, Natural Resources and Water – and require capabilities that already exist within our business.



John Murphy, CEO

So, whilst we continue to seek to expand our business, our focus remains on where we know our strengths lie. For example, we have been building linear projects in the form of pipelines and tunnels for over 50 years. We may now add overhead lines – but the work fits our expertise perfectly.

The onus is on us to ensure we continue to invest in building those capabilities and select the right opportunities as we move forward.

Operational Review – UK

A STRONG FOUNDATION FOR SUSTAINABLE GROWTH



The UK's infrastructure and construction market enters 2026 with improving confidence, underpinned by long-term public investment commitments and sustained demand across energy, water, transport and regulated utilities.

Nick Fletcher
Managing Director – UK



While the global economic backdrop remains uncertain – shaped by geopolitical instability, energy price volatility and uneven growth – infrastructure investment continues to play a critical role in supporting economic resilience, energy security and decarbonisation.

Indeed, in the UK, infrastructure remains the most resilient construction sector. The Government's National Infrastructure and Construction Pipeline continues to signal significant long-term investment, with strong momentum across energy transmission and distribution, AMP8 water programmes, transport upgrades and climate adaptation. However, delays in funding decisions and programme mobilisation persist, reinforcing the importance of early engagement, delivery certainty and collaborative approaches with clients to convert pipeline plans into live projects.

Despite global conflicts, the wider domestic economic environment is expected to stabilise gradually in 2026. Nevertheless, a shortage of skills availability remains a key structural challenge for the sector. Demand for specialist engineering, delivery and digital capabilities continues to exceed supply, placing pressure on productivity and programme delivery.

In response, as you will see in this report, we have remained firmly focused on developing and retaining talent for some years now. In 2025, we continued our significant investment in apprenticeships, graduate programmes and specialist training facilities, demonstrating our long-term commitment to building the skills required to deliver the UK's critical infrastructure, safely and efficiently. This programme continues apace in 2026.

Innovation and sustainability remain central to how we operate. Through sustained investment in modern plant, digital engineering and delivery innovation, we are improving productivity while reducing risk and cost for our clients. As we mark our 75th year, the delivery of the Murphy at 75 strategy has reinforced our commitment to engineering excellence, safety, and creating a greener Murphy. Our climate action initiatives continue to embed 'green by design' principles, reduce operational emissions and enhance biodiversity across the lifecycle of the assets we deliver.

We can look back on a proud and productive year. Key successes in 2025 included:

- Beaulieu Park Station, coming into service as the first station to be opened on the Great Eastern Main Line in over 100 years;
- breaking ground on our first project in the SSEN Transmission framework;

- commencement of the design and enabling works for the Lower Thames Crossing project, following planning permission being granted in early 2025; and
- our Norfolk Offshore Wind Zone project, with the completion of all trenchless crossings, ducting and the restoration of the entire 60km cable route.

As we look forward, our order book is strong and we remain focused on delivering the growth in volume required by our clients to meet key strategic milestones. Notably, these include frameworks in the water sector for United Utilities and Thames Water AMP8, and in the energy sector for the Great Grid Partnership and SSE. We also continue to focus on delivering key projects such as the East of Leeds for Network Rail, while also preparing for the next investment cycle across rail and water clients in particular.

As we now turn our attention to the Murphy at 80 strategy period, our disciplined approach to strategy delivery provides a strong foundation for sustainable growth. By combining deep engineering capability, self-delivery, investment in people and a strong focus on safety and sustainability, Murphy is well positioned to continue delivering value for our clients, people and shareholders in 2026 and beyond.

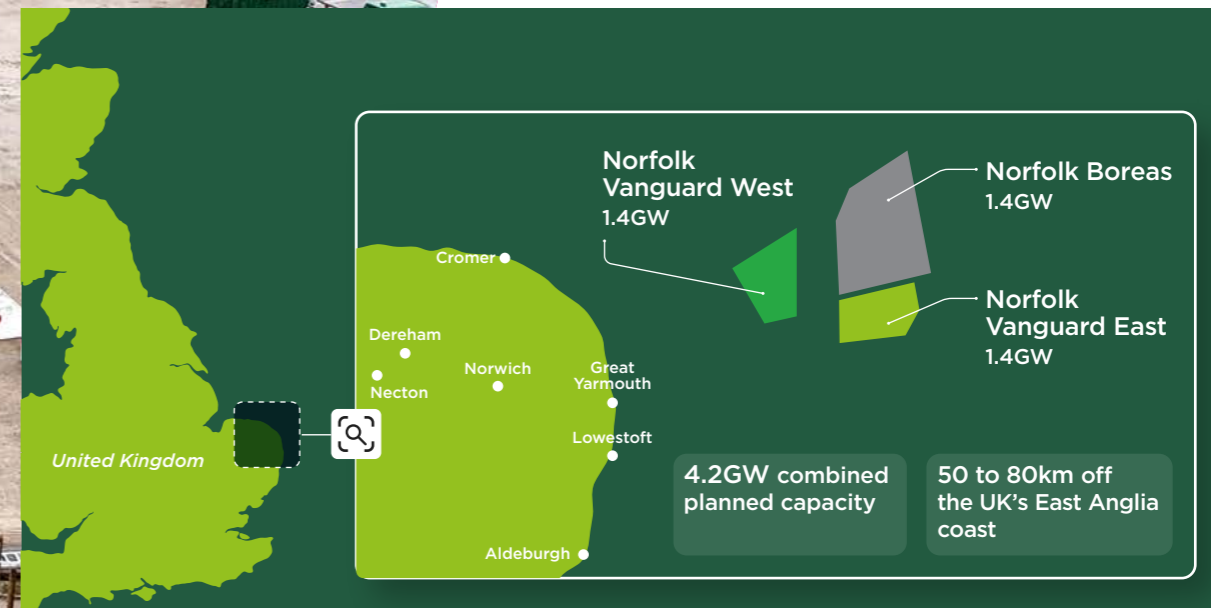
2030: CLEAN AND GREEN POWER FOR FOUR MILLION HOMES

Norfolk Offshore Wind Zone
Client: RWE Renewables

Norfolk Offshore Wind Zone is a cluster of three projects: Vanguard West, Vanguard East and Boreas, to be built off the coast of Norfolk in East Anglia.

The nearest turbine will be located around 47km from the shore and, once operational, the Norfolk Zone will be one of the most extensive wind clusters in the world. By 2030, it will contribute over 8% of the UK's 43GW wind energy target, serving the equivalent of four million households.

Now in its third season, the Murphy project team has completed all trenchless crossings and duct installation across the 60km route - a total of 360km of buried infrastructure. In 2025, the team completed the restoration of the entire cable route, which saw 1.2 million cubic metres of topsoil removed and replaced to Grade 1 agricultural standard. The Murphy approach to delivering linear projects has been welcomed by the farming community and seen as the benchmark for energy projects of this type.



The focus now is on the 60 joint bays required to install the cable sections - each approximately 1km long. December saw the arrival of the first cable drums after a 29,000km, 40-day, journey from South Korea. Circuit 1 (Vanguard West) will be installed, jointed and tested in 2026, followed by circuit 2 (Vanguard East) in 2027 and circuit 3 (Boreas) in 2028.

This Nationally Significant Infrastructure Project (NSIP) continues for a further four years through to first generation in 2029.

1.18 million
hours worked safely across the project

36km
of Horizontal Directional Drills complete

324km
of duct installed

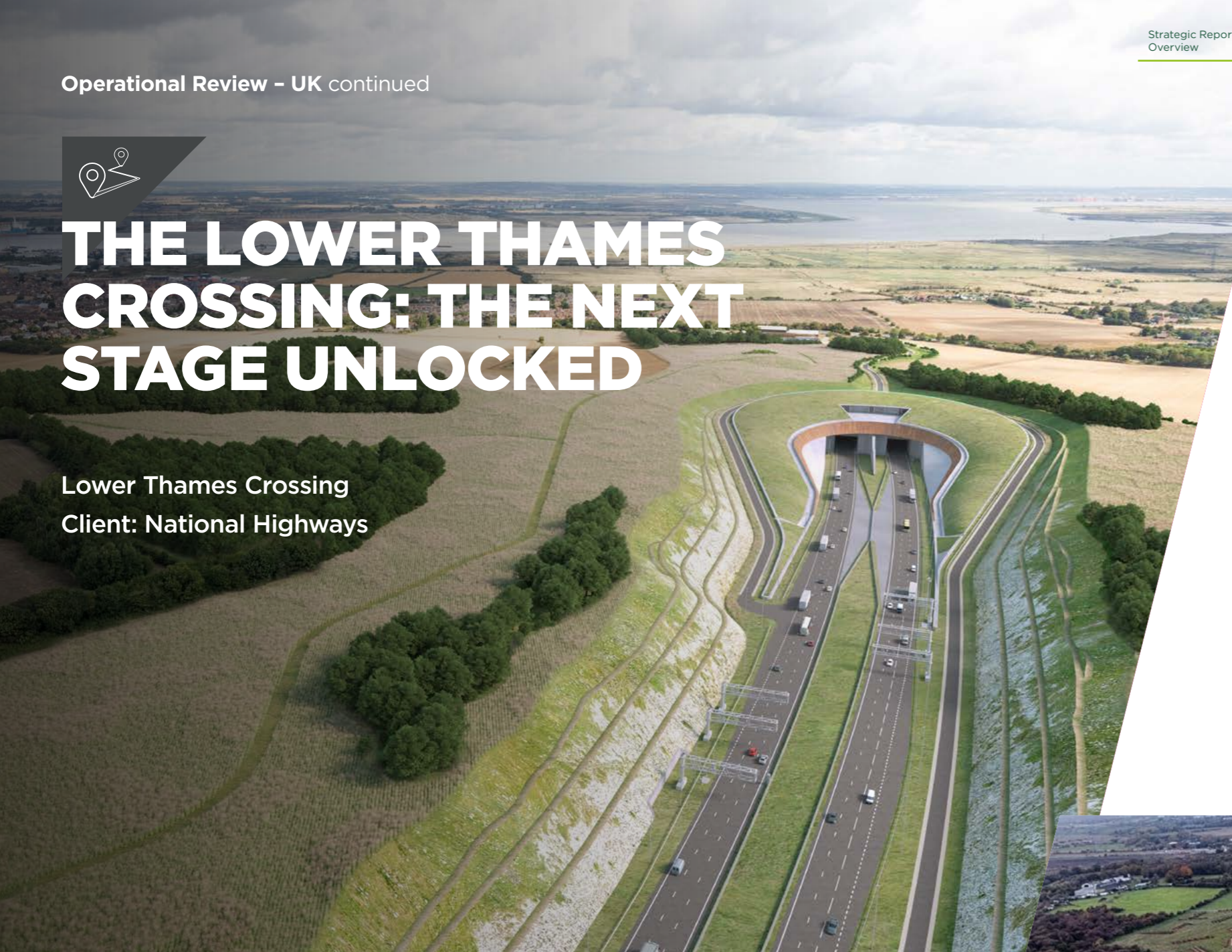
1.2 million
cubic metres of topsoil removed and restored

Operational Review – UK continued



THE LOWER THAMES CROSSING: THE NEXT STAGE UNLOCKED

Lower Thames Crossing
Client: National Highways



Murphy is playing a central role in creating what is set to be the longest road tunnel in the UK.

As part of the Bouygues Travaux Publics Murphy Joint Venture (BMJV), Murphy is delivering the 4.2km twin bore tunnel for National Highways' Lower Thames Crossing. This new infrastructure forms part of a new 23km A-road, linking the A2 in Kent with the A13 and M25 in Essex, creating a vital new connection east of London.

The project is going to improve the lives of tens of millions of road users each year, easing the chronic congestion at the Dartford Crossing. Designed to almost double road capacity across the Thames, the crossing will provide three lanes in both directions, improving journey times, reliability and safety.

March 2025 saw the start of major progress as the Government granted planning permission, unlocking the next stage of delivery. It also committed £891m of investment and began exploring private finance options to support delivery.

In parallel, BMJV advanced detailed design work and mobilised enabling works. The JV also initiated procurement for one of the world's largest Tunnel Boring Machines (TBM), to be purpose built to excavate through complex ground conditions 60m beneath the River Thames.

The enabling phase includes extensive archaeological and ecological surveys, followed by key environmental mitigations. These works include:

- Creating a wetland habitat for migrating birds;
- Developing ecological receptor sites near Coalhouse Fort in Essex; and
- Making site preparations and early construction logistics planning.

Main works are due to begin in early 2026 and include establishing site compounds, constructing dedicated haul roads, ground improvement and utility diversions. This will be followed by preparation works for the northern tunnel portal, which will be the launch site for the TBM.

The partnership is committed to delivering a project built with, and for, the local community, generating long-term benefits through jobs, apprenticeships and supply chain opportunities across the region.

The Lower Thames Crossing is a nationally significant carbon Pathfinder project, aiming to set new standards for low-carbon construction.

Key carbon commitments include:

- A target to reduce construction carbon by 70% compared with original estimates, limiting total emissions to less than 840,000 tonnes of CO₂e.
- Use of low-carbon steel and concrete across the project.
- A commitment to eliminate diesel from construction sites by 2027, replacing it with electric and hydrogen powered plant – a first for a UK major project.
- Adoption of PAS 2080 and BSI Flex 350 decarbonisation standards to reduce lifetime greenhouse gas emissions.

The project will also create six times more green space than road; plant one million new trees; and deliver seven green bridges – including Europe's widest.



4.2km
of twin bore tunnel

100%
electric and hydrogen
powered plant by 2027

Longest
road tunnel in the UK



IMPROVING WATER QUALITY ALONG THE NORTH-WEST COAST

Southport Wastewater Treatment Works

Client: United Utilities (Enterprise Alliance)

Murphy is playing a key role in United Utilities' Southport Wastewater Treatment Works (WwTW) project.

This major investment will increase both storm storage and the site's treatment capacity. In turn, this will enhance water quality on the Sefton Coast by reducing the number of times that storm overflows operate in heavy rain.

The project is split into two phases, with the first focusing on constructing and commissioning 4,500m³ of additional stormwater storage to help reduce overflows. This will improve bathing water quality by storing the equivalent of just under 2.5 Olympic pools' worth (or 30,000 bathtubs) of stormwater.

Our team was fully mobilised to site in the summer of 2025, and works have progressed at pace to achieve the early regulatory date in September 2026 for the reduction of storm spills.

A second phase is expected to be complete by autumn 2030 and will further increase the site's ability to treat more wastewater during heavy rainfall. The increase allows the faster return of the existing storm storage, freeing up ready capacity for the next storm event and replacing the need for further on-site storage.

The project is being delivered by Murphy through United Utilities' new Enterprise delivery model, which brings together seven design and construction partners, plus United Utilities, into one integrated team.

The project presents an excellent opportunity for a One Murphy approach and is being delivered by Infrastructure and Process Engineering, with support from our Plant, Applied Engineering, Ground Engineering and Technical Services Teams.

4,500m³
storm tank storage

>500
piles installed at site

Winner
of a Murphy UK Better Engineered award for 2025



FIRST NEW RAILWAY STATION ON THE GREAT EASTERN MAIN LINE FOR OVER A CENTURY



Beaulieu Park Station

Client: Network Rail/Essex County Council

The completion and opening of Beaulieu Park Station took Murphy's record of delivering complex, multi-disciplinary projects within the rail sector to a new level.

The scheme encompassed every major rail system – track, overhead line electrification, signalling and power – alongside the construction of the main station, surrounding public realm and associated highways. After a 2½ year programme, the project reached completion in October 2025, when the local community celebrated its opening and delivery ahead of schedule.

The £175m station, situated north of Chelmsford, first secured planning permission in 2013 but could only progress in 2021, once Essex County Council obtained funding through the Housing Infrastructure Fund. Network Rail appointed Murphy as Principal Contractor via the CP6 Anglia Framework, enabling construction to begin in early 2023.

A critical element of the programme was delivering key rail systems milestones during a 10 day blockade over Christmas 2023, which facilitated signalling commissioning the following Christmas. Meanwhile, station and highway works progressed to plan, allowing the Office of Rail and Road to issue its 'Authorisation to Place into Service', ahead of the scheduled opening.

The project was a case example of One Murphy in action, with collaboration between internal specialists, including our Technical Services, Ground Engineering and Applied Engineering Teams, showcasing our ability to deliver highly complex engineering projects.

PROJECT HIGHLIGHTS

2m+
staff hours of
safely delivered
works

35km
of new OLE
wire installed

15,000m+
of new LV cabling
installed (650V,
230V, 110V)

Almost 1,000,000
paving blocks installed (enough
to fill nine Olympic-sized
swimming pools)

Eight new points
ends, 16 new signals,
46 new and
altered track
circuits



THE UK'S ENERGY RESILIENCE, STRENGTHENED BY MURPHY



In May 2021, Drax Generation Development Services appointed Murphy as the Engineering, Procurement and Construction (EPC) delivery partner for this £26m energy infrastructure project to install gas pipelines and electrical cabling for three new 299MW Open Cycle Gas Turbine (OCGT) power plant sites at Millbrook, Hirwaun and Progress. These assets will provide essential electricity to the National Transmission Grid, strengthening the UK's energy resilience.

The EPC scope included the detailed design, construction, installation and commissioning of three independent 250mm high-pressure natural gas pipelines; five horizontal directional drilled (HDD) trenchless crossings; and

six associated Above-Ground Installations (AGIs). In addition, the works include electrical infrastructure with the installation of 400kV below-ground high-voltage cable systems.

These projects demonstrated exceptional collaboration across Murphy's own teams, bringing together Energy, Applied Engineering, Pipeline Testing Services, Specialist Welding Services and Technical Services. Completed in 2025, this One Murphy project leveraged extensive in-house expertise to streamline delivery and ensure high standards of quality and performance at every stage.

REDUCING THE NATIONAL RELIANCE ON FOSSIL FUELS



The Yorkshire Green Energy Enablement Project, referred to as 'Yorkshire GREEN', involves upgrading and reinforcing the high-voltage electricity network in the county to improve the transfer of clean energy across the UK.

This project includes implementing substantial protection and control changes at six different substations in the area. This includes building two new substations at Overton and Monk Fryston, as well as upgrades to electronic equipment and the associated wiring.

At the time of the contract award, 'Yorkshire GREEN' was the largest substation project win awarded to

Murphy. Collaborating with colleagues across Plant, Applied Engineering and other teams, Murphy is helping the UK to meet its 2028 net zero emissions milestones, reduce its reliance on fossil fuels and contribute to a more sustainable future.

- The project is part of The Great Grid Upgrade, the largest overhaul of the electricity grid in generations
- Works span nine different sites in North Yorkshire
- Reconducting and strengthening 28km of existing overhead lines
- Installing approximately 10km of new overhead lines
- Installing approximately 1km of new underground cables
- Installing 33 new pylons



Operational Review – North America

STRATEGIC PROJECTS SECURED ACROSS ALL SECTORS



We continue to expand within our key sectors, building on a foundation of safe and assured delivery.

Mick Fitzpatrick
Managing Director – North America



During the year, our North American operations continued to make solid progress, supported by a strong safety culture, disciplined delivery and a clear focus on long-term value creation. The business secured and advanced work across key sectors, reflecting the strength of our delivery model and the resilience of our client relationships.

In 2025, our Surerus Murphy joint venture marked its 10th anniversary (pictured below), a significant milestone for one of the Group's longest-established businesses in North America. The venture continued to perform strongly in its core oil and gas pipeline and facilities markets, while also broadening its presence in fabrication and oil sands infrastructure. This combination of established capability and selective expansion continues to support future growth and reinforces our wider self-delivery model.

In Ontario, our Kenaidan Murphy joint venture delivered a successful year. Design development progressed well on the Bloor-Yonge Station Upgrade for the Toronto Transit Commission, while the Oakville Station project for Metrolinx moved forward with detailed design substantially complete. Across both programmes, the business continued to strengthen collaborative relationships with clients and stakeholders and to position itself well for the next phase of delivery.

The operating environment remained shaped by political and regulatory uncertainty across North America. In Canada and the United States, the highly integrated energy market continued to face pressure from evolving tariff measures, infrastructure constraints and shifting policy priorities.

Despite this backdrop, demand for essential energy infrastructure remained resilient, and the business continued to

adapt its planning and delivery approach to support clients in a changing market environment.

In America, changes in federal energy and climate policy continued to create a more variable investment environment, particularly for infrastructure developers and supply chains linked to both conventional and lower-carbon energy programmes.

As our WHC Energy Services business entered its second year following acquisition, the benefits of a supportive and collaborative One Murphy network across North America and beyond ensured a strong knowledge transfer and integration.

The business remains focused on operational discipline, client support and selective growth, maintaining the flexibility needed to respond to changing market conditions while continuing to pursue opportunities aligned with our capabilities.



BUILDING ALBERTA'S HYDROGEN FUTURE

Air Products Canada Ltd. (APCL)



EDMONTON NET ZERO HYDROGEN ENERGY COMPLEX

Complexity is a challenge Murphy relishes, and 2025 brought an interesting requirement from Air Products Canada: a multi-asset pipeline programme supporting its Edmonton Net Zero Hydrogen Energy Complex (ENZHEC) facility and the broader Alberta Industrial Heartland.

The scope included the construction of hydrogen, refinery off-gas and raw water pipelines connecting multiple facilities through one of the province's most congested industrial corridors. It also required careful integration with live facilities and existing infrastructure, including railways, highways, major pipeline corridors and environmentally sensitive watercourses.

The works comprised approximately 13.8km of NPS 8 refinery off-gas pipeline, 9.1km of NPS 12 hydrogen pipeline and 8.8km of 76cm HDPE raw water pipeline, alongside multiple launcher and receiver stations, custody transfer metering, valve risers and future tie-in provisions.

Through disciplined planning, risk management and safety-led leadership, the teams worked over 500,000 hours while achieving zero Total Recordable Injury Frequency (TRIF), zero Lost Time Incidents (LTIs) and zero Motor Vehicle Incident Frequency (MVIF).

Trenchless construction techniques, including horizontal directional drilling (HDD), Horizontal Directional Bores (HDB) and guided auger boring, were used extensively to minimise environmental impact and public disruption. By enabling future hydrogen connections and supporting decarbonisation objectives, the project delivered assured, high quality infrastructure that underpins Alberta's evolving low carbon energy network.

31.7km

of combined pipeline infrastructure delivered across hydrogen, refinery off-gas and raw water systems

41

trenchless crossings delivered across railways, highways and watercourses, with a total of 367 underground utility and pipeline crossings safely managed

4 live

facilities integrated, requiring coordinated tie-ins at the Imperial Oil Ltd. (IOL) Facility, Remote Heartland Riser, Heartland ASV-1 and ENZHEC (E3) Facility

“This project demonstrated our Never Harm, Trust and Integrity core values in action, instilling even greater confidence with our client, workforce and stakeholders.”

Mick Fitzpatrick, Managing Director – North America

Operational Review – North America continued

POWERING AHEAD IN CANADA'S WOODED NORTH



In 2025, the Surerus Murphy joint venture embarked on a significant contract from Canadian pipeline powerhouse company, Enbridge.

The project: to build two Electric Motor Driven (EMD) compressor stations (CS1B and CSN5) and associated modifications in northern British Columbia. The two stations are part of Enbridge's programme to increase transmission capacity through short, interconnect pipelines and compressor stations, and to address Canada's growing demand for natural gas and Liquefied Natural Gas (LNG) exports.

The two sites are two hour's drive apart (CS1B is located in Taylor, while CSN5 is in Hudson's Hope), and, as ever, safety, transparency and communication were key priorities. Work on CS1B began in April 2025 and peaked with 130 workers.

Over that time, powering through hot summers and bitter winters, the 140,000 hours worked have seen 24,000m³ of cut and fill operations and 440 piles installed. Road journeys have covered more than one million km, and the project's overall safety record has been excellent: both the TRIF and MVIF stand at zero.

Mechanical completion at CS1B was achieved in March 2026 with final completion scheduled for June 2026. At CSN5, mechanical completion is scheduled for the end of May 2026 with final completion by August 2026.

Surerus Murphy's assured delivery of these two compressor stations leave the team well positioned for future work with Enbridge, and for similar projects with other partners.

PROJECT HIGHLIGHTS

24,000m³

of cut and fill
operations

440

piles installed



SAFE, SCALABLE SOLAR IN WEST TEXAS



WHC Energy Services' strong partnership with Chevron Energy was further endorsed with two major solar projects: Greater Bryant and Delaware Ranch, in West Texas.

WHC delivered safe, high-quality work, which reinforced how our two companies' values are closely aligned. Indeed, Chevron has involved WHC as part of its large scale capital expansion plan, inclusive of solar, Battery Energy Storage System (BESS) storage and Ring Bus substation, affirming WHC as one of its valued contractors.

The two West Texas EPC capital expansion projects together total 97,000 photovoltaic solar panels to generate 70MW DC.

320 skilled employees worked around 270,000 hours, with no recordable or lost time incidents. The programme not only created local job opportunities, but also stimulated the community's economy, further reinforcing our commitment to sustainable development and community growth. We also leveraged our apprenticeship programme on this project, investing in the professional development of 65 employees.

PROJECT HIGHLIGHTS

270,000

hours worked, with
no recordable or lost
time incidents

320

skilled workers



Operational Review – Ireland

WELL-POSITIONED FOR MULTI YEAR PROGRAMME OPPORTUNITIES



Our brand and reputation for excellence, delivering high-quality projects underpinned by rigorous safety and sustainability standards, is well established.

John G Murphy
Managing Director – Ireland



Despite a backdrop of disrupted international trade, Ireland's economy performed well in 2025. I'm pleased to report that Murphy also delivered a good performance, increasing turnover and strengthening our future order book. This was creditable as construction output in the country was actually flat and civil engineering output contracted during the year, even though Ireland has a clear infrastructural deficit.

Nevertheless, a critical driver for civil engineering here is the Irish Government's commitment to large scale capital investment through the National Development Plan (NDP), and this has seen planned funding expand significantly. Total NDP allocations for 2026 – 2030 are now set to exceed €103bn, supporting multi-year programmes in transport, water energy networks, housing infrastructure and climate resilience works.

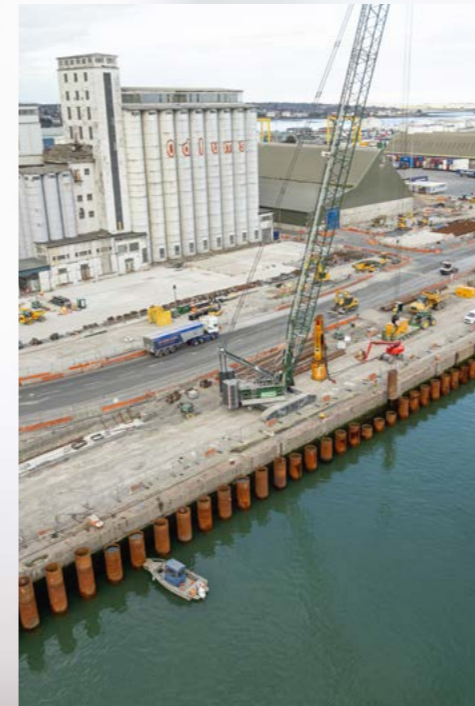
These multi-year commitments provide visibility for many civil engineering pipelines. So, while the broader economy looks set to see growth normalise, infrastructure demand is expected to remain solid, well funded and strategically important through to 2030 and beyond.

We are well positioned to maximise this opportunity and, throughout 2025, Murphy continued to expand its Irish business, increasing recruitment and investment to be ready to meet the growing demand for our services.

Our brand and reputation for excellence, delivering high-quality projects underpinned by rigorous safety and sustainability standards, is well established. This, together with the advantages of our self-delivery model, consistently assures both new and long-standing clients of our capability to meet the demands of their programmes.

2025 was a successful year, with multiple projects successfully completed or commissioned. They included: Ringsend Hybrid 2 at the Ringsend Wastewater Treatment Plant in Dublin and Donegal Towns; Villages 4 for Uisce Éireann; Saunders Pedestrian Bridge for Westmeath County Council; Gas to Monksland AGI & Pipeline for Gas Networks Ireland; and Airton Road for South Dublin County Council.

Our Energy Team also enjoyed a busy transmission season with ESB Networks, delivering three major projects under the Murphy framework. In particular, the Louth-Woodland project was a milestone for Murphy, marking our first HV conductor replacement (stringing) project for ESB, completed within a six-week outage between October and November.



DUBLIN PORT FRAMEWORK

Our Dublin Port teams continued to make significant contributions for the Dublin Port Company throughout 2025. Murphy delivered 21 call-off contracts under the single party framework, with three projects currently underway:

Berth 30/31: a very busy year for this contract, where we installed 250 linear metres of 36m deep steel combi pile wall, along with the Reinforced Concrete (RC) piled anchor wall and tie-back system. We also completed 12,000m² of 600mm deep reinforced concrete pavement, including all associated drainage and utilities.

Coastal Protection Works: commenced in August, involving the reprofiling and off-site disposal of 30,000m³ of material. To date, 50% of the 900m sheet pile wall and capping beam has been completed.

The **Great South Wall Emergency Repair Works** at Poolbeg Lighthouse following severe storm damage. The vital structural upgrades will restore the rock armour.



GAS TO MONKSLAND, NSWC PROJECT

Gas Networks Ireland

The Gas to Monksland project, under our Network Services Works Contract (NSWC) frameworks for Gas Networks Ireland, was completed in December.

This project connected the new gas pipeline to the existing transmission pipeline from Dublin. It involved the delivery of an AGI within a new power generation facility, a highly complex Hot Tap operation, the installation of some 2.5km of pipeline in a built-up area, and a horizontal directional drilling (HDD) 240m trenchless crossing through 15m deep rock, which took the pipeline under the Cross River, the Dublin-Galway rail line and the M6 motorway.

A truly team effort, the project called on a number of Murphy’s internal capabilities to help ensure success, including our Electrical Services, Applied Engineering, Pipe Fabrication, Plant and Pressure Testing Services Teams.

“This project is testament to our One Murphy, direct-delivery approach. Our teams’ expertise and commitment to safety throughout this complex project ensured a positive end result.”

John G Murphy, Managing Director – Ireland

2.5km
of pipeline

240m
Horizontal Directional Drill



SEQUENCING BATCH REACTORS RETROFIT HYBRID 2



Murphy has long specialised in critical infrastructure, and this project for Uisce Éireann, delivered ahead of programme in early December, involved replacing and upgrading key elements of the Sequencing Batch Reactors (SBRs) and associated civil works at the Ringsend Wastewater Treatment Plant. The Hybrid 2 programme modernised the mechanical, electrical, instrumentation, control and automation infrastructure that underpins the operation of all 16 SBR tanks across Blocks 1, 4, 5 and 6.

Serving a population of 2.4 million people, Ringsend WwTP treats 40% of all wastewater in Ireland, making it one of the country's most critical pieces of public infrastructure. The Hybrid 2 upgrades were essential to improving process robustness, mechanical reliability and operational resilience, while maintaining full treatment capacity throughout delivery.

Hybrid 2 builds on Murphy's long-term commitment to support Uisce Éireann at Ringsend, following major successful deliveries in Phosphorous Fixation and Sludge Line Enhancement. Together, these upgrades are helping to secure the future performance of Ireland's largest wastewater treatment facility and one of its most critical environmental assets.

PROJECT HIGHLIGHTS

325,138
construction hours

0
Lost Time Incidents

527
tonnes of waste diverted from landfill to recycling



SAUNDERS PEDESTRIAN AND CYCLE BRIDGE



Murphy's work on the bridge and associated civils works for Westmeath County Council – including the construction of bridge abutments – began in June 2025.

While the Transport and Infrastructure Team progressed with the civils works on site, the Steel Fabrication Team in Newbridge built a complex 40m curved bridge structure.

The bridge, which weighs more than 40 tonnes, was transported in two pieces before being installed over one night in November using a 700-tonne crane.

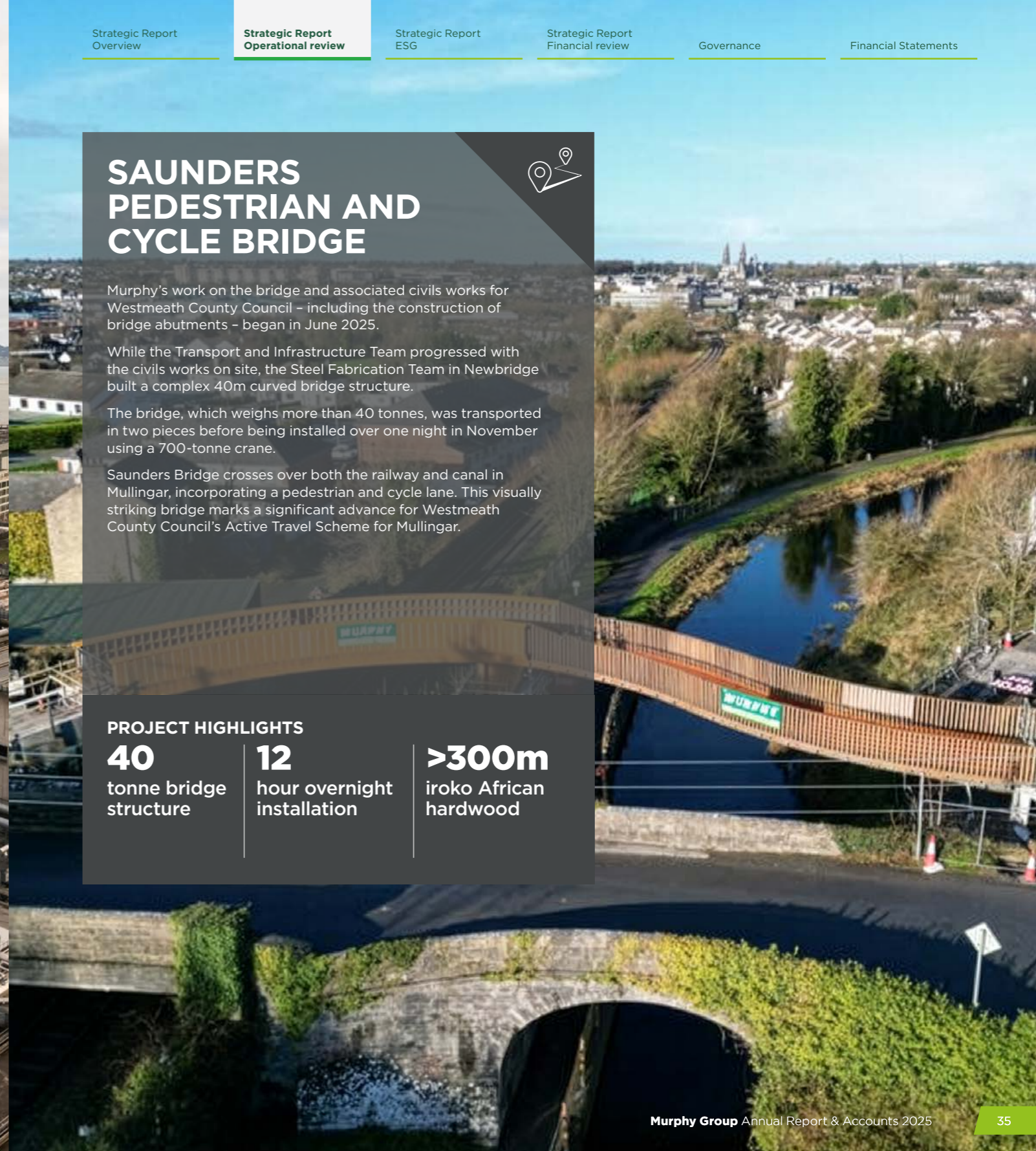
Saunders Bridge crosses over both the railway and canal in Mullingar, incorporating a pedestrian and cycle lane. This visually striking bridge marks a significant advance for Westmeath County Council's Active Travel Scheme for Mullingar.

PROJECT HIGHLIGHTS

40
tonne bridge structure

12
hour overnight installation

>300m
iroko African hardwood



Engineering

‘ONE MURPHY’ – OUR PLATFORM FOR ENGINEERING EXCELLENCE



By combining engineering excellence with a strong professional culture, we are building a safer, smarter and more sustainable Murphy, equipped to deliver world-class infrastructure and improve life for the communities we serve.

Adrian Savory
Group Technical Director



Murphy’s engineering capability focuses on realising our company purpose of ‘improving life by delivering world-class infrastructure’.

Enabled by our ‘One Murphy’ approach and rooted in our values, we integrate scalable, disciplined in-house design, site engineering excellence and structured governance across our business units and geographies. In systematically sharing our engineering expertise, we ensure we apply standards consistently and embed lessons learned across the Group. This integration strengthens resilience, reduces duplication and allows us to deploy capability where it is most needed.

In 2025, we continued to refine our self-delivery operating model and integrated approach across our key markets. Our engineering teams supported projects across the UK, Ireland and North America, in areas such as tunnelling, high-voltage power, geospatial engineering and temporary works. Through cross-sector collaboration, we have been able to standardise processes, accelerate mobilisation, and respond flexibly and rapidly to emerging client requirements.

ENGINEERING, DELIVERED AND DRIVEN BY OUR VALUES:

Always Deliver: Engineering’s essential contribution ensures accurate problem solving, solution definition, design and delivery.

Continually Improve: We always seek to deliver more and our ‘Better Engineered’ framework drives innovative solutions to clients’ challenges.

One Murphy: Engineering collaborates across business units, functions, sectors and geographies, delivering for our clients by managing risk, realising opportunity and adding value.

Respect, Integrity & Accountability: Our engineers operate within a shared value framework, ensuring the right culture is embedded across our teams, underpinned by Murphy’s commitment to training and professional qualifications. This reduces interface risk and fosters open dialogue around programme, risk and opportunity.

Never Harm is reflected in our structured technical assurance processes, robust governance over temporary works, and determination to eliminate risk at source. Our culture is founded on safety performance, enhancing trust and our reputation as a responsible delivery partner.

MANAGING DESIGN AND CONSTRUCTION RISK

More than 80% of our order book is secured through two-stage procurement models. These provide greater opportunity to manage risk and opportunity, hand-in-hand with our clients and design partners to develop the best outcome. Therefore, a core focus in 2025 has been to continue strengthening our management of design within design-and-construct environments – embedding structured Design Management processes across all our business units.

This includes:

- Continuing to roll out formal Design Management training to operational and engineering leaders.
- Introducing Design Readiness Reviews (DRRs) aligned to project gateways.
- Developing leading indicators to monitor the timeliness and completeness of Issued-for-Construction (IFC) information. Enhancing reporting to provide clearer visibility of design maturity and associated commercial exposure.

DRRs are now embedded across key stages of the project lifecycle – from opportunity and tender through to authority to contract, ‘Fit to Start’ and delivery. These reviews provide structured collaborative challenge

ONE MURPHY IN ACTION

PROJECT: BLOOR-YONGE CAPACITY IMPROVEMENT – TORONTO (\$1.5BN)

This project demonstrates One Murphy in action by combining UK and Canadian engineering expertise in tunnelling, geotechnical and temporary works to improve constructability, staging and interface management. The teams’ sustained hands-on specialist support

throughout project development, and openly sharing knowledge without siloed ownership, has resulted in stronger, client-focused decisions shaped by collective experience and a clear framework for integrated working across Murphy.



Engineering continued

around resource allocation, innovation, value, programme alignment, design risk, stakeholder interfaces and procurement strategy. By validating early-stage assumptions and confirming that design intent is aligned with delivery methodology, we maximise value to our clients and drive benchmarked productivity.

Importantly, these measures are not purely procedural; they are designed to protect productivity on site. Clearer design enables more reliable sequencing,

ensures a right-first-time design and improves the accuracy of cost forecasting. This disciplined approach strengthens our operational performance, financial control and client value.

PERFORMING DESIGN: OPTIMISING OUR IN-HOUSE CAPABILITY

Our in-house design capability has continued to grow in scale and maturity. Across the UK, Ireland and North America, we now have more than 270

engineers, surveyors and digital specialists across civil, structural, geotechnical, mechanical, electrical, process and digital disciplines.

This capability operates through our Applied Engineering, Process Engineering and embedded business unit engineering teams. Together, they seamlessly support projects at all stages – from feasibility and Front-End Engineering Design (FEED) studies through to detailed permanent and temporary works design, digital engineering and commissioning support.

During the year, we have focused on capturing opportunities previously lost through capacity constraints and external leakage. By scaling our permanent works capability and strengthening collaboration between Applied Engineering and Process Engineering, we are better positioned to act as a trusted engineering partner to our core clients. This includes increased involvement in early contractor engagement and front-end advisory roles, supporting clients to optimise scope, manage risk and establish realistic delivery strategies.

In 2025, we continued competency assessments across site engineering roles to identify development needs and ensure consistent standards. We have clarified career pathways, providing transparent progression routes across technical, operational and digital disciplines. Our active focus on graduate and apprentice intake has boosted the long-term talent pipeline, boosting mid-level capability and scheme transition between lifecycle stages.

Raising the profile of engineering leadership on projects remains a priority. Senior engineering managers now play a clear role in programme assurance, temporary works governance and risk review processes. By reinforcing technical accountability at project level, we have further enhanced both safety performance and commercial robustness.

INVESTING IN FUTURE TALENT

In 2025, 51 of our graduate and apprentice engineers spent a rewarding week at Constructionarium, learning about engineering's critical role in the industry, key operational challenges and the work we do across Murphy to deliver world-class infrastructure.

The event split the cohort into three project teams, overseen by experienced colleagues, with each group tasked with the daunting challenge of building a bridge in just five days.

Every step replicated what they can expect from their real-world projects. This demanded exceptional teamwork and attention to detail: planning and documentation, daily briefings and de-briefs, and setting of operational roles with responsibility for all aspects of work including ground preparation, fabrication, casting and installation.

Constructionarium allows the teams to put theory into practice, while building team connections and learning how Murphy goes to work – a clear example of the importance we place on investing in the development of our future talent.



ENGINEERING IN NUMBERS

213

Our Applied Engineering team increased its cohort from 140 to 213

244

Focus on Design Management, a bespoke internally-delivered training programme, presented to 244 core attendees

DIGITAL ENGINEERING AS A PRODUCTIVITY MULTIPLIER

Digital capability is central to our 'Better Engineered' strategic driver. Applying 4D modelling, Geographic Information System (GIS) mapping and parametric optioneering supports earlier risk identification and more informed and productive sequencing decisions. Digital rehearsal of complex activities enables teams to test methodology before mobilisation, reducing rework and improving safety outcomes.

Better integration of digital engineering into mainstream delivery, rather than treating it as a specialist add-on, has strengthened collaboration between design and operations. Enhanced information management also supports more efficient commissioning and asset handover.

Therefore, at Murphy, digital engineering is not about innovation for its own sake; it is a resource that enables measurable improvements in productivity, replication efficiency and programme certainty.

78

engineering graduates and apprentices joined the UK and Ireland business in 2025

151

We delivered our Quality training programme (DWQOM) to 151 personnel

ENABLING INNOVATION THROUGH INTEGRATED CAPABILITY

Innovation remains central to our customers' long-term strategies – particularly as infrastructure programmes must respond to decarbonisation, digital transformation and increased regulatory scrutiny.

Our engineering operating model supports innovation in a practical and outcome-focused manner. In 2025, we continued to expand our involvement in early contractor engagement and front-end engineering activities, enabling us to influence scope definition, methodology selection and material choices at an earlier stage. This advisory role allows us to challenge the status quo, optimise construction sequencing and explore lower-carbon alternatives in collaboration with our clients and supply chain partners.

Digital engineering capability, including 4D modelling, GIS integration and parametric optioneering, has been increasingly embedded within mainstream project delivery. Rather than being applied retrospectively, digital tools are now used to rehearse complex

44,500

internal design hours via Process Engineering

260,000

internal design hours were delivered via Applied Engineering

activities, coordinate interfaces and validate design assumptions prior to mobilisation. This reduces uncertainty and enhances safety while supporting more efficient programme execution.

Innovation is also sparked by Murphy's self-delivery and direct employment. Our stable, multi-disciplinary engineering teams provide continuity across project phases, retaining knowledge within the organisation and reducing fragmentation. Our investment in professional development, chartered progression and technical leadership ensures that our engineers are equipped to respond to emerging technologies and evolving client requirements.

By combining integrated design capability, digital tools and operational experience, we can deliver innovation that is grounded in practicality and aligned with client objectives.

ESG at Murphy

ESG AND WORLD-CLASS INFRASTRUCTURE

On the pages that follow, we explain our approach and philosophy in relation to the constituent parts of Environmental, Social and Governance (ESG), namely:

**ENVIRONMENTAL
(CLIMATE ACTION AND SAFETY)**
John Kinirons

- Climate Risk
- Net Zero and Decarbonisation
- Air/Water/Biodiversity
- Circular Economy/Resource Depletion
- Safety
- Health and Wellbeing

[Read more on pages 42 to 67](#)

SOCIAL VALUE
Dawn Moore

- Work
- Economy
- Community
- Planet

[Read more on pages 75 to 79](#)

GOVERNANCE
JP Murphy

- Business Ethics and Conduct
- Corporate Governance
- Payment Practice
- Modern Slavery
- Bribery and Corruption
- Risk Management
- Internal Controls
- Privacy and Data
- Tax Strategy

[Read more on pages 80 to 82](#)



The UN's Sustainable Development Goals (SDGs) guide our approach to responsible growth and help us focus our impact where it matters most.

As ESG reporting becomes more structured under evolving legislation, including Corporate Sustainability Reporting Directive (CSRD) and International Sustainability Standards Board (ISSB) expectations, the SDGs keep our efforts targeted and transparent.

With the 2030 deadline approaching - a milestone that coincides with our Murphy at 80 anniversary - we are reminded that our legacy has always been built on purpose, progress and long-term thinking. As we look ahead, we remain committed to delivering meaningful improvement towards these goals.

Tom Hollingworth
Group Climate Action Director

THE UNITED NATIONS' SUSTAINABLE DEVELOPMENT GOALS



**SDG 3:
GOOD HEALTH
AND WELLBEING**

How Murphy is contributing to this goal:

One of our core values is 'Never Harm'. We are deeply committed to the safety and wellbeing of every team member and of the general public.

We also provide active support for mental, as well as physical, wellbeing. This is important in a sector where suicide is three times more prevalent than average.



**SDG 5:
GENDER
EQUALITY**

We seek to reflect internally the society that we serve externally.

This means making every opportunity to be hired, trained and developed open equally to women and men.

We also work to encourage women to enter what is traditionally a male-dominated sector.



**SDG 7:
AFFORDABLE AND
CLEAN ENERGY**

Murphy works closely with the low carbon energy sector, providing direct delivery construction services for the nuclear and renewable generation industries.

By 2026, 100% of our UK energy requirement will come from renewable sources, with a clear pathway to global adoption.



**SDG 8:
DECENT WORK AND
ECONOMIC GROWTH**

We seek to work with customers who share our sustainable goals, and who pay us fairly for the work we do.

We apply the same ethos to our own workforce. We offer genuine, full-time employment and career opportunities, high-quality benefits, and competitive rewards for our team's contribution to Murphy's success.



**SDG 9:
INDUSTRY,
INNOVATION AND
INFRASTRUCTURE**

How Murphy is contributing to this goal:

Our Company's purpose is to improve life by delivering world-class infrastructure.

Our work helps people and nations to be productive and thrive.

In doing so, we seek to innovate with lower-impact methods, materials and plant, and to advance sustainability in all that we do.



**SDG 10:
REDUCED
INEQUALITIES**

We extend an equal welcome and opportunities to everyone, regardless of age, sex, disability, race, ethnicity, origin, orientation, religion, or economic or other status.

Our work contributes to communities by providing inclusive infrastructure for a more sustainable future, alongside investment in economies outside our own.



**SDG 12:
RESPONSIBLE
CONSUMPTION
AND PRODUCTION**

We produce our work with the lowest impact possible, by designing sustainability into our projects at the earliest stage.

Every procurement decision, from plant and machinery to materials and low carbon fuels, is driven by reducing climate impact. This approach extends along the value chain, by selecting suppliers who share these goals.



**SDG 13:
CLIMATE
ACTION**

We're actively reducing our operational emissions and making progress towards net zero in every geography where we operate - our stated goal is to be a Net Positive business by 2050.

This is embedded in our working culture and decision making, and our owners, colleagues, customers and suppliers are united in this vital and shared aspiration.

Health, safety and wellbeing

REALISING OUR MURPHY AT 75 AMBITIONS



The more Murphy continues to grow, the more we must never lose sight of the basics of safety. And as our safety record improves year on year, the more we must guard against any risk of complacency.

These simple truths have guided us to the impressive results gained throughout our 'Murphy at 75' lifecycle.

John Kinirons
Group Safety &
Sustainability Director



In the last five years, we have improved:

HOW WE ANALYSE SAFETY

We have widened our vigilance, going beyond tracking reportable accidents and incidents to assess Lost Time Incidents (LTIs), the Total Recordable Incident Frequency (TRIF) and high-potential near-miss events that only luck prevented. Our risk management has a clear approach to priorities; in particular, assessing severe and fatal risks. We have also stripped away complexity, using simple, direct, meaningful language, supported by our 'three Ss': Standards, Success Cycle and encouraging everyone to Speak Up.

HOW WE EDUCATE AND MOTIVATE

During 2025, we delivered 187,482 hours' of safety training to all levels of the Company. This included continued investment in our Never Harm value and culture through our Cultural Development Programme (CDP). In addition, we continued our well-received seasonal

campaigns to keep safety, efficiency and leadership front-of-mind, not only raising awareness but also driving meaningful action. Our 'Safe Start', 'One Summer' and 'One Winter' campaigns routinely engage over 3,000 people across our geographies.

At the heart of our campaigns is a clear articulation of the behaviours that our men and women need to bring to work every day. This includes our supply chain partners whose own Safety, Health, Environmental and Sustainability (SHES) standards need to align with ours.

HOW WE INVEST AND EQUIP

Safety design, technology and process techniques are always evolving. We therefore continually survey the market for next-generation equipment and plant that is safer, or which aids safety.

In 2025, we continued to introduce digital field technology to make life easier in the field. Safety aids and technologies are also core procurement criteria as we continue to invest in plant.

DELIVERING OUR OWN CARE

Murphy has also moved towards self-delivery of our core occupational health services, including medicals, health surveillance, case management, mental health awareness and first aid training. Our progress has been marked by achieving ISO 45003 verification (Psychological Health and Safety at Work) for the UK and Ireland.

We are acutely aware of how poor mental health affects our industry as a whole. It is a tragic reality that 10 times more people are lost in the construction industry to suicide than from accidents - a statistic that bolsters our commitment to improving health and wellbeing as an equally important part of our 'Never Harm' value.

In 2025, we continued to invest significantly in mental health first-aid training and awareness, backed up by our partnership with the Lighthouse Construction Industry Charity.

ACHIEVEMENTS IN 2025

0.06
Lost Time Injury
Frequency Rate (LTIFR)

65%
reduction in LTI rate

22.6m
hours worked (Group)

40%
reduction in TRIF

0.03
- our lowest ever Accident
Frequency Rate (AFR). While
the number of LTIs (14) was the
same as 2024, there was a 50%
reduction in the number of
reportable (ie severe) accidents

70%
reduction in AFR

Health, safety and wellbeing continued

MURPHY AT 80: BUILDING ON STRONG FOUNDATIONS

In 2026, we set a fresh set of objectives, targets and sustainability challenges for Murphy at 80.

We do so from a position of strength, standing on the foundations laid over the last five years, and with a clear set of goals and priorities:

- **Evolve our approach** to move us significantly closer to our Never Harm objective.
- **Expand internationally**, combining flexibility for local conditions and needs with a firm set of Group-wide standards for all our businesses, whether directly controlled or in a JV.
- **Make safety and wellbeing** a 'Brilliant Basic' focused on protecting lives and enhancing wellbeing.
- **Sharpen our focus still further** on fatal and severe risks, with headline targets measuring the presence of core controls, rather than the absence of outcomes.
- **Continue to build self-delivery** of occupational health services and focus wellbeing activities on resilience to enhance team wellbeing.
- **Drive our net zero journey**, eliminating CO₂ from our operations while educating and helping our supply chain to play their part.
- **Recognising different speeds** across our geographies, with the proviso that net zero must be achieved by 2050 at the latest.
- **Strengthen systems and assurance** to drive consistency across all geographies, embedding minimum standards and harnessing digital tools.

SHES CAMPAIGNS: SAFE START, ONE SUMMER, ONE WINTER

These three annual events demonstrate our collective commitment to 'Never Harm' and to embedding a 'Speak Up' culture across all our projects.

Centring on seasonal changes, and tailored to avoiding complacency, these interactive sessions are led by our CDP Team at projects and offices across our geographies. Routinely attended by more than 3,000 employees as well as our supply chain and customers, these briefings focus on our three Ss for Success - Standards, Success Cycle and Speak Up.



MURPHY AT 75: OUR COMMITMENTS



£75m investment over the next five years in state-of-the-art, environmentally conscious plant, equipment and vehicles



100% of avoidable waste from landfill and embracing the circular economy principles to promote resource productivity by 2025



50% The net reduction achieved in emissions over the next five years, to coincide with our 75th anniversary



100% Expanded renewable electricity powering our business by 2025



5,000 trees to be planted every year, including one for every new starter, to grow alongside their career



75 schools To mark our 75th anniversary, we will engage with 75 schools by 2026 to educate the next generation on climate change, global biodiversity issues and lower-carbon living



Health, safety and wellbeing continued

MURPHY AT 75 HIGHLIGHTS

£137m investment

Invested more than £137m in state-of-the-art plant and equipment to power our projects

100% renewable

Achieved 100% renewable energy supply for our UK business, with the same transition underway in all our other geographies

0% offsetting

Our progress is rooted in gradual and actual long-term emissions cuts – not temporary compensation

1.5°C target

Validated our emission reduction targets through the Science Based Targets initiative (SBTi). They align with a 1.5°C future, showing our strong long-term commitment to climate action

Top 600

Named in the Financial Times ‘Climate Leaders’ list for the first time in 2024 – cementing our position in the top 600 businesses in Europe taking action against climate change

57% reduction

Surpassed our 50% reduction target with a 57% emissions reduction against a 2019 baseline, based on Scopes 1, 2 and direct Scope 3 emissions intensity

Global footprint

Our emissions database includes the full suite of our increasingly international operations – giving us clear visibility of our full global impact, and positioning us to respond to emerging disclosure requirements



Climate action

THE ROAD TO NET ZERO

A greener Murphy is our ambitious Climate Action Transition Plan, and in 2025 we continued to make strong progress – surpassing our five year, 50% emissions reduction target and taking a major step towards our net zero ambition.

Internationally, we’ve seen a period of political change. Our Group-wide targets now reflect our growing global footprint and the different pace of energy transition across our markets, ensuring we stay aligned with customer needs and government expectations worldwide. Our 2025 performance puts us in a strong position to close out our Murphy at 75 commitments, which have transformed the way we deliver climate action by embedding lower carbon choices into our everyday tasks and decisions.

As we complete this milestone year and draw Murphy at 75 to a successful close, we now hit the ground running into Murphy at 80 with renewed ambition and targets for even greater impact.

OUR 2025 HIGHLIGHTS INCLUDED:

3% reduction

Achieving a further 3% reduction in carbon emissions vs 2024 – more than halving our emissions reduction total vs our 2019 baseline

PAS2080 verified

Achieved certification to PAS 2080 for the UK business as Designers and Constructors. This is the global standard for managing infrastructure carbon, and a key client requirement

‘A list’ status

Achieved ‘A list’ status for our latest Carbon Disclosure Project supplier engagement submission, placing Murphy in the top 2% of 18,500 participants. (B status for Climate Change and Water)

2.6 million litres

Accelerated the rollout of our renewable alternative fuels plan, switching to over 2.6 million litres of pure Hydrotreated Vegetable Oil (HVO) in the UK and Ireland. This equates to 35% of fuel used on our projects, and an increase in HVO volume of 38% vs 2024

Platinum certification

Platinum certification to ISO 14064 under the Carbon Reduce scheme for Emissions Management, recognising over a decade of emissions reduction

Supply Chain focus

Rollout of our new Supply Chain Emissions Reporting Standard. This new set of expectations is targeted at Scope 3 emissions among our top 80% supply chain partners, helping them with their own journey. We’ve used their data to make our own Scope 3 calculations more accurate

Climate action continued

OUR CLIMATE TRANSITION PLAN: A GREENER MURPHY

OPERATING RESPONSIBLY - OUR ROADMAP

The Murphy business turning 75 is a significant milestone in our proud history as a multi-generational family business. But with this growth and success comes even greater responsibility, and a timely reminder of our role as both social and environmental contributors.

This sense of corporate stewardship sits at the heart of our 'A greener Murphy' roadmap to net zero: a long-term commitment to sustainability, legacy and responsibility. It focuses our actions and reflects the expectations of our customers, people and the generations to come.

While we can be satisfied with continual emissions reductions for more than a decade, we recognise that the most important work lies ahead.

This roadmap sets our pathway to net zero and our Group ambition to be a net positive business across all emissions sources by 2050 as we shape a greener, more resilient Murphy for the future.



NET ZERO PROJECTS

Solutions proposed for selected major projects, with low carbon options delivered to all customers and carbon reduction targets set for all projects

SUSTAINABLE FLEET TRANSFORMATION

Revised approach to our plant offering: introduction of the Plant Green Guide and rollout of a refreshed low-carbon company car and commercial fleet

MURPHY OFFSET PROGRAMME

Introduction of nature-based solutions

'A GREENER MURPHY'

Release of our new 2020 - 2050 Climate Action transition plan, entitled 'A greener Murphy: our Roadmap for Delivery'

ALTERNATIVE FUEL TRANSITION

The start of removing our reliance on fossil fuels, driving towards being 'diesel-free' by 2030 through renewable, sustainable fuel alternatives including hydrogen, electrification and second-generation biofuel

REAL-TIME EMISSIONS CALCULATIONS

Introduction of our business-wide Murphy Carbon Calculator

2022

BEHAVIOURAL CHANGE

Rollout of our 'A greener Murphy' behavioural change module, improving carbon literacy and helping projects to 'take 10 steps to 10% emissions reduction'

2021

2023

MURPHY ROOTS PROGRAMME

Engaging with 150 schools by 2030, educating the next generation on climate change, biodiversity issues and lower-carbon living

INNOVATIVE PLANT AND EQUIPMENT

Enable low carbon project delivery through efficient plant, equipment, vehicles and assets, investing more than £150m by 2030

2025: GLOBAL NET ZERO TARGETS SET

Extending our approach to include all international subsidiaries - with robust net zero transition targets for all operational geographies being set in line with government and customer ambitions and a plan in place to deliver on our commitments

2024

NEW GROUP STANDARDS AND EXPECTATIONS

Establish baselines for all international operations; capture all emission sources; and build a greener future in all our geographies

SCIENCE-BASED TARGETS

Reduction targets verified by the SBTi - ensuring that we play our part in securing a 1.5°C future

SCOPE 3: ROLLOUT OF SUPPLY CHAIN 'EMISSIONS REPORTING STANDARD'

Engage and help our supply chain on their journey. More than 80% of our supply chain partners will have set carbon reduction targets by 2030

2025

LIFECYCLE CARBON

Establish and implement a verified PAS 2080 framework. Use our Green Procurement Guide, 'Green by Design' tool and Climate Action Plan to extend these principles throughout the value chain and deliver low- and zero-carbon infrastructure projects



2029

100% RENEWABLE ELECTRICITY ROLLOUT

Directly targeting our Scope 2 emissions by transitioning to renewable sources

2026

ZERO WASTE TO LANDFILL

Divert 100% of avoidable waste from landfill, instead turning our 'waste into wealth' and encourage a circular economy

2028

2027

MURPHY AT 80 ANNIVERSARY

'Building a Greener World': Achieve a Group emissions reduction of 5% a year

BIODIVERSITY: NATURE-POSITIVE

Protect and enhance our natural infrastructure and deliver more than 250 examples of 'nature-positive' action taken across all our geographies

SUSTAINABLE PLANT COMMITMENTS INTRODUCED

To focus our investment commitment into key actions for all geographies - ranging from low carbon innovative technology, liquid fuel and car fleet transition to behavioural change for our teams

2030

2040

2050

NET POSITIVE FOR ALL EMISSIONS SOURCES

✓ 50% EMISSIONS REDUCTION BY 'MURPHY AT 75'
+
2050 NET POSITIVE FOR ALL GROUP EMISSIONS SOURCES

Environmental stewardship

DRIVING CLIMATE ACTION: SUSTAINABLE FLEET TRANSFORMATION

Aligned with our direct delivery model, Murphy owns and operates the plant that supports our projects. This gives us full control over what we buy and use – and what we retire – and the combustion technology we deploy to power our projects. This allows us to maintain the highest environmental standards, integrating cleaner, more sustainable technologies into our operations, and minimise our climate impact.

In 2025, in the UK and Ireland alone, we invested a further **£24.6m** in state-of-the-art plant and equipment to help us deliver increasingly low carbon projects. This brings our total Murphy at 75 investment to over **£137m** in the past five years.

ALTERNATIVE FUEL TRANSITION 2025: ANOTHER STEP CLOSER TO FOSSIL FREEDOM

Our alternative fuel strategy is not only central to our net zero commitment; it is a key priority for our customers and the wider industry, so it's crucial we work together to lead the energy transition.

Our approach recognises the need for a variety of options at project level, extending beyond just liquid fuels to include high-potential innovations including hydrogen, electrification and battery storage capability. This gives us flexibility to use a combination of renewable energy sources, integrated seamlessly into day-to-day operations, to deliver low carbon projects.

This reduced reliance on fossil fuels is in line with the Construction Leadership Council and our SBTi commitments, driving down the Scope 1 emissions associated with direct combustion. In 2025, we continued to make meaningful progress against our alternative fuel transition plan, with a number of flagship projects being completed 'diesel-free'.

THE TRANSITION TO HVO

Following a full due diligence exercise in 2022, we started the rollout of pure HVO as a primary fuel source across our UK and Ireland sites. This renewable alternative to traditional diesel is derived from 100% waste and can cut emissions by as much as 90%.

Since then, we've gradually ramped up our use of HVO, while continuing to drive down the volume of fuel we consume. In 2025, we repeated the due diligence, to reflect our growing rollout, more stringent sustainable procurement and using all solutions to drive down our Scope 1 direct combustion emissions.

In 2025, we challenged our project teams in the UK and Ireland to replace around **30%** of their fuel with pure HVO. They responded by eclipsing the target using more than **2.6 million litres** by year end across all business units. This increase, to **38%** vs 2024, avoided emitting **over 6,800 tonnes** of CO₂ in the year – the equivalent of one of our Murphy vans driving **801** times around the world!

A GREEN CULTURE: EMBEDDING BEHAVIOURAL CHANGE

Technology alone won't get us to net zero. Changing fuels and upgrading plant is essential, but we constrain their impact if we use them inefficiently. In 2025, we continued the rollout of our 'A greener Murphy' Culture Development module, to challenge everyday choices and behaviours on site.

Led by our CDP coaches and supported by our Environment teams in the field, the module engages project teams directly, translating our sustainability ambitions into practical actions. Through hands-on sessions, teams learn how even small, consistent decisions – from planning plant usage to reducing idling and optimising logistics – can drive meaningful emissions reductions.

The module also builds accountability: participants make personal commitments to take '10 steps to 10%' less carbon, helping each project identify realistic, immediate changes that collectively deliver measurable savings. In 2025, this programme reached over 550 people in the UK business.

2025 HIGHLIGHTS

98.7%

company cars are now EV/hybrid – and we've removed all full internal combustion engine options

55%

of total vehicles in the business are now EV/hybrid (vs 2024: 41%, 2023: 22%, 2022: 15%)

2.6m litres

of pure HVO used across the business in 2025 – including 30% of all fuel used in the UK

Green Plant Guide

An in-house guide showcasing the latest in environmentally conscious, low and zero-emission products

£24.6m

of investment in state-of-the-art plant and equipment across the UK and Ireland

550 people

trained in our 'A Greener Murphy' behavioural change module, improving carbon literacy and helping projects to take '10 steps to 10%' emissions reduction

INTRODUCING 100% ELECTRIC EXCAVATORS TO OUR GREEN FLEET

In 2025, we unveiled two 23-tonne SANY SY215E fully electric excavators into our green fleet.

This important step in our transition to lower-carbon plant enables us to trial whether zero-emission technology can perform to the degree our projects demand. The investment strengthens our fleet and helps us understand how electric plant can be deployed safely, efficiently and reliably across our operations.

With the additional benefit of low noise levels, the excavators are equipped with a state-of-the-art Lithium Iron Phosphate (cobalt-free) CATL battery, alongside an optimised positive flow hydraulic system, which also improves operating efficiency by as much as 5%.

The new additions are designed for high performance with dramatically reduced environmental impact and industry-leading low CO₂ emissions, while also boasting a step change in battery stamina. They deliver up to eight hours of power, with a one hour charging capability (to 80%) – allowing a full day of operation with no compromise in site performance.



“The new excavators align perfectly with our ever-growing range of more environmentally conscious plant and equipment. Using lower-carbon technologies is key to our ‘Never Harm’ value and our commitment to leaving a positive legacy in the communities where we work.”

Brendan Sugrue
Plant and Transport Managing
Director, Murphy

Environmental stewardship continued

LEAVING A POSITIVE LEGACY THROUGH OUR PROJECTS

While fossil fuels pose the greatest threat to global climate change, our expert teams also need to manage physical risks. These include those posed by water, air, land and other ecological factors, together with waste produced in the process of building more sustainable projects.

Wherever possible, our teams provide innovative solutions to bring value to both the project and the environment, whilst positively contributing to the communities in which we work.

Driving a culture of waste-to-wealth

We're increasing our resource productivity to:

- Make the most of finite natural resources.
- Encourage a circular economy contribution.
- Deliver industry-leading waste reuse and recycling rates.
- Extract value from precious materials on site that can still be used before they enter waste streams - whether on our own projects or to benefit communities where we work.
- Deliver a greener Murphy for our people, customers and our environments through innovation and efficiency.

2025 HIGHLIGHTS

99.5%

of total waste, and 100% of avoidable waste, diverted from landfill

100%

of our plastic waste and office-generated waste streams were recycled or repurposed

40%

reduction in project waste produced vs. 2024, reducing our waste intensity (waste generated/£m turnover) by over 52%

79%

of all waste produced on our projects recycled or reused - our highest rate to date



UK

CIRCULAR ECONOMY IN ACTION:

Maximising resources on the Transpennine Route Upgrade

The Transpennine Route Upgrade (TRU) continues to demonstrate the power of innovative design, responsible engineering and circular economy thinking. We are actively eliminating waste, maximising resource productivity and reducing both cost and carbon. Across the alliance, teams have challenged specifications, reused materials and adopted lower-carbon products - delivering significant environmental and commercial benefits.

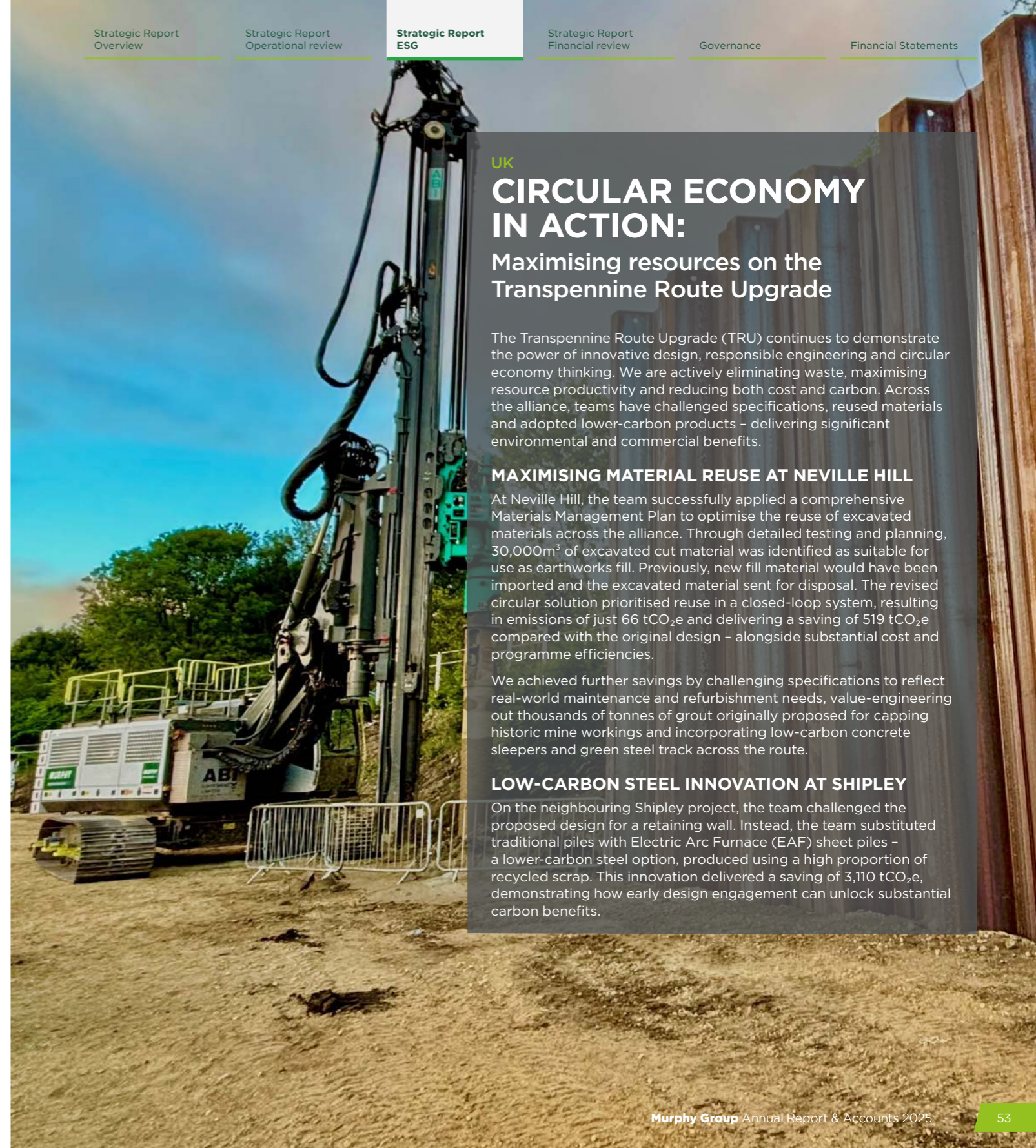
MAXIMISING MATERIAL REUSE AT NEVILLE HILL

At Neville Hill, the team successfully applied a comprehensive Materials Management Plan to optimise the reuse of excavated materials across the alliance. Through detailed testing and planning, 30,000m³ of excavated cut material was identified as suitable for use as earthworks fill. Previously, new fill material would have been imported and the excavated material sent for disposal. The revised circular solution prioritised reuse in a closed-loop system, resulting in emissions of just 66 tCO₂e and delivering a saving of 519 tCO₂e compared with the original design - alongside substantial cost and programme efficiencies.

We achieved further savings by challenging specifications to reflect real-world maintenance and refurbishment needs, value-engineering out thousands of tonnes of grout originally proposed for capping historic mine workings and incorporating low-carbon concrete sleepers and green steel track across the route.

LOW-CARBON STEEL INNOVATION AT SHIPLEY

On the neighbouring Shipley project, the team challenged the proposed design for a retaining wall. Instead, the team substituted traditional piles with Electric Arc Furnace (EAF) sheet piles - a lower-carbon steel option, produced using a high proportion of recycled scrap. This innovation delivered a saving of 3,110 tCO₂e, demonstrating how early design engagement can unlock substantial carbon benefits.



Environmental stewardship continued

DURING 2025, CLIMATE ACTION TOOK MANY FORMS ACROSS OUR GEOGRAPHIES:

UK

A FIRST FOR MURPHY:

Hydrogen power in practice at Uxbridge Moor Substation

Before full mobilisation and grid connection, Murphy powered the North Compound at Uxbridge Moor entirely through a 250kW Hydrogen Power Unit (HPU) supplied by GeoPura. From September 2025, the HPU met all site energy needs – powering welfare, offices and essential equipment, while also charging EVs and Instagrid power banks on site. This zero-emission setup reduced off-site charging miles, cut emissions and enabled efficient, fossil-free operations from day one.

The HPU generates electricity through a clean electrochemical process with no combustion, producing zero CO₂, NO_x, SO_x or particulate emissions, and minimal noise. Only a few UK construction projects have deployed hydrogen at this scale, making it a Murphy and National Grid first. Its measurable impact was recognised with a Green World Award – 24,818 litres of diesel displaced, and 34,982kg CO₂, 341.5kg NO_x, 13.2kg particulate matter and 184.2kg CO₂ all avoided.

Cleaner air, quieter operations and a sharply reduced carbon footprint benefited the workforce, community and environment. It was a testament to the power of collaboration with like-minded clients, proving hydrogen's viability as a solution for wider use in the construction industry.

“Working closely with National Grid, we selected the HPU for its straightforward deployment and clear environmental advantages. It allowed us to power the site safely and efficiently while achieving significant reductions in CO₂ emissions compared with conventional temporary power solutions.”

Lawrence Williams
Assistant Construction Manager, Murphy

UK

AN EVEN GREENER GRID:

Delivering low carbon, innovative infrastructure at Yorkshire Green

As part of National Grid's Great Grid Upgrade, the Yorkshire Green project is reinforcing the high-voltage network and advancing the UK's transition away from fossil fuels. The works include major protection and control upgrades across six substations, integrating new electronic systems and associated wiring. Murphy has placed innovation and low-carbon delivery at the centre of the project, and made measurable progress in 2025 at the Overton Substation:

- Using Ofgem's Low Carbon Opportunity Fund, the project switched entirely from diesel to ISCC-certified HVO in December 2025, saving a projected 2,300+ tCO₂e over the project's life.
- A partnership with Leeds Wood Recycling supported circularity and social value. 75 tonnes of wood was collected in 2025, with 25% reused, and five local jobs supported.
- To eliminate emissions from small plant, Instagrid One battery units replaced diesel generators across tools including saws, pumps, jackhammers and welding equipment. This cut emissions from these activities by over 98%, while also improving air quality and safety.
- Protecting biodiversity: we safely relocated 42 smooth newts, four toads and one frog from a pond within the construction footprint, with a new pond planned to ensure long-term compliance and a legacy for the project.
- Procured 1,400 tonnes of low-carbon EAF rebar from Celsa, delivering nearly 600 tCO₂e saved vs. sector averages.

“By keeping environmental sustainability at the forefront of design and construction decisions, we're achieving meaningful carbon reductions and consistently applying best-practice measures across this landmark project.”

Daniel Burrell
Project Manager, Yorkshire Green, Murphy

Environmental stewardship continued

UK

LIFECYCLE THINKING: Cutting CO₂ through smarter design and low carbon delivery at Greek Street

The Greek Street Overbridge Replacement in Stockport demonstrated Murphy's environmental leadership, earning the CECA North West Environmental Excellence Award. Applying PAS 2080 carbon management principles, the team built carbon reduction into the early design, achieving a 3% embodied carbon saving (57 tCO₂e) through lean design and low-carbon materials, including CEM III/A concrete and 100% recycled steel reinforcement.

During the construction phase, green-energy site power (26 tCO₂e saved) and ISCC-certified HVO for major plant – including two 1,000-tonne cranes – cut a further 35 tCO₂e, with solar and hydrogen lighting reducing noise and air pollution on this urban site.

A strong circular-economy approach achieved 99.7% landfill diversion, supported by extensive testing that enabled soils and aggregates to be recycled. Road layout improvements also created new native-planted green spaces.

In total, the project delivered over 270 tCO₂e saved and set a clear benchmark for PAS 2080-aligned sustainable infrastructure.



IRELAND

ENCOURAGING BIODIVERSITY: At Cahir and Mutton Island wastewater treatment plants

Murphy partnered with award-winning social enterprise Pocket Forests to enhance biodiversity through native planting and staff-led nature activities at the Cahir and Mutton Island wastewater treatment plants. It proved that even the most engineered sites can create space for nature.

Across both locations, the team delivered hands-on workshops on preparing soil and planting native species, as well as learning how to care for emerging habitats. At Cahir, this work focused on establishing a 30m native hedgerow, where teams planted 102 native trees and shrubs, and seeded the surrounding area with yellow rattle, ox-eye daisy and yarrow to encourage wildflower growth. A follow-up identification workshop helped staff recognise and support the developing ecosystem. On Mutton Island, where no open soil was available, staff demonstrated their creative and resourceful qualities by repurposing two sieving skips into large planters. They filled them with peat-free compost and planted them with 14 native trees and shrubs and 53 pollinator-friendly groundcover species, selected for their resilience in the island's exposed coastal environment.

The initiative proved that nature-positive solutions can be embedded even on operational wastewater sites, and at the same time provide a great opportunity to strengthen employee engagement with biodiversity and local ecosystems.



Environmental stewardship continued

NORTH AMERICA

COLLABORATIVE ENVIRONMENTAL WORKS:

Protecting people, land and water on the Eagle Mountain Project

On the Eagle Mountain Gas Pipeline project in British Columbia, Surerus Murphy Joint Venture (SMJV) introduced a collaborative Environmental Execution Drawing (EED) process. The aim was to support responsible construction on steep terrain that had frequent watercourse crossings and riverbank habitats, while showcasing the benefits of working together to protect sensitive environments.

The team created a shared understanding via walkthroughs with the client, environmental specialists, construction leaders and Indigenous Rightsholders, focusing on traditional knowledge and confirming environmental priorities before work began. These insights were turned into clear, site-specific EEDs outlining drainage, erosion and sediment control measures tailored to each location, and aligning environmental, constructability and rightsholder needs in a single, practical guide for crews.

This proactive approach established a blueprint for best-practice delivery. It reduced environmental risk, strengthened trust with the Indigenous Rightsholders, and gave construction teams clear, field-ready direction in some of the project's most sensitive areas.



NORTH AMERICA

SETTING UP FOR SUCCESS IN TORONTO:

Building the foundations for sustainable delivery

In 2025, the Kenaidan Murphy Joint Venture (KMJV) focused on developing the environmental and sustainability systems that will guide all future delivery. Although construction has not yet begun, the mobilisation phase has been used to embed Murphy's established ESG frameworks alongside Kenaidan's local expertise.

Working closely with both parent companies, the JV is putting in place a robust Environmental Management System and supporting procedures, covering carbon reduction, nature, using materials responsibly and overall environmental performance.

This early alignment ensures the JV is fully prepared to deliver best-practice, low-impact outcomes from day one when construction begins next year.



Environmental stewardship continued

BIODIVERSITY: OUR MISSION BEYOND EMISSIONS

BUILDING A NATURE-POSITIVE BUSINESS

While emissions reduction remains central to our climate strategy, we also recognise the vital role of nature-based solutions in restoring ecosystems. In line with SDG 15 (Life on Land), our 'A greener Murphy' plan commits us to halting biodiversity loss and embedding a nature-positive approach across our operations.

Every day, our projects contribute to this ambition, not only by carefully managing ecological impacts and minimising construction disturbance, but by actively seeking opportunities to

enhance the natural environment. From restoring habitats to improving ecological connectivity, we aim to leave places richer in biodiversity than we found them.

In 2025, we made significant progress across the business by delivering a range of net-gain biodiversity initiatives focused on conservation, regeneration and long-term ecological value. We planted new trees and hedgerows, created diverse habitats, and generally helped nature thrive in harmony alongside the vital infrastructure we build.

Our commitment to nature reaches beyond the boundaries of our projects, demonstrated by our new One Murphy Hub in Golborne (see below) and the growing impact of our Murphy Roots Programme.



ONE MURPHY HUB: a nature-positive development

ENCOURAGING BIODIVERSITY IN OUR OWN BACK YARD

Our new One Murphy Hub office and depot development represents a £40m investment in Wigan and the local community.

The scheme incorporates five attenuation ponds, eight acres of wildflower meadow and the installation of 18,000 new native trees, hedgerows and plants.

It supports local wildlife species, creates new habitats and nurtures an ecosystem that can be enjoyed by the local community.

This new 4.7 hectare open nature space is publicly accessible, ecologically rich and delivers a Biodiversity Net Gain (BNG) of 18%.

THE MURPHY ROOTS PROGRAMME

PLANTING CLIMATE KNOWLEDGE IN THE NEXT GENERATION

75 years, 75 schools: to mark our three-quarter century, we committed to engaging with schools to support local community projects, plant trees and help educate the next generation on climate change and global biodiversity issues. In 2025, we achieved that target. Indeed, we actually engaged with a further 14 schools across the UK and Ireland, hosting educational events and community projects, and planting over 2,500 trees in the period.

All these schools were nominated by our own colleagues, supporting their families and communities. We also donated a wide range of trees, from willow to birch to fruit trees, promoting local species biodiversity, and often planted by our local project teams and the school's pupils.

The programme has been such a success, we're doubling it. Murphy is now committed to engaging with a further 150 schools by 2030.



Engaged with
75 schools

Planting over
5,000 trees



MURPHY ROOTS IN SCOTLAND: SOWING THE SEEDS OF SUSTAINABILITY

Our ASTI project team delivered a community-focused initiative at Golspie High School in the North of Scotland, strengthening our commitment to support the areas where we work. Six Murphy colleagues collaborated with 23 pupils from the school's Rural Skills class, beginning with an interactive Climate Action and Construction workshop designed to broaden understanding of sustainability in the built environment. Following the

session, volunteers and students worked together to plant fruit trees, establish new hedgerows, and create a series of small garden spaces to enhance biodiversity around the school grounds. In total, the team dedicated 48 Giving Back Day hours to the project. This activity reflects Murphy's dedication to environmental stewardship, education and positive local impact demonstrating our ESG values through hands-on action.

NEXT STEPS

In 2026, we'll refine our targets to reflect the full impact of Group operations.

We will also set climate transition plans and net zero targets for each geography, adapting to differences in country and client ambition.

We'll strengthen our Group standards and expectations to enhance governance, meet disclosure requirements and fully embed our One Murphy approach.

Build on our supply chain emissions portfolio by integrating digital invoicing into our Scope 3 calculations – ensuring a single reliable source of truth.

We will also incorporate biodiversity into our business-wide targets, challenging our teams to make our projects 'nature-positive' wherever we work. We look forward to sharing the results in future reports.

Task Force on Climate-Related Financial Disclosures

SUSTAINABILITY INFORMATION STATEMENT ON CLIMATE-RELATED GOVERNANCE

The Company has set itself ambitious environmental targets within its ‘Murphy at 75’ strategy, and we welcome the drive to assess appropriately the climate-related risks and opportunities instigated by the Task Force on Climate-related Financial Disclosures (TCFD).

We have aligned the following summary to its recommendations, to present a transparent and consistent disclosure of our climate risks and opportunities around four key pillars:

1. GOVERNANCE
2. RISK MANAGEMENT
3. STRATEGY
4. METRICS AND TARGETS

GOVERNANCE

We are committed to taking climate action in our business as we pursue a clear Group target: to be net positive for all emissions sources by 2050.

With an ambitious plan in place, and an engaged workforce and supply chain, we are well positioned to build our business resilience, actively reduce our emissions and be part of the solution to reverse the devastating global effects of climate change.

Climate action is driven at the highest level of governance within Murphy. The Executive Risk and Opportunity Committee (EROC), which is a subcommittee of the Group Executive Committee (GEC), is responsible for reviewing and monitoring the principal risks affecting the business, including climate-related risks and opportunities.

The GEC is ultimately responsible for climate-related strategy and its implementation, and includes our Group SHES and Sustainability Director. It also has budgetary control and visibility into both future investments and our growing workbook, in order to allocate sufficient resources efficiently and intelligently and ensure that our strategy is aligned with the wider direction of the business.

In 2022, we formed our ESG Committee, which continues to be directly accountable for TCFD-related reporting. It is chaired and attended by members of the GEC, with sub-working groups from our Social Value Committee and the Climate Action Council. These include representatives from across Murphy’s geographies, sectors and functions in support of our ESG Policy, including our Climate Action Plan 2020 – 2050, ‘A greener Murphy’.

To support them, our Group Environment Forum comprises in-house sustainability professionals who are approved by the Institute of Environmental Management and Assessment (IEMA). They feed expertise into the working groups and advise on climate-related issues.



The Climate Action Council is tasked with gaining input from all areas of the business, discussing the merits of climate-related ideas, challenges, priorities and innovations raised throughout the Group, channelling suggestions from all levels and roles into one place for debate on potential implementation, enabling a process for best practice and case study submission for potential inclusion in the Company ESG report, and cascading information back to business units and functions to enable the most impactful suggestions and changes. In 2025, we further developed our three subsidiary groups within the Climate Action Council – Our People, Our Places and Our Projects. These groups work to enhance carbon literacy and engagement among employees, improve energy efficiency and biodiversity in our facilities, and drive climate-conscious project innovation. The group meets quarterly, collates feasible outputs to contribute to emissions reduction and feeds into the Executive ESG Committee.

STRATEGY

ADDRESSING THE NEW NORMAL

The climates of our environment and markets are changing, with unprecedented global temperatures and an increase in extreme and unpredictable weather events. It is, therefore, imperative that we continue to identify, mitigate and reduce climate-related risk to our business and, conversely, the risk posed by our business to the climate. Our Climate Action Strategy is a transparent and targeted approach to achieving ‘A greener Murphy’.

We have distilled the challenge of net zero into operationally focused targets that put climate action at the heart of project delivery and, indeed, at the highest level of our business. The GEC has set six ‘Murphy at 75’ Climate Action targets to be achieved in conjunction with our 75th anniversary in 2026:

These are:

1. Investing £75m in green plant and machinery to reduce our emissions
2. A 50% net reduction in emissions by 2026
3. 100% renewable energy for our business by 2025
4. Diverting 100% of avoidable waste from landfill by 2025
5. Planting 5,000 trees a year
6. Engaging with 75 schools by 2026 to educate the next generation about climate change

In tandem, the GEC has also committed, by signing up to the SBTi, to setting and verifying targets in line with the Paris Agreement of limiting the global temperature increase to 1.5°C. We received validation for these targets in 2024 and in 2025 we achieved verification as Designers and Constructors to PAS 2080 Carbon Management in Infrastructure and the Built Environment.

Our challenge is three-fold: to decarbonise our operations to net zero; to enable our customers to do the same through low carbon construction and innovative material selection for their assets; and, in doing so, help collectively to decarbonise society.

Climate Action is one of Murphy’s key strategic objectives, extending our ‘Never Harm’ value into the communities and environments where we work.

We set out our roadmap to net zero and beyond on page 48.

RISKS AND OPPORTUNITIES – OUR METHODOLOGY

Murphy prioritises climate-related risks and opportunities using a matrix scoring system that considers:

- the likelihood of occurrence;
- the severity or size of the risk or opportunity, and the timescale; and
- the reputational and financial significance.

The level of residual risk determines the level of control required and triggers a series of action plans to mitigate it.

The process for identifying these risks and opportunities is incorporated within the Company’s overall approach to management and compliance. Strategic risks are discussed at the EROC and are then reviewed by the Risk and Opportunities Board Committee.

Our project management teams assess and manage climate-related risks and opportunities through our project controls, our project-level Aspects and Impacts Registers, and associated environmental management plans.

Through our lessons-learned feedback loop, we capture project experiences and feed them into the wider business.

SHRINKING EMISSIONS OVER 16 YEARS: PLATINUM CERTIFICATION IN CARBON REDUCTION (ISO 14064)



30%
Achieved 30% emissions reduction one year early (currently emissions reduction since 2009 in the UK)



57.9%
Achieved our ‘Murphy at 75’ anniversary commitments of 50% emissions reduction by 2025



Net zero
Targeting 2050 for all emissions sources at Group level. To reflect a growing international business, each geography will also set a robust net zero target in line with government and client ambition, with an associated plan in place to deliver on our commitments

THE MURPHY TCFD TIMELINE

<p>2019 Achieved a 30% emissions reduction one year ahead of target.</p> <p>Introduction of Climate Action as a strategic objective in the ‘Murphy at 75’ strategy, and integration into objectives to combat climate-related risk at the highest level of our business.</p>	<p>2020 Introduction of our Climate Action Plan to build ‘A greener Murphy’, defining our path to 2050.</p> <p>Rebaselined to target a 50% reduction by our 75th anniversary – more than tripling our rate of reduction!</p>	<p>2022 Signed up to the SBTi committing to aligning our emissions reduction to 1.5°C.</p> <p>New ESG Committee formed, which later recommended that climate-related risk is elevated to a principal risk and assessed in its own right as part of the Q1 2023 review.</p>	<p>2023 Our climate change targets were submitted for SBTi validation.</p>	<p>2024 Targets were validated by the SBTi as meeting its requirements.</p> <p>Development of our TCFD approach, incorporating international subsidiaries.</p>	<p>2025 Supply Chain Emissions Reporting Standard – ensuring that our suppliers are progressing their climate change targets.</p> <p>Verified our carbon management plan with PAS 2080 in the UK.</p> <p>Achieved our ‘Murphy at 75’ 50% emissions reduction target, reducing emissions by 57.9% since 2019.</p>	<p>2026 ‘Murphy at 80’ Group carbon emissions target set.</p>
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Task Force on Climate-Related Financial Disclosures continued

RISK MANAGEMENT

THE MATERIAL CLIMATE-RELATED RISKS AND OPPORTUNITIES IDENTIFIED, CATEGORISED BY PHYSICAL AND TRANSITIONAL FACTORS:

Timeframe	Risk	Opportunity
SHORT (0 - 3 years)	<p>PHYSICAL</p> <ul style="list-style-type: none"> The temperature increases that we are experiencing year on year are bringing about more extreme and extended heatwaves, which put the health and safety of our mainly outdoor workforce at increased risk. <p>TRANSITIONAL</p> <ul style="list-style-type: none"> The frequency of climate-related disclosure regulation has risen over recent years and, with increasingly ambitious government targets, this trend appears set to continue. Failure to comply with emerging legislation could result in fines and reputational damage, as well as the disruption of project timelines, and could, ultimately, have a knock-on impact on projects/services and profitability. Our recruitment data shows that a company's sustainability performance is an increasing priority for potential graduate and apprentice hires. If we underperform in key environmental areas, we could risk failing to secure the emerging talent who are central to the continued growth of the business. 	<p>PHYSICAL</p> <ul style="list-style-type: none"> To support and promote biodiversity in the communities where we work by offering nature-based solutions in our projects that allow wildlife to thrive and help counter global species loss. <p>TRANSITIONAL</p> <ul style="list-style-type: none"> Embed a 'green consciousness' within our graduate recruitment programmes, building the next generation of climate enthusiasts across the business and positioning us to seize the opportunities offered by the green economy.
MEDIUM (3 - 10 years)	<p>PHYSICAL</p> <ul style="list-style-type: none"> The increased rate and severity of weather events presents the risk of more unexpected delays to project programmes, posing a significant financial impact. Extreme weather events, increased global temperatures and rising sea levels will mean that our supply chain will be forced to adapt along with us. This will likely cause supply shortages, increased prices, greater costs and the loss of products/services. <p>TRANSITIONAL</p> <ul style="list-style-type: none"> Further regulatory restrictions/bans on the combustion engine and red diesel will mean that Murphy and its suppliers must change how we work or risk being fined. This necessary shift in approach may carry an increased financial burden. As our consumers and customers focus more closely on sustainability performance, there may be a greater reputational risk associated with unintended 'greenwashing' or falling below expected standards. 	<p>TRANSITIONAL</p> <ul style="list-style-type: none"> An increase in regulatory restrictions will give us the chance to develop a competitive edge through innovation in the way we operate, whether through investment in green plant and equipment or by exploring alternative fuels.

Timeframe	Risk	Opportunity
LONG (10 - 50 years)	<p>PHYSICAL</p> <ul style="list-style-type: none"> Global supplies of finite materials and resources that are essential for the infrastructure industry will come under strain. This will cause supply shortages and increased costs, and risk our current mode of operation. <p>TRANSITIONAL</p> <ul style="list-style-type: none"> The increased demand for sustainability professionals in a future green economy is likely to cause a green skills gap, which could limit our pace of transition and our ability to adapt effectively. Our markets will evolve as society moves towards net zero, with a switch to investment in more sustainability-driven workstreams. There is a risk of barriers of entry to these markets if the business underperforms on climate-related issues. 	<p>PHYSICAL</p> <ul style="list-style-type: none"> As the global supply of essential finite materials and resources for our current operations becomes scarce, there is an opportunity to find new and creative engineering solutions. Progress in this space could put the business at the heart of developing the next generation of sustainable materials for the industry. <p>TRANSITIONAL</p> <ul style="list-style-type: none"> In the UK, North America and Ireland, government commitments that are designed to navigate each countries' transition to a net zero economy require large investments in green infrastructure. This gives us the opportunity to deploy emerging technology in the process of growing our revenue. Given that infrastructure will be key in tackling climate change and mitigating its impacts, we can advance our purpose - 'improving lives by delivering world-class infrastructure' - by being at the forefront of sustainable implementation.
IMPACT ON THE BUSINESS MODEL AND STRATEGY		
	<p>In summary, the core risks facing our business and operations in the short, medium and long term are:</p> <ul style="list-style-type: none"> Project and supply chain disruption, due to extreme and severe weather; A green skills gap within the Company; and Not gaining access to new markets due to underperforming on climate action. <p>Failure to address these risks correctly will result in increased costs, loss of revenue and the inability to adapt to a changing market. To address these issues, we have laid out an ambitious Climate Action Plan, 'A greener Murphy', which sets out stretching targets, including being net zero in our direct emissions in accordance with SBTi, and ensuring that we are in a position to innovate with the times.</p> <p>We estimate that the financial impact annually from lost time alone due to extreme weather events could be considerable: in excess of £2.4m (under a +1.5°C degree future), £6.3m (+2°C) and £14.8m (+3°C) across the Group.</p>	<p>The primary opportunity for our business is to capitalise on the large infrastructure investments that have to be made in the world's transition to a net zero economy. For Murphy, this investment creates not only major revenue potential but also the impetus to diversify the capabilities of the business by expanding into emerging markets.</p> <p>We recognise that these green infrastructure projects will only be awarded to businesses that have the highest environmental standards and are aligned with a common goal. We have incorporated Climate Action as one of our key strategic objectives, extending our 'Never Harm' value. This has resulted in, among other commitments, a £150m investment programme in greener plant, equipment and assets by 2030.</p> <p>In order to realise the transitional opportunities of emerging decarbonising markets, we are increasing our capability to deliver low carbon projects for our customers to support the energy transition. We anticipate annual energy infrastructure capital expenditure to increase from an annual average of £26bn to £38bn over the next 30 years.</p>

Source: Energy spend, DNV Energy Transition Outlook UK 2024.

Task Force on Climate-Related Financial Disclosures continued

METRICS AND TARGETS

We have measured our social and environmental performance for over a decade, initially focusing on Scope 1 and 2 emissions. In 2023, we reported a full suite of emissions data, including Scope 3, for the whole Group. In 2025, we have continued to expand our operations internationally and have incorporated these subsidiaries into this statement, as a true reflection of our global footprint.

Having achieved a 30% emissions reduction one year ahead of plan in 2019, we set out our framework for Climate Action: 2020 – 2050, entitled ‘A greener Murphy’. We calculated science-based targets to achieve net zero in the UK for direct emissions and our long-term ambition of achieving carbon net positive status by 2050 for all emissions sources.

Additionally, to coincide with our ‘Murphy at 75’ goals, we targeted a further 50% net emissions reduction by 2026 (against our 2019 performance).

In 2025, a 57.9% reduction in emissions surpassed our 50% reduction target and means that we have achieved our ‘Murphy at 75’ anniversary commitment. Building on this progress, we continue to target a 5% year on year emissions reduction, in line with our SBTi targets.

Indeed, we are committed to making this our most sustainable decade yet.

We also set stretching targets to mitigate the risks, and realise the opportunities, arising from climate change. Therefore, since 2020, we have incorporated climate action-related KPIs into Group objectives. In 2025, on the back of a significant expansion of our operations, we continued to take a ‘One Murphy’ approach to emissions reduction – targeting a 5% reduction across the Group as part of the Company’s balanced scorecard.

In 2025, we tracked and verified a number of climate-related KPIs, including the following:

- A £75m investment completed by 2026 in our plant and equipment – helping our projects to deliver a low carbon infrastructure. We are targeting a £15m spend per year. This target was surpassed in 2023 and, in 2025 alone, we invested a further £24.6m. We’re also tracking the average CO₂ emissions of our fleet and the proportion of EV/hybrid company vehicles.
- A 50% net reduction in emissions by 2026 – with data verified to ISO 14064 through the Carbon Reduce certification scheme. In 2025, we achieved 57.9%, surpassing our ‘Murphy at 75’ 50% reduction target. A disclosure of our data is included in this section.
- Using 100% renewable UK energy for our UK business in 2025, as we did in 2024, backed by REGO certification.
- Diverting 100% of avoidable waste from landfill by 2025. This was achieved in 2025.
- We will plant 5,000 trees a year. Over 70,000 have been planted since 2019 across our projects.
- Murphy Roots: engaging with 75 schools by 2026 to educate the next generation on global climate change and biodiversity issues. In 2025, we marked our 75th anniversary by engaging with our 75th school.

Our process for emissions management is certified annually through the external certification body Achilles (Toitū Envirocare). We have also achieved Platinum certification through the Carbon Reduce certification scheme (in accordance with ISO 14064-1:2018 and the technical requirements of the programme) for emissions management over the past 16 years.

2025 GROUP EMISSIONS SUMMARY

	2025
Scope 1 tCO ₂ e	27,146
Scope 2 tCO ₂ e	1,495
Scope 3 tCO ₂ e	652,194
Total (tCO₂e)	680,835

HOW WILL CLIMATE CHANGE AFFECT OUR WORK?

BUSINESS RESILIENCE: CLIMATE-RELATED SCENARIO ANALYSIS

The health and wellbeing of our people is of paramount importance, and our ‘Never Harm’ value is focused on everyone going home safe every day. As a direct delivery business, a significant proportion of our workforce operates out in the field. They experience the impacts of climate change first-hand, including the increased frequency and severity of heatwaves, flooding and storms.

We performed climate-related scenario analyses under 1.5°C, 2°C and 3°C projections to 2100, to ascertain the impact of weather pattern change – specifically, the effects of an increased frequency of summer days (temperatures exceeding 25°C and peak exposure times per day) on lost time, under the three scenarios.

Our findings forecast the yearly financial impact from lost time alone through extreme weather to be more than £2.4m (under a +1.5°C degree future), £6.3m (+2°C) and £14.8m (+3°C), across the Group.

We have produced a series of project controls to manage these risks. We have also upskilled our business to increase awareness of the potential programme impact, alongside a comprehensive health and wellbeing strategy to mitigate short-term human impact.

Our drive to net zero and our wider Climate Action Plan, as detailed throughout this document, ensure that we’re playing our part in providing a longer-term climate solution. We will continue to expand the scope and accuracy of our scenario analysis in future reporting.

OUR PERFORMANCE IN 2025

In 2025, we reduced our direct emissions by a further 3.6% against our Murphy at 75 target, and an overall 4% reduction as a Group including our full supply chain impact.

Our main direct greenhouse gas (GHG) emissions resulted from road fuel (diesel and petrol), static plant fuel (diesel) and business travel. These sources, which mainly power our vehicles, plant and equipment, support our construction works and account for over 90% of our direct GHG emissions – a good indicator of progress made through our alternative fuel transition plan.

Industry reliance on fossil fuels has caused us to focus on investing in state-of-the-art plant and equipment (£30.2m in 2025) and implementing our alternative fuel strategy. In 2022, we performed due diligence on, and successfully trialled, HVO as an alternative to diesel, with a view to a wider rollout. In 2025, we repeated this due diligence ensuring, the future impact of our alternative fuel transition plan.

In 2025, we made a stronger commitment to tackling our Scope 1 emissions by using over 2.6 million litres of pure HVO across the UK and Ireland to power our plant and equipment – saving over 90% in CO₂ emissions vs. conventional diesel combustion.

We also reduced Scope 1 emissions from our North American operations by over 6,000 tonnes of CO₂e in the same period. Our plan for 2026 includes continued use of over two million litres of HVO across the UK and Ireland, alongside a targeted drive to remove unnecessary fuel consumption in our North American operations through efficient project delivery and behavioural change.

In 2025, the UK business achieved 100% of electricity supply from renewable sources, which, historically, has been the second-largest contributor to our UK emissions.

Together, liquid fuel, business travel and electricity account for over 90% of the Company’s direct GHG emissions. All three of these sources can be influenced and we are actively looking for measures to reduce consumption in each area.

We have also reduced our waste-related emissions since the launch of our ‘Waste to Wealth’ strategy in 2019. In 2025, we continued to make great progress – producing 40% less waste (in tonnes) on our projects and diverting over 99% of our waste from landfill – moving one step closer to our ‘Zero to Landfill’ ambition.

Key streams such as plastic and office waste achieved 100% recycling and, overall, over 79% of our waste from projects was recycled or reused.

Equally, we recognise the net zero challenge lies beyond the boundaries of our own operations. Our reported data encompasses the full extent of our impact – including our full (direct and indirect) Scope 3 emissions, to align with the GHG protocol categories. We take a spend-based approach to highlight the key trends, risks and opportunities in terms of the supply chain. We acknowledge the overlap between social and environmental benefit in those areas where we invest and are committed to benefiting the environments and communities with which we interact, both directly and indirectly.

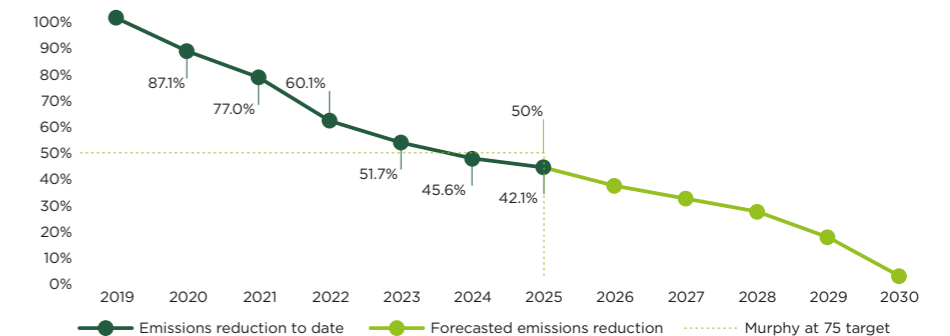
2026 AND BEYOND

We’re working hard to improve the maturity of our emissions data from all international subsidiaries of the Group, in order to further our monitoring and mitigation of climate-related risks and opportunities. In 2025, we’re pleased to be able to accurately report a full inventory of emissions across the Group, against a backdrop of international business growth, expansion and political change. We also released a new set of standards and expectations to help our supply chain on its own net zero journey.

In 2026, we’re expanding our focus, to ensure that our next series of Climate Action targets represent the current and future nature of our international operations. While we continue to operate as One Murphy, we recognise the need for agility in our approach to climate action. Therefore each of our geographies has a robust net zero target in line with government and customer ambitions, with an associated plan in place to deliver on our commitments.

Both regional and international growth in 2025 resulted in an increase in our business travel emissions compared with previous years; this accounted for more than 15% of emissions in the UK business.

% EMISSIONS REDUCTION FROM THE 2019 BASELINE



People

CREATING A PLACE WHERE PEOPLE FEEL INCLUDED AND CONFIDENT TO BE THEMSELVES



2025 marked the concluding year of our 'Murphy at 75' People strategy, which we started back in 2020. Continuing our ongoing focus on creating a great place to work, we are pleased to confirm that we have achieved the key people-related goals we set out to achieve by the time Murphy reached its 75th anniversary.

As we move forward in 2026 and into our 'Murphy at 80' strategy, the importance of our values, and the behaviours associated with them, will always remain integral to our people agenda. We also continue our aim to ensure that everyone feels part of 'One Murphy', no matter where they are or the job they hold.

Dawn Moore
Group People and Communications Director



EXTERNAL RECOGNITION AS AN EXCEPTIONAL EMPLOYER

Our People strategy reached a major milestone in 2025 when we were awarded Investors in People (IIP) Platinum status.

To put this into context, fewer than 5% of all organisations worldwide working with IIP ever achieve Platinum. So for our business, this culmination of over five years of significant progress on our people agenda was very significant.

The three-phase assessment took place over a period of five months. It included a business-wide survey, for which the response rate was a remarkable 93% – the highest participation rate seen by IIP in a business of our type. This was followed by submitting in-depth evidence of our people-related progress and achievements and, most significantly, face-to-face interviews by the assessor of a wide cross-section of employees, chosen at random.

We thank all of our people for engaging not only with the assessment process but with our People agenda over the last five years. We are now working on our next five year strategy, incorporating our Platinum feedback, to ensure we continue to build successfully on our work.

ONGOING AND CONSISTENTLY HIGH LEVELS OF ENGAGEMENT

We also conducted our annual Employee Engagement Survey at the end of 2025, working for the sixth year running with our engagement partner, Best Companies. Once again, we achieved an exceptional response rate (82+%) and also gained a further 13 overall engagement points vs. the prior year.

The result was that we were proud to retain our 'Outstanding Engagement' status from Best Companies. Our people remarked about the unique and positive teamworking across Murphy, and our focus on people development, personal growth and wellbeing.

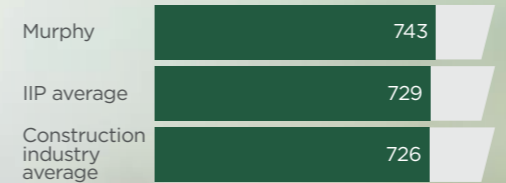
In the first quarter of 2026, we will again hold more than 30 engagement sessions across the whole Company, making sure that everyone can have their say on what happens next with the Best Companies feedback. As we continue to grow internationally, we will also maintain our focus on creating our 'One Murphy' experience as consistently as possible.



INVESTORS IN PEOPLE PLATINUM (IIP) – AT A GLANCE

Our Investors in People results showed Murphy was placed first in the Construction sector for organisations with over 2,000 employees.

IIP SCORE



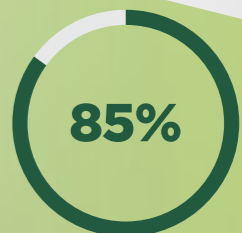
0 100 200 300 400 500 600 700 800 900



of employees agreed that Murphy had clear values.



agreed they shared the Company's values.



of people agreed that Murphy had a plan for the future.

People continued

CONTINUED GROWTH IN COLLEAGUE NUMBERS AND OPPORTUNITIES FOR THEM

One example of this international focus followed the completion of Murphy's 40% Australian investment in Abergeldie Complex Infrastructure. We were delighted to start sharing people practices and knowledge with our new colleagues there. This continues in 2026, with exciting growth opportunities for our colleagues to share and exchange expertise and insights on topics including emerging talent, leadership development and inclusion.

Elsewhere across Murphy in 2025, we enhanced our status as a significant employer by successfully recruiting and onboarding 1,028 new colleagues across the UK, Ireland and North America. With in-house recruitment teams in each of these geographies, we continued to provide a large number of exciting internal career development opportunities for our colleagues. External recruitment is also valuable for the fresh perspectives that 'new blood' brings, and over 80% is also managed by those in-house teams.



Internally, opportunities have included cross-business-unit moves for over 200 of our people in the UK during 2025. This reflects our continued response to the development of our new joint venture in Ontario, which saw over 30 international moves created, and our continued multi-country approach to emerging talent, development and sharing of this key talent pipeline. We are also pleased to report that 631 colleagues received a promotion.

We remain the largest direct employer of emerging talent in the sector. For a fifth year in a row, our emerging talent numbers grew, with a total intake of 178 new graduates and apprentices. This new cohort also meant we achieved a key Murphy at 75 People strategy objective: for emerging talent to represent at least 10% of our workforce. This once again earned us Platinum recognition from the 5% Club – a select group of employers committed to advance 'earn & learn' opportunities.

In 2026, as we enter our next five year People plan, it will be about quantity (in terms of growing investment in emerging talent) and quality (the breadth of opportunities our talent pathway will present).

The Emerging Talent programmes will also include the following:

- Doubling the size of our sponsored engineering student programme recruitment in 2026. This is targeted at students in their first year of university, to form a long-term partnership with Murphy and, on their graduation, to join our graduate programme.

- Continuing our Emerging Talent panel of key senior stakeholders from operations, functional heads and the People Team. The role of this panel is to ensure full buy-in to our Emerging Talent programmes at all levels and to ensure the ongoing development and quality of our offering.

We continue to reinforce our recruitment strategy by committing to a number of diverse and inclusive recruitment and development programmes, and these remain a core part of our talent portfolio.

As we go in to 2026, our Emerging Talent Strategy continues to go from strength to strength, including a focus on the following:

- Continued expansion of our placement and sponsored student programmes to further strengthen our future talent pipeline.
- A refreshed University engagement strategy with particular focus on more remote locations.
- Adding to our upskilling apprenticeship portfolio for existing colleagues.

In addition, our innovative Succession and Talent system continues to take shape ready for implementation in the second half of the year. This will enable us to obtain greater insight into the performance and potential of key talent at all levels within our business and, among other things, ensure the right cohorts are matched to each of our leadership development programmes.

INDUSTRY RECOGNITION

Murphy won the Training Excellence award at the 2025 Construction News Awards in recognition of the Company's 'Development for All' approach. The judges said: "We were particularly impressed by the clear focus on delivering positive outcomes, with measurable impact through internal development and meaningful contributions to the broader sector."

The entry detailed how Murphy views training and development as a pathway, with clear progression and multiple entry points for all jobs, as well as bespoke Leadership Development programmes to help existing project teams develop in their current roles and take advantage of a multitude of possible career options available within the business.

Included too was Murphy's approach to nurturing the growth of new careers through its Emerging Talent programmes, with the target of 'having 10% of employees made up of emerging talent by 2026' achieved over 18 months early.

Also taken into account was the commitment to boosting inclusion and accessibility to training by running inclusive recruitment initiatives, including Murphy's award-winning Ambitious About Autism placements.

CONTRACTOR OF THE YEAR

We were also delighted to see our work recognised at the New Civil Engineer Awards, with two awards received – 'Contractor of the Year' and 'EDI Leader of the Year'.

The judging panel said: "A great example of how EDI is integral to successful business performance and is a core part of the global business strategy. The strategy was clearly embedded throughout the organisation. The fact that the prisons programme has now been picked up across the sector is testament to the leadership of this organisation. Many aspects of diversity were addressed, including LGBTQIA+, neurodiversity and NEETs. The strategies were translated into meaningful local impact and social value activities, with feedback gathered from all levels of the organisation."



PROMOTIONS

631



NEW STARTERS

1,028



People continued

LEARNING AND DEVELOPMENT STRATEGY

Through feedback in our Employee Engagement Survey, we have seen our colleagues' views on personal growth opportunities in our business increase year on year, including in 2025, when we were once again recognised with a 'world-class' rating in this area.

At the heart of the strategy is 'Development for All'. This means that we recognise the importance of continual skills development for every colleague, regardless of their career or life stage.

We also added new opportunities to our development portfolio, including our bespoke new manager support and development programme. Part of our Good to Great people management journey, it offers modules, supporting tools and individual support for managers newly recruited into Murphy; and those internally promoted to their first management position; and our existing managers. This has seen over 100 managers benefit from this programme in its first sixth months, and adds to our Good to Great people management workshops, which we completed for over 900 managers across the UK and Ireland during the year.

2025 also saw the following developments:

- A £6.5m investment in Learning and Development – another significant increase over prior years – equating to over 23,965 days of training.
- Phase 1 of our training facility in Ollerton, Nottinghamshire nearing completion, as part of our commitment, launched in 2023, to invest in and expand our own training facilities.
- This adds to our investment in Golborne, Greater Manchester, where construction of a new hub is advancing well and will include a state-of-the-art base for our rail sector training offering.
- Our place at the forefront of a number of sector-wide learning and development initiatives, including a national Sector Entry Development programme with the Department for Work and Pensions (DWP). We are currently planning its first national pilot to be delivered through one of our facilities in early 2026.

2025: LEARNING AND DEVELOPMENT KPIS

£6.54m
investment in training

10%
of our workforce
is emerging Talent

17%
of our 2025 Emerging Talent
recruits are female
(Uk industry average 15%)

387
graduates and apprentices

82%
apprentices retention rate
(sector average is 65%)

TAILORED LEADERSHIP DEVELOPMENT

Our bespoke Leadership Development programmes entered their sixth year, including Project Leaders, which continues to expand.

As planned for 2025, we also launched our new Accelerated Development programme for our key Project Directors, with the first cohort well underway with their first modules. This is a unique programme developed in partnership with Manchester Metropolitan University and to date has received excellent feedback.

Our bespoke Ready Leader programme also continues to take shape, with the first candidates identified for a 2026 start. Individually tailored, the programme supports succession planning and development progression into key senior roles.

In addition, our Supervisory Development programme continued with the latest cohort of 35 supervisors. This programme not only provides the opportunity for our project-based teams, including operatives, to develop in their current roles, but also allows them to take better advantage of progression, and multiple other possible career options available within our business.

Our Future Leaders programme also continued to show strong delivery during the year, not only with a new cohort, but with its five year track record of boosting the careers of over 80% of those who have attended since launch.

LEADERSHIP DEVELOPMENT IN NUMBERS

110
attendees
Supervisory Development programme

113
attendees
Future Leaders programme

730
attendees
One Murphy Big Inclusion programme

138
attendees
Project Leadership Development programme



People continued

LIVING OUR VALUES

Our 'ACORN' Awards – an acronym comprising the first letter of each of our five integral values – were introduced five years ago and continue to go from strength to strength. Unlike awards given for technical or operational achievement, ACORN winners are chosen for the way they role-model the Murphy values in their behaviours every day.

The winners are nominated by their peers, who see first-hand the approach and attitude that the nominees bring to their work. Winners may be chosen for something that may initially seem small but, if replicated across our entire business, would grow into making a transformational difference.

Interest in the awards and nominations is intense within Murphy: in 2025, it attracted 499 nominations, another significant increase on the prior year's 365. We were delighted to welcome our colleagues from WHC Energy Services in America to the awards for the first time this year, and are looking forward to the awards ceremony in 2026, which will see colleagues from across the UK, Ireland, Canada and America recognised for their remarkable commitment to role modelling our values.

These nominations are great examples of how the Murphy culture and values, and our people's belief in them, continue to make us unique. These awards, along with our ongoing recognition strategy in 2025, also received particularly positive endorsement as part of our Investors in People Platinum assessment.

We'd like to extend our congratulations to all of the latest ACORN winners, pictured below.

ACORN AWARDS NOMINATIONS

491



EQUALITY, DIVERSITY AND INCLUSION KPIS

% NON-WHITE ETHNIC GROUP EMPLOYEES +8%

10.7%



% UNDERREPRESENTED GROUPS +2%

26.72%



% EMPLOYEES WITH A DISABILITY +3%

2.63%



GENDER PAY GAP

20.73%



Social value

OUR SOCIAL VALUE STRATEGY

We were delighted to welcome our American colleagues onto our Social Value Committee during the year. The Committee is drawn from all our countries and business units, has clear terms of reference, and ensures that the strategy is both embedded across our Group and continually developed. The Committee met three times during 2025 as planned.

The Committee continues to be chaired by our Group People and Communications Director, who is a member of our Group Executive Committee.

The Social Value Committee reports regularly to the Group ESG Committee, which is ultimately responsible to the Group Executive Committee. It also, where appropriate, works in partnership with national bodies, local government, customers and various community organisations.

Our Social Value strategy is clear, simple and effective, and can be explained as follows:

- **What is it?** Our business purpose is to improve life by delivering world-class infrastructure. This drives our Social Value strategy, which is to bring our purpose to life and leave a positive legacy for all our stakeholders.
- **What are the areas of focus?** There are two strands to the strategy, which encompass all our strategy work.

1: Community engagement

This strategy is to leave a positive legacy in the communities where we work. We achieve this in a number of ways across all of our countries; see some examples of 2025's activity on pages 76 and 77.

2: Equality, Diversity and Inclusion (EDI)

This strategy, as reflected in our 'One Murphy' value, has inclusion at its heart. It falls into two parts: firstly, long-term cultural and behavioural change, and secondly the different aspects of diversity, enabling us to focus individually on each element. We also continue to develop local EDI plans for our key projects.

- **How is the strategy measured?** The strategy's progress and success are measured in two ways.

Firstly, we apply two high-level measurements that form part of our People strategy. These are:

1. 'Leaving a positive legacy in the communities in which we work'; and
2. '25% of our teams are from underrepresented groups'.

Secondly, we measure progress at the operational level using our purpose-designed Social Value Reporting Calculator. This tool, intended for use across our business, was launched to assess 20 measures against which we record, report and quantify the contributions that we are making to our positive legacy goal. These 20 areas of activity are also sub-grouped into four areas of focus: Work, Economy, Community and Planet.

We are also pleased to report that we extended our social value work at country, business unit and project level, and are now reporting activities against an additional 10 measures.

GOVERNANCE

MEASUREMENTS OF SUCCESS

One of our strategic social value projects for 2025 was to onboard our American colleagues into our strategy, learn from their own exceptional work and welcome them with representation on our Social Value Committee. This was duly completed and we are now capturing their efforts against our social value performance metrics, as well as sharing their best practice with our other countries on a reciprocal basis.

2025 was also the first full year of operation of Phase 2 of our Social Value calculator tool. As well as being able to assess a further 10 types of social activity, it revealed that during the year we delivered the equivalent of almost £66.4m in social value contribution across the Group.

Our 2025 engagement survey showed that our people rate our support for social value and our activities as 'world-class'. One of the many ways we encourage employees to join us is through volunteering for two days a year, focused on helping good causes local to our project locations. And they have answered our call: in 2025, they gave 512 volunteering days, up from 445 days in 2024.

We also continued to make financial contributions at specific times to benefit people who are most vulnerable. In 2025, this included another £100,000 donation to various charities (including foodbanks) at Christmas, alongside ongoing support in Ireland for a number of local charities. This resulted in a total of £550,000 across the Group.

We also continued our commitment to local job creation and paving the way to lasting careers for people in communities where we're working. In 2025, 43.5% of our new employment opportunities were filled by local people living within a 20-mile radius of their work location. This was in addition to supporting over 2,000 other local ongoing employment opportunities for our employees.

Social value continued

LEAVING A POSITIVE LEGACY

During the year, we were successful across all of our geographies in leaving a positive legacy, particularly in relation to local communities. Our colleagues rolled up their sleeves, lent a hand and raised vital funds for various communities and charities. These are just a few examples:



IRELAND

A helping hand for hospices. Teams from our Dublin and Newbridge offices hosted 'Bewley's Big Coffee Mornings' in aid of Our Lady's Hospice and Care Services. This annual fundraiser has enabled local hospice groups to hire additional specially trained palliative nurses to visit people in their homes, provide high-quality in-patient units, refurbish facilities and buy vital equipment.

Our colleagues baked, donated and hand-knitted items, raising much-needed funds for the hospice groups. In total, the initiative raised €1,595 between the two offices, while our Cookstown Team presented its €1,063 cheque to Harold's Cross Hospice.



CANADA

Getting tails wagging. A local organisation, Alberta's Animal Rescue Foundation (ARF), was assisted by our Surerus Murphy colleagues in Canada. They took time out to improve the lives of stray and abandoned cats and dogs by organising the charity's warehouse, sorting donated items and, of course, showing some warmth and love to the animals. Our team also donated a \$250 contribution to support ARF's ongoing animal welfare programmes, delivering vital education and continuing to provide for the local animals.

UK

Good food, rescued and delivered. As part of our ongoing commitment to sustainability and community support, Uxbridge Moor Team members partnered with local charity Khepera to host a gleaning session (collecting harvest produce left behind in the fields) at Copas Farm in Iver.

The objective: to retrieve surplus produce that would otherwise go to waste and redistribute it to food support organisations across Buckinghamshire. The effort put in by colleagues saved 427kg of fresh produce, and prevented 108kg of CO₂ emissions whilst distributing this excess to food banks, hostels and day centres across the county.



AMERICA

Driving help and goodwill. At WHC, a Surerus Murphy company, colleagues put in extra effort during the winter to organise a food drive for the community. The team supported Community of Hope, a local organisation experiencing increased demand ahead of the holiday season.

Donations included non-perishable food, clothing and household items. The initiative also raised \$4,000 through cash donations to purchase high-priority products requested by the organisation. Volunteers then organised and delivered the full set of donations and assisted with restocking to help sustain the organisation's services.



Social value continued

UNDERREPRESENTED GROUPS

Back in 2020, we set ourselves a target as part of our Murphy at 75 strategy: to hire at least 25% of our teams from underrepresented groups by 2026.

This was based on the then starting point of only 10%. We are pleased to report that, by the end of 2025, over 26% of our teams were from groups that are traditionally underrepresented in the construction industry.

Other significant progress in the EDI strands of our Social Value strategy included the following:

- Winning the prestigious national 'EDI Leader of the Year' award in 2025, awarded by the New Civil Engineer. See our case study on page 71.

- Further development and rollout of our unique One Murphy Big Inclusion (OMBI) programme. Open to all, this enables employees to have honest discussions on diversity, inclusion and fairness topics. By the end of the year, the events had been attended by 730 people in total across the UK and Ireland, with 313 going through the programme in 2025.
- We also continued to roll out our Hiring Manager Inclusive Recruitment behavioural training in the UK and Ireland, focusing on inclusive actions. 166 line managers have now attended these training courses.
- Our Best Companies survey results for 2025 revealed that over 94% of our colleagues feel included and respected within the organisation.
- Rollout of our 'Inclusion Spotlights' programme, with employees from different backgrounds sharing their stories of inclusion and opportunities for the future.

- Continued growth and momentum through our Women in Murphy Ireland (WIMI) group. It exists to strengthen gender equity by attracting more women into the Company, retaining the women we have, and ensuring that more are supported to progress to senior roles. WIMI hosted two events in 2025: the first was an in-person session combining organisational psychology and leadership training with yoga and networking. The second was an online Lunch & Learn session focused on maximising career potential.
- Launch of the RISE network in the UK, a DEI group aimed at supporting colleagues from across the business. By the end of 2025, our colleagues across Murphy comprised over 60 different nationalities.



WORK

430

vacancies (43.5%) filled locally

£1.62m

of social value generated through jobs, skills and inclusive local employment



COMMUNITY

£645.6k

of support for organisations (inc charitable donations)

512

volunteering days



ECONOMY

£66.4m

of social value impact across the Group

£10.97m

of social value created through the provision of inclusive community and equality support



PLANET

1,554

staff volunteering hours dedicated to environmental support/causes

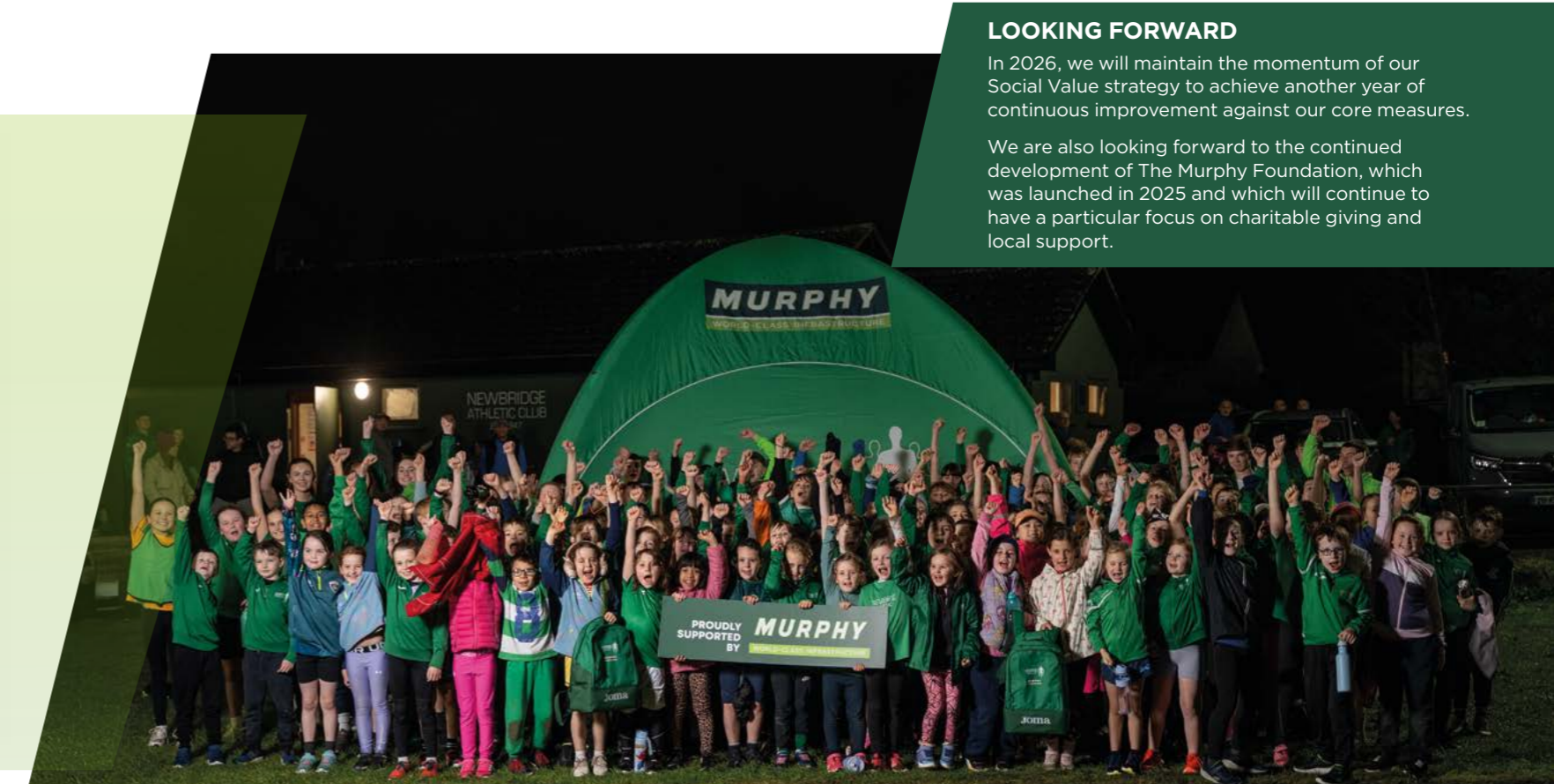
ONE MURPHY INCLUSION SPOTLIGHT



LOOKING FORWARD

In 2026, we will maintain the momentum of our Social Value strategy to achieve another year of continuous improvement against our core measures.

We are also looking forward to the continued development of The Murphy Foundation, which was launched in 2025 and which will continue to have a particular focus on charitable giving and local support.



ESG governance

MURPHY'S CORPORATE GOVERNANCE



We are committed to ensuring we have consistent governance and assurance processes across our geographies to support our international ambitions.

John P Murphy

Company Secretary
and General Counsel



RISK MANAGEMENT AND INTERNAL CONTROLS

Monitoring risk is a fundamental task that comes with being in business. At Murphy, the responsibility of reviewing and monitoring our principal risks lies with the Executive Risk and Opportunity Committee (EROC), which is a subcommittee of the Group Executive Committee.

The EROC met four times during 2025 and reviewed the Principal Risks Register, which is maintained by the Group Risk & Insurance Manager. The Group Enterprise Risk Policy sets out the methodology for categorising the principal risks, and the Board reports on them on pages 87 to 89.

TAX STRATEGY

Paying tax is a civic and legal responsibility, and the Group is committed to paying what is fair and correctly due. Therefore, we take ongoing specialist advice to ensure that we are compliant with our tax obligations and observe the varying requirements of each of the jurisdictions in which we operate.

This includes seeking regular and constructive meetings, not only with our advisors but with our Customer Relationship Manager at HMRC, updating them on Group developments and discussing any potential implications for our tax position. We publish our tax strategy in compliance with Schedule 19 of the UK Finance Act 2016 and have a low risk rating with HMRC, following our latest Business Risk Review.

As with all our financial dealings, we apply one of our core Murphy values – Respect, Integrity & Accountability to our approach to tax.

PAYMENT PRACTICES

In addition to our own workforce, Murphy's success is due in no small part to the long-standing relationships with our suppliers. They are also central to our success and, as suppliers ourselves, we recognise how important prompt payment is to any business. In 2025, we therefore settled invoices within an average of 14 days (2024: 21 days), with 87% of all invoices paid within 30 days.

GREENWASHING

We are proud of the progress we have again made in 2025, committing to reduce our impact, taking action in response to the threat of climate change and playing our part in a more sustainable future. But with this commitment comes an obligation to be accurate and transparent about our record and progress. Therefore, in 2025 we again conducted an audit/risk assessment to identify any risk of inadvertent greenwashing.

The assessment found that we have effective monitoring and review processes in place, including quarterly internal audits, annual external verification of sustainability reporting and digital carbon-monitoring tools to ensure that we adhere to green claims guidelines. Our assessment concluded that these robust measures help us avoid potential issues and have resulted in 'low' risk ratings.

BUSINESS ETHICS AND CONDUCT

How we do business is as important as the services we offer.

As a family business of 75 years' standing, and with our 'name above the door', we guard our reputation for transparent, honest and professional dealing, guided by five core values:

- Always Deliver
- Continually Improve
- One Murphy, One Family
- Respect, Integrity & Accountability
- Never Harm

Our values are lived and breathed by our people every day, in everything they do. This means behaving with the utmost respect and integrity towards everyone we work with and work for – whether they're our customers, our peers, our supply chain, members of the public or ourselves.

We set out the standards that we expect in the Murphy Code of Conduct, and this applies to everyone internally and, externally, to all our suppliers. New colleagues must complete our Code of Conduct e-learning module when they first come aboard. The module was updated during 2025 and all our colleagues were required to complete it.

ESG governance continued

The Code of Conduct covers the following areas:

FRAUD, BRIBERY AND CORRUPTION

The Company takes a zero-tolerance approach to fraud, bribery and corruption. We require everyone at Murphy, and our suppliers, to conduct themselves and our business in a fair, legal and ethical way.

During the year, we brought together our existing Anti-Bribery & Corruption policy with our separate policy governing fraud. (This was in response to the introduction of a new offence of failing to prevent fraud under the Economic Crime and Corporate Transparency Act.) In 2025, our two original policies were consolidated into our new Anti-Fraud & Corruption policy, and the Company's position is clear. If anyone has suspicions or evidence of wrongdoing, we urge them to report it using whichever channel they prefer: to their Line Manager, the Compliance Manager, or confidentially and anonymously via a phone line or website administered by the independent agency, Safecall.

ANTI-SLAVERY

We are very much aware that modern slavery continues to increase around the globe, with many victims trafficked from abroad against their will, and for little or no pay. Whether in the form of servitude, human trafficking or forced/compulsory labour, it is a crime and a violation of fundamental human rights.

Murphy prohibits any form of modern slavery and we recognise that this requires constant vigilance. Our Anti-Slavery Policy reflects this commitment and we regularly review and revise our protocols to ensure that it does not take place anywhere on our sites, or in our supply chains.

We also participate in the construction protocol of the Gangmasters and Labour Abuse Authority (GLAA), along with other members of the construction industry, to eradicate modern slavery and labour exploitation.

PRIVACY

We take data protection seriously, both because the law requires it and because everyone has a right to privacy. Therefore, we only collect and retain personal data that we actually need to run our business. Accuracy is also key: we make sure the data we hold is correct and up to date.

We also recognise that it is essential to business confidence that we manage personal data correctly, continually upgrade our IT systems against threats and protect whatever we hold until its final deletion. We therefore have a Data Protection Governance working group to keep up to speed with individual data protection rights, continually review our approach, and make changes as required. Any suspected data breach is thoroughly investigated and reviewed to determine if it should be reported to the relevant regulatory body. In the event of an issue, we take all necessary steps to prevent reoccurrence.

CONFLICTS OF INTEREST

Murphy has a Conflicts of Interest Policy and a monitoring programme to avoid any conflicting interest that might undermine trust between Murphy and its stakeholders.

To this end, we maintain a register of potential conflicts of interest. Any colleague whose role exerts an influence over decision making must declare any potential conflict on an annual basis.

WHISTLEBLOWING

In addition to illegality such as corruption and modern slavery mentioned above, we have zero tolerance of other issues ranging from bullying, discrimination, harassment and unfair treatment, to commercial wrongdoing and actions that could compromise safety.

Our Group Whistleblowing Policy governs this process, and we urge every colleague to report any suspicion or concern to their Line Manager, Compliance Manager or, anonymously, to our independent reporting phone line run by Safecall. Our colleagues can do this without any fear of repercussions, even if they turn out to be mistaken.

Section 172

This statement sets out how the Directors have regard to the matters set out in Section 172 (1) (a) to (f) of the Companies Act 2006 in promoting the success of the Company for the benefit of its members as a whole.

The Directors consider that the interests of the sole shareholder are to promote a sustainable, profitable and cash generative business for the benefit of the Murphy family over the generations. They believe that the current business strategy supports this purpose and this is considered when reviewing the annual business plan.

They further note that the long-term success of the business since its incorporation in 1951 has been underpinned by its valued relationships with employees, customers, the supply chain and other stakeholders. Many of these are long-standing relationships.

OUR PEOPLE

The Board considers it vitally important to create a working environment where colleagues feel safe, secure, valued, fulfilled and properly rewarded, and where they want to exercise their talents for the future of the Company and for themselves.

To this end, the Board has agreed certain Company objectives relating to the retention of employees, and to setting targets for emerging talent, underrepresented groups and promoting from within, as part of the Company's 'Murphy at 75' People strategy. The Company achieved an employee turnover rate of 8% against a target of 10.5% during 2025.

These objectives are reviewed at Board and Remuneration Committee meetings, together with insights from sources such as the annual Employee Engagement Survey conducted by Best Companies, which in 2025 attracted an excellent participation rate of 82% across the business. Further information about our commitment to investing in our colleagues is on pages 68 to 74.

OUR CUSTOMERS

The Company has served many of its main customers for a considerable period of time, but is never complacent when gauging engagement and satisfaction. During 2025, Murphy carried out an engagement survey with customers through IPSOS which resulted in a net promoter score of +45.

SUPPLY CHAIN

The Company's success and the strength of its supplier relationships are inextricably linked. During 2025, the Group was proactive in working with its supply chain in the face of inflation and supply-delay challenges.

The Company also held its annual Supply Chain Event in November 2025, with 325 members attending and 7 awards presented.

ENVIRONMENT AND COMMUNITIES

The 'Murphy at 75' strategy comprises a range of social impact and climate action plans that underline the Company's commitment to become an ever-more sustainable business. The Group is driving focused action within the business to achieve net zero in its Scope 1 and 2 emissions by 2030, and in Scope 3 by 2050, while also contributing in particular to eight of the UN Sustainable Development Goals. For more details, please turn to pages 40 to 67.

BUSINESS CONDUCT

The business safeguards its operation and reputation through a set of five core values: Always Deliver; Continually Improve; One Murphy; Respect, Integrity & Accountability; and Never Harm. We expect all our employees to know and live by these values, and for our suppliers to align with them as well. Internally, we instil these values through mandatory training.

SHAREHOLDERS

The Directors recognise their role in overseeing the strategy of the business and in serving the objective of the Company's sole shareholder: to ensure the long-term, sustainable growth of the business.

Financial review

A REVIEW FROM OUR CFO



Our disciplined approach to contract selection, alongside our commitment to our ‘Murphy at 75’ strategy, has delivered a fantastic set of results in 2025. The Group achieved record operating profit and closed the year with a record net cash position. We will continue to build on this performance through targeted investment in our chosen markets and sectors, where we can deliver value and improve life for all our stakeholders.

Joe Ledwidge
Chief Financial Officer



During the year, we continued to deliver against our priorities, successfully achieving the ‘Murphy at 75’ targets whilst also continuing to secure new opportunities. This performance translated into record operating profit, an improved operating margin and a record net cash position. This strong performance sends the Group into 2026 with a healthy cash position of £412.4m and a significant order book of £8.17bn.

REVENUE

Total Group revenue increased by 13% in 2025 to £1.581bn (2024: £1.399bn). This included revenue of £296.8m from jointly controlled entities and associates. The increase was also driven by increased turnover in the UK Energy sector and Ireland.

OPERATING PROFIT

Group operating profit increased by 8% in 2025 to £86.1m (2024: £79.6m). The operating margin strengthened to 6.7% (2024: 6.3%), reflecting continued commercial discipline and a sustained focus on risk management, opportunities and contract selection.

CASH AND CASH MANAGEMENT

The Group ended the year with net cash of £412.4m (2024: £400.5m), a record position. This reflects our continued focus on working capital management, ensuring the Group can deliver the growing order book.

This strong cash position resulted in the Group recording net interest receivable of £11.9m (2024: £13.4m).

TAX

The tax charge for the year was £29.1m (2024: £20.9m). The current tax charge was £29.7m (2024: £14.5m), partially offset by a deferred tax credit of £0.6m (2024: £6.5m charge).

The increase in the current tax charge compared with the prior year primarily reflects higher profitability, particularly in the UK, where the current tax charge was £20.7m.

Current tax charges of £5.7m were incurred in Canada and £2.7m in Ireland and Northern Ireland, with Irish taxation broadly in line with the blended statutory rate. Prior year adjustments resulted in a net current tax charge of £2.3m, principally arising in the UK following a reduction in current year losses in one Group entity, resulting in fewer losses available for surrender.

The deferred tax credit for the year was principally driven by the unwinding of unbilled revenue balances in Canada, partially offset by deferred tax charges recognised in the UK and Ireland. The Group’s deferred tax liability decreased to £27.2m (2024: £28.0m), primarily reflecting temporary differences in respect of investment property, capital allowances and fixed assets.

GROUP NET ASSETS

The improvement to operating profit has translated into a stronger net asset position of the Group, which, at 31 December, stood at £372.1m (2024: £329.2m).

The Group continues to build a strong and resilient balance sheet that ensures we can deliver significant projects for our customers. We have also continued to ensure adequate provisions are in place against contractual and operational risks.

NON-FINANCIAL KPIS

Non-financial KPIs relating to our health and safety performance can be found on page 43. The end of 2025 saw the Group maintain a Lost Time Injury frequency rate of 0.06, with over 22.6 million hours worked.

Joe Ledwidge
Chief Financial Officer

FY25 HIGHLIGHTS

£1.58bn
revenue

£8.17bn
order book

£86.1m
operating profit

£73.2m
profit after tax

Financial review continued

FINANCIAL KEY PERFORMANCE INDICATORS

GROUP NET ASSETS +13%

£372.1m



TURNOVER EXCLUDING JOINTLY CONTROLLED ENTITIES AND ASSOCIATES +2%

£1,284m



COMPANY NET ASSETS +2%

£168.7m



GROUP OPERATING PROFIT +8%

£86.1m



NET CASH BALANCE OF THE GROUP +3%

£412.4m



Principal risks and uncertainties

Risk accompanies any business, and those facing our Group range widely, from safety and cyber to finance and political risks. Each receives continual and intensive scrutiny, with the Board ensuring that every principal risk and opportunity is embedded within our day-to-day strategic and operational decision making.

The Group's Risk and Opportunities Committee (GROC) maintains ongoing assessment of the 12 Group Enterprise Risks, which also entails tracking varying likelihood and impacts across our different geographies. This governance structure enables consistent monitoring, clear accountability and timely escalation.

Here, we outline the nature of these risks, and how we mitigate, manage and, where appropriate, leverage opportunities they may present.

Risk description:	Summary:
<p>1. HEALTH & SAFETY</p> <p>The nature of construction means that the Group's business has the potential to cause significant harm to its people, key stakeholders, members of the public or the environment.</p>	<p>The Group's 'Never Harm' value sets out our commitment to protecting our people and those around us. No practical or commercial consideration is ever allowed to override safety, and in 2025 we continued to sharpen our focus on regulatory compliance and control through a structured assurance regime and self-assessments against Group Standards. During the year, our SHES audits across business units and the Group were instrumental in providing continuous oversight. We also strengthened project-level risk management via the SHES Project Assurance programme, while the Fatal and Severe Risk initiative continued to refine standards and enhance controls for high-risk activities.</p>
<p>2. WORK-WINNING</p> <p>An ineffective Work-Winning process will impact the Group's ability to win the right type of work from the right type of customer, or to work with joint venture partners.</p>	<p>We manage Work-Winning risk through a defined process within the Murphy Integrated Management System (MIMS). This is supported by a structured gateway and approval process to ensure compliance before tendering or commencing work. Early on, we review opportunities against key risk parameters to assess safety, price, risk and cost profiles. We also learn from Independent Project Assurance insights from project outturns, with lessons fed back directly into Work-Winning processes.</p>
<p>3. PROJECT DELIVERY</p> <p>If the Group is unable to deliver projects on time, on budget and to the right quality, it could result in financial loss and/or reputational damage.</p>	<p>Delivery is underpinned by effective resource and skills planning, alongside defined gateway processes covering fit-to-start, project delivery controls and project close-out. These gateways include checks on safety, programme, design, quality, risk, procurement, forecasting and handover. Independent Project Assurance reviews provide further oversight, with lessons learned fed back into future project delivery.</p>

Principal risks and uncertainties continued

Risk description:

Summary:



4. SUPPLY CHAIN

Interruptions in the supply chain, through supply chain failure, poor performance or reduced capacity, could impact the Group's ability to deliver projects on time, on budget and to the right quality.

The Group has a structured, six-stage procurement framework in place, supported by gathering continual market insights and regular meetings with our supply chain. We set governance through our Procurement Overview Procedure,

with rigorous prequalification of supply chain partners and defined controls at tender stage. Our central and operational procurement processes oversee sourcing to meet Group-wide and project needs.



5. PEOPLE

If we cannot recruit, develop and retain appropriately skilled people, there could be an impact on the Group's ability to meet strategic objectives and deliver projects.

In 2025, we continued to invest in emerging talent, with an increased emphasis on graduate and trade apprenticeship recruitment to support our direct delivery model. We have put in place a strategic emerging talent pipeline and

have strengthened recruitment processes through targeted programmes. We also ensure we meet HR standards and expectations as defined by each country, supported by a Group-wide recruitment and retention strategy.



6. FINANCIAL LIQUIDITY

A failure to maintain adequate liquidity could impact the Group's ability to invest, win work or meet ongoing liabilities as they become due.

The Group manages financial liquidity through a combination of a strong net cash position, disciplined working capital management and daily cash flow monitoring. We oversee liquidity through weekly updates to the Executive Committee and Board, supported by business unit-level reviews, monthly

commercial performance reviews and regular engagement with banking partners. We gain forward visibility through a detailed short- and medium-term cash flow forecasting process, while a capital allocation framework guides how we use cash.



7. POLITICAL & REGULATORY

Changes in the political, economic and regulatory environments can have a significant impact on the number of new and existing projects.

Our Legal Team continually monitors emerging legislation and policy changes. The team tracks government policy developments and new laws across all operating regions, supported by third party briefings and industry events.

Regular engagement between local management and customers helps us align on policy implications. The team also provides timely guidance to our leaders on legislative changes and their potential impact on the business.



8. CONDUCT & COMPLIANCE

Any incidents of poor conduct, acts of fraud, modern slavery breaches, bribery, corruption or anti-competitive behaviour can adversely impact the Group's reputation and result in financial loss.

We have zero tolerance of misconduct and illegality of any kind, and our governance framework centres on the Code of Conduct, which we updated and relaunched in 2025. This clear and unambiguous code is embedded into the inductions of every employee and

is reinforced with mandatory refresher training for all employees. We have also strengthened compliance with policies covering whistleblowing, anti-fraud and corruption, hospitality reporting, data protection, anti-slavery and forced labour.

Risk description:

Summary:



9. CYBER SECURITY

Cyber-attacks are a growing threat that could result in malicious viruses entering our systems, and/or a breach of corporate or personal data.

Cyber security remains a core risk for the Group, with ransomware identified by the National Crime Agency as the greatest threat, together with phishing and hacking. We have rolled out security awareness training across the business, with controls including a full suite of security policies;

testing and disaster-recovery plans; prompt access removal for leavers; enhanced email screening; and a broad range of security tools protecting devices and servers. An AI acceptable use policy provides further governance.



10. SECURITY

A security incident (such as protester action, significant theft, terrorism or trespass) could occur on a Murphy-controlled site, and/or involve Murphy property/plant, leading to harm to our stakeholders.

Site security is fundamental to Murphy's operations, and is managed through strong, site-based controls and proactive awareness training, supported by staff briefings and toolbox talks. Controls include regular safety alerts to vehicle

drivers, monitoring of national threat-level guidance across operating regions, and robust physical security measures such as fencing, access control and security guards.



11. CLIMATE-RELATED DISCLOSURE RISK

Climate-related regulation and mandatory disclosures create a risk that failure to adapt could limit market opportunities and adversely affect the Group's reputation, operations and financial performance.

Defined climate goals are supported by our Climate Action Roadmap, which sets out targeted actions, strengthened by accredited management systems and assurance reviews. The Group also

prepares for emerging climate disclosure requirements, with climate standards and minimum expectations guiding delivery of carbon reduction commitments across the business.



12. DESIGN MANAGEMENT AND PERFORMANCE

Poor project design and design management can cause significant programme delays and cost increases, leading to eroded margins and significant operational, financial and reputational risk.

A series of upfront design-focused controls are embedded in the Group's Gateway process, supported by a design management policy and performance monitoring. Our teams' capability is

strengthened through training, a competence and gap assessment framework, and a risk-based quality and readiness review process, all focused on improving design outcomes.

Directors and Advisors

DIRECTORS

John Cresswell
John Paul Murphy
Joseph Ledwidge
John Patrick Murphy
Deborah Lodge
Clare Mara
James Murphy
Karina Murphy
Paul Grammer
Adam Walker
Russell King

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RSM UK Audit LLP,
Statutory Auditor
Chartered Accountants
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Corporate Governance

We continue to adopt the Wates Corporate Governance Principles for Large Private Companies as an appropriate framework when making a disclosure regarding corporate governance arrangements.

We set out below how we have applied the six Principles.

1. PURPOSE AND LEADERSHIP

Our purpose is to 'improve life by delivering world-class infrastructure' in our core sectors of Transportation, Natural Resources, Energy and Water, supported by our specialist services, while working in the UK, Ireland, Australia, New Zealand and North America.

This purpose is regularly promoted and communicated across our Company.

Our vision is to be 'a family-owned business recognised internationally as the leader in engineering and infrastructure solutions'. The strategy to drive this ambition is called 'Murphy at 80', conceived in 2025. The business plan and Company strategic objectives to deliver this vision are agreed, reviewed and refreshed annually by the Board.

All our endeavours are guided by our culture, which comprises five core values:

- Always Deliver
- Continually Improve
- One Murphy, One Family
- Respect, Integrity & Accountability
- Never Harm

These values have underpinned the successful growth of the business since its incorporation in 1951.

The delivery of our strategy is focused on five key strategic drivers:

- Fit to Start
- Dependable Project Management
- Safety and Wellbeing
- Better Engineered
- Passionate About Direct

Our Board has a Non-Executive Chair.

The Board delegates authority for the day-to-day management of the business to the GEC, while reserving approval of certain matters such as the formation of joint ventures and tendering for major projects. The GEC is led by our Chief Executive Officer, John Murphy, who is a grandson of the founder of the business.

We have clear terms of reference in place for the Board and its subcommittees, including the GEC.

2. BOARD COMPOSITION

During 2025, the Board consisted of eight Non-Executive Directors and three Executive Directors. They comprised three female and eight male Directors.

Of these:

- four of the Independent Non-Executive Directors brought wide-ranging expertise and experience in areas including family-owned businesses, investment, finance, construction, transport infrastructure and utilities;
- there were three Murphy family Non-Executive Directors, who represent the ultimate owners of the business; and
- there was one alternate family Non-Executive Director.

The Executive Directors who served on the Board during the year were our Chief Executive Officer, Chief Financial Officer and our Company Secretary and General Counsel. The Board held six meetings in the year.

3. DIRECTORS' RESPONSIBILITIES

Our Board is responsible for promoting the long-term success of the business for the benefit of its owners, while taking into account the interests of the Company's stakeholders. We give further detail on these considerations in the Section 172 statement on page 83.

The Board receives updated information at each Board meeting on key aspects of the business, including safety performance, people, strategy, business development, operational matters and financial performance.

The Audit Committee is responsible for reviewing the effectiveness of the Group's system of internal financial controls, other internal controls and risk management systems, and the management of Internal and External Audit.

The Committee was chaired by Independent Non-Executive Director Adam Walker and entirely comprises Non-Executive Directors. Internal Audit is charged with carrying out an annual audit programme and reporting the findings to the Committee.

4. RISKS AND OPPORTUNITIES

The GROC oversees the management of risk and the identification of opportunities across the business. The Committee was chaired during the year by Independent Non-Executive Director Paul Grammer.

The Company also has an EROC, chaired by the Company Secretary. This Committee met four times during 2025 and maintains the Group's Risk and Opportunity registers. The EROC regularly reviews the principal risks and opportunities in the Company at its meetings, before reporting to the Risk and Opportunity Board Committee on the steps taken to mitigate any risks and to realise opportunities.

5. REMUNERATION

The Remuneration Board Committee is responsible for setting the remuneration and benefits for the senior executives employed by the business, as well as the Remuneration Policy for all staff.

The Committee reviews and approves the long- and short-term incentive plans to retain and reward senior executives, based on performance measures that promote the long-term success of the business and that align with the returns to the shareholder.

During the year, the Committee was chaired by Independent Non-Executive Director Russell King and is composed entirely of Non-Executive Directors. The Committee also reviews the Company's Gender Pay Gap report and approves the strategy for reducing this gap at Murphy.

6. STAKEHOLDER RELATIONSHIPS AND ENGAGEMENT

The Board regularly reviews and oversees a range of stakeholder information – from customer satisfaction data to the results of the annual Employee Engagement Survey. The Board reviews and agrees the action plans to address key issues raised as part of the survey. Murphy's Executive Directors play an active role in engaging with a range of stakeholders in their roles to promote the Company's purpose, including customers, communities, colleagues, suppliers and many others.

For more on the Company's internal engagement activities, please see pages 68 to 74. Externally during the year we were proud to continue the Murphy Christmas Community Fund and contributed £120,000 to food banks across the UK and Ireland as part of the £500,000 we donated in 2025.

For more on our social value contribution in terms of time and resources, please see pages 75 to 79.

Directors' Report for the year ended 31 December 2025

The Directors present their report and the audited financial statements of the Group and Company for the year ended 31 December 2025.

CORPORATE GOVERNANCE

The Directors continue to adopt the Wates Corporate Governance Principles for Large Private Companies as a framework when making a disclosure regarding corporate governance arrangements.

For details on how the framework has been applied, please see the preceding section. The Group has not departed from any corporate governance code identified in the Strategic Report.

RESULTS AND DIVIDENDS

The profit for the financial year after taxation amounted to £73.2m (2024: £62.9m). During the year, dividends of £10.1m and £20.6m were declared and paid in respect of 2024 (2024: £26.4m).

STRATEGIC REPORT

The Directors have chosen, in accordance with Section 414 (c) of the Companies Act, to disclose information relating to a review of the business and business relationships, along with future events, in the Strategic Report.

FUTURE DEVELOPMENTS

Murphy continues its disciplined approach to maintaining a sustainable margin and a strong balance sheet, underpinned by organic growth in its chosen sectors.

The Group will continue to deliver projects safely and consistently for its customers, while achieving operational excellence that promotes a greener future and enhances society and communities.

The impact of the ongoing conflicts in Ukraine and the Middle East, volatile energy prices and inflationary pressures could have a negative impact on the Group's operating profit. To date, these risks are being managed and the Board continues to take them into account when making investment and operational decisions.

SUBSEQUENT EVENTS

In February 2026, the Company declared and paid an interim dividend of £12.0m.

On 27 February 2026, the intercompany loan balance of £98,564,010 due to J. Murphy & Sons Limited from Murphy Investments (Mammoth) Limited was forgiven. Following this, on 27 February 2026, the Company's subsidiary, Murphy Investments (Holdings) Limited, sold its shares in Murphy

Investments (Mammoth) Limited, to Drilton Property Investments Limited, a related party for £1.

These events occurred after the reporting period and have not been reflected in the figures included in these financial statements.

DIRECTORS

The Directors who held office during the year and up to the date of signing the financial statements, unless otherwise indicated, were as follows:

John Cresswell, Chair
John Paul Murphy, Chief Executive Officer
Joseph Ledwidge, Chief Financial Officer
John Patrick Murphy
Deborah Lodge
Clare Mara
James Murphy
Karina Murphy
Paul Grammer
Russell King
Adam Walker

QUALIFYING THIRD PARTY INDEMNITY PROVISIONS

As permitted by the Articles of Association, the Directors have the benefit of an indemnity, which is a qualifying third party indemnity provision as defined by Section 234 of the Companies Act 2006. The indemnity was in force throughout the last financial year and currently remains so. The Company also purchased, and maintained throughout the financial year, Directors' and Officers' liability insurance in respect of itself and its Directors. This indemnity is provided for all Group companies.

CHARITABLE DONATIONS

The Group made charitable donations of £0.5m (2024: £0.5m) during the year.

ENERGY AND CARBON REPORT

The Streamlined Energy and Carbon Reporting (SECR) statement is presented on page 94.

RESEARCH AND DEVELOPMENT

The Group undertakes research and development activities when delivering projects for its customers. Innovation and developing new construction techniques are vital to allow the Group to deliver complex projects.

EMPLOYEE ENGAGEMENT

The Group depends on the skills and commitment of its employees to achieve its objectives. Employees at every level are encouraged and incentivised to focus on their personal development, achieve their potential and make the fullest possible contribution to the Group.

The Group's selection, training, development and promotion policies are designed to ensure equal opportunities for all, regardless of personal characteristics such as gender, marital status, race, pregnancy, age, disability, religion or belief, and orientation.

The Group engages with its people in several different ways. There is personal engagement by the Executive Team, mainly through three safety events held during the year: 'Safe Start', 'One Summer' and 'One Winter'. At these sessions, the Company briefs colleagues on key safety messages, as well as updates on the business and its plans.

The Company makes full and regular use of a variety of digital channels, including the intranet, email, Teams and Engage, to engage with employees about the business, successes, strategy and news. The Chief Executive Officer also encourages questions at regular events.

A key engagement tool is the Group's annual Employee Engagement Survey, together with regular Pulse surveys, where employees are invited to give honest feedback about working in the business. The results are reviewed by the Executive Team and the Board. Where needed, improvements are actioned in response.

The Group's People strategy also sets targets for the level of emerging talent in the business, vacancies filled by internal candidates and the degree of representation of underrepresented groups.

The Company ensures that employment opportunities are available to people with disabilities, in accordance with their capabilities, on equal terms for all. If a colleague becomes disabled during their employment with us, we make every effort to enable them to continue to work by making reasonable adjustments in the workplace and, if needed, retraining them for alternative work.

The Directors have included information relating to engagement with stakeholders, customers, suppliers and employees in the Section 172 statement on page 83.

STATEMENT OF DIRECTORS' RESPONSIBILITIES

Directors are responsible for preparing the Strategic Report, Directors' Report and the Group and parent Company financial statements (the financial statements), in accordance with applicable laws and regulations.

Company law requires the Directors to prepare Group and Company financial statements for each financial year. Under that law, the Directors have elected to prepare them in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law).

Under company law, the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and the Company, and of the profit or loss of the Group for that period.

In preparing these financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis, unless it is inappropriate to presume that the Group and Company will continue in business.

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Group's and Company's transactions, and disclose with reasonable accuracy at any time the financial position of the Group and the Company and enable them to ensure that the financial statements comply with the Companies Act 2006.

The Directors are also responsible for safeguarding the assets of the Group and the Company, and, therefore, for taking reasonable steps to prevent and detect fraud and other irregularities.

They are also responsible for the maintenance and integrity of the corporate and financial information that is included on the J. Murphy & Sons website.

Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

STATEMENT OF DIRECTORS AS TO THE DISCLOSURE OF INFORMATION TO THE COMPANY'S AUDITOR

We confirm that, to the best of our knowledge, each of the persons who are Directors at the time when this Directors' Report is approved confirms that, so far as they are aware, there is no relevant audit information of which the Company's auditor is unaware and that they have taken all the steps required of them as a Director to make themselves aware of any relevant audit information and to establish that the Company's auditor is aware of that information.

This report was approved by the Board on 27 May 2026 and was signed on its behalf.



Joe Ledwidge
Director

Streamlined Energy and Carbon Reporting statement

ENERGY EFFICIENCY ACTION TAKEN IN 2025:

- Improved vehicle/plant efficiency, through procuring state-of-the-art, environmentally conscious plant, equipment and machinery for our projects. We are increasingly using innovative low-carbon technologies – including electric and hybrid-powered equipment, all available through our Murphy Plant Green Guide. We are also tracking energy consumption data more effectively, which informs where to target our carbon reduction efforts.
- Installation of EV car charging points across the UK, at every office, and increasing the number of electric/hybrid vehicles in our fleet to cover all grades.
- Alternative Fuel Transition: feasibility studies and project trials of renewable, sustainable fuels to reduce fossil fuel reliance; mapping out the most efficient way of fuelling our fleets; and so targeting our single largest emission source. Also putting our net zero roadmap into our operations by incorporating key alternative fuel Climate Action targets into our Group Balanced Scorecard.
- Focus on waste management leading to increased recycling and reuse rates and continued progress towards our Zero to Landfill ambition. Greater contribution to a circular economy through our focus on resource productivity, resulting in less waste generated and reduced energy usage.
- Project efficiencies: lower project footprints through better planning to reduce reliance on fossil fuel combustion. Actions include more electrical connections where feasible, efficient deployment of staff, use of local suppliers and remote access meetings.

- Behavioural change campaigns around fuel efficiency, via our '10 steps to 10%', driving fuel-efficient behaviour.
- Improved energy efficiency in Company offices/site accommodation through efficient generation, alternative fuels strategies, green tariffs and embracing technological advancements.

We are signatories to the Science Based Targets initiative's 'Business Ambition to +1.5°C', and our commitments have been validated by the SBTi, confirming they are in line with a 1.5°C future. We have developed a GHG emissions management plan and associated reduction targets, and aim to be net positive as a Group by 2050 for all emission sources.

RESULTS:

Following our latest Carbon Emissions Certification audit for our UK operations, we've successfully achieved our Carbon Reduce (formerly CEMARS) certification for the 16th year, with the following 2025 highlights:

- Achieved a verified 30% reduction target one year early (30.04% (2019) reduction vs 2009 baseline), certified by Achilles to ISO 14064 through the Carbon Reduce scheme.
- We have beaten a 2020 - 2025 reduction target of 50% (tCO₂/£m) with a 57% emissions reduction vs our 2019 baseline.

	2025 - GHG emissions					2024 - GHG emissions				
	kWh	tCO ₂ e	tCO ₂ e/£m			kWh	tCO ₂ e	tCO ₂ e/£m		
Transport fuel	91,225,294.36	17,569.47	15.82			93,791,781.37	18,512.80	17.81		
Natural gas	645,049.36	119.30	0.11			603,326.27	0.14	<0.01		
Electricity	4,122,917.52	Location based	Market based	Location based	Market based	3,482,929.87	Location based	Market based	Location based	Market based
		729.76	0.00	0.66	0.00		721.14	0.00	0.69	0.00
<i>Electricity T&D</i>	<i>4,122,917.52</i>	<i>76.40</i>	<i>0.07</i>			<i>3,482,929.87</i>	<i>64.00</i>	<i>0.06</i>		
Total	95,993,261.24	18,494.93	17,765.17	16.65	16.00	97,878,037.52	19,298.08	18,576.94	18.57	17.87

Methodology: This inventory has been prepared in accordance with the requirements of the measure-step of the Toitū carbon marks, which is based on the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004) and ISO 14064-1:2018 Specification with Guidance at the Organization Level for Quantification and Reporting of Greenhouse Gas Emissions and Removals. Where relevant, the inventory is aligned with industry or sector best practice for emissions measurement and reporting. J. Murphy & Sons Limited meets the requirements of Carbon Reduce (formerly CEMARS*) certification (Certificate No: 2025087J Expiry: 24 March 2028), having measured its GHG emissions in accordance with ISO 14064-1:2018 and committed to managing and reducing its emissions in respect of the operational activities of its UK organisation, including Joint Ventures (JVs). The operational control consolidation approach has been used to account for operational emissions with reference to the methodology described in the GHG Protocol and ISO 14064-1:2018 standards. Equity share has been used for JVs. Excluded emissions do not exceed 5% of the total footprint for organisation stated. Data was collected for each GHG emissions source using supplier/transaction records. The source of the data and an explanation of any uncertainties or assumptions made were audited as part of ISO certification. Estimated numerical uncertainties are reported with the emissions calculations and results. All data was calculated using GHG emissions factors as published by the Department for the Environment, Food and Rural Affairs (DEFRA). A calculation methodology has been used for quantifying the GHG emissions inventory using emissions source activity data multiplied by GHG emissions or removal factors. The GHG emissions sources included in this inventory are those required for Programme certification and were identified with reference to the methodology described in the GHG Protocol and ISO 14064-1:2018 standards. Identification of emissions sources was achieved via communications with suppliers and J. Murphy & Sons Limited staff, and cross-checked against operational expenditure records for the reporting period. These records were viewed in order to see what activities may be associated with emissions from all of the operations. 2024 and 2025 data disclosed is externally verified and accepted as part of ISO certification by Achilles Assessment Services.

Our Board

BOARD OVERSIGHT OF CULTURE

WHY CULTURE IS IMPORTANT

The Board recognises that a strong and consistent culture is fundamental to the long-term success of the Company and the delivery of its strategy. The Board sets the tone from the top by defining and promoting the Company's purpose, values and expected behaviours, ensuring these are embedded across all levels of the organisation.

Oversight of culture is maintained through regular reporting on employee engagement, whistleblowing, turnover and other indicators, supported by feedback from site visits and workforce engagement activities. This enables the Board to monitor alignment between the desired culture and behaviours in practice, and to address any areas for improvement.

LINK TO COMPANY VALUES

A

ALWAYS DELIVER

Upholds our promise of right first time delivery. Ensures that every employee can take ownership of the work they carry out and feel proud of the job they do. Delivers their work to a high standard and in line with the plan

C

CONTINUALLY IMPROVE

Continually looks for the gap and takes opportunities to improve. Drives impactful innovation and change

O

ONE MURPHY, ONE FAMILY

Share, work together and connect across teams. Consider the impacts on others and involve a wide variety of teams in developing solutions. Consistent customer experience that inspires confidence

R

RESPECT, INTEGRITY & ACCOUNTABILITY

Respectfully open and honest with everyone. Finds strength in our differences and champions inclusivity. Takes accountability for delivery – focusing on the results and impact of their actions

N

NEVER HARM

Actively influences a culture that protects our people and our environment. Speaks up and empowers others to speak up. Leads by a positive example to protect our people, projects and environment

HOW WE MONITOR CULTURE



Independent auditor's report to the members of J. Murphy & Sons Limited

OPINION

We have audited the financial statements of J. Murphy & Sons Limited (the 'parent company') and its subsidiaries (the 'Group') for the year ended 31 December 2025 which comprise of the consolidated profit and loss account, consolidated and company statements of comprehensive income, consolidated and company balance sheets, consolidated and company statements of changes in equity, consolidated statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Group's and of the parent Company's affairs as at 31 December 2025 and of the Group's profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006.

BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Group and parent Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

CONCLUSIONS RELATING TO GOING CONCERN

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's or the parent Company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

OTHER INFORMATION

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The directors are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated.

If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

OPINIONS ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the strategic report and the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

In the light of the knowledge and understanding of the Group and the parent Company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent Company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent Company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

RESPONSIBILITIES OF DIRECTORS

As explained more fully in the directors' responsibilities statement set out on page 93, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the Group's and the parent Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or the parent Company or to cease operations, or have no realistic alternative but to do so.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

THE EXTENT TO WHICH THE AUDIT WAS CONSIDERED CAPABLE OF DETECTING IRREGULARITIES, INCLUDING FRAUD

Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.

In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the group audit engagement team and component auditors:

- obtained an understanding of the nature of the industry and sector, including the legal and regulatory frameworks that the group and parent company operate in and how the Group and parent Company are complying with the legal and regulatory frameworks;
- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud;
- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, the Companies Act 2006 and UK pensions and tax compliance regulations. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing financial statement disclosures, inspecting correspondence with local tax authorities and evaluating advice received from internal tax advisors.

Independent auditor's report to the members of J. Murphy & Sons Limited continued

The most significant laws and regulations that have an indirect impact on the financial statements are those in relation to health and safety. We performed audit procedures to inquire of management whether the group is in compliance with these laws and regulations and inspected legal costs, board minutes, and other relevant sources for evidence of undisclosed issues.

The Group audit engagement team identified the risk of management override of controls and management bias in accounting estimates as the areas where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing manual journal entries and other adjustments and evaluating the business rationale in relation to significant, unusual transactions and transactions entered into outside the normal course of business. We evaluated whether there was evidence of bias by management in accounting estimates that represented a risk of material misstatement due to fraud. We challenged assumptions and judgements made by management in their significant accounting estimates, in particular in relation to contract accounting, including the expected margin through assessment of post year end performance and stage of completion, through discussions with the relevant individuals and inspection of year end valuations.

All relevant laws and regulations identified at a Group level and areas susceptible to fraud that could have a material effect on the consolidated financial statements were communicated to component auditors. Any instances of non-compliance with laws and regulations identified and communicated by a component auditor were considered in our group audit approach.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: <http://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

USE OF OUR REPORT

This report is made solely to the Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Andrew Monteith (Senior Statutory Auditor)

For and on behalf of RSM UK Audit LLP

Statutory Auditor Chartered Accountants
Ninth Floor, Landmark, St Peter's Square
1 Oxford Street
Manchester
M1 4PB

Consolidated Profit and Loss Account for the year ended 31 December 2025

	Note	2025 £'000	2024 £'000
Total revenue		1,580,573	1,398,662
Less: share of associate and joint venture revenue		(296,824)	(140,621)
Turnover	3	1,283,749	1,258,041
Cost of sales		(1,138,911)	(1,121,447)
Gross profit		144,838	136,594
Administrative costs		(76,872)	(70,416)
Other operating income		18,130	13,470
Group operating profit	4	86,096	79,648
Gain on revaluation of investment properties	12	9,386	2,216
Share of loss in associates, post-tax	13	(1,699)	-
Share of loss in joint venture, post-tax	14	(1,595)	(9,419)
Loss on disposal of subsidiaries		(93)	-
Unrealised loss on currency translation		(1,654)	(1,966)
Interest receivable	7	13,989	15,112
Interest payable	8	(2,056)	(1,729)
Profit before taxation		102,374	83,862
Tax on profit	9	(29,130)	(20,913)
Profit for the financial year	25	73,244	62,949
Profit attributable to:			
- Owners of the parent Company		73,244	62,949
		73,244	62,949

All amounts relate to continuing operations.

Consolidated Statement of Comprehensive Income for the year ended 31 December 2025

	Note	2025 £'000	2024 £'000
Profit for the financial year	25	73,244	62,949
Other Comprehensive Income / (Loss)			
Remeasurement gain recognised in pension scheme	23	15	(3,686)
Movement on tax relating to pension deficit	9	162	(1,304)
Currency translation differences	25	52	(2,606)
Other Comprehensive Income / (Loss) for the year, net of tax		229	(7,596)
Total Comprehensive Income for the year		73,473	55,353
Total Comprehensive Income attributable to:			
- Owners of the parent		73,473	55,353
		73,473	55,353

Company Statement of Comprehensive Income for the year ended 31 December 2025

	Note	2025 £'000	2024 £'000
Profit for the financial year	25	33,803	34,753
Other Comprehensive Income / (Loss)			
Remeasurement gain recognised in pension scheme	23	15	(3,686)
Movement on tax relating to pension deficit	9	162	(1,304)
Currency translation differences	25	-	(15)
Other Comprehensive Income / (Loss) for the year, net of tax		177	(5,005)
Total Comprehensive Income for the year		33,980	29,748
Total Comprehensive Income attributable to:			
- Owners of the parent		33,980	29,748
		33,980	29,748

Consolidated Balance Sheet as at 31 December 2025

	Note	2025 £'000	2024 £'000
Fixed assets			
Goodwill	10	555	977
Intangible assets	11	6	21
Tangible assets	12	375,989	324,668
Investments in associates	13	68,679	-
Investments in joint ventures	14	27,639	30,649
Total fixed assets		472,868	356,315
Current assets			
Stocks	16	9,341	10,340
Debtors	17	226,911	241,473
Cash and cash equivalents	18	412,418	400,477
Total current assets		648,670	652,290
Creditors: amounts falling due within one year	19	(606,347)	(574,757)
Net current assets		42,323	77,533
Total assets less current liabilities		515,191	433,848
Creditors: amounts falling due after more than one year	20	(63,581)	(15,744)
Provision for liabilities	21	(79,528)	(88,888)
Net assets		372,082	329,216
Capital and reserves			
Called up share capital	24	2,543	2,543
Profit and loss account	25	369,539	326,766
Total equity attributable to owners of the parent		372,082	329,309
Non-controlling interest		-	(93)
Total equity		372,082	329,216

The financial statements on pages 99 to 140 were approved by the Board of Directors on 27 May 2026 and were signed on its behalf by:



Joe Ledwidge
Director

Company Balance Sheet

as at 31 December 2025

	Note	2025 £'000	2024 restated* £'000
Fixed assets			
Intangible assets	11	6	21
Tangible assets	12	17,677	17,040
Investments in associates	13	70,363	-
Investments in subsidiaries	15	837	837
Total fixed assets		88,883	17,898
Current assets			
Stocks	16	222	505
Debtors*	17	374,149	359,725
Cash and cash equivalents	18	387,349	358,219
Total current assets*		761,720	718,449
Creditors: amounts falling due within one year*	19	(596,567)	(524,672)
Net current assets		165,153	193,777
Total assets less current liabilities		254,036	211,675
Creditors: amounts falling due after more than one year	20	(51,185)	(325)
Provision for liabilities	21	(34,156)	(45,935)
Net assets		168,695	165,415
Capital and reserves			
Called up share capital	24	2,543	2,543
Profit and loss account	25	166,152	162,872
Total equity		168,695	165,415

* The comparative period has been restated – see note 34 (with note 34 being the restatement note).

The Directors have taken the exemption provided by Section 408 of the Companies Act 2006 and have not presented a profit and loss account for the Company.

The profit for the year of the Company was £33,803,000 (2024: £34,753,000).

The financial statements on pages 99 to 140 were approved by the Board of Directors on 27 May 2026 and were signed on its behalf by:



Joe Ledwidge
Director

Consolidated Statement of Changes in Equity

for the year ended 31 December 2025

	Note	Called up share capital £'000	Profit and Loss account £'000	Total equity attributable to owners of the parent £'000	Non- controlling interest £'000	Total equity £'000
Balance as at 1 January 2024		2,543	297,813	300,356	(93)	300,263
Profit for the financial year		-	62,949	62,949	-	62,949
Other comprehensive loss for the year		-	(7,596)	(7,596)	-	(7,596)
Total comprehensive income for the year		-	55,353	55,353	-	55,353
Dividends	26	-	(26,400)	(26,400)	-	(26,400)
Balance as at 31 December 2024		2,543	326,766	329,309	(93)	329,216
Balance as at 1 January 2025		2,543	326,766	329,309	(93)	329,216
Profit for the financial year	25	-	73,244	73,244	93	73,337
Other comprehensive income for the year		-	229	229	-	229
Total comprehensive income for the year		-	73,473	73,473	93	73,566
Dividends	26	-	(30,700)	(30,700)	-	(30,700)
Balance as at 31 December 2025		2,543	369,539	372,082	-	372,082

Company Statement of Changes in Equity

for the year ended 31 December 2025

	Note	Called up share capital £'000	Profit and Loss account £'000	Total equity attributable to owners of the parent £'000	Total equity £'000
Balance as at 1 January 2024		2,543	159,524	162,067	162,067
Profit for the financial year	25	-	34,753	34,753	34,753
Other comprehensive loss for the year		-	(5,005)	(5,005)	(5,005)
Total comprehensive income for the year		-	29,748	29,748	29,748
Dividends	26	-	(26,400)	(26,400)	(26,400)
Balance as at 31 December 2024		2,543	162,872	165,415	165,415
Balance as at 1 January 2025		2,543	162,872	165,415	165,415
Profit for the financial year	25	-	33,803	33,803	33,803
Other comprehensive income for the year		-	177	177	177
Total comprehensive income for the year		-	33,980	33,980	33,980
Dividends	26	-	(30,700)	(30,700)	(30,700)
Balance as at 31 December 2025		2,543	166,152	168,695	168,695

Consolidated Statement of Cash Flows for the year ended 31 December 2025

	Note	2025 £'000	2024 £'000
Cash generated from operating activities	27	223,439	156,370
Taxation received		3,588	1,580
Taxation paid		(26,218)	(29,960)
Net cash generated from operating activities		200,809	127,990
Cash flow used in investing activities			
Purchase of tangible assets		(56,204)	(38,746)
Proceeds from disposal of tangible assets		4,208	2,900
Acquisition of associate	13	(70,363)	-
Investment in joint venture	14	-	(1,500)
Loans to joint venture		(24,867)	(3,864)
Repayments of loans from joint venture		-	1,461
Interest received	7	12,455	15,026
Net cash used in investing activities		(134,771)	(24,723)
Cash flow used in financing activities			
Dividends paid	26	(30,700)	(26,400)
Interest paid	8	(2,041)	(1,729)
Repayment of loans		-	(15,036)
Repayment of obligations under finance leases		(19,702)	(19,786)
Net cash used in financing activities		(52,443)	(62,951)
Net increase in cash and cash equivalents		13,595	40,316
Effects of currency translation on cash and cash equivalents		(1,654)	(1,966)
Cash and cash equivalents at the beginning of the year		400,477	362,127
Cash and cash equivalents at the end of the year		412,418	400,477
Cash and cash equivalents			
Cash at bank and in hand		226,418	246,977
Term deposit with maturity more than three months	18	186,000	153,500
Cash and cash equivalents		412,418	400,477

The purchase of tangible assets totals assets acquired within the year of £71,153,000 (Note 12) less new finance leases £14,949,000 (Note 32).

The interest received totals interest receivable charged to Profit and Loss account of £13,989,000 less accruals of £1,535,000.

Notes to the Financial Statements for the year ended 31 December 2025

1. ACCOUNTING POLICIES GENERAL INFORMATION

J. Murphy & Sons Limited (the Company) and its subsidiary undertakings (the Group) undertake delivery of major infrastructure programmes in the United Kingdom, Ireland and internationally, together with related plant and specialist construction activities, including piling and ground engineering, structural steel fabrication and pipeline-testing services. The business also engages in selective property development activities.

The Company is privately owned and limited by shares. The Company is incorporated and domiciled in England and its registered office is Hiview House, Highgate Road, London, NW5 1TN.

STATEMENT OF COMPLIANCE

The Group and individual financial statements of J. Murphy & Sons Limited have been prepared in compliance with applicable accounting standards, including 'Financial Reporting Standard 102, The Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland' (FRS102) and the Companies Act 2006.

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The principal accounting policies applied in the preparation of these consolidated and Company financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

BASIS OF PREPARATION OF FINANCIAL STATEMENTS

The financial statements are prepared in pounds sterling which is the functional currency of the Group and the Company, and are presented to the nearest thousand pounds.

The financial statements are prepared on the going concern basis under the historical cost convention, as modified by the revaluation of investment properties.

GOING CONCERN

The Group continues to meet its day-to-day working capital requirements. The Group had £412.4m of cash (of which £379.3m was unrestricted, which included £186.0m of funds placed on deposit) at the year end.

The Directors have prepared cashflow forecasts for the Group for the period to December 2027 (the review period), showing a base case, a downside scenario and a reverse stress test. The key assumptions in the base case relate to the level of margin generated from secured contracts, the settlement of contractual discussions and disputes, capital expenditure on plant, and short-term working capital needs. The base case demonstrates comfortable levels of cash resources throughout the review period. Performance in 2027 to date is in line with the base case.

The downside scenario demonstrates the effect of reduced order intake and reduced margin. The downside scenario was designed to demonstrate a pessimistic downside and shows that sufficient cash headroom can be maintained throughout the review period.

The reverse stress test was designed to determine what would have to happen to fully deplete existing cash resources. This scenario is considered remote, given the cash resources of the Company, the strength of the underlying infrastructure business, the existing order book and the quality of forecasting and contract management procedures.

Taking these into account, the Directors are of the opinion that the Group has adequate liquidity headroom and mitigation strategies to continue to operate for at least the next 12 months from approval of these financial statements. Thus, the Directors continue to adopt the going concern basis of accounting in preparing the annual financial statements.

Notes to the Financial Statements

for the year ended 31 December 2025 continued

1. ACCOUNTING POLICIES CONTINUED

EXEMPTIONS FOR QUALIFYING ENTITIES UNDER FRS 102 (APPLICABLE TO THE COMPANY ONLY)

FRS 102 allows a qualifying entity certain disclosure exemptions, subject to certain conditions that have been complied with, including notification of, and no objection to, the use of exemptions by the Group's shareholders.

The Company has taken advantage of the following exemptions:

- from preparing a Statement of Cash Flows for the Company;
- from disclosing the Company's key management personnel compensation, as allowed by FRS 102, paragraph 33.7;
- from disclosing related party transactions that are wholly owned within the same group under paragraph 33.1A of FRS 102.

BASIS OF CONSOLIDATION

The financial statements consolidate the financial statements of J. Murphy & Sons Limited and all of its subsidiary undertakings ('subsidiaries'). All financial statements are prepared to 31 December 2025.

A subsidiary is an entity controlled by the Group. Control is defined as the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities. Subsidiaries are consolidated from the date that control is obtained. Any subsidiary undertakings sold or acquired during the year are included up to, or from, the date of change of control.

Where shares in a subsidiary are disposed of, the gain or loss on disposal is recognised in the Consolidated Profit and Loss Account. The cumulative amounts of any exchange differences on translation, recognised in equity, are not included in the gain or loss on disposal and are transferred to retained earnings. The gain or loss also includes amounts included in Other Comprehensive Income that are required to be reclassified to profit or loss but excludes those amounts that are not required to be reclassified.

The Directors have taken the exemption provided by Section 408 of the Companies Act 2006 and have not presented a profit and loss account for the Company.

BUSINESS COMBINATIONS

Business combinations are accounted for using the acquisition accounting method. The cost of the acquisition is measured at the aggregate of the fair values, at the date of acquisition, of assets given, liabilities incurred or assumed, and equity instruments issued by the Group in exchange for control of the acquired company. The acquired company's identifiable assets, liabilities and contingent liabilities are recognised at their fair value as at the acquisition date. The cost of acquisition includes any costs incurred that are directly attributable to the business combination.

GOODWILL

Positive goodwill arising on acquisition is initially measured at cost, this being the excess of the cost of acquisition over the fair value of the identifiable assets and liabilities acquired. Subsequent to initial recognition, positive goodwill is amortised on a straight-line basis over its useful life. The determination of the useful life is based on a variety of factors, such as the expected use of the acquired business and the expected life of the anticipated cash flows to which the goodwill is attributed. Other factors, such as market, legal and regulatory conditions, are also considered.

Positive goodwill is reviewed for impairment at least annually. Any impairment is recognised immediately in the Consolidated Profit and Loss Account and is not subsequently reversed.

Negative goodwill on acquisitions is recognised when the cost of acquisition is less than the net amount of the fair value of identifiable assets acquired. It is stated at fair value less accumulated amortisation, which is credited to the Consolidated Profit and Loss Account over the same period as the non-monetary assets acquired.

If a subsidiary, associate or business is subsequently sold or discontinued, any goodwill arising on acquisition that has not been amortised through the Consolidated Profit and Loss Account is taken into account in determining the profit or loss on sale or discontinuance.

Notes to the Financial Statements

for the year ended 31 December 2025 continued

1. ACCOUNTING POLICIES CONTINUED

INTANGIBLE ASSETS

Intangible assets comprise software development costs and amounts paid for the acquisition of certain framework contracts, which are stated at cost less accumulated amortisation and accumulated impairment losses. Costs incurred in bringing software assets into use are capitalised as intangible assets. Costs include the original purchase price and costs directly attributable to bringing the asset to its working condition for its intended use. Software development costs are amortised on a straight-line basis over their estimated useful lives, from the date when the asset is available for use. Useful lives are determined by considering the intended use of the asset, technological changes and other legal and regulatory factors. Intangible assets are reviewed annually for indicators of impairment.

The useful life for software development costs is three to five years.

Assets under development are amortised over their expected useful life when the underlying technology is brought into use.

TANGIBLE ASSETS AND DEPRECIATION

Tangible assets are stated at cost, less accumulated depreciation and accumulated impairment losses. Costs include the original purchase price and costs directly attributable to bringing the asset to its working condition for its intended use.

The assets' residual values and useful lives are reviewed and adjusted, if appropriate, at the end of each reporting year end. The effect of any change is accounted for prospectively.

Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following basis:

	Years
Buildings	20 - 40
Plant and machinery	3 - 12
Motor vehicles	4 - 5
Computers and other equipment	3 - 5

Land is not depreciated.

The carrying values of tangible fixed assets are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable.

Tangible assets are derecognised on disposal or when no future economic benefits are expected. On disposal, the difference between the net disposal proceeds and the carrying amount is recognised in profit or loss.

INVESTMENT PROPERTIES

Investment properties are stated at fair value, which is the open market value in accordance with FRS 102, and are not depreciated.

Investment property acquisitions and disposals (including any related profit or loss) are not recognised until there is an exchange of unconditional contracts. Costs associated with the acquisitions are capitalised.

INVESTMENTS

Any changes in fair value are recognised in the Consolidated Profit and Loss Account.

Investments in subsidiary undertakings, jointly controlled entities and associates are held at cost less accumulated impairment losses. The carrying values of investments are reviewed for impairment when events or changes in circumstances indicate the carrying value may not be recoverable. Any changes in carrying values are recognised in the company profit and loss account.

NON-CONTROLLING INTERESTS

The interest of non-controlling shareholders in the acquired company is initially measured at their proportion of the net fair value of the assets, liabilities and contingent liabilities that are recognised.

Notes to the Financial Statements

for the year ended 31 December 2025 continued

1. ACCOUNTING POLICIES CONTINUED JOINTLY CONTROLLED OPERATIONS

The Group enters arrangements with partners to bid for and fulfill certain contracts. Where the arrangement involves the use of assets and other resources of the venturers rather than the establishment of a corporation, partnership, or other entity to undertake a project or framework of projects, the Group classifies this as a jointly controlled operation.

The Group's share of turnover and costs from participation in construction joint operations are accounted for on a direct basis and are included in the Consolidated profit and loss account. The Group recognises its share of the assets and liabilities of joint operations on a line-by-line basis.

JOINTLY CONTROLLED ENTITIES AND ASSOCIATES

A jointly controlled entity is a joint venture that involves the establishment of a corporation, partnership or other entity in which each venturer has an interest. The entity operates in the same way as other entities, except that a contractual arrangement between the venturers establishes joint control over the economic activity of the entity. An associate is an undertaking in which the Group has a long-term interest, usually from 20 per cent to 50 per cent of the equity voting rights and over which it exercises significant influence.

The Group applies equity accounting to its jointly controlled entities and associates. The Group initially brings the investment in the jointly controlled entity and associate into its financial statements at cost, identifying any goodwill or negative goodwill arising. The carrying amount of the investment is adjusted in each period by the Group's share of the results of the jointly controlled entity and associate. The Group's share of the jointly controlled entity's and associate's results is recognised in its profit and loss account. The Group's cash flow statement includes the cash flows between the Group and its jointly controlled entities and associates.

The carrying value of investments in joint ventures and associates is reviewed for impairment at least annually and any impairment is recognised in the Consolidated Profit and Loss Account.

STOCK

Raw materials and consumables stock are items held for use on construction projects. The raw materials and consumables cost is the purchase price; it is determined using the first-in, first-out (FIFO) method and is recognised as an expense in the year in which the related revenue is recognised.

Property for development comprises sites held in order to be developed for sale, or those that are actively being developed for sale. The cost of property for development includes construction and other attributable costs incurred. The cost does not include borrowing costs.

Property for resale comprises developed sites that are available for sale. When property is sold, development costs included in stock are allocated to costs of sales using the percentage of square footage of the property, multiplied by the estimated total cost of the development. All stock categories are stated at the lower of cost and estimated selling price, less costs to sell, having taken into account obsolete and slow-moving items.

At the end of each reporting period, stock is assessed for impairment. In the case of development sites, this assessment includes input from independent professional valuers in estimating the development site fair value. If an item of stock is impaired, the identified stock is reduced to its selling price, less costs to complete and sell, and an impairment charge is recognised in the Consolidated Profit and Loss Account. Where a reversal of the impairment is required, the impairment charge is reversed, up to the original impairment loss, and is recognised as a credit in the Consolidated Profit and Loss Account.

CASH AND CASH EQUIVALENTS

Cash and cash equivalents includes cash in hand, short-term deposits held with banks and highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value. The Group considers any amount deposited for 12 months or less to be a short-term deposit.

Notes to the Financial Statements

for the year ended 31 December 2025 continued

1. ACCOUNTING POLICIES CONTINUED EMPLOYEE BENEFITS

The Group operates both Defined Benefit and Defined Contribution pension schemes for certain employees.

(A) DEFINED BENEFIT PENSION SCHEME

A Defined Benefit pension plan defines the pension benefit that the employee will receive on retirement; this is usually dependent upon several factors, including age, length of service and remuneration.

The liability recognised in the balance sheet in respect of the Defined Benefit pension plan is the present value of the Defined Benefit pension obligation at the reporting date, less the fair value of the plan assets at the reporting date.

The Defined Benefit pension obligation is calculated using the projected unit credit method. Annually, the Group engages independent actuaries to calculate the obligation. The present value is determined by discounting the estimated future payments using market yields on high-quality corporate bonds that are denominated in Sterling and that have terms approximating the estimated period of the future payments ('discount rate').

A curtailment is recognised in profit and loss where there is an event that reduces the expected years of future service of present employees or reduces, for a number of employees, the accrual of Defined Benefit for some or all of their future service.

Remeasurement gains and losses arising from experience adjustments and changes in remeasurement assumptions are charged or credited to Other Comprehensive Income in the period in which they occur. These amounts, together with the return on plan assets, less the amounts included in net interest, are disclosed as 'Remeasurement gain or loss recognised in pension scheme'. Remeasurements are not classified to profit and loss account in subsequent periods. Adjustments for equalisation of past service costs are charged to the profit and loss account in the year in which they are identified.

The net interest element is determined by multiplying the net Defined Benefit pension scheme liability by the discount rate at the start of the period, taking into account any changes in the net liability during the period as a result of contribution and benefit payments. The net interest cost is recognised in the profit or loss as other interest receivable or payable.

(B) DEFINED CONTRIBUTION SCHEMES

For Defined Contribution schemes, the amount recognised in the Consolidated Profit and Loss Account is equal to the Company's contributions payable to the schemes during the year.

(C) SHORT-TERM BENEFITS

Short-term benefits, including holiday pay and other similar non-monetary benefits, are recognised as an expense in the period in which the service is received.

FINANCIAL INSTRUMENTS

(A) TRADE DEBTORS AND OTHER RECEIVABLES

Amounts recoverable on contracts are valued at cost plus attributable profit, to the extent that this is reasonably certain after making provision for contingencies, less any losses incurred or foreseen in bringing contracts to completion, and less amounts received as progress payments. Where cash received exceeds valuation, the balance is included as payments received on account within creditors.

(B) AMOUNTS RECOVERABLE ON CONTRACTS/PAYMENTS ON ACCOUNT

Amounts recoverable on contracts are valued at cost plus attributable profit. Cash received on account has been deducted to show amounts recoverable on contracts which are included in debtors. Where cash received exceeds valuation, the balance is included as payments received on account within creditors.

(C) TRADE CREDITORS AND OTHER PAYABLE

Trade creditors and other payables with no stated interest rate are stated initially at the transaction price and subsequently measured at amortised cost, using the effective interest rate method. Any changes in fair value are recognised in the Consolidated Profit and Loss Account.

Notes to the Financial Statements

for the year ended 31 December 2025 continued

1. ACCOUNTING POLICIES CONTINUED

SHARE CAPITAL

Ordinary shares are classified as equity and are recorded at the value of consideration received. Incremental costs directly attributable to the issuing of new ordinary shares or options are shown in equity as a deduction, net of tax, from the proceeds.

Preference shares are classified as equity as the holders have no voting rights, there is no fixed maturity and there is no contractual obligation to make any payments. The preference shares are recorded at the value of consideration received.

REVENUE RECOGNITION

'Revenue' comprises revenue recognised by the Group in respect of goods and services supplied during the year, exclusive of Value Added Tax and trade discounts.

Revenue from construction and similar contracts is recognised on an individual contract basis, based on the level of work performed, as estimated by the percentage of costs incurred against total forecast cost, taking into account expected contract profitability. This method relies on estimates of total expected contract turnover and costs, as well as reliable measurement of the progress made towards completion. Claims and variations are included in contract turnover only when negotiations have reached an advanced stage, such that it is probable that the claim will be recoverable.

Where the final outcome of a contract can be estimated reliably, revenue and costs are recognised by reference to the stage of completion of the contract activity at the balance sheet date. Where the outcome of a contract cannot be estimated reliably, costs are expensed in full when incurred and revenue is only recognised to the extent that it is probable that it will be recoverable.

Recognised revenue and profits are subject to revision during the contract if the assumptions regarding the overall contract outcome are changed. The cumulative impact of a revision in estimates is recorded in the period in which such revisions become likely and can be estimated. Where the actual and anticipated estimated costs to completion exceed the estimated turnover for a contract, the total amount of the expected loss is recognised immediately.

Revenue earned from the sale of property assets held for sale is recognised when the sale of each residential property unit has reached legal completion (ie, legal control of the asset is transferred to the purchaser).

TENDER COSTS

Tender costs are expensed in the period in which they are incurred.

OTHER OPERATING INCOME

'Other operating income' includes rental income from leased property, research and development expenditure credit ('RDEC') and amounts received or receivable in respect of the government grants ('grants') other than RDEC.

Rental income comprises revenue recognised by the Group in respect of renting out investment properties during the year, exclusive of Value Added Tax and is recognised property by property in the Consolidated Profit and Loss Account on a straight-line basis over the period of the lease, within 'Other operating income' Where applicable, lease incentives given to investment property tenants are charged to the Consolidated Profit and Loss Account to reflect rental income on a straight-line basis over the period of the lease.

Income in respect of the grants, including RDEC, is recognised by the Group when the grant proceeds are received or when the right to receive the payment has been established, that is, when the proceeds from the grant become receivable, provided that the terms of the grant do not impose future performance related conditions.

Notes to the Financial Statements

for the year ended 31 December 2025 continued

1. ACCOUNTING POLICIES CONTINUED

TAXATION

Taxation expense for the period comprises current and deferred tax recognised in the reporting period. Tax is recognised in the Consolidated Profit and Loss Account, except to the extent that it relates to items recognised in Other Comprehensive Income or directly in equity. In this case, tax is also recognised in Other Comprehensive Income or directly in equity, respectively.

Current or deferred taxation assets and liabilities are not discounted.

(A) CURRENT TAX

Current tax is the amount of income tax payable in respect of the taxable profit for the year or prior years. Tax is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the year end.

(B) DEFERRED TAX

Deferred tax arises from timing differences that are differences between taxable profits and Total Comprehensive Income, as stated in the financial statements. These timing differences arise from the inclusion of income and expenses in tax assessments in periods different from those in which they are recognised in financial statements.

Deferred tax is recognised on all timing differences at the reporting date. Unrelieved tax losses and other deferred tax assets are only recognised when it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits.

Deferred tax balances are not recognised in respect of permanent differences, except in respect of business combinations, when deferred tax is recognised on the differences between the fair values of assets acquired and the future tax deductions available for them and on the differences between the fair values of liabilities acquired and the amount that will be assessed for tax.

Deferred tax is measured using tax rates and laws that have been enacted or substantively enacted by the year end and that are expected to apply to the reversal of the timing difference.

Deferred tax relating to investment property that is measured at fair value is measured using the tax rates and allowances that would apply to the sale of the asset.

Deferred tax assets and liabilities are only offset if the Company has a legally enforceable right to set off current tax assets against current tax liabilities and the deferred tax asset and deferred tax liability relate to income taxes covered by the same taxation authority on either the same taxable entity or different taxable entities that intend either to settle the current tax liabilities and assets on a net basis, or to realise the assets and settle the liabilities simultaneously, in each period in which a significant amount of deferred tax liabilities or assets is expected to be settled or recovered.

FINANCE LEASE ASSETS

The Group leases assets that transfer substantially all the risks and rewards incidental to ownership that are classified as finance leases.

All assets acquired under finance leases are capitalised at the commencement of the lease at the fair value of the leased asset or, if lower, the present value of the minimum lease payments calculated using the interest rate implicit in the lease. Where the implicit rate cannot be determined, the Group's incremental borrowing rate is used. Incremental direct costs incurred in negotiating and arranging the lease are included in the cost of the asset. Leased assets are depreciated over their useful economic lives.

Lease payments are apportioned between the reduction in the lease liability and finance charges in the profit and loss account, so as to achieve a constant rate of interest on the remaining balance of the liability.

OPERATING LEASES

Operating lease payments are recognised as an expense in the Consolidated Profit and Loss Account on a straight-line basis over the lease term.

Notes to the Financial Statements

for the year ended 31 December 2025 continued

1. ACCOUNTING POLICIES CONTINUED

FOREIGN CURRENCY – COMPANY

All transactions denominated in a foreign currency have been translated into pounds sterling at the exchange rate in operation at the date on which the transactions occurred. Monetary assets and liabilities denominated in a foreign currency have been translated at the rate of exchange ruling at the balance sheet date. All differences have been taken to the profit and loss account.

FOREIGN CURRENCY – GROUP

The Group financial statements are presented in pounds sterling.

Each entity in the Group determines its own functional currency, and items included in the financial statements of each entity are measured using that functional currency.

The assets and liabilities of overseas subsidiary undertakings are translated into the presentational currency at the rate of exchange ruling at the balance sheet date. Income and expenses of overseas subsidiary undertakings are translated at the average exchange rate for the year. The resulting exchange differences are recognised in the Consolidated Statement of Comprehensive Income.

RELATED PARTY TRANSACTIONS

The Group discloses transactions with related parties which are not wholly owned within the same Group. Where appropriate, transactions of a similar nature are aggregated unless, in the opinion of the Directors, separate disclosure is necessary to understand the effect of the transactions on the Consolidated Financial Statements.

2. CRITICAL ACCOUNTING JUDGEMENTS AND ESTIMATION UNCERTAINTY

In the preparation of the Consolidated Financial Statements, management makes certain judgements and estimates that impact the financial statements. While these judgements are continually reviewed, the facts and circumstances underlying these judgements may change, resulting in a change to the estimates that could impact the results of the Group.

CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

The Group makes estimates and judgements concerning the future. The resulting accounting estimates and judgements will, by definition, seldom equal the related actual results. The estimates and assumptions that may have a significant effect on amounts recognised in the financial statements are as follows:

(A) REVENUE RECOGNITION AND CONTRACT LOSSES

Revenue is recognised based on an estimation of the contract progress to date, on a contract-by-contract basis in accordance with the terms of the contract. This is usually measured by reference to the ratio of current costs incurred to an estimate of the total costs to complete the contract. Contract profit on the revenue recognised and any anticipated contract losses are recorded in the period using estimations for total contract revenue (including variations) and the aforementioned estimate of total costs to complete, which consider likely contract risks.

In the early stages of a contract, profit is recognised cautiously reflecting the early maturity of the contract's risk profile. The estimates involved in revenue and profit recognition involve considerable degrees of management judgement (for example, timeframe to completion, contract variations, technical complexity of risks, subcontractor claims), which are regularly reviewed considering new information and so will result in changes to the level of revenue and profit recognised in the next and future financial years.

Notes to the Financial Statements

for the year ended 31 December 2025 continued

2. CRITICAL ACCOUNTING JUDGEMENTS AND ESTIMATION UNCERTAINTY CONTINUED

CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS CONTINUED

(B) CARRYING VALUE OF TRADE DEBTORS, AMOUNTS RECOVERABLE ON CONTRACTS AND OTHER RECEIVABLES

The Group makes an estimate of the recoverable value of trade debtors, amounts recoverable on contracts and other receivables (see Note 17). When assessing impairment of trade debtors, amounts recoverable on contracts and other receivables, management considers factors including the current credit rating of the trade debtors, the ageing profile of the trade debtors and historical experience. Allowance for doubtful debt provisions against billed debtors, amounts recoverable on contracts and other receivables are made on a specific basis, based on estimates of irrecoverability determined by market knowledge and experience.

(C) DEFINED BENEFIT PENSION SCHEME

The Group has disclosed in Note 23 the assumptions used in calculating the Defined Benefit pension scheme obligations. In performing the calculation, a number of assumptions around future salary increases, increases in pension benefits, mortality rates, inflation and discount rates have been made. Due to the complexity of the valuation, the underlying assumptions and the long-term nature of the Defined Benefit pension scheme, such estimates are subject to significant uncertainty.

(D) INVESTMENT PROPERTIES

The fair value of investment properties is based on a valuation by independent, professional valuers (Jones Lang LaSalle), who have performed their valuation in accordance with the RICS Valuation – Professional Standards and FRS 102.

There are significant judgements and estimates involved in valuing such properties, which are subject to uncertainty in outcome, including current market yields, estimated rental values, capital expenditure requirements, void costs and tenant incentives. Refer to Note 12 for the assumptions.

(E) CARRYING VALUE OF PROPERTY FOR DEVELOPMENT

Inventories of property for development are stated in the balance sheet at the lower of cost and net realisable value. Due to the nature of development activity and, in particular, the length of the development cycle, the Group has to allocate site-wide development costs between completed units and those to be completed in future years. The factors affecting allocation are set out in the accounting policy section on stocks on page 108. The Group also has to make estimates of the costs to complete for such developments and the need for any impairment loss, calculated with reference to independent professional valuations. These estimates are reflected in the margin recognised on developments in relation to sales recognised in the current and future years and the carrying value of the inventory.

(F) DEFERRED TAX

Management estimation is required to determine the amount of deferred tax assets that can be recognised, based upon likely timing and the level of future taxable profits, together with an assessment of the effect of future tax planning strategies.

There is a degree of inherent uncertainty in making such estimates. Management estimation is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and level of future taxable profits, together with an assessment of the effect of future tax planning strategies.

(G) PLANT AND MACHINERY

Plant and machinery included within tangible assets has a significant carrying value (see Note 12). Plant and machinery is depreciated on a straight-line basis. The useful lives of tangible assets are reviewed regularly in light of technological change, prospective utilisation and the physical condition of the assets. Plant and machinery is reviewed annually for indicators of impairment.

(H) PROVISIONS

In the event of the Group making a loss on a contract, provision is made for all losses that are foreseen in bringing the contract to completion. Provisions are estimates and the actual cost and timing of future cash flows are dependent on future events.

The Group exercises judgement in recognising provisions and the exposure to contingencies. Judgement is necessary to assess the likelihood that a liability will arise and to quantify the possible amount of any out flow of resources. The inherent uncertainty of such matters means that actual amounts of transactions may differ materially from estimates made. Any difference between the amounts previously recognised and the actual amount is recognised immediately in the consolidated profit and loss account.

Notes to the Financial Statements

for the year ended 31 December 2025 continued

3. TURNOVER

The Directors consider that turnover earned relates entirely to the same category of business, which is construction work in building, civil engineering and allied trades executed during the year, exclusive of value added tax. The Group turnover by geographical market is analysed as follows:

	2025 £'000	2024 £'000
United Kingdom and Ireland	1,121,045	1,077,951
Rest of the World	162,704	180,090
	1,283,749	1,258,041

4. GROUP OPERATING PROFIT

	2025 £'000	2024 £'000
This is stated after charging/(crediting):		
Staff costs (Note 5)	382,038	340,000
Amortisation of positive goodwill (Note 10)	467	460
Amortisation of intangible assets (Note 11)	14	1,303
Depreciation of tangible assets (Note 12)	29,732	31,654
Profit on disposal of tangible fixed assets	(3,100)	(1,824)
Cost of stock recognised as an expense	1,261	-
Operating lease charges	9,993	9,635
Auditors' remuneration		
- audit of Company and Group financial statements	362	358
- audit of subsidiaries	472	468

The figures for auditor's remuneration for the company required by regulation 5(1)(b) of the companies (Disclosure of Auditor Remuneration and Liability Limitation Agreements) Regulations 2008 are not presented as the Consolidated Financial Statements comply with this regulation on a consolidated basis.

Notes to the Financial Statements

for the year ended 31 December 2025 continued

5. EMPLOYEE INFORMATION

Group	2025 £'000	2024 £'000
Wages and salaries	327,563	293,991
Social security costs	42,782	35,887
Other pension costs	11,693	10,122
	382,038	340,000

The monthly average number of employees, including Directors, during the year was as follows:

Group	2025 Number	2024 Number
Management	102	75
Production	3,983	3,448
Administration	624	537
	4,709	4,060

Company	2025 £'000	2024 £'000
Wages and salaries	252,144	229,284
Social security costs	35,409	29,957
Other pension costs	8,769	7,499
	296,322	266,740

Company	2025 Number	2024 Number
Management	72	51
Production	3,153	2,694
Administration	431	357
	3,656	3,102

6. DIRECTORS' REMUNERATION

Directors' remuneration	2025 £'000	2024 £'000
Aggregate remuneration	4,378	3,405
Money purchase pension contributions	184	163
Benefits in kind	11	10
	4,573	3,578

Highest paid Director	2025 £'000	2024 £'000
Aggregate remuneration	2,244	1,668
Money purchase pension contributions	91	88
	2,335	1,756

There are three (2024: three) Directors to whom post-employment benefits are accruing under money purchase schemes. There is no participation by any Directors in a Defined Benefit scheme. For the highest-paid Director, there was no exercise of any share options and no participation in a Defined Benefit pension scheme.

Notes to the Financial Statements

for the year ended 31 December 2025 continued

6. DIRECTORS' REMUNERATION CONTINUED

KEY MANAGEMENT COMPENSATION

Key management includes the Directors and members of senior management of the Group. The compensation paid or payable to key management for employee services is shown below:

	2025 £'000	2024 £'000
Salaries and other short-term benefits	10,863	10,385
Post-employment benefits	438	333
	11,301	10,718

7. INTEREST RECEIVABLE

	2025 £'000	2024 £'000
Bank and other interest receivable	13,989	15,026
Net Defined Benefit pension interest income (Note 23)	-	86
	13,989	15,112

8. INTEREST PAYABLE

	2025 £'000	2024 £'000
Bank and other interest payable	43	861
Interest on finance leases	1,998	868
Net Defined Benefit pensions interest expense (Note 23)	15	-
	2,056	1,729

9. TAX ON PROFIT

TAX CHARGE INCLUDED IN THE CONSOLIDATED PROFIT AND LOSS ACCOUNT

	2025 £'000	2024 £'000
Corporation tax		
Current tax on profits for the year	24,860	13,770
Consortium relief payable	2,463	3,673
Adjustments in respect of previous periods	2,391	(2,984)
Total corporation tax charge	29,714	14,459
Deferred tax:		
Accelerated capital allowances and other timing differences	(1,721)	6,453
Adjustments in respect of previous periods	1,137	1
Total deferred tax (credit)/charge	(584)	6,454
Total tax charge on profit	29,130	20,913

Notes to the Financial Statements

for the year ended 31 December 2025 continued

9. TAX ON PROFIT CONTINUED

TAX CHARGE/(CREDIT) INCLUDED IN THE CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

	2025 £'000	2024 £'000
Deferred tax		
Origination and reversal of timing differences	(162)	1,304
Total tax (credit)/charge included in the Consolidated Statement of Comprehensive Income	(162)	1,304

RECONCILIATION OF THE TAX CHARGE

The tax assessed for the year differs from the standard rate of corporation tax in the UK of 25.0% (2024: 25.0%).

The differences are explained below:

	2025 £'000	2024 £'000
Profit before taxation	102,374	83,862
Share of loss in joint venture and associates, post taxation	3,294	9,419
Profit before taxation excluding share of loss in joint venture and associates	105,668	93,281
Profit before taxation excluding share of loss in joint venture and associates multiplied by standard rate in the UK 25.0% (2024: 25.0%).	26,417	23,320
Effects of:		
Expenses not deductible for tax purposes	1,663	3,813
Income not taxable	(85)	(49)
Consortium relief claimed	(2,463)	(3,697)
Payment for consortium relief	2,463	3,697
Difference in rate of tax overseas	(2,289)	(1,847)
Adjustments in respect of previous periods	2,391	(2,984)
Adjustments in respect of previous periods (deferred tax)	1,137	-
Deferred tax relating to other comprehensive income	(162)	(1,304)
Deferred tax not recognised	(61)	(36)
Changes in tax rates	119	-
Tax charge for the year	29,130	20,913

Deferred tax asset of £46,429 (2024: £245,991) has not been recognised.

FACTORS AFFECTING FUTURE TAX CHARGES

In the Spring Budget 2021, the UK Government announced that from 1 April 2023, the corporation tax rate would increase to 25.0% (rather than remaining at 19.0%, as previously enacted). There has been no change to corporation tax rates for the financial year ended 31 December 2025. For the financial year ended 31 December 2025, the weighted average tax rate is 25.0% (2024: 25.0%).

Deferred tax balance as at the year-end has been measured using these enacted tax rates and reflected in these financial statements.

The Organisation for Economic Co-operation and Developments (OECD) released Pillar Two model rules in December 2021 introducing a global minimum tax rate of 15% to address the tax concerns about uneven profit distribution and tax contributions of large multinational corporations. In December 2022, the OECD released transitional safe harbour rules as a short-term measure to minimise the compliance burden for lower risk jurisdictions. The Pillar Two top-up tax rules were substantially enacted in the UK in 2024 with application from 1 January 2025.

The Group has not been materially impacted by the top-up tax in relation to its operations.

Notes to the Financial Statements

for the year ended 31 December 2025 continued

10. GOODWILL

	Negative Goodwill £'000	Positive Goodwill £'000	Total £'000
Cost			
At 1 January 2025	(1,137)	4,505	3,368
Exchange difference	-	254	254
At 31 December 2025	(1,137)	4,759	3,622
Amortisation			
At 1 January 2025	(1,137)	3,528	2,391
Charge for the year	-	467	467
Exchange difference	-	209	209
At 31 December 2025	(1,137)	4,204	3,067
Net book value			
At 31 December 2025	-	555	555
At 31 December 2024	-	977	977

Positive goodwill has arisen on the acquisition of Murphy Process Engineering Limited and is being amortised on a straight line basis over a period of 10 years, based on the Directors' estimate of its useful life. Negative goodwill arose on the acquisition of Murphy Eltel JV Limited and amortisation was completed during 2023.

11. INTANGIBLE ASSETS

Group	Other intangible assets in use £'000	Software Development £'000	Total £'000
Cost			
At 1 January 2025	888	14,902	15,790
Disposals	-	(186)	(186)
At 31 December 2025	888	14,716	15,604
Amortisation			
At 1 January 2025	888	14,881	15,769
Charge for the year	-	14	14
Disposals	-	(185)	(185)
At 31 December 2025	888	14,710	15,598
Net book value			
At 31 December 2025	-	6	6
At 31 December 2024	-	21	21

Software development in use is being amortised on a straight-line basis over a period of three to five years, from the date the asset became available for use. The amortisation change is recognised in the profit and loss account within administration expenses.

Notes to the Financial Statements

for the year ended 31 December 2025 continued

11. INTANGIBLE ASSETS CONTINUED

Other intangible assets in use consist of the amount paid by the Group to acquire the NG Utility frameworks during the previous years and were amortised on a straight-line basis over a period of 5 years, the life of the frameworks (asset amortisation was completed in 2023).

Company	Software Development £'000	Total £'000
Cost		
At 1 January 2025	14,902	14,902
Disposals	(186)	(186)
At 31 December 2025	14,716	14,716
Amortisation		
At 1 January 2025	14,881	14,881
Charge for the year	14	14
Disposals	(185)	(185)
At 31 December 2025	14,710	14,710
Net book value		
At 31 December 2025	6	6
At 31 December 2024	21	21

Software development in use is being amortised on a straight-line basis over a period of three to five years, from the date the asset became available for use. The amortisation change is recognised in the profit and loss account within administration expenses.

Notes to the Financial Statements

for the year ended 31 December 2025 continued

12. TANGIBLE ASSETS

Group	Investment properties £'000	Land and buildings £'000	Plant and machinery £'000	Motor vehicles £'000	Computer and other equipment £'000	Total £'000
Cost/Valuation						
At 1 January 2025	190,671	49,451	189,535	41,585	10,717	481,959
Additions	17,478	23,099	22,269	7,942	365	71,153
Disposals	(310)	-	(9,942)	(2,501)	(5,186)	(17,939)
Revaluation	9,386	-	-	-	-	9,386
Exchange difference	291	1,039	353	542	64	2,289
At 31 December 2025	217,516	73,589	202,215	47,568	5,960	546,848
Depreciation						
At 1 January 2025	-	10,942	114,160	23,760	8,429	157,291
Charge for the year	-	1,433	21,421	5,994	884	29,732
Disposals	-	-	(9,292)	(2,353)	(5,186)	(16,831)
Exchange difference	-	235	196	230	6	667
At 31 December 2025	-	12,610	126,485	27,631	4,133	170,859
Net book value						
At 31 December 2025	217,516	60,979	75,730	19,937	1,827	375,989
At 31 December 2024	190,671	38,509	75,375	17,825	2,288	324,668

The historical cost of investment properties is £86,538,000 (2024: £69,370,000).

The net carrying amount of assets held under finance leases included plant and machinery and motor vehicles £49,194,000 (2024: £50,415,000).

The 2025 valuations were prepared by external valuers Jones Lang LaSalle, who are members of the Royal Institute of Chartered Surveyors and have recent experience in the location and category of the investment properties being valued.

The valuation is based on open market value. The key assumptions made relating to the valuations are set out below:

	Industrial property		Open storage	
	2025	2024	2025	2024
Yield	4.75% - 8.90%	4.50% - 7.90%	5.62% - 8.25%	5.80% - 7.90%
Voids/letting periods	0 months - 2 months	0 months - 9 months	0 months - 12 months	6 months - 12 months
Market rents	£1.60 - £20.00 per sq. foot	£1.40 - £20.00 per sq. foot	£1.00 - £5.00 per sq. foot	£1.00 - £4.80 per sq. foot

Notes to the Financial Statements

for the year ended 31 December 2025 continued

12. TANGIBLE ASSETS CONTINUED

Company	Investment properties £'000	Land and buildings £'000	Plant and machinery £'000	Computer and other equipment £'000	Total £'000
Cost / Valuation					
At 1 January 2025	310	21,791	5,957	7,654	35,712
Additions	-	2,408	573	16	2,997
Disposals	(310)	-	-	(5,186)	(5,496)
At 31 December 2025	-	24,199	6,530	2,484	33,213
Depreciation					
At 1 January 2025	-	8,408	3,716	6,548	18,672
Charge for the year	-	881	568	601	2,050
Disposals	-	-	-	(5,186)	(5,186)
At 31 December 2025	-	9,289	4,284	1,963	15,536
Net book value					
At 31 December 2025	-	14,910	2,246	521	17,677
At 31 December 2024	310	13,383	2,241	1,106	17,040

During the year, the Company transferred five properties from Investment Properties £nil (2024: £27,598,000) to its subsidiaries. The historical cost of investment properties is £nil (2024: £361,000).

The net carrying amount of assets held under finance leases included in plant and machinery is £1,131,000 (2024: £1,356,000).

The 2025 valuations were prepared by external valuers Jones Lang LaSalle, who are members of the Royal Institute of Chartered Surveyors and have recent experience in the location and category of the investment properties being valued.

Notes to the Financial Statements

for the year ended 31 December 2025 continued

13. INVESTMENTS IN ASSOCIATES

Group	£'000
Share of net assets at 1 January 2025	-
Additions	70,363
Amortisation of the implicit goodwill	(2,917)
Share of profit for the period, post-tax	1,218
Exchange difference	15
Share of net assets at 31 December 2025	68,679

Company	£'000
Investment in associate at 1 January 2025	-
Consideration paid	70,363
Investment in associate at 31 December 2025	70,363

On 31 May 2025, the Company acquired 40% of the issued share capital of Abergeldie Consolidation Pty Ltd, an unlisted company incorporated in Australia.

The Company exercises significant influence over Abergeldie Consolidation Pty Ltd by virtue of its shareholding and associated rights. Accordingly, the investment is accounted for as an associate using the equity method in accordance with FRS 102 Section 14: Investments in Associates.

At the balance sheet date, the Group had investments in the following associates:

	Activities	Country of incorporation	Percentage of ordinary shares held by Group
Abergeldie Consolidated Pty Ltd	Construction	Australia	40%

14. INVESTMENTS IN JOINT VENTURES

Group	£'000
Share of net assets at 1 January 2025	30,649
Share of (losses) for the period, post-tax	(1,595)
Exchange difference	(1,415)
Share of net assets at 31 December 2025	27,639

At the balance sheet date, the Group had investments in the following joint ventures:

	Activities	Country of incorporation	Percentage of ordinary shares held by Group
Surerus Murphy Ltd.	Pipeline industry support operations	Canada	50%
Murphy Asset Services Limited group	Gas pipeline and electricity power line adoption and operation	England	50%
Murphy GMC Partnership	Pipeline installation	Republic of Ireland	50%
Optimise (Water) LLP	Civil engineering and utilities contracting	England	36%
Surerus Murphy LLC	Pipeline industry support operations	United States of America	50%
Acden Surerus Murphy LP Limited Partnership	Pipeline industry support operations	Canada	24.45%
Acden Surerus Murphy GP General Partner	Pipeline industry support operations	Canada	24.50%

Notes to the Financial Statements

for the year ended 31 December 2025 continued

15. INVESTMENTS

Company	Investment in subsidiaries £'000
Cost and net book value	
At 1 January 2025 and 31 December 2025	837

INVESTMENT IN SUBSIDIARIES

The Company has the following directly owned subsidiary companies:

	Percentage of ordinary shares	Country of incorporation	Activities	Registered address
J.M. Piling Co. Limited	100%	England	Construction	Hiview House, Highgate Road, London, NW5 1TN
J. Murphy and Sons (Delancey Street) Limited	100%	England	Construction	Hiview House, Highgate Road, London, NW5 1TN
J. Murphy and Sons (Ireland Holdings) Limited	100%	England	Holding company	Hiview House, Highgate Road, London, NW5 1TN
Land and Marine Engineering Limited	100%	England	Engineering	Hiview House, Highgate Road, London, NW5 1TN
J. Murphy and Sons (North America Holdings) Limited	100%	England	Holding company	Hiview House, Highgate Road, London, NW5 1TN
Murphy Plant Limited	100%	England	Plant hiring	Hiview House, Highgate Road, London, NW5 1TN
Rocklift Limited	90%	Scotland	Dormant company	Exchange Tower 19 Canning Street Edinburgh, EH3 8EH
Murphy Power Networks Limited	100%	England	Engineering	Hiview House, Highgate Road, London, NW5 1TN
Murphy Group Investments Limited	100%	England	Holding company	Hiview House, Highgate Road, London, NW5 1TN
Murphy Technical Services Limited	100%	England	Engineering	Hiview House, Highgate Road, London, NW5 1TN
J. Murphy and Sons (APAC Holdings) Limited*	100%	England	Holding company	Hiview House, Highgate Road, London, NW5 1TN
Pre-Mixed Concrete (Midlands) Limited	100%	England	Dormant company	Hiview House, Highgate Road, London, NW5 1TN

Notes to the Financial Statements

for the year ended 31 December 2025 continued

15. INVESTMENTS CONTINUED

INVESTMENT IN SUBSIDIARIES CONTINUED

The Company has the following indirectly owned subsidiary companies:

	Percentage of ordinary shares	Country of incorporation	Activities	Registered address
Rock Homes Limited	90%	Scotland	Dormant company	Exchange Tower 19 Canning Street Edinburgh, EH3 8EH
Murphy Project Gas 2 Limited	100%	England	Real estate	Hiview House, Highgate Road, London, NW5 1TN
Murphy Investments (Holdings) Limited	100%	England	Holding company	Hiview House, Highgate Road, London, NW5 1TN
Delancey Commercial Limited	100%	England	Real estate	Hiview House, Highgate Road, London, NW5 1TN
Delancey Residential Limited	100%	England	Real estate	Hiview House, Highgate Road, London, NW5 1TN
Great Connell Murphy Investments Limited	100%	Republic of Ireland	Real Estate	Great Connell, Newbridge, Co Kildare
Murphy Asset Services Holdings Limited	100%	England	Holding company	Hiview House, Highgate Road, London, NW5 1TN
Murphy OHL Limited	100%	England	High voltage overhead line projects	Hiview House, Highgate Road, London, NW5 1TN
Murphy Group Canada Limited	100%	Canada	Construction	400 3rd Avenue Calgary Alberta T2P 4H2
Murphy Homes Limited	100%	England	Real estate	Hiview House, Highgate Road, London, NW5 1TN
Murphy International Limited	100%	Republic of Ireland	Construction	Great Connell, Newbridge, Co Kildare
Murphy Investments (Mammoth) Limited*	100%	England	Real estate	Hiview House, Highgate Road, London, NW5 1TN
Murphy Investments (Morson Road) Limited	100%	England	Real estate	Hiview House, Highgate Road, London, NW5 1TN
Murphy Process Engineering Limited	100%	Republic of Ireland	Water and waste water engineers	Great Connell, Newbridge, Co Kildare
Murphy Great Connell Plant and Equipment Limited*	100%	Republic of Ireland	Plant hiring	Great Connell, Newbridge, Co Kildare
Murphy Golborne Limited	100%	England	Real Estate	Hiview House, Highgate Road, London, NW5 1TN
Murphy Investments (Maxted) Limited	100%	England	Real Estate	Hiview House, Highgate Road, London, NW5 1TN
Murphy Investments (M62) Limited	100%	England	Real Estate	Hiview House, Highgate Road, London, NW5 1TN
J. Murphy North America Investments Limited	100%	Canada	Holding company	605 5th Avenue SW Calgary, Alberta, T2P 3HP
J. Murphy North America Holdings Limited	100%	Canada	Holding company	605 5th Avenue SW Calgary, Alberta, T2P 3HP
Murphy Infrastructure Holdings Inc.	100%	Canada	Holding company	605 5th Avenue, SW Calgary, Alberta, T2P 3HP

Notes to the Financial Statements

for the year ended 31 December 2025 continued

15. INVESTMENTS CONTINUED

INVESTMENT IN SUBSIDIARIES CONTINUED

	Percentage of ordinary shares	Country of incorporation	Activities	Registered address
Murphy Infrastructure Inc.	100%	Canada	Holding company	605 5th Avenue, SW Calgary, Alberta, T2P 3HP
Murphy Energy Services Holdings Inc.	100%	United States of America	Holding company	850 New Burton Road, Suite 201, City of Dover, Delaware, 19904
Murphy Energy Services LLC	100%	United States of America	Holding company	850 New Burton Road, Suite 201, City of Dover, Delaware, 19904
Murphy Investments (Trafford Park) Limited	100%	England	Real Estate	Hiview House, Highgate Road, London, NW5 1TN
Murphy Investments (Europa Link) Limited	100%	England	Real Estate	Hiview House, Highgate Road, London, NW5 1TN
Leyland Green Farm Limited	100%	England	Real Estate	Hiview House, Highgate Road, London, NW5 1TN
Murphy Equipment LLC	100%	United States of America	Plant Hiring	850 New Burton Road, Suite 201, City of Dover, Delaware, 19904
Murphy Australia Holdings Pty Ltd*	100%	Australia	Holding company	McBurneys, Level 10, 68 Pitt Street, Sydney, NSW 2000
Murphy Australia Pty Ltd*	100%	Australia	Holding company	McBurneys, Level 10, 68 Pitt Street, Sydney, NSW 2000

The Directors believe that the carrying value of the investments is supported by their underlying net assets. In cases where they are not, provisions against the investments have been made.

The Company has the following indirectly owned associates:

	Percentage of interest	Country of incorporation	Activities	Registered address
Abergeldie Consolidated Pty Ltd	40%	Australia	Construction	5 George Young Street, Regents Park, NSW 2143

The Company has the following indirectly owned joint ventures:

	Percentage of interest	Country of incorporation	Activities	Registered address
Surerus Murphy Ltd.	50%	Canada	Pipeline industry support operations	400 3rd Avenue, Calgary, Alberta T2P 4H2
Murphy Asset Services Limited	50%	England	Gas pipeline and electricity power line adoption and operation	Hiview House, Highgate Road, London, NW5 1TN
Murphy GMC Partnership	50%	Republic of Ireland	Pipeline installation	Great Connell, Newbridge, Co Kildare
Optimise Water (LLP)	36%	England	Civil engineering and utilities contracting	Hiview House, Highgate Road, London, NW5 1TN
Surerus Murphy LLC	50%	United States of America	Pipeline industry support operations	850 New Burton Road, Suite 201, City of Dover, Delaware, 19904
Acden Surerus Murphy LP Limited Partnership	24.45%	Canada	Pipeline industry support operations	600-1220 Stony Plain Rd NW, Edmonton, Alberta T5N 3Y4
Acden Surerus Murphy GP General Partner	24.50%	Canada	Pipeline industry support operations	600-1220 Stony Plain Rd NW, Edmonton, Alberta T5N 3Y4

Notes to the Financial Statements

for the year ended 31 December 2025 continued

15. INVESTMENTS CONTINUED

INVESTMENT IN SUBSIDIARIES CONTINUED

GROUP RESTRUCTURING AND CHANGES IN SUBSIDIARIES

Murphy Great Connell Plant and Equipment, J. Murphy & Sons (APAC Holdings) Limited, Murphy Australia Holdings Pty Ltd and Murphy Australia Pty Ltd are newly incorporated companies in 2025. Murphy Investments (Mammoth) Limited changed its ownership in 2026 (see Note 35).

During 2025, Murphy Homes Limited ceased to control Dalston Lane Terrace Management Company Limited following a change in its person with significant control position. As a result, the entity is no longer treated as a subsidiary in the Group. Additionally, McCann Drilling Ltd., a dormant entity, was dissolved in 2025.

The directors believe that the carrying value of the investments is supported by their underlying net assets. In cases where they are not, provisions against the investments have been made.

16. STOCKS

	Group		Company	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Raw materials and consumables	736	1,032	222	505
Property for resale	805	837	-	-
Property for development	7,800	8,471	-	-
	9,341	10,340	222	505

There is no significant difference between the replacement cost of stock and its carrying values. Property for development is stated after impairment of £1,260,874 (2024: £nil).

17. DEBTORS

	Group		Company	
	2025 £'000	2024 £'000	2025 £'000	2024 restated* £'000
Current:				
Trade debtors	52,382	92,108	21,295	27,875
Sales retention	23,062	18,859	8,835	4,959
Amounts owed by group undertakings	-	-	125,549	53,007
Amounts owed by the parent Company	1,742	1,779	1,742	1,779
Amounts owed by related parties*	16,467	6,190	885	1,764
Amounts recoverable on contracts	53,004	66,745	27,844	33,573
Deferred tax asset (Note 21)	6,002	6,791	2,258	2,326
Corporation tax	12,259	8,181	18,752	6,464
Other debtors	4,800	4,490	4,203	7,006
Prepayments and accrued income	21,241	7,994	5,087	6,532
	190,959	213,137	216,450	145,285
Non-current:				
Sales retentions	12,176	15,833	7,466	9,438
Amounts owed by group undertakings	-	-	112,010	165,017
Amounts owed by the parent Company	-	1,779	-	1,779
Amounts owed by related parties	23,776	10,724	38,223	38,206
Total debtors*	226,911	241,473	374,149	359,725

* The comparative period has been restated - see note 34 (with note 34 being the restatement note).

Notes to the Financial Statements

for the year ended 31 December 2025 continued

17. DEBTORS CONTINUED

Amounts owed by group undertakings are unsecured, interest free and repayable on demand.

Trade debtors for the Group are stated after provision for impairment of £697,864 (2024: £729,528).

Included in amounts owed by related parties is £259,000 (2024: £933,000) due from Folgate Estate Limited, £242,000 (2024: £558,000) due from HMJV, £29,735,000 from Surerus Murphy LLC group (2024: £7,810,000), £7,284,000 (2024: £4,445,000) from Murphy Assets Services Limited group, £1,592,000 (2024: £1,464,000) from Surerus Murphy Limited, £110,000 (2024: £940,000) from Surerus Murphy JV, £568,000 (2024: £334,000) from BMJV, £216,000 (2024: £185,000) from KMJV, £197,000 (2024: £nil) from Acden Surerus Murphy LP £40,000 (2024: £245,000) due from other related parties.

18. CASH AND CASH EQUIVALENTS

	Group		Company	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Cash at bank and in hand	226,418	246,977	201,349	204,719
Term deposit with maturity more than three months	186,000	153,500	186,000	153,500
Cash and cash equivalents	412,418	400,477	387,349	358,219

Amounts held on term deposit are considered short-term and all mature within 12 months of the balance sheet date.

19. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Company	
	2025 £'000	2024 £'000	2025 £'000	2024 restated* £'000
Trade creditors	40,172	37,644	21,049	24,945
Amounts owed to group undertakings	-	-	253,363	170,659
Amounts owed to related parties*	3,480	6,002	14	1
Finance leases (Note 20)	14,934	16,184	262	489
Corporation tax	3,894	166	-	-
Other taxation and social security	48,082	44,318	33,697	34,677
Other creditors	238	76	211	76
Payments received on account and amounts accrued on contracts	286,396	208,997	151,815	110,194
Accruals and deferred income	209,151	261,370	136,156	183,631
	606,347	574,757	596,567	524,672

* The comparative period has been restated - see note 34 (with note 34 being the restatement note).

Amounts owed to group undertakings are unsecured, interest free and repayable on demand.

Trade creditors include balance of £12,000 (2024: £nil) owed to a company in which a Director of the Group has a related interest.

Amounts owed to related parties include £2,552,000 (2024: £5,320,000) for Murphy Asset Services Limited group, £563,000 (2024: £8,000) for Folgate Holdings Limited Group, £198,000 (2024: £161,000) for Surerus Construction & Development Ltd., £131,000 (2024: £500,000) for Surerus Pipeline Inc. and £36,000 (2024: £13,000) for other related parties.

Notes to the Financial Statements

for the year ended 31 December 2025 continued

20. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	Group		Company	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Finance leases	12,518	15,744	122	325
Payments received on account and amounts accrued on contracts	51,063	-	51,063	-
	63,581	15,744	51,185	325

The future minimum finance lease payments are as follows:

	Group		Company	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Not later than one year	15,145	16,762	277	506
Later than one year and not later than five years	12,935	15,884	133	359
Total gross payments	28,080	32,646	410	865
Less: finance charges	(628)	(718)	(26)	(51)
Carrying amount of liability	27,452	31,928	384	814

The Group has entered into finance hire purchase leasing arrangements for plant, equipment and vehicles. The average term of the finance leases entered into is 4 years with a mixture of fixed and variable interest rates. These finance leases are secured against the plant and equipment that the lease was used to purchase (see Note 12).

21. PROVISION FOR LIABILITIES

Group	£'000
Total net deferred tax liability	
At 1 January 2025	(27,980)
Deferred tax charged to the Consolidated Profit and Loss account	1,721
Deferred tax charged to OCI	162
Adjustments in respect of previous years	(1,137)
Foreign exchange differences	(6)
At 31 December 2025	(27,240)

Deferred tax asset (Note 17)	6,002
Deferred tax liability	(33,242)
Total net deferred tax liability	(27,240)

Group	2025 £'000	2024 £'000
Tax effect of timing differences because of:		
Fixed assets timing differences	(27,691)	(26,543)
Short term timing differences	(971)	(1,209)
Losses	1,260	1,076
Deferred tax excluding that relating to pension deficit	(27,402)	(26,676)
Deferred tax relating to pension deficit	162	(1,304)
Total net deferred tax liability	(27,240)	(27,980)

Notes to the Financial Statements

for the year ended 31 December 2025 continued

21. PROVISION FOR LIABILITIES CONTINUED

Company	£'000
Deferred tax asset	
At 1 January 2025	2,326
Deferred tax charged to the Consolidated Profit and Loss account	(230)
Deferred tax charged to OCI	162
At 31 December 2025	2,258

Company	2025 £'000	2024 £'000
Tax effect of timing differences because of:		
Fixed assets timing differences	1,274	1,303
Short term timing differences	822	2,327
Losses	-	-
Deferred tax excluding that relating to pension deficit	2,096	3,630
Deferred tax relating to pension deficit	162	(1,304)
Total net deferred tax liability	2,258	2,326

The Directors consider the deferred tax asset to be recoverable within three years on the basis of future profit forecasts.

Group	Total £'000
Contract and legal provision	
At 1 January 2025	(54,117)
Utilisation	2,629
Charge to Profit and Loss	(9,838)
Credit to Profit and Loss	6,933
Transfer to "Creditors: amounts falling due within one year"	8,437
Exchange differences	(330)
At 31 December 2025	(46,286)

Company	Total £'000
Contract and legal provision	
At 1 January 2025	(45,935)
Utilisation	1,621
Charge to Profit and Loss	(5,033)
Credit to Profit and Loss	6,833
Transfer to "Creditors: amounts falling due within one year"	8,358
At 31 December 2025	(34,156)

Contract and legal provisions include liabilities, defect and warranty provisions and loss provisions on both completed and in-progress contracts.

Other provisions include property dilapidations and personnel related provisions, including pension provisions.

Notes to the Financial Statements

for the year ended 31 December 2025 continued

22. FINANCIAL ASSETS AND LIABILITIES GROUP

The Group has the following financial assets:

	Note	2025 £'000	2024 £'000
Financial assets that are debt instruments measured at amortised cost:			
- Trade debtors	17	52,382	92,108
- Retentions (short-term)	17	23,062	18,859
- Retentions (long-term)	17	12,176	15,833
- Amounts owed by parent Company	17	1,742	1,779
- Amounts owed by parent Company (long-term)	17	-	1,779
- Amounts owed by related parties (short-term)	17	16,467	6,190
- Amounts owed by related parties (long-term)	17	23,776	10,724
- Amount recoverable on contracts	17	53,004	66,745
- Other debtors	17	4,800	4,490
		187,409	218,507

The Group has the following financial liabilities:

	Note	2025 £'000	2024 £'000
Financial liabilities measured at amortised cost:			
- Trade creditors	19	40,172	37,644
- Amounts owed to related parties	19	3,480	6,002
- Other creditors	19	238	76
- Payments received on account and amounts accrued on contracts	19 and 20	337,459	208,997
- Accruals	19	207,739	260,479
		589,088	513,198

Notes to the Financial Statements

for the year ended 31 December 2025 continued

22. FINANCIAL ASSETS AND LIABILITIES CONTINUED COMPANY

The Company has the following financial assets:

	Note	2025 £'000	2024 restated* £'000
Financial assets that are debt instruments measured at amortised cost:			
- Trade debtors	17	21,295	27,875
- Retentions (short-term)	17	8,835	4,959
- Retentions (long-term)	17	7,466	9,438
- Amounts owed by group undertakings (short-term)	17	125,549	53,007
- Amounts owed by group undertakings (long-term)	17	112,010	165,017
- Amounts owed by parent Company (short-term)	17	1,742	1,779
- Amounts owed by parent Company (long-term)	17	-	1,779
- Amounts owed by related party (short-term)*	17	885	1,764
- Amounts owed by related party (long-term)	17	38,223	38,206
- Amounts recoverable on contracts	17	27,844	33,573
- Other debtors	17	4,203	7,006
		348,052	344,403

* The comparative period has been restated - see note 34 (with note 34 being the restatement note).

The Company has the following financial liabilities:

	Note	2025 £'000	2024 restated* £'000
Financial liabilities measured at amortised cost:			
- Trade creditors	19	21,049	24,945
- Amounts owed to group undertakings	19	253,363	170,659
- Amounts owed to related parties	19	14	1
- Other creditors	19	211	76
- Payments received on account and amounts accrued on contracts	19 and 20	202,878	110,194
- Accruals	19	135,732	183,218
		613,247	489,093

23. POST-EMPLOYMENT BENEFITS

The Group's contributions charged to the Consolidated Profit and Loss Account in respect of post-employment benefits are analysed as follows:

	2025 £'000	2024 £'000
Defined Contribution schemes	11,696	10,122

The Group operates Defined Contribution schemes in the UK, Ireland and Canada. The assets of the schemes are held separately from those of the Company in independently administered funds. The pension cost charge represents contributions payable by the Group to the funds and amounted to £11,696,000 (2024: £10,122,000). Contributions totalling £1,822,000 (2024: £1,349,000) were payable after the year end and are included in creditors.

Notes to the Financial Statements

for the year ended 31 December 2025 continued

23. POST-EMPLOYMENT BENEFITS CONTINUED DEFINED BENEFIT PENSION SCHEME

The company operates a defined benefit scheme in the UK. This is a separate trustee administered fund holding the pension scheme assets to meet long term pension liabilities. A full actuarial valuation was carried out at 31 May 2021 and updated to 31 December 2025 by a qualified actuary, independent of the scheme's sponsoring employer. The major assumptions used by the actuary are shown below.

The most recent full actuarial valuation reported a deficit of £15,566,000. Since 31 August 2022, deficit recovery payments totalling £16,500,000 have been made up to 31 December 2025, completing the planned payments required by the pension trustees.

The recovery payments made up to December 2025, combined with market improvements in pension assets, enabled the Group to insure the remaining liabilities of the defined benefit pension scheme through a 'buy-in' arrangement in February 2024.

This transaction secures all future benefits for scheme members, with the remaining liabilities now insured by Just Group, thereby eliminating potential future risks for the Group.

REMEASUREMENT ASSUMPTIONS

For the purpose of FRS 102 (Section 28) "Employee Benefits", the assets of the scheme have been recognised at market value and liabilities have been calculated using the following principal remeasurement assumptions.

	2025	2024	2023
Retail Price Index	3.00%	3.20%	3.20%
Rate of discount	5.50%	5.50%	4.80%
Allowance for pension in payment increases of RPI or 5% pa if less	2.90%	3.10%	3.00%
Allowance for revaluation rate for deferred pensions of CPI or 5% if less	2.60%	2.80%	2.80%
Allowance for commutation of pension requirement	50%	50%	50%

The mortality assumptions adopted at 31 December 2025 imply the following life expectancies:

	2025	2024	2023
Male retiring at age 65	22.0	21.7	21.7
Female retiring at age 65	23.8	23.7	23.6
Male retiring at age 65 in 20 years	23.3	23.0	23.0
Female retiring at age 65 in 20 years	25.3	25.1	25.1

The assets in the scheme were:

	Value at 31 December 2025 £'000	Value at 31 December 2024 £'000	Value at 31 December 2023 £'000
Cash and other assets	67	331	18,976
Debt instruments	-	52,793	19,101
Buy-in policies	52,718	-	26,940
Total market value of assets	52,785	53,124	65,017
Present value of scheme liabilities	(52,785)	(53,124)	(58,430)
Effect of asset ceiling	-	-	(6,587)
Pension liability	-	-	-

Notes to the Financial Statements

for the year ended 31 December 2025 continued

23. POST-EMPLOYMENT BENEFITS CONTINUED RECONCILIATION OF SCHEME ASSETS AND LIABILITIES

	Assets £'000	Liabilities £'000	Total 2025 £'000	Total 2024 £'000
At 1 January	53,124	(53,124)	-	-
Interest income	2,817	-	2,817	2,819
Interest expenses	-	(2,832)	(2,832)	(2,733)
Remeasurement gains/(losses)	123	(108)	15	(10,589)
Employer contributions	-	-	-	3,600
Benefits paid	(3,279)	3,279	-	-
Changes in asset ceiling (excluding interest income)	-	-	-	6,903
At 31 December	52,785	(52,785)	-	-

TOTAL EXPENSE RECOGNISED IN THE CONSOLIDATED PROFIT AND LOSS ACCOUNT

	2025 £'000	2024 £'000
Analysis of amounts (charged)/credited to profit and loss are as follows:		
Interest income	2,817	2,819
Interest expense	(2,832)	(2,733)
Net (expense)/income	(15)	86

The Group contributed £nil to its Defined Benefit pension scheme in 2025 (2024: £3,600,000).

REMEASUREMENT LOSS RECOGNISED IN THE CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

	2025 £'000	2024 £'000
Loss on pension scheme assets	123	(15,624)
(Loss)/gain arising on the plan benefit scheme liabilities	(722)	793
Changes in assumptions underlying present value of the plan benefit scheme liabilities	614	4,242
Changes in asset ceiling (excluding interest income)	-	6,903
Remeasurement loss recognised in the Consolidated statement of Comprehensive Income	15	(3,686)

The cumulative amount of remeasurement gains and losses recognised in the Consolidated statement of comprehensive income was a loss of £46,896,000 (2024: loss of £46,911,000).

Notes to the Financial Statements

for the year ended 31 December 2025 continued

24. CALLED-UP SHARE CAPITAL

	2025 £'000	2024 £'000
Allotted, called up and fully paid		
300,000 (2024: 300,000) Ordinary shares of £1 each	300	300
1,950,000 (2024: 1,950,000) 1% Non-cumulative preference shares of £1 each	1,950	1,950
487,500 (2024: 487,500) 1% Non-cumulative second preference shares of 10 pence each	49	49
2,437,500 (2024: 2,437,500) 'A' Ordinary shares of 10 pence each	244	244
	2,543	2,543

The rights of the respective classes of shareholder are as follows:

	Dividends	Capital repayments	Voting rights
Ordinary shares of £1 each	1st Pref 1%	1st Pref 1%	1 per share
1% Non-cumulative preference shares of £1 each	2nd Pref 1%	2nd Pref 1%	None
1% Non-cumulative second preference shares of 10 pence each	3rd Pref 1%	3rd Pref 1%	None
'A' Ordinary shares of 10 pence each	Balance	Balance	None

25. RESERVES

	Group Profit and Loss Account £'000	Company Profit and Loss Account £'000
At 1 January 2025	326,766	162,872
Profit for the financial year	73,244	33,803
Remeasurement loss on pension scheme	15	15
Movement on deferred tax relating to remeasurement gain on pension scheme	162	162
Dividend paid	(30,700)	(30,700)
Currency translation difference	52	-
At 31 December 2025	369,539	166,152

The Company has taken advantage of the exemption contained within section 408 of the Companies Act 2006 not to present its own profit and loss account. The profit for the year dealt with in the financial statements of the Company was £33,803,000 (2024: £34,753,000).

26. DIVIDENDS

	Group		Company	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Equity - ordinary				
Dividend paid	(30,700)	(26,400)	(30,700)	(26,400)
Dividend received	-	-	6,858	7,267

£30,700,000 of dividends were declared and paid by the Company during the year (2024: £26,400,000) and £6,858,000 of dividends were received by the Company from its subsidiaries during the year (2024: £7,267,000).

Notes to the Financial Statements

for the year ended 31 December 2025 continued

27. CASH GENERATED FROM OPERATING ACTIVITIES

	2025 £'000	2024 £'000
Profit for the financial year	73,244	62,949
Adjustments for:		
Tax on profit	29,130	20,913
Net interest receivable	(11,933)	(13,383)
Loss on exchange - Unrealised	1,654	1,966
Share of loss of associate, post-tax	1,595	-
Loss on disposal of subsidiaries	93	-
Gain on revaluation of investment properties	(9,386)	(2,216)
Share of loss of joint venture, post-tax	1,699	9,419
Group operating profit	86,096	79,648
Depreciation of tangible fixed assets	29,731	31,654
Amortisation of intangible fixed assets	14	1,303
Amortisation of goodwill	467	460
Profit on disposal of tangible fixed assets	(3,100)	(1,824)
Post-employment benefits cash contributions	-	(3,600)
Exchange differences on translation of foreign operations	(122)	(349)
Working capital movements:		
Decrease/(increase) in stocks	999	(1,970)
Decrease/(increase) in trade debtors and other receivables	33,955	(79,395)
Increase in trade creditors, provisions and other payables	75,399	130,443
Cash generated from operating activities	223,439	156,370

Balance of cash at bank includes restricted cash of £750,000 (2024: £2,750,000), amounts placed on term deposit £186,000,000 (2024: £153,500,000), as well as restricted cash of £32,350,000 (2024: £27,350,000) relating to joint operations.

28. CONTINGENT LIABILITIES

The Company's bankers hold composite guarantees for the banking facilities of certain subsidiary companies for which no provision has been made in the financial statements.

There are contingent liabilities in respect of guarantees, agreements related to construction and other agreements entered into in the ordinary course of business for which no provision has been made in the financial statements because no material losses are anticipated.

In order to cover contingent liabilities under insurance arrangements, the Company has placed £750,000 (2024: £1,750,000) in separate bank accounts with the Company's bankers. In the event of the Company's insolvency the funds will be used to meet insurance claims.

There are claims arising in the normal course of trading, which are in the process of settlement and in some cases, may involve litigation. Provision has been made in these financial statements for all amounts which the directors consider will become payable on account of such claims.

The Company has issued letters of support to certain wholly owned subsidiary companies, to ensure they are able to meet their liabilities as they fall due, for a period of twelve months from the date each subsidiary approves its 31 December 2025 financial statements.

The Company is aware of ongoing, external events in respect of the assessment of member benefits under defined benefit pension schemes, which may crystallise into case law that could affect the Company's scheme in future years. The Company is currently consulting with its advisers as to the applicability of these matters but at this stage is unable to make a reliable estimate of the likelihood of any potential liability which may arise.

Notes to the Financial Statements

for the year ended 31 December 2025 continued

29. CAPITAL COMMITMENTS

	2025 £'000	2024 £'000
At 31 December, the Group had capital commitments as follows:		
Tangible assets contracted for but not provided	12,391	6,755

30. AUDIT EXEMPTION PROVIDED TO CERTAIN UK GROUP SUBSIDIARIES

The Company is providing certain wholly owned UK subsidiaries (as disclosed in Note 15 and that are included within these Group Consolidated Financial Statements) with guarantees of their respective debts in the form prescribed by Section 479C of the Companies Act 2006 ('the Act'), such that they can claim exemption from requiring an audit in accordance with Section 479A of the Act. These guarantees cover all of the outstanding actual and contingent liabilities of these companies at 31 December 2025:

Subsidiary	Company number
J. Murphy & Sons (Delancey Street) Limited	09263875
J. Murphy & Sons (Ireland Holdings) Limited	11273396
Murphy Asset Services Holdings Limited	12004514
Murphy Group Investments Limited	11123319
J. Murphy & Sons (APAC Holdings) Limited	16415185
J. Murphy & Sons (North America Holdings) Limited	00861600

31. OPERATING LEASE COMMITMENTS

OPERATING LEASE AGREEMENTS WHERE THE GROUP IS A LESSEE

At 31 December, total minimum lease payments under non-cancellable operating leases are as follows:

Group	2025 £'000	2024 £'000
Within one year	10,532	8,736
Between two and five years	13,692	16,376
After more than five years	17	42
	24,241	25,154

Company	2025 £'000	2024 £'000
Within one year	2,965	2,912
Between two and five years	4,237	7,098
	7,202	10,010

OPERATING LEASE AGREEMENTS WHERE THE GROUP IS A LESSOR

The Group rents out certain properties to third parties under operating leases. The future minimum lease payments receivable under non-cancellable operating leases are as follows:

Group	2025 £'000	2024 £'000
Within one year	7,997	7,292
Between two and five years	34,606	31,555
After more than five years	180,201	190,568
	222,804	229,415

Notes to the Financial Statements

for the year ended 31 December 2025 continued

31. OPERATING LEASE COMMITMENTS CONTINUED

OPERATING LEASE AGREEMENTS WHERE THE GROUP IS A LESSOR CONTINUED

Company	2025 £'000	2024 £'000
Within one year	53	53
Between two and five years	4	7
	57	110

There were no contingent rents recognised by the Company as revenue during the year (2024: £nil).

32. CONSOLIDATED ANALYSIS OF CHANGES IN NET CASH

	Notes	1 January 2025 £'000	Investment in joint venture £'000	Loans to joint venture £'000	New finance leases £'000	Other non-cash changes £'000	Cash flow £'000	31 December 2025 £'000
Cash at bank and in hand	18	246,977	(70,363)	(24,867)	-	(1,654)	76,325	226,418
Obligations under finance leases	19 & 20	(31,928)	-	-	(14,949)	-	19,425	(27,452)
Total net cash		215,049	(70,363)	(24,867)	(14,949)	(1,654)	95,750	198,966

Other non-cash changes include effects of currency translation on cash at bank and in hand. Cash flow in respect of finance lease obligation includes currency translation gain of £277,000.

33. RELATED PARTY TRANSACTIONS GROUP

The Group holds participatory interests in a number of joint operations. The Group's share of the joint operation turnover in the Group financial statements is as follows:

Joint operation name	Share	2025 Turnover £'000	2024 Turnover £'000
Advance Plus	50.00%	43,224	65,935
Agility	50.00%	(934)	460
BMJV	25.00%	10,308	4,304
HMJV	50.00%	29,085	59,679
KMJV	50.00%	11,677	40
LMJV	50.00%	2,067	1,805
Murphy Carey JV	50.00%	787	3,575
Surerus Murphy JV	50.00%	150,707	174,252
Total		246,921	310,050

The amounts owed by and to the related companies at 31 December 2025 and 31 December 2024 are shown in Notes 17 and 19.

Transactions with directors

During the year, lease rental costs of £nil (2024: £35,000) were charged to the Group by Ballyfarm Limited, a related party through a director. No amounts were outstanding at 31 December 2025 (2024: £nil). The lease agreement was discontinued during the year.

During the year, the Company sold a car to one of its directors for £76,000. There was no outstanding balance at 31 December 2025.

Notes to the Financial Statements

for the year ended 31 December 2025 continued

33. RELATED PARTY TRANSACTIONS CONTINUED GROUP CONTINUED

Transactions with other related parties

Folgate Holdings Limited Group (“Folgate”)

The Group is related to Folgate through a common ultimate parent undertaking.

During the year:

- Rents of £3,420,000 (2024: £3,910,000) were charged to the Group for use of properties owned by Folgate.
- Property development services of £734,000 (2024: £305,000) were provided by the Group.
- Management charges of £2,081,000 (2024: £1,322,000) were charged by the Group.
- Other services totalling £931,000 (2024: £61,000) were provided by the Group.

In addition, the Group surrendered tax losses of £nil (2024: £1,517,000) to Folgate for consideration of £nil (2024: £865,000).

Murphy Asset Services Limited Group (“MASL”)

The Group has related party relationship with MASL, its joint control entity.

During the year:

- MASL purchased connection assets totalling £623,000 (2024: £2,561,000) from the Group.
- Management charges of £4,393,000 (2024: £3,123,000) were charged to MASL.
- Other services totalling £276,000 (2024: £nil) were provided by the Group.
- MASL recharged costs totalling £74,000 (2024: £27,000) to the Group.

The Group advanced a loan of £2,500,000 (2024: £3,750,000) and charged interests of £442,000 (2024: £114,000) to SMUS. At 31 December 2025, loan principal together with accrued interest totalled £6,806,000 (2024: £3,864,000).

The Group claimed tax losses of £9,854,000 (2024: £22,723,000) from MASL. Consideration in respect of these losses totalling £2,463,000 (2024: £5,320,000) was outstanding at the year-end.

In addition, tax losses of £3,643,000 (2024: £nil) claimed by the Group in 2024, with consideration totalling £911,000 (2024: £nil), was transferred to Scotia Gas Networks Limited, a company related to MASL through its ultimate parent, SGN Lessona Limited.

The Group also recharged £73,000 (2024: £nil) of legal costs to SGN Lessona Limited.

Surerus Murphy LLC Group (“SMUS”)

The Group has related party relationship with SMUS, its joint control entity.

During the year:

- SMUS rented equipment for a total price of £2,243,000 (2024: £882,000) from the Group.
- Fixed assets were sold for £2,534,000 (2024: £2,256,000) by the Group.
- Costs of £969,000 (2024: £nil) were recharged by the Group.

The Group advanced a loan of £21,784,000 (2024: repayment £2,068,000) and charged interests of £1,091,000 (2024: £607,000). At 31 December 2025, loan principal together with accrued interest totalled £65,547,000 (2024: £42,672,000).

Surerus Murphy Ltd.

The Group has related party relationship with Surerus Murphy Ltd., its joint control entity.

During the year, Surerus Murphy Ltd provided subcontracting services and recharged other costs totalling £2,047,000 (2024: £2,825,000) to the Group.

Acden Surerus Murphy LP

The Group has related party relationship with Acden Surerus Murphy LP, its joint control entity,

During the year, the Group provided subcontracting services to Acden Surerus Murphy LP of £4,951,000 (2024: £nil).

Notes to the Financial Statements

for the year ended 31 December 2025 continued

33. RELATED PARTY TRANSACTIONS CONTINUED

Other related parties

During the year,

- Surerus Pipeline Inc., the Group’s joint venture partner, recharged subcontracting and administrative costs of £52,363,000 (2024: £52,370,000).
- Surerus Construction and Development Ltd. (related through Surerus Pipeline Inc.) provided subcontracting services of £1,983,000 (2024: £2,260,000).
- The Group provided subcontracting services to Surerus Pipeline Inc. totalling £5,365,000 (2024: £4,843,000).
- The Group entered into transactions with a company in which a Director of the Group has a related interest. The Group purchased raw materials, machinery and waste disposal services from this related party amounting to £513,000 (2024: £433,000).

KEY MANAGEMENT COMPENSATION

See Note 6 for disclosure of the key management compensation.

COMPANY

The Company is exempt from disclosing other related party transactions as they are with other companies that are wholly owned within the Group.

34. PRIOR YEAR RESTATEMENT

The Company’s balance sheet has been restated in the prior year as follows:

	2024 reported £’000	2024 change £’000	2024 restated £’000
Debtors	386,505	(26,780)	359,725
Total current assets	745,229	(26,780)	718,449
Creditors: amounts falling due within one year	(551,452)	26,780	(524,672)

Note 17 ‘**Debtors**’ has been restated in the prior years as follows:

	2024 reported £’000	2024 change £’000	2024 restated £’000
Company			
Amounts owed by related parties	28,544	(26,780)	1,764
	386,505	(26,780)	359,725

Note 19 ‘**Creditors: amounts falling due within one year**’ has been restated in the prior years as follows:

	2024 reported £’000	2024 change £’000	2024 restated £’000
Company			
Amounts owed to related parties	26,781	(26,780)	1
	551,452	(26,780)	524,672

Notes to the Financial Statements

for the year ended 31 December 2025 continued

34. PRIOR YEAR RESTATEMENT CONTINUED

Note 22 'Financial assets and liabilities' has been restated in the prior years as follows:

Company	2024 reported £'000	2024 change £'000	2024 restated £'000
- Amounts owed by related parties (short-term)*	28,544	(26,780)	1,764
Financial assets that are debt instruments measured at amortised cost	371,183	(26,780)	344,403

Company	2024 reported £'000	2024 change £'000	2024 restated £'000
- Amounts owed to related parties	26,781	(26,780)	1
Financial liabilities measured at amortised cost	515,873	(26,780)	489,093

All restatements arise from the incorrect presentation of balances relating to jointly controlled operations. In the prior year, loans and related funding arrangements were presented on a gross basis. Under FRS 102 Section 15, the Company should recognise only its share of assets and liabilities. This resulted in an overstatement of both receivables and payables, as amounts beyond the Company's share were recognised. The restatements did not have an impact to the reported net assets and profit of the Company.

35. POST BALANCE SHEET EVENTS

In February 2026, Surerus Murphy, a 50% joint venture in Canada, entered into a fixed rate loan agreement with federally regulated Canadian bank. The aggregate amount available under the loan is £6,322,800 (CAD 11,658,000), of which the Company's portion of the loan is £3,161,400 (CAD 5,829,000). The loan bears interests at a fixed rate determined on the commencement date of facility. The term of the loan is four years from the date of commencement of the loan.

In February 2026, the Company declared and paid an interim dividend of £12.0m. Additionally, in February 2026, the Company received dividend from its associate, Abergeldie, of £1,949,268.

On 27 February 2026, the intercompany loan balance of £98,564,010 due to J. Murphy & Sons Limited from Murphy Investments (Mammoth) Limited was forgiven. Following this, on 27 February 2026, the Company's subsidiary, Murphy Investments (Holdings) Limited, sold its shares in Murphy Investments (Mammoth) Limited, to Drilton Property Investments Limited, a related party for £1.

As a result of this change, with effect from 27 February 2026, Murphy Investments (Holdings) Limited, subsidiary of the Company, ceased to be a person with significant control in Murphy Investments (Mammoth) Limited.

These events occurred after the reporting period and have not been reflected in the figures included in these financial statements.

36. CONTROLLING PARTY

The immediate parent undertaking is Drilton Limited. In the opinion of the Directors, the ultimate parent undertaking and controlling party is Maryland Limited, a company incorporated in Bermuda. Maryland Limited is controlled by a Murphy family trust.

J. Murphy & Sons Limited was the parent undertaking of the smallest group of undertakings to consolidate these financial statements at 31 December 2025. These Consolidated Financial Statements can be obtained from Hiview House, Highgate Road, London NW5 1TN.

Drilton Limited was the parent undertaking of the smallest and largest group of undertakings to consolidate these financial statements at 31 December 2025. The consolidated financial statements of Drilton Limited are available from Hiview House, Highgate Road, London NW5 1TN.



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