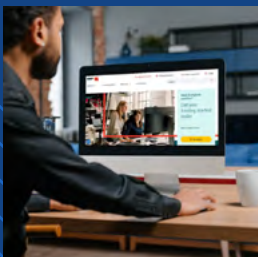
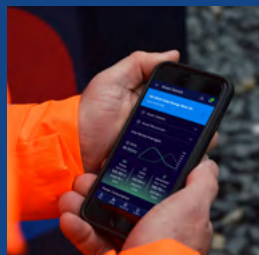




The Review

July 2025 > June 2026

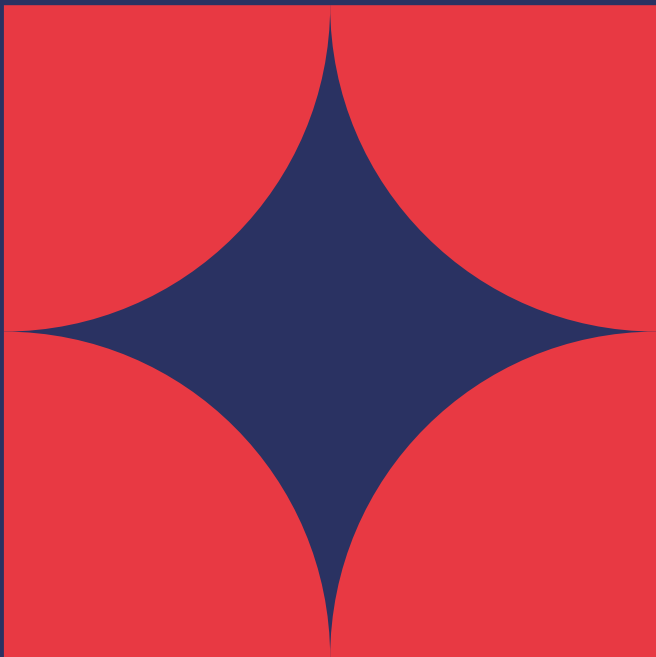


Our Values



We **partner** with customers for long term success

We seek to understand the world through our customers' eyes and build flexible, customer focused relationships, making balanced choices that create the biggest impact for them and for Bibby.



We **redefine** what's possible

We look ahead with curiosity and courage, driving bold change. We challenge how things are done, generate big ideas and turn them into new opportunities for growth.



We **deliver** what matters, when it matters

We focus our time and energy on what truly matters, simplifying complexity, setting clear priorities and balancing pace and quality to deliver strong, safe outcomes.



We **support** each other to be our best

We create an environment of genuine care and constructive challenge, where people feel included, recognised, safe to speak up and supported to grow, stay resilient, collaborate and perform at their best.

Across Bibby, we live our values every day with commitment and integrity



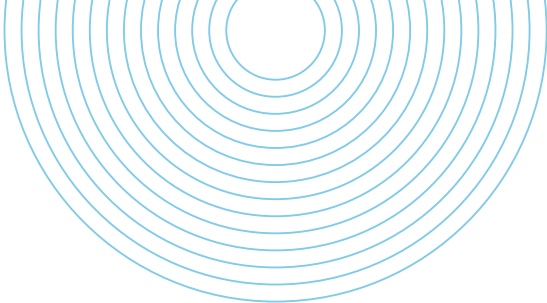
Welcome

Purpose Statement

Bibby Line Group's purpose is to grow the long-term value of the group. Guided by our shared values, we are custodians of the family business for future generations, creating a diverse group of innovative companies that develop colleagues, delight customers and give back to communities.

Our Vision

A family business, known for creating a better future together.



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Section 4 – Compass Impact

Section 2 – Strategy in Action



Introduction



A view from the Bridge

Jonathan Lewis
Bibby Line Group
Chief Executive
Officer

A View From The Bridge

Last year, I wrote about standing at the Armon shipyard in Vigo as the keel was laid for Bibby Marine's new electric Commissioning Service Operation Vessel. It felt like a fitting symbol for a Group strengthening its foundations to build something ambitious.

A year later, the vessel is visibly taking shape. Its hull is close to completion, the main engines and thrusters are installed, and it remains on track for launch in October 2026 before final delivery next year. What began as an idea, and then a keel, is becoming real - and that feels equally fitting for the Group today.

We have worked hard to strengthen our businesses and improve their resilience. That work continues, but the emphasis is shifting: we are using stronger foundations to pursue bigger opportunities and turn ambition into outcomes that customers, colleagues, shareholders and communities can see.



For more than two centuries, Bibby has adapted to new markets, technologies and customer needs. Our task is to inherit what others built and leave it stronger through ambition, care and the confidence to act.

The backdrop has been difficult: economic growth has remained subdued, confidence fragile and several markets challenging. Group turnover was £255 million and profit before tax £6.7 million, below the exceptional previous year, as lower vessel utilisation at Bibby Marine and difficult construction markets outweighed improved underlying profitability at Bibby Financial Services. Yet we continued to invest strongly in our assets, technology, infrastructure, people and capability. Capital expenditure exceeded £40 million, its highest level for several years. Together, those investments demonstrate a Group navigating present challenges while building the capacity and confidence to grow.

Ambition taking shape

The clearest physical expression of that ambition is our new eCSOV rising over the shipyard in Vigo.

When complete it will become the world's first fully electric service operation vessel for offshore wind. It represents an important commercial opportunity for Bibby Marine, but its significance reaches further. By bringing together customer need, engineering expertise and environmental ambition, it challenges assumptions about what lower-emission offshore operations can look like.

Progress has depended on close partnership between Bibby Marine, Armon Shipyard, the wider supply chain and technical specialists. Thousands of hours have taken the

project from design, modelling and testing through financing, build management and the digital twin that will optimise performance. It captures the combination we need across Bibby: imagination, teamwork and the rigour to turn a new idea into something ground-breaking, safe reliable and valuable. Innovation rarely arrives as a single dramatic breakthrough. More often, it is the product of thousands of careful decisions made well by exceptional people united by a determination to change things for the better.

Alongside the new build, Bibby Marine has served customers through its existing fleet, invested in its accommodation barges and expanded third-party vessel management. The opportunity is to combine those strengths with the new vessel and the transition to lower-carbon offshore energy.

At Bibby Financial Services, ambition takes a different form. With more than £1.15 billion of funding capacity, BFS is supporting around 8,500 businesses across more than 300 sectors, helping them pay suppliers, employ people, fulfil orders and, most importantly, grow. The BFS 5.0 transformation programme is designed to make it simpler, faster and easier for those businesses to work with us. Data, artificial intelligence and new digital platforms are improving customer journeys and decisions, while releasing colleagues from routine tasks to understand customers better and build stronger relationships.

Garic has faced continued construction-market pressure but continued to invest. New leadership, the opening of new Reading depot, the launch of the Garic app and lower-emission welfare and energy solutions are creating a broader, more customer-focused business, ready to grow as conditions improve. Customers can use the app to see fuel use and carbon emissions more clearly, while new products lower cost and environmental impact. The task now is to turn that stronger proposition into sustained commercial progress.

A better Bibby taking shape

At our second BLG Awards in Liverpool, colleagues from our different businesses, countries and roles came together, many for the first time. Nearly 1,000 nominations – ranging from major projects to quiet acts of judgement, kindness and persistence – gave a vivid picture of Bibby at its best: moving from strong foundations to ambition and delivery.

The evening also marked the final awards based on the Values that have guided Bibby for ten years. They served us well, influenced my decision to join and remain visible in how colleagues work with customers and one another.

Weeks later, we launched refreshed Values and Leadership Behaviours, shaped by a year of listening involving more than 850 colleagues. We carried the best of the old forward while becoming clearer about what Bibby's next chapter requires.

Those Values express the balance running through this Review: **we redefine what's possible and deliver what matters, when it matters; we partner with customers for long-term success and support each other to be our best.** They combine curiosity and courage with clear priorities, pace, quality and safe outcomes.

The better Bibby we are building will retain the trust, decency and long-term perspective that distinguish the Group, while becoming more ambitious, connected and consistent in turning ideas into reality.

Family ownership in a changing world

Family ownership gives us continuity of purpose, a long-term horizon and a duty to leave the business in a stronger position than when we joined it.

While families can have longer term horizons, the pace of change in all facets of life means that we need to continue to act with determination and pace. Having longer term horizons doesn't mean we slow down – if anything it means the opposite. The long-term horizon gives us both the permission and the obligation to make the bold choices, to experiment and to take risks that other ownership models struggle with.

In an age of artificial intelligence and rapid technological change, we should embrace tools that improve decisions, customer service and connections across the Group, while applying sound judgement and accountability. Technology cannot replace trust, personal responsibility or enduring relationships. These are the elements that are so important to family businesses and sit at the heart of our new Values.

I have been encouraged by the ever-growing involvement of the Bibby family's next generation in the business, bringing that continuity of purpose. They are also bringing their own desires, ideas and fresh thinking to what Bibby could and should be. I look forward to them taking fuller roles within the business, whether as colleagues or owners, in due course.



A View From The Bridge



In an age of artificial intelligence and rapid technological change, we should embrace tools that improve decisions, customer service and connections across the Group, while applying sound judgement and accountability. Technology cannot replace trust, personal responsibility or enduring relationships. These are the elements that are so important to family businesses and sit at the heart of our new Values.

Looking forward

For more than two centuries, Bibby has adapted to new markets, technologies and customer needs. Our task is to inherit what others built and leave it stronger through ambition, care and the confidence to act.

While there is good reason for optimism, there will be challenges and surprises. The Group will evolve but remain unmistakably Bibby: ambitious about what is possible, disciplined in delivering what matters and grounded in the character that has sustained it for more than two centuries.

To our customers, suppliers and partners, thank you for choosing to work with us and for the skill, challenge and commitment you bring. To our shareholders, thank you for supporting our long-term approach balancing patience with a determination to keep moving forward. And to colleagues across Bibby, thank you for turning ambition into progress.

Last year, we laid the keel. This year, the vessel will launch. Across Bibby, we are making the same transition: from

strong foundations to visible progress, and from ambition to delivery.

As I look at the vessel taking shape in Vigo and progress gathering pace across the Group, I am more excited about Bibby's next chapter than at any point since I joined.

Family Voices: Developing the Next Generation of Stewardship

By Geoffrey Bibby,
Sixth Generation
Family Member



Family Voices

One of the greatest challenges of running a family business is knowing when and how to prepare the next generation to take ownership and responsibility of the company.

For more than 200 years, every generation of the Bibby family has inherited something built by those before them, while accepting the responsibility to leave it stronger for those who follow. That principle of long-term stewardship has helped our business navigate change, embrace new opportunities and remain true to the values that have guided us for generations.

Good stewardship means ensuring the business has the right people, governance and long-term direction. When family members become involved, whether operationally or not, they should add value alongside the talented colleagues who lead our businesses every day.

Over the past year we have continued to evolve our Next Generation programme with that

ambition in mind. It has been encouraging to see family members becoming more involved across different parts of the Group including participating in Compass events, coaching, leadership development, governance sessions and career conversations, and gaining practical insight through board observation, leadership forums and closer engagement with our businesses.

The aim is for family members to have positive engagements with the business while they build their own careers, experience and perspectives before deciding whether and how they might contribute to the business in the future.

Within this report you'll hear directly from some of those family members. Their experiences differ, but they share a genuine commitment to

learning, understanding the business and helping ensure Bibby Line Group continues to evolve while remaining true to the values that have defined it for more than two centuries.

That balance between continuity and change has always been one of our greatest strengths. We are proud of our heritage, but we never see it as something to preserve unchanged. Every generation has adapted the business to meet the needs of its time, and ours is no different. It is about strengthening governance, broadening perspectives and ensuring Bibby Line Group continues to benefit from engaged, informed and responsible family ownership for many years to come.

As sixth-generation family members continue the gradual process of handing over to the next generation, we do so with confidence. Not because the next generation will do things as we did, but because they are preparing to act as stewards in ways that are right for the future while remaining grounded in the principles that have guided this business for over 200 years.

That continuity of purpose, combined with a willingness to evolve, gives me great optimism for the years ahead.



L-R Peter, Alana, Sir Michael and
Geoffrey Bibby at the 2026 BLG Awards

Bibby Next Generation Voices



Over the past year, I have developed my understanding of the business through attending BFS Board meetings and shadowing two independent Non-Executive Directors. This practical experience has reinforced the knowledge gained through my Diploma in Corporate Governance, giving me a deeper understanding of the role, its responsibilities, and the principles of effective Board stewardship. I have also taken part in wider Next Gen activities, including career coaching and a workshop exploring the Non-Executive Director role, helping me build the knowledge and experience needed to contribute effectively to the business.

Alice Smith,
7th Generation Family Member



I have really enjoyed taking part in the Compass charity events this year, seeing everyone have fun while raising money for good causes. It has made the importance of continuing and growing the business for the long term feel even more meaningful. I have valued the cousin get-togethers organised by the business, which have helped us connect and work together around our shared values. Building on my previous involvement with Compass and the encouragement of its leadership team, it's been rewarding to help shape a business that colleagues and the family can be proud to be part of.

Camilla Smith,
7th Generation Family Member



Being part of the 7th Generation is both an exciting and daunting opportunity. Having attended the BFS Leaders Forum, spoken with colleagues and seen ambitious initiatives such as Bibby Marine's zero carbon vessel, I have witnessed the drive and commitment throughout the business. The NextGen programme has also given me the opportunity to speak with knowledgeable colleagues who have shared valuable career advice and lessons from their own experiences. The courses have been thought-provoking and extremely useful in shaping and informing my own career decisions.

Charlie Bibby,
7th Generation Family Member

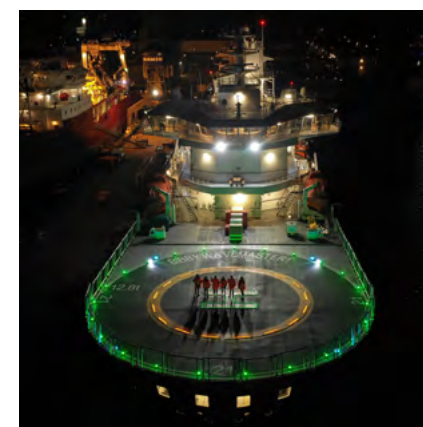


Members of the Bibby family compete in the company's annual charity dragon boat race

Company Information

Company Information

Bibby Line Group (BLG) is a diverse, international business operating in multiple countries, employing c.1,300 people in financial services, marine and infrastructure support. Founded in Liverpool in 1807, we are one of the UK's oldest family-owned businesses, with 220 years of experience of providing personal, responsive and flexible customer solutions.



Bibby Marine provides specialist offshore access and accommodation solutions, operating a fleet of service operation vessels and floating accommodation barges. Serving offshore energy, infrastructure, and humanitarian sectors, the business supports projects worldwide with flexible, scalable assets and a growing focus on sustainable maritime innovation, with its pioneering new-build electric Commissioning Service Operation Vessel (eCSOV).



Bibby Financial Services (BFS) is a leading international provider of working capital, cashflow, asset-based funding and foreign exchange solutions for small and medium-sized enterprises (SMEs). The business supports around 8,500 customers around the world and employs around 900 colleagues in nine countries across Europe and in Singapore.



With sustainable energy generation, market-leading welfare units and simple, reliable risk management solutions, **Garic** helps customers deliver successful projects. For 38 years, the business has combined innovative products with exceptional service, building a reputation as a trusted partner across the UK.

Purpose and Values

BLG's purpose is to grow the long-term value of the group. Guided by Our Values, we are custodians of the family business for future generations, creating a diverse group of innovative companies that develop colleagues, delight customers and give back to communities.

- Across Bibby, we live Our Values every day with commitment and integrity:
- We partner with customers for long term success;
 - We redefine what's possible
 - We deliver what matters, when it matters, and
 - We support each other to be our best.

Sustainability and Resilience

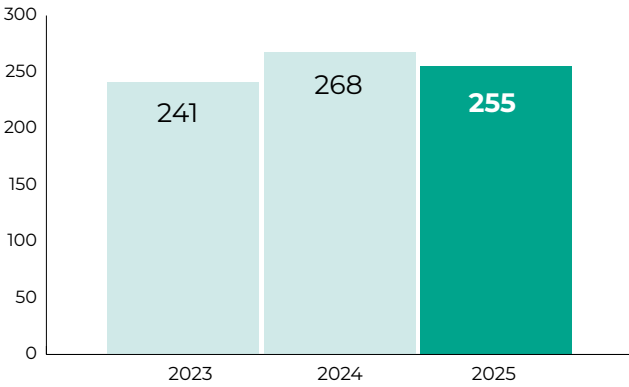
We focus our sustainability efforts on how we look after the environment, improve the communities in which we work and live, protect and offer a great experience for our people, and nurture long-term relationships with our customers. Compass is helping us to embed these focus areas within our business, and our group vision is to be "A family business, known for creating a better future together."

Strategic Themes

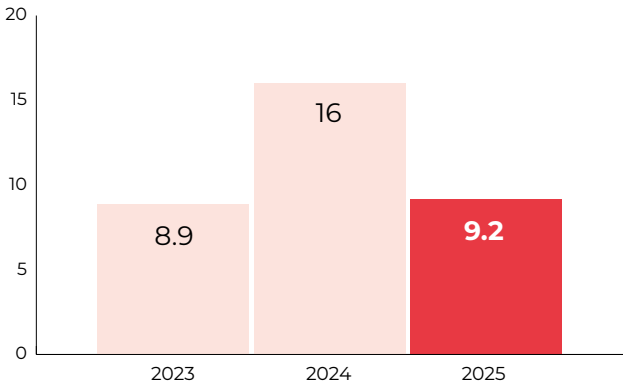
1. Maximise the long-term real value of shareholders' funds
2. Keep a business portfolio capable of generating recurring earnings
3. Attract, motivate and retain high quality personnel
4. Maintain our excellent reputation for safety of operations
5. Continuously improve the environment for all
6. Continually strive for excellent customer service
7. Ensure BLG values flow throughout the group

Bibby Line Group 2025 KPIs (Key Performance Indicators) at a glance

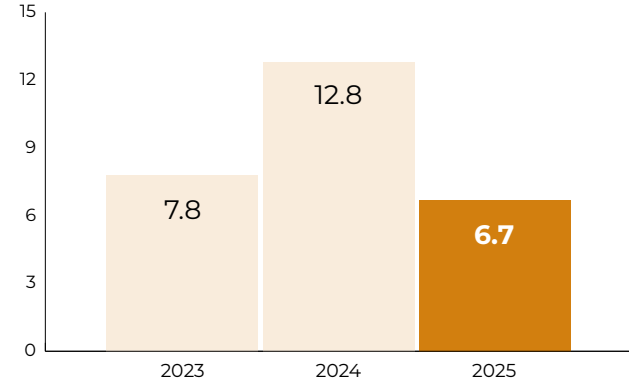
Turnover (£million)



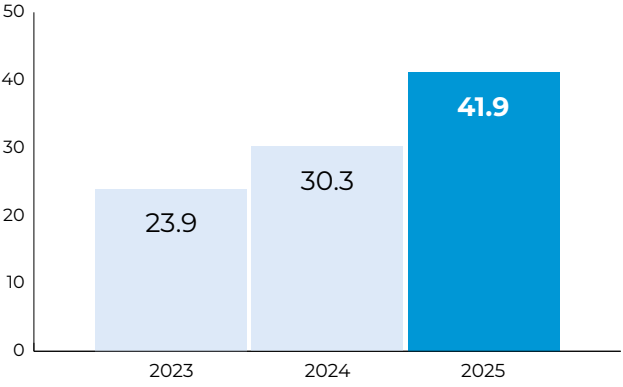
Operating Profit (£million)



Profit Before Tax (£million)



Capital Expenditure (£million)



2025 Financial Performance Commentary

"Against a backdrop of more challenging trading conditions across several of our markets in 2025, Bibby Line Group delivered a resilient financial performance, reporting profit before tax of £6.7m on turnover of £255m. This compares with profit before tax of £12.8m and turnover of £268m in 2024, when the Group delivered an exceptionally strong result.

"Operating profit remained positive at £9.2m, demonstrating the resilience of our diversified portfolio and our ability to trade profitably through difficult market conditions.

"Alongside disciplined cost and capital management, we continued to invest in the future. Capital expenditure increased to £41.2m, up from £30.2m in 2024, supporting investment in the assets, technology and capabilities that will strengthen our businesses and position us for long-term growth.

"Performance across our portfolio reflected differing market conditions. Bibby Financial Services delivered improved underlying profitability and continued strategic progress through its BFS 5.0 transformation. Bibby Marine experienced lower vessel utilisation, following the successful completion of several charter contracts, while investing significantly in the upgrade of its fleet of barges and keeping the delivery of our ground-breaking eCSOV on track. Garic traded in more challenging construction markets but continued to invest in customer service, technology and sustainable solutions to support future growth.

"The year also saw us complete a significant milestone in our long-term financial strategy with the £55 million buy-in of the Bibby Line Group Pension Scheme. This transaction strengthened the security of pension benefits for over 600 current and

former colleagues, while reducing long-term financial risk for the Group, reflecting our commitment to responsible stewardship and sustainable value creation."

"As a values-led family-owned business, we remain focused on sustainable long-term value creation over short-term gains. Our strong balance sheet and disciplined financial management give us the confidence to keep investing through changing market conditions, ensuring we are well placed not only to respond to market challenges, but to seize and capture the opportunities they present for our customers, colleagues and shareholders in 2026 and beyond."

Natasha Toy
Bibby Line Group Finance Director



“As a values-led family-owned business, we remain focused on sustainable long-term value over short-term gains. Our strong balance sheet and disciplined financial management give us the confidence to keep investing through changing market conditions.”

A Year of Progress

A Year of Progress



BFS secures funding for future growth

BFS extended its securitisation facility for a further three years, maintaining funding capacity of more than £1.15 billion to support customers and future growth.

Bibby Financial Services



BFS strengthens customer experience through new websites

Nine new country-specific websites with enhanced navigation and AI capability are helping strengthen customer experience, support sales, and grow the BFS brand.

Bibby Financial Services



Bibby Line Group secures £55m pension scheme buy-in

The £55m buy-in strengthens our responsible financial stewardship, providing greater security and certainty for more than 600 current and former colleagues while reducing risk and supporting future investment.

Bibby Line Group



BLG Awards celebrate colleagues

Nearly 1,000 peer nominations culminated in the second BLG Awards, celebrating colleagues who exemplify our Values and make a difference every day, building pride and engagement.

Bibby Line Group



'Electrifying Proof' whitepaper launch

Bibby Marine published its landmark Electrifying Proof whitepaper, challenging industry assumptions and strengthening its position as a leading voice in offshore electrification.

Bibby Marine



New Values and Leadership behaviours launched

Following 12 months of consulting with colleagues across the Group, Bibby launched refreshed Values and Leadership Behaviours to strengthen performance, support collaboration and prepare the business for the future.

Bibby Line Group



Garic App (Beta) launches

The new Garic App gives customers real-time sustainability data on hired assets, helping improve efficiency, reduce emissions and provide greater transparency.

Garic



Garic appoints new CEO

Asif Latief joined Garic as Chief Executive Officer, bringing extensive industry experience to accelerate the business's customer-focused transformation and sustainable growth.

Garic



Bibby WaveMaster 1 completes key charter

Bibby WaveMaster 1 successfully completed its seasonal charter with TotalEnergies Netherlands, demonstrating the strength of today's fleet to deliver excellent customer service.

Bibby Marine



BFS Transformation Programme launched

BFS launched its Transformation Programme to simplify how it works, harness technology and data more effectively, and accelerate growth.

Bibby Financial Services



1,100 volunteering days donated

Colleagues across the Group donated more than 1,100 days to local charities and community organisations through Compass, for a second consecutive year, honouring our commitment to communities.

Bibby Line Group



Garic opens Reading depot

Garic expanded its national network with the opening of its new Reading depot, increasing capacity and strengthening support for customers across the South of England.

Garic



Dragon Boat Race raises £40,000 for charity

More than 180 colleagues came together to support communities for the fourth Bibby Dragon Boat Race, raising £40,000 for charity through colleague fundraising and Group match funding.

Bibby Line Group

Jul 25

Aug 25

Sep 25

Oct 25

Nov 25

Dec 25

Jan 26

Feb 26

Mar 26

Apr 26

May 26

Jun 26



Keel laid for world-first zero-emission eCSOV

Major construction milestone reached at Armon Shipyard, Spain, keeping the build on track and positioning Bibby Marine at the forefront of maritime electrification.

Bibby Marine

BLG by the Numbers

Innovation and Growth

Marine



Bibby Financial Services

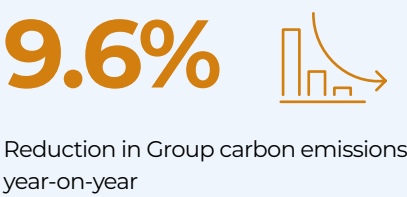


Bibby Line Group

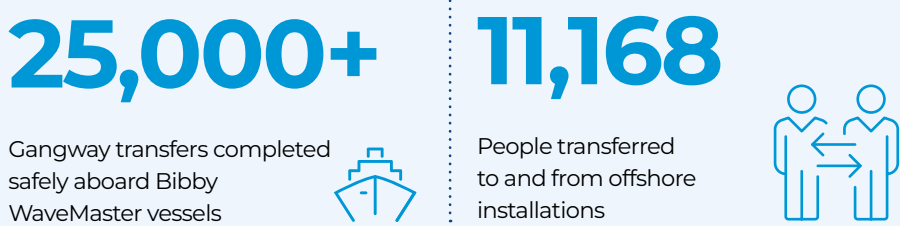


Operational Excellence

Bibby Line Group

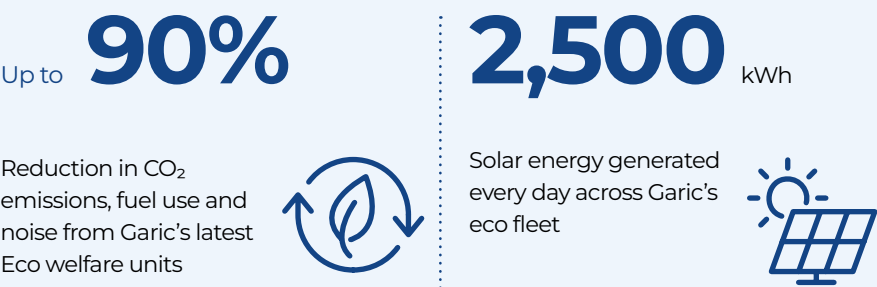


Marine

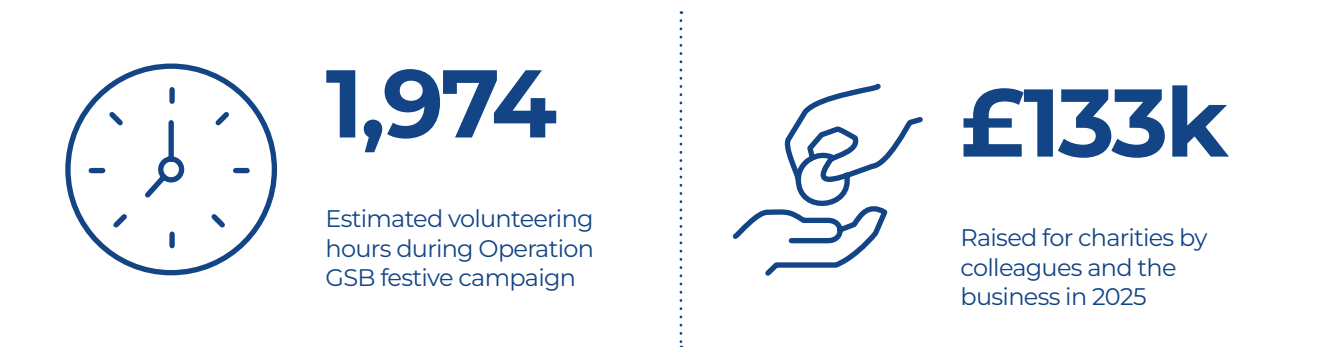


BLG by the numbers

Garic



People and Communities



Strategy in Action



Bibby Marine: Powering the Future of Offshore Operations



As the offshore energy sector continues to evolve, Bibby Marine is helping shape what comes next. Throughout 2025/2026, the business has continued to provide exceptional value and service to customers through safe and reliable marine operations, while making significant investments in the technologies, skills and innovation that will define the industry for generations to come.

150 nautical miles
Projected all-electric
range of the world's
first eCSOV



155,000 tonnes
Projected annual CO₂
emissions avoided
per vessel through
the eCSOV



Up to
£10m
Projected lifetime
operating cost savings
per vessel through
electrification



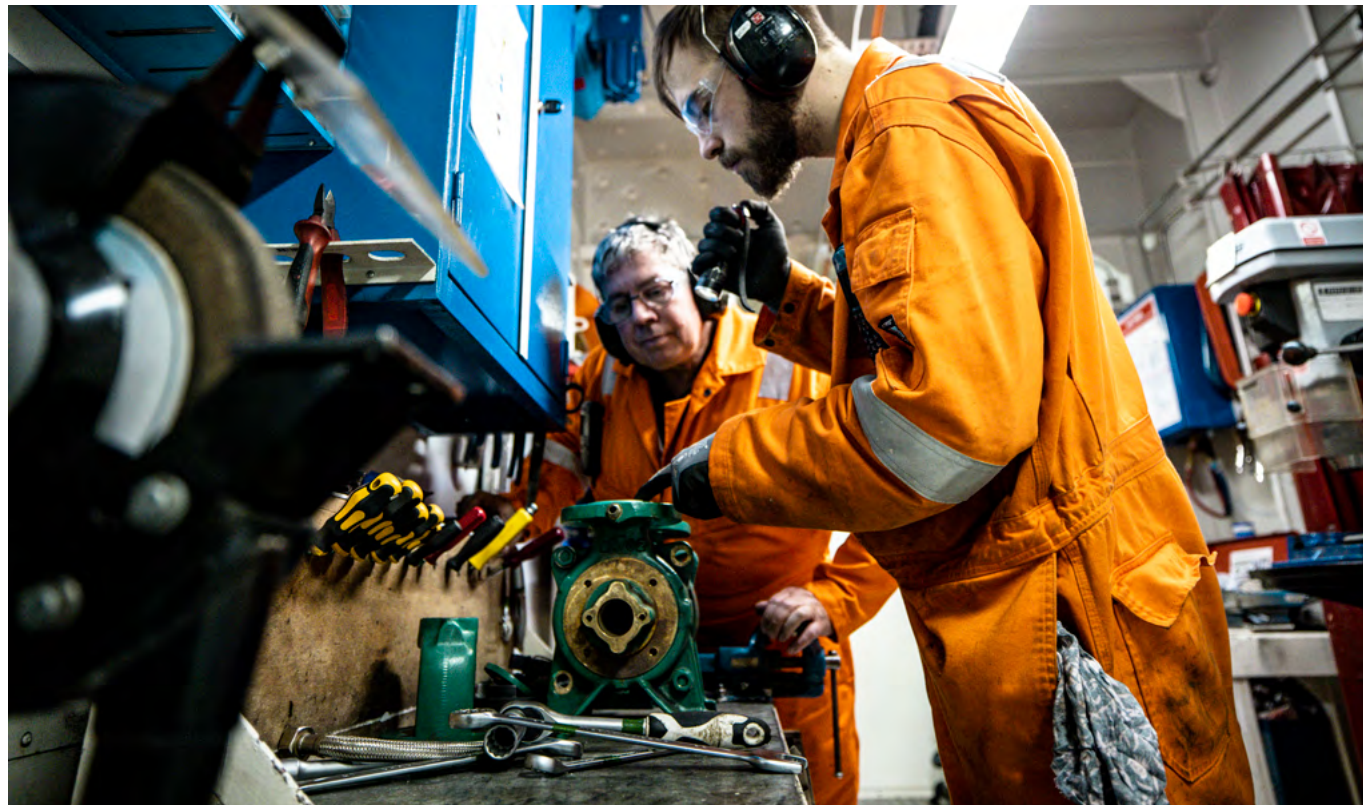
Innovation Driving the Energy Transition

The year's standout achievement has been continued progress on Bibby Marine's electric Commissioning Service Operation Vessel (eCSOV). The build programme has maintained strong momentum over the last 12 months, and the vessel remains on track for delivery in the summer of 2027. Key milestones include the keel laying in the summer of 2025, successful factory testing and installation of the main engines and thrusters in spring 2026, and three quarters of the hull finished by July 2026.

Delivered through close partnership between Bibby Marine, Armon Shipyard and the wider supply chain, these milestones show how strong collaboration, careful quality management and a shared focus on safety in the yard are helping turn an ambitious vision into reality. Supported by the UK Government's Zero Emission Vessel Infrastructure (ZEVI) programme, the eCSOV is designed to become the world's first fully electric service operation vessel for offshore wind. It represents far more than a new vessel; it demonstrates how Bibby Marine is combining customer.



Interior cabin of the recently refurbished Avon accommodation barge



insight, engineering expertise, supply chain knowledge and environmental ambition to lead an approach that will help accelerate the transition to lower-carbon offshore operations.

Once operational, the vessel is expected to avoid around 155,000 tonnes of CO₂ emissions over its lifetime, while reducing operating costs by up to 40% from day one, and around 70% as offshore charging infrastructure develops. The ambition extends beyond one vessel, with plans to grow the fleet to capture market opportunities and lead decarbonisation across the sector, delivering greater savings for customers and the environment.

Delivering Today, Preparing for Tomorrow

Alongside investment in future capability, Bibby Marine has continued to deliver strong operational performance across its existing fleet.

Its floating accommodation barges achieved 80% utilisation during the year, supporting a broad range of customers, including providing accommodation for the armed forces at two separate locations.

The past 12 months also represented a natural period of transition and investment. As



significant barge charters ended, vessels entered dry dock so their normally submerged sections could be safely inspected, cleaned, repaired and legally certified before returning to service and delivering value for customers.

The business also expanded its management of third-party vessels, giving customers access to a wider range of accommodation solutions while strengthening commercial performance through an asset-light operating model.

Smarter Operations Through Digital Innovation

Technology and data are increasingly transforming how Bibby Marine manages its fleet and supports customers, while also reflecting the ambition of the business.

Investment in artificial intelligence and digital systems is improving maintenance planning, project delivery and operational decision-making by providing greater visibility across vessels and helping teams identify issues before they become problems.

Strategy in Action: Bibby Marine

The business is also exploring technologies such as advanced vessel monitoring, digital twins (a virtual, real-time replica of the vessel), and predictive analytics to further improve reliability, reduce emissions use and minimise downtime.

These capabilities are helping Bibby Marine move from reactive to predictive operations, improving efficiency, enhancing safety and creating greater value for customers.

Investing in People

As technology evolves, so too must the skills needed to operate it safely.

Training, leadership and continuous professional development remain central to Bibby Marine's approach, ensuring colleagues have the expertise and confidence to operate increasingly

sophisticated vessels while preparing for the new technologies and fuel pathways that will shape the future of the maritime industry.

Industry recognition received during the year reflects this combination of innovation, operational excellence and technical expertise, reinforcing Bibby Marine's reputation as a trusted partner and leader in the offshore energy sector.

As Bibby Line Group continues to move forward, Bibby Marine is playing a critical role, showing what that ambition looks like in practice: delivering for customers today while investing in groundbreaking vessels, infrastructure, technology and capabilities that will help shape offshore operations for generations to come.



Bibby Marine Awards & Recognition in 2025/2026

► Nor-Shipping Awards 2025 – Next Generation Ship Award: Bibby Marine

Winner

► Maritime UK 2025 Awards Clean – Maritime Operator Award: Bibby Marine

Shortlisted

► Mersey Maritime Industry Awards 2025 – Technology and Innovation Award: Bibby Marine

Winner

► Offshore Support Journal Awards 2026 – John Westwood Deal of the Year Award: Bibby Marine

Winner

Bibby Financial Services: Helping SMEs grow and thrive



Bibby Financial Services is transforming how it supports SMEs, combining strong funding capacity with investment in technology to create better experiences for customers. Guided by its BFS 5.0 strategy, the business is already delivering ambitious plans, building the capabilities needed to accelerate growth while helping customers navigate continued economic uncertainty with confidence.

£1.15bn+
Funding capacity
available to support
SMEs



Accelerating Growth

Throughout 2025 and 2026, BFS continued to strengthen its ability to support businesses of all shapes and sizes, increasing its funding capacity to well in excess of £1.15 billion through renewed and expanded facilities to give the business greater flexibility to support SMEs at a time when access to cashflow and working capital solutions remains critical.

As part of the drive to accelerate growth and transform BFS, the business continued its move towards supporting larger customers, with the average new deal size increasing by around 13% compared with 2024. This reflects a focus on higher-value, sustainable growth and creating greater lifetime value from client relationships. The creation of a dedicated Product team and the new North West Europe region (bringing together our business in the UK, Ireland and the Netherlands) will further strengthen its ability to scale, helping bring more consistent products, services and expertise to customers while accelerating growth across markets.

£12.4bn
Client turnover
supported annually



8,500+
Businesses supported
across more than 300
sectors



Putting Data to Work for Customers

This year, BFS accelerated its investment in its data capabilities to become a truly data-driven organisation. By making data more accessible, trusted and actionable,

BFS is enabling better insights and faster decision-making to improve customer experiences, increase efficiency and build the foundations for sustainable growth across the business.

BFS continued major investment in its technology infrastructure to reflect evolving customer needs. IT re-platforming progressed across Europe and Asia, while the first phase of its migration to Microsoft Azure was completed, providing the secure and scalable digital platform needed for future innovation.

Customers are already seeing the benefits. A new Client Online Demonstration platform, introduced across the UK, Ireland, France and the



Netherlands, allows prospective customers to explore the digital platform before they join, making conversations simpler and giving businesses greater confidence from the very first meeting.

Nine new AI-enabled websites were also launched during the year, improving the online customer

experience while helping drive future growth. Together, these investments contributed to customer satisfaction reaching a record Net Promoter Score of +53, demonstrating that digital transformation is improving customer experience as well as operational performance.



Empowering Colleagues

While technology is changing how BFS works, relationships remain at the heart of the business.

As a family-owned, values-led organisation, the Group has always believed that long-term success is built on long-term relationships and trust. Data and AI help colleagues work more efficiently, but they also create more time for the conversations, advice and relationships that customers value most.

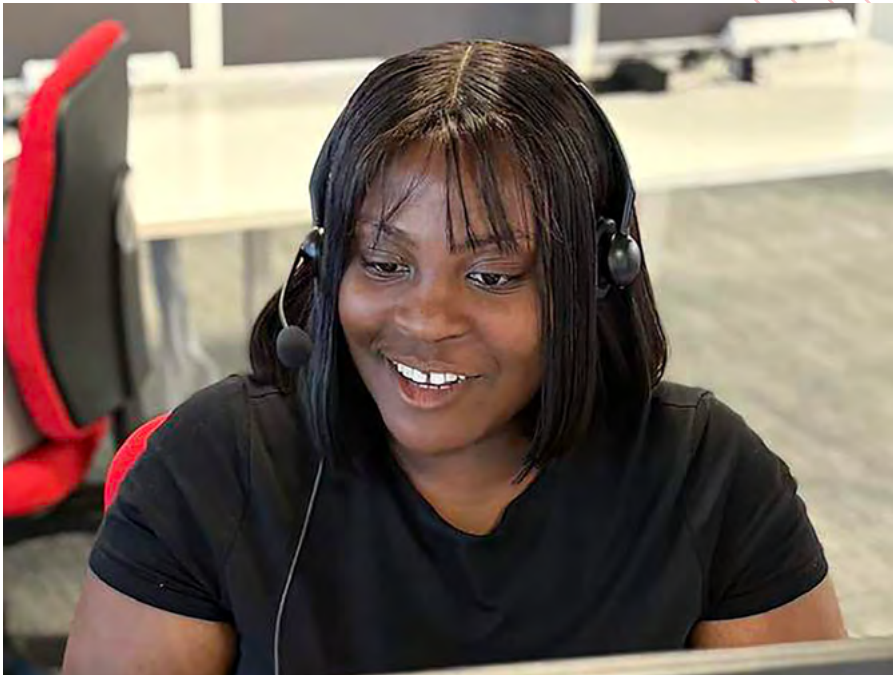
During the year, BFS continued to invest in colleague development through enhanced learning programmes, talent and succession planning, inclusive recruitment and improved health and wellbeing support. Colleague Voice also entered its second year, giving colleagues regular opportunities to share ideas directly with the Executive Leadership Team and helping shape improvements across the business.



Looking Ahead

The launch of the BFS Transformation Programme in January 2026 marks the next stage of the business's evolution, and represents its bold ambition. By bringing together data, AI, technology and talented people, BFS is creating a simpler, faster and more connected business that is ready to seize opportunities, despite challenging market conditions.

As Bibby Line Group continues to look to the future, BFS is demonstrating that digital transformation is about more than new technology. It is about giving colleagues better tools, helping customers make better decisions and ensuring more SMEs have the confidence, funding and support they need to grow and thrive.





Bibby Financial Services Awards & Recognition in 2025/2026

► InBusiness Recognition Awards by Chambers Ireland 2025 – Financial Services Company of the Year: BFS Ireland

Winner

► Guaranteed Irish Business Awards 2025 – Professional Services category: BFS Ireland

Shortlisted

► Business Moneyfacts Awards 2025 & 2026 – Best Factoring & Invoice Discounting Provider: BFS UK

Winner

Garic: Investing Today for Smarter Service Tomorrow



Despite continued pressure across the construction sector, Garic has continued to invest in its hire fleet, technology and national network to help customers build safer, smarter and more sustainable sites. During the year, the business strengthened its leadership team, expanded its depot network and accelerated digital innovation, creating the capability needed to support customers today while laying the foundations for future growth.

Up to
90%
Reduction in CO₂
emissions, fuel use and
noise from Garic's latest
Eco welfare units



2,500
kWh Solar energy
generated every day
across Garic's eco fleet



+77
Net Promoter
Scores for Garic



Putting Customers at the Centre

Everything Garic does starts with the customer. During the year, the business invested in its market-leading range of static and mobile welfare units, Microgrid energy solutions, battery storage, solar technologies and environmental services.

For customers, this means having one trusted partner who can simplify temporary site requirements, keep projects moving and remove the cost and hassle of owning, maintaining and servicing equipment themselves.

The appointment of Asif Latief as Chief Executive Officer in November 2025 marked the next stage of Garic's growth and ambition. Bringing extensive sector experience and strong customer relationships, Asif is leading the business with a clear focus on operational excellence, service and sustainable innovation.

Garic also strengthened its national network and future growth ambitions by opening a new Reading depot, increasing capacity across the South of England and improving response times for customers in one of the UK's busiest construction regions.

Technology Driving Better Service

Technology is helping make Garic easier to do business with. As a family-owned business built on long-term relationships and strong values, Garic continues to invest in technology that complements rather than replaces personal service.

During the year, the business launched a new customer app that provides real-time visibility of the environmental performance of hired assets, allowing customers to monitor fuel consumption, track carbon emissions and identify opportunities to reduce operating costs. WhatsApp for Business has also made communication faster and more responsive, helping customers access support when they need it.

Garic's digital progress was recognised at the 2025 Hire Association Europe Excellence Awards, winning Best Use of New Media and receiving a Highly Commended award for its new customer website, which has been designed to support future AI-enabled functionality and digital transactions.



Opening of new Reading depot, June 2026

Garic CEO, Asif Latief

Helping Customers Deliver More Sustainably

Sustainability has long been part of Garic's offer, not as an add-on, but as a practical way of helping customers operate more efficiently, helping them save money, while minimising environmental impact.

The business continues to provide one of the UK's broadest ranges of low-emission welfare and site equipment, enabling customers to reduce fuel consumption, lower carbon emissions and improve site performance.

During the year, the team rolled out the Eco Cabin+ range. The solar-powered welfare unit has demonstrated up to an 88% reduction in fuel consumption and CO₂ emissions on live customer sites, delivering measurable environmental and commercial benefits.

At its Bury facility, circular economy principles extend product life through refurbishment and reuse, while every new innovation is assessed using the company's SEE Framework, ensuring it delivers Social, Environmental and Economic value before it reaches customers.



Strategy in Action: Garic

Safety Without Compromise

As the business continues to evolve, safety remains non-negotiable.

Garic achieved FORS Gold accreditation for the eighth consecutive year and received its seventh consecutive RoSPA Gold Award, recognising the strength of its safety culture and its commitment to protecting colleagues, customers and everyone working on site.

Looking Ahead

As Bibby Line Group continues to move forward, Garic is showing that innovation is about more than new products. By investing in people, technology and sustainable solutions, the business is helping customers build safer, lower-carbon and more efficient sites while strengthening its

own platform and network coverage for long-term growth.



Garic Awards & Recognition in 2025/2026

- ▶ Hire Awards of Excellence 2025 – Best Use of New Media: Garic
Winner
- ▶ Hire Awards of Excellence 2025 – Website of the Year: Garic
Highly Commended
- ▶ The Royal Society for the Prevention of Accidents (RoSPA) 2025 & 2026: Garic
Gold Health & Safety Award

- ▶ The Fleet Operator Recognition Scheme (FORS) 2025 & 2026: Garic
Gold Accreditation
- ▶ Considerate Constructors Scheme 2025 & 2026 – Garic: Rated 45/45
Excellent
- ▶ Rail Scotland Dinner & Awards 2026 – Product of the Year: Garic Combi Cabin 24 Eco
Winner

Featured Articles



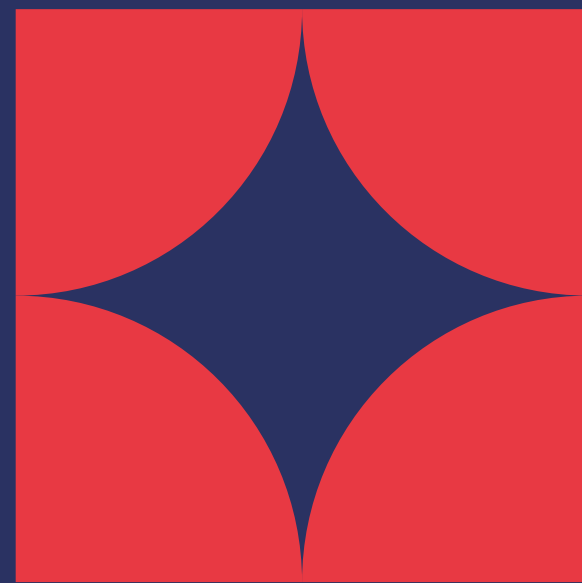
Living Our Values: The Culture Powering Our Future



We **partner** with customers for long term success



We **deliver** what matters, when it matters



We **redefine** what's possible



We **support** each other to be our best

Featured Articles: Living Our Values

Across Bibby Line Group, we are investing in the future: pioneering vessels, digital transformation, sustainable construction solutions and innovative ways to support our customers. But while investment creates opportunity, long-term success depends on something more fundamental: the values and behaviours our people live every day.

Every customer relationship, innovation, safety decision and commercial outcome we make at Bibby is shaped by how we connect with each other. In a faster-moving, more competitive world, culture has become a genuine driver of business performance. It influences how quickly we adapt, how effectively we solve problems, how well we collaborate and, ultimately, the value we create for customers, colleagues and shareholders.

We are an ambitious business. Our ambition is not simply about setting bigger goals; it is about better understanding what our customers need, imagining what is possible, turning those ideas into reality and supporting each other to make it happen. Strong values give that ambition a practical foundation.

That is why, over the past year, we have undertaken the most significant review of our Values and Leadership Behaviours in more than a decade. The result is not a new culture, but a clearer expression of the behaviours that will help us achieve our ambitions while staying true to what has made Bibby successful for more than 200 years.

Performance Starts with People

Markets are changing faster than ever. Customer expectations continue to rise. Artificial intelligence is reshaping industries; sustainability is influencing investment decisions and competition continues to increase across every sector in which we operate.

Success in that environment depends on more than having the right strategy. It depends on having people who can turn strategy into results. Our colleagues win customers, raise finance, build technology, deliver vessels, operate safely offshore and solve complex challenges every day.

Recognising this, we launched our *Help Shape How We Work and Lead* programme in 2025, asking colleagues across every part of our Group a simple but important question: *What behaviours will help Bibby succeed over the next decade?*

The answer became our refreshed set of Group Values, supported by a new Leadership Behaviour Framework. Together, they build on everything that has made Bibby successful for generations while providing a clearer guide for the future.



We deliver what matters, when it matters



Delivering what matters isn't just about meeting deadlines – it's about getting the important things right. As Bibby Marine's site team at the shipyard in Vigo, we represent the business every day throughout the vessel construction process. We've carried out more than 400 inspections alongside the shipyard and classification societies, identifying potential issues early so they can be resolved before they become bigger problems. It's a rigorous approach, but that's how we ensure every vessel is delivered safely, to the highest standards, and ready to perform for our customers.

Kevin Benítez, Site Manager, Bibby Marine

Why Values Matter

At Bibby, our Values are more than words. They help define how we work, make decisions and build relationships across our businesses, countries and communities.

As Bibby evolves, they give us a shared sense of what matters – helping colleagues navigate change, work together effectively and stay focused on what makes a difference for our customers and each other.

They also connect our future with our heritage. For generations, Bibby has built its reputation on trust, long-term relationships and integrity. Our Values make those qualities clear, while recognising that the way we work must continue to evolve.

For our colleagues, customers, suppliers and partners, they provide a consistent sense of who we are and what they can expect from us – wherever they encounter Bibby.

Shaped by Colleagues

Our Values were shaped by the people who know Bibby best: our colleagues.

More than 850 colleagues from across the Group took part in surveys, workshops, interviews, focus groups and discussions, creating thousands of conversations about what makes Bibby distinctive today – and what we need to become tomorrow.

Four themes emerged. Colleagues told us that we should:

- Partner with customers for long term success, building the trust and relationships that have always been central to Bibby.
- Redefine what's possible, challenging established thinking and embracing innovation and change.
- Deliver what matters, when it matters, with the pace, quality and accountability our customers expect.
- Support each other to be our best, recognising that our people are central to our success.

These insights became our four refreshed Values.

Alongside the Values, our new set of linked Leadership Behaviours provide a practical shared language for how we lead and what we expect from one another.

This is not about creating a new culture, but bringing clarity to the qualities that have always made Bibby distinctive and equipping us for the opportunities ahead. Across the Group, those qualities are already visible every day - now we have a shared language to recognise, strengthen and build on them.

Compass Connection

The refreshed Values are also closely connected to the evolution of Compass, our sustainability framework. This year alone, colleagues donated more than 1,100 days to community causes, supported environmental initiatives across multiple countries, strengthened wellbeing through health and inclusion programmes, and continued improving customer experiences across every business.

Together, our Values and Compass create a clear connection between what we believe, the impact we want to

have for customers, colleagues, communities and the environment, and, ultimately, how we behave and interact to achieve it.

Building the Foundations for the Future

Launching our refreshed Values is an important milestone, but the real work is only just beginning. The true measure of any value is not whether people can remember it. It is whether it influences the decisions they make every day.

Over the coming year, Our Values and behaviours will become increasingly embedded in how we recruit, develop leaders, recognise success, manage performance and support

Featured Articles: Living Our Values

career development across the Group. It's leading towards stronger leadership, better collaboration, clearer accountability and improved outcomes for customers, colleagues, communities and shareholders.

Because culture is not separate from performance. It is one of the foundations of it.

As a family-owned business with more than two centuries of history, Bibby Line Group has continually adapted to meet the changing needs of customers, markets and society. As we continue to adapt, our refreshed Values provide the foundation that will help turn those ambitions into reality.

Technology will continue to evolve. Markets will continue to change. Customer expectations will continue to rise. But our long-term success will continue to depend on the judgement, integrity and commitment of our people.

Because strategy can set our course, but it is our culture – lived through our Values every day – that will determine how far we go and how successfully we shape the future together.



We redefine what's possible



After two fraud incidents, I saw an opportunity to do more than document what had happened. We needed to help colleagues spot the warning signs before fraud could take place. I designed, tested and refined a new Fraud Prevention workshop, then rolled it out across key teams. The impact was immediate: colleagues felt more confident raising concerns, and one colleague used what she had learned to stop a real fraud, preventing a significant operational and financial loss. The programme is now being rolled out across the Group. For me, redefining what's possible means turning ideas into action and creating real impact.

Rachael Ault, Risk and Assurance Manager, Bibby Line Group Head Office



We support each other to be our best



As part of our BFS 5.0 transformation, we brought together colleagues from different teams, countries and backgrounds. We all had different ways of working, so before we could deliver change, we needed to build trust. Together, we created a team charter that wasn't about rules, but about how we wanted to support one another, collaborate and get the best from each other every day. It gave us a shared understanding of what great teamwork looks like and created an environment where everyone felt able to contribute. For me, supporting each other isn't just the right thing to do – it's what enables us to deliver our best work.

Charlotte Broomfield, Agile Business Analyst, BFS



We partner with customers for long term success



One of the most rewarding parts of my role has been working alongside our customer TKJV over the past two years. It was never about simply supplying welfare units and equipment – it was about understanding what they were trying to achieve and helping them find better ways to do it. Together, we trialled new technologies, monitored performance, shared insights and refined solutions that reduced fuel use, cut emissions and lowered costs across multiple sites. That partnership continues to evolve because we keep listening, learning and improving together. For me, real success comes when customers see us as a trusted partner, not just a supplier.

Aaron Holden, AP North Project Manager, Garic

Compass Evolution: Shaping a Sustainable Future



As Bibby Line Group continues to invest in the future, Compass is evolving alongside it. Five years after launching our resilience framework, we are building on strong foundations with a renewed focus on creating long-term value for colleagues, customers, communities and the environment. Last year we reflected on our journey to date in ‘Finding True North’. This year, our focus is firmly on what comes next.

Shared Ambition, Sharper Focus, Greater Impact

At Bibby Line Group, we believe long-term success is built on more than financial performance alone. As a family-owned business with more than 200 years of history, we recognise our responsibility to create lasting value for our colleagues, customers, communities and the environment. Sustainability is not a separate initiative; it is part of how we build resilient businesses, strengthen relationships and create a better future together.

Since launching Compass in 2021, we have made meaningful progress. Colleagues have volunteered thousands of hours to support local communities, strengthened partnerships with schools and charities, improved customer advocacy and colleague engagement, and continued to reduce our environmental impact. These achievements have created a strong foundation, but our ambition continues to grow.

Compass was never intended to stand still. Its purpose has always been to help Bibby remain resilient, relevant and responsible for the long-term. Our Compass Evolution builds on what we have learned over the past five years, while sharpening our focus on where we can make the greatest difference.

Our purpose and vision remain unchanged, as do our four strategic ‘Points’: Environment, Community, People and Customer. These continue to reflect the areas where we believe we can create the greatest positive impact.

What is changing is how we focus our efforts and measure success. We have refreshed our twelve Trailblazer focus areas to concentrate activity where it can have the greatest long-term impact, supported by clearer ambitions and consistent annual progress measures. Rather than trying to do everything, we are being more deliberate about where we can make a difference.

Focusing on What Matters Most

Across **Environment**, our focus will continue to centre on Decarbonising Our Assets, but we are also now prioritising Water Preservation and Zero Waste to Landfill. These combine to support our long-term ambition to achieve Net Zero carbon emissions by 2040.

Within **Community**, focus on our Giving Something Back fundraising programme, Donate a Day corporate volunteering initiative and Schools Outreach approach will continue to create meaningful opportunities for colleagues to support local communities and inspire future generations. A new Community Impact Fund launched during the summer of 2026 is now supporting bigger impact projects.

For **People**, our priorities remain helping colleagues thrive through Health and Wellbeing, Active Inclusion and Learning and Development. Across all Points we will continue to deliver a packed colleague engagement calendar connecting colleagues with Compass.





Meanwhile, our **Customer** approach includes three refreshed focus areas, prioritising Customer Listening and Insight, Enhancing Customer Experience and Building Customer Trust, recognising that strong relationships and advocacy remain critical to long-term success.

Across all four Points, clearer measures and reporting will improve transparency, consistency and accountability, while recognising progress rather than treating sustainability as a simple pass-or-fail exercise.

Connecting Local Action to Global Impact

Compass has always focused on practical action and measurable outcomes.

To strengthen accountability, the refreshed framework is now aligned with the UN Sustainable Development Goals (SDGs). Seven core goals will provide the primary focus for measurement and reporting, while a further seven recognise the wider contribution our businesses make

through everyday activity.

This gives Compass a clearer connection to global priorities without losing its practical focus on what we can influence through our businesses and colleagues.

The Next Chapter

Compass has always been powered by people. During the past year alone, colleagues donated more than 1,100 volunteering days, supported schools and communities, strengthened customer relationships, invested in wellbeing and inclusion, and continued to reduce our environmental impact. The impact reports that follow show some of this work in more detail.

Those actions demonstrate that Compass is becoming more than a framework: it is increasingly part of how we work and how we create long-term value.

As Bibby Line Group continues to move forward, Compass will remain central to delivering our Purpose and living our Values. The next chapter is about shared ambition, sharper focus and greater impact – helping us build

more resilient businesses, strengthen the relationships that matter and create lasting value for our customers, colleagues, communities, shareholders and the environment.

While our priorities will continue to evolve, our vision remains unchanged: to be “a family business known for creating a better future together”.



Compass has always been about creating long-term value – for our customers, shareholders, colleagues, communities and the environment. As we look to the future, we’re evolving the framework to focus our efforts where they can have the greatest impact, while aligning our ambitions with recognised global priorities. It’s about realising our ambition and ensuring we remain a responsible, resilient and relevant business for generations to come.

Jonathan Lewis, Bibby Line Group CEO



Compass Leaders' Perspectives



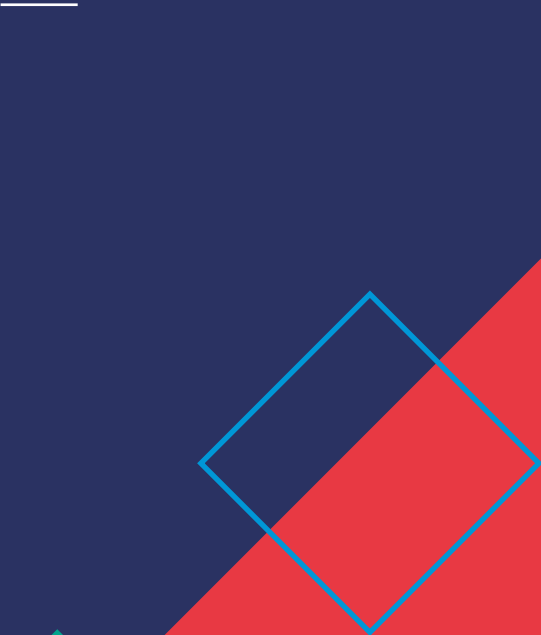
The greatest impact on communities often starts with individual action. The next phase of Compass is about creating even more opportunities for colleagues to support communities, share their skills and inspire the people who will shape the future.

Jonathan Andrew, Bibby Financial Services CEO and Community Lead



The challenge ahead is clear. By focusing on decarbonisation, responsible resource use and reducing waste, we can continue making meaningful progress towards our Net Zero ambition while helping build a more sustainable business for future generations.

Nigel Quinn, Bibby Marine CEO and Environment Lead



I believe that exceptional performance is built on the foundations of continuous learning, positive wellbeing and genuine inclusion. These are not separate priorities but interconnected drivers of a culture where colleagues can flourish, contribute meaningfully and deliver sustainable success for our business.

Hannah Bloxham, Bibby Line Group CPO and People Lead



Customer expectations continue to evolve. By listening closely, strengthening relationships and continually improving the experience we provide, we can build the trust and advocacy that underpin long-term success.

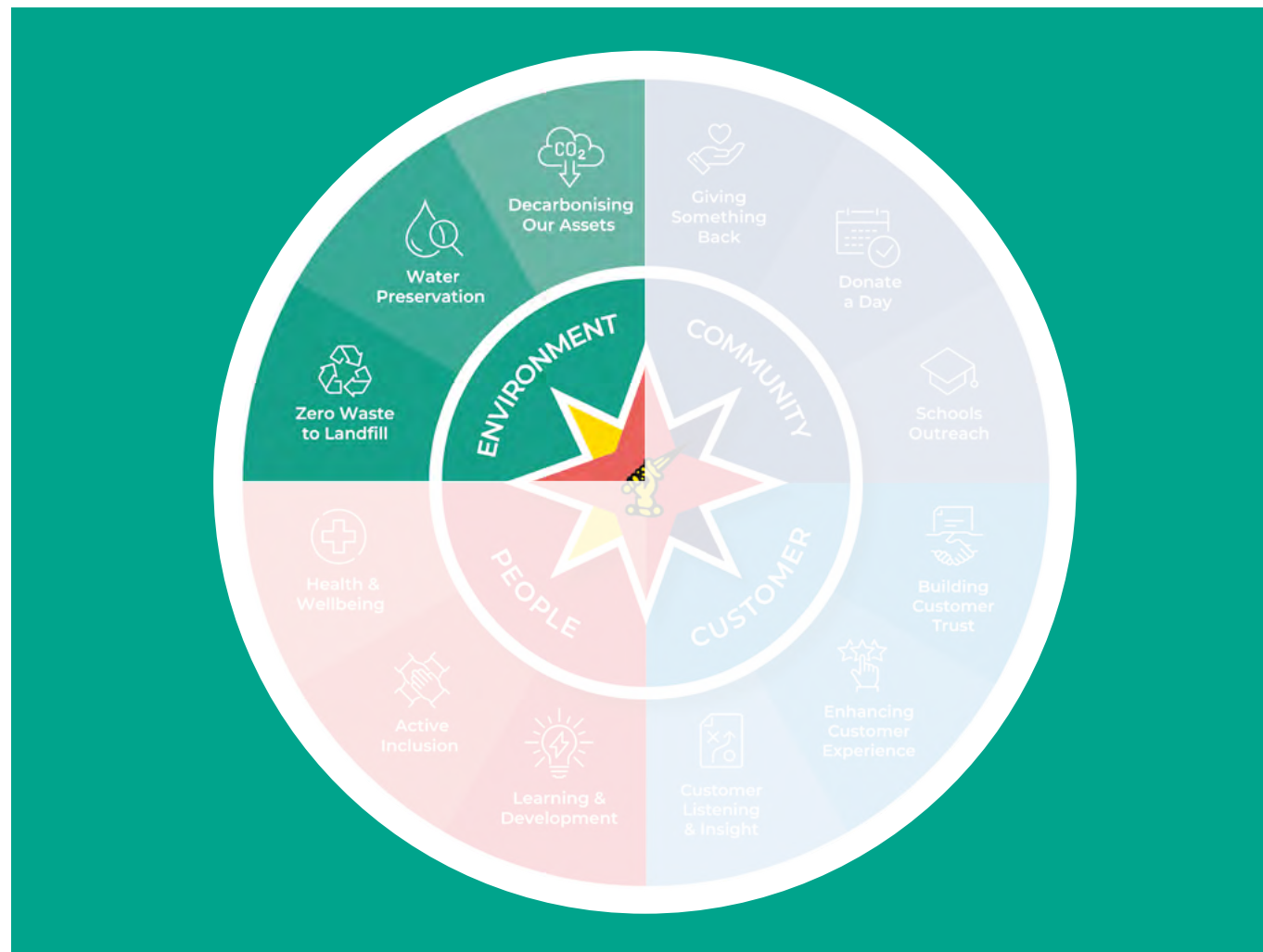
Asif Latief, Garic CEO and Customer Lead



Compass Impact

2025/2026 Compass Impact Summary: Environment

We are committed to being an increasingly sustainable business, minimising our environmental impact and influencing positive change.



Reducing our environmental impact remains a key priority across Bibby Line Group. During 2025/26, we continued to cut emissions, invest in lower-carbon technologies and help customers reduce their own environmental impact, while building the capabilities needed to achieve our long-term ambition of net zero carbon emissions by 2040.

The year also marked the next evolution of Compass, with greater focus on decarbonising our assets, preserving natural resources and reducing waste – helping create a more resilient and resource-efficient business for the future.

Decarbonising Our Assets

Understanding our environmental impact is essential to reducing it. During the year, we continued working with external specialists to strengthen our carbon reporting, giving us better insight into where we can make the biggest difference and helping shape future investment decisions.

Bibby Marine's eCSOV project remains one of the most significant contributors to our long-term decarbonisation journey. Construction of the world's first truly zero-emission Commissioning Service Operation Vessel continued to reach key construction milestones during the year. Once operational, it is expected to become the world's first fully electric Commissioning Service Operation Vessel, helping customers decarbonise offshore operations while demonstrating how innovation can accelerate the energy transition.

At Garic, sustainability continues to be embedded into both operations and customer solutions. Over the last 12 months the business continued investing in lower-emission welfare units, solar technologies and battery storage solutions, helping customers reduce fuel consumption, emissions and operating costs without compromising performance.

Across Bibby Financial Services, all company cars are now electric or plug-in hybrid vehicles, supported by a travel policy that encourages more

sustainable choices. Together with similar initiatives across the Group, these changes continue to reduce emissions from business travel.

Reducing Waste and Preserving Resources

Having made significant progress in reducing emissions through renewable electricity and the removal of purchased single-use plastics across our land-based operations, our focus is expanding.

The refreshed Compass framework now places greater emphasis on reducing waste and preserving water. In all businesses, we are working to minimise waste, extend the life of assets through repair, refurbishment and reuse, increase recycling, and prevent waste from being sent to landfill wherever possible. We are also taking steps to use water more efficiently, recognising its importance as a finite resource and reducing unnecessary consumption across our operations.

These practical actions will help reduce environmental impact while making better use of valuable resources across the Group.

Environmental Heroes

Our Environmental Heroes initiative continued to encourage colleagues to take practical action in support of the environment, building colleague engagement and demonstrating how small actions can collectively make a meaningful difference.

During the initiative, colleagues logged more than 250 sustainable activities including swapping driving for walking or cycling, donating unwanted items, planting seeds and trees, trying plant-based meals and making more sustainable choices in their everyday lives.

Colleagues across the Group dedicated more than 100 volunteering days to the initiative. Highlights included:

- Colleagues caring for 10,000 tree seedlings in Czechia
- Planting 1,560 saplings in Poland
- Site-wide litter picks led by Garic teams
- More than 180 volunteer hours supporting Autism Together's farm site in Wirral, UK
- Bibby Marine colleagues and customers taking part in our first beach clean in the Netherlands (image below)



Environment: Impact Snapshot

Environment Vision:

We are committed to being an increasingly sustainable business, minimising our environmental impact and influencing positive change.

Environment Lead KPI:

Net zero carbon emissions by 2040.

2025 / 2026 Environment Focus Areas:

1

Decarbonising Our Assets

2

Water Preservation

3

Zero Waste to Landfill

2025 Key Metrics

9.6%

percentage reduction in total emissions emitted by group for 2025 vs. 2024

4,782t CO2e

total emission reduction for 2025 vs. 2024

100+

days volunteered to green causes as part of Environmental Heroes initiative

Environment Metrics and Outputs: Jan 2025 - Dec 2025

	2025	2024	2023
Scope 1,2,3 Emissions - continuing operations (CO2e tonnes) across the group	17,800	22,209	20,326
Intensity ratio across the group	69.7	82.8	84.7
Energy consumption used to calculate the above emissions (kWh)	66,522,738	86,328,916	72,299,419



2025/2026 Compass Impact Summary: Community

We believe that when the communities in which we live and work thrive, so do we. Through Compass, we continue to encourage and support colleagues to give their time, skills and resources to causes that matter, creating lasting benefits for local communities while strengthening colleague engagement and living our Values.



In 2025, we exceeded our Donate a Day target for the second consecutive year, with colleagues contributing 1,105 volunteering days across the Group. Alongside this, colleagues raised vital funds for charities, supported schools and young people, and strengthened community partnerships in the places where we live and work.

Giving Something Back

Our Giving Something Back (GSB) programme continued to show what can be achieved when colleagues, customers and the business come together behind shared causes, raising more than £132,000 for charitable causes during the year. Individual fundraising activities and payroll giving were boosted through company match funding.

One of the year's highlights was our fourth Charity Dragon Boat Race. The event brought together more than 180 colleagues from across the Group, raising almost £40,000 for charity through colleague fundraising and company match funding while strengthening relationships across our businesses.

Colleagues also took part in our annual GoJoe Challenge, combining health and wellbeing with fundraising, while our winter Operation GSB campaign once again saw hundreds of

colleagues giving their time to support local charities and community organisations during the festive period.

As part of our continued commitment to supporting local communities, we launched the Compass Community Impact Fund in July 2026. In its first year a £50,000 fund will provide additional support to high impact community projects and charitable initiatives, suggested by colleagues and aligned to our Compass priorities and business purpose.

Donate a Day

Volunteering remains one of the most visible ways colleagues bring Compass to life. During the year, colleagues donated 1,105 days supporting community and environmental causes, exceeding our annual target for the second consecutive year.

Highlights included Bibby Marine colleagues and customers taking part in our first beach clean in the Netherlands, BFS teams planting trees across multiple countries, and more than 100 colleagues participating in environmental volunteering activities linked to the Compass Environmental Heroes initiative.



Schools Outreach

Investing in future generations remains an important part of Compass. Our Schools Outreach programme continued to make a positive impact during the year, helping young people build confidence, develop workplace skills and gain insight into future career opportunities.

We partner with ten schools and colleagues across the Group, delivering activities including mock interviews, careers events, work experience placements and classroom workshops. Highlights included BFS's Money Smart workshops in Oxford, helping students build financial confidence, alongside careers fairs, mentoring, work experience and classroom sessions delivered by colleagues across Garic, BFS and Head Office.

Bibby Marine also supported The Animates Project. Designed for use in local primary schools, The Animates is an educational resource that helps young people discover the exciting opportunities available across the maritime and offshore sectors, while exploring Liverpool's long and proud maritime heritage.

During the year we also launched a new Group-wide partnership with Chapter One, enabling colleagues to support disadvantaged primary school children by improving reading confidence and literacy skills through one-to-one online volunteering.



Community: Impact Snapshot

Community Vision:

We strive to improve the quality of life for all in the communities in which we work and live.

Community Lead KPI:

1,000 colleague days given to the community every year.

2025 / 2026 Community Focus Areas:

1

Giving Something Back Fundraising



2

Donate a Day Volunteering



3

Schools Outreach



2025 Key Metrics



1,105

days donated by colleagues to good causes



£132,479

– amount donated to charity



10

school partnerships

Community Metrics & Outputs: Jan 2025 - Dec 2025

	2025	2024	2023
Days donated to charity by colleagues across the group	1,105	1,194	615
Countries taking part in Donate a Day	9	9	8
Amount donated to charity by Bibby Line Group	£44,125	£51,834	£48,115
Amount raised by colleagues across the group	£88,354	£105,001	£94,500
Total money to charity by colleagues and the business	£132,479	£156,835	£142,615
Days donated to schools by colleagues across the group	124	150	59
School partnerships across the group	10	10	9
Charities supported through colleague match funding and volunteering (estimated)	200	140	90*
Estimated total hours donated during Operation GSB, seasonal volunteer campaign	1,974	1,884	1,290

*Fundraising only

List Of Charities Supported In 2025 (Not Exhaustive)

- ▶ 1st Kineton Rangers

▶ 2nd Colehill Guides

▶ Action for the Elderly

▶ Age UK Leeds

▶ Age UK Manchester

▶ Age UK Oxfordshire

▶ Alzheimer’s Society

▶ Aspire – Alexandra Hub

▶ Autism Together

▶ Baby Basic Leicester

▶ Banbury Young Homeless Project

▶ Bellerive FCJ School

▶ Birkenhead Youth Club

▶ Bracknell Forest Green and Active Project

▶ Breakout Youth

▶ Breast Cancer UK

▶ Bury Hospice

▶ Cancer Research UK

▶ Cash 4 Kids

▶ Centrepont Soho

▶ Children’s Cancer Foundation (Singapore)

▶ Clatterbridge Cancer Charity

▶ Comic Relief

▶ Crouch End Open Space (CREOS)

▶ Curtis Weston Care Home

▶ Diabetes UK

▶ Downing College

▶ Dr Kershaw’s Hospice

▶ Emmanuel House Support Centre

▶ Emmaus North East

▶ Epwell Village Hall

▶ Evenley Wood Gardens

▶ Everest School

▶ Fareshare Greater Manchester

▶ Forestry Wyszkw (Poland)

▶ Friends of Grange Farm - Parent Teachers Association Primary School

▶ Friends of St Peter & Paul Primary School

▶ Fullhurst College

▶ Fundacja Domowe Hospicjum Dziecięce Promyczek (Poland)

▶ Fundacja im. Heleny i Tadeusza Augustyn (Poland)

▶ Fundacja Zielony Pies Fundacja Zwierząt Skrzywdzonych (Poland)

▶ Fundacja A.R.T. (Poland)

▶ Furneux Pelham Primary School

▶ Goreglen Primary School

▶ Great Ormond Street Hospital Children’s Charity

▶ Great Tew Pre-School

▶ Green Sefton
- ▶ Greenpeace Environmental Trust

▶ Grimsbury Volunteer Litter Pickers

▶ Halton Trinity Methodist Church

▶ Halton Village Millennium Green Trust

▶ Hampshire and Isle of Wight Air Ambulance Ltd

▶ Hope Pastures New Horse & Donkey Sanctuary

▶ Hopefield Animal Sanctuary

▶ Jason Robinson Foundation

▶ Katharine House Hospice Trust

▶ Kings College London

▶ Kitten Karers

▶ KS Jeziorka Prażmow (Poland)

▶ LauraLynn Ireland Children’s Hospice

▶ LKS Schools Child Tournament

▶ Love Grace

▶ Lymphoma Action

▶ Macmillan Cancer Support

▶ Malvern Hills Trust

▶ Mariner’s Park Care Home

▶ Mind - The National Association for Mental Health

▶ Motor Neurone Disease Association

▶ Much Woolton Catholic Primary School

▶ Multiple Myeloma (Ireland)

▶ Muslim Aid Gaza Appeal

▶ My Name’s Doddie Foundation

▶ Myeloma UK

▶ North Oxfordshire Academy

▶ Oasis Academy, Manchester

▶ Our Lady of Ransom School Parents’ Association

▶ Pet-A-Pony

▶ Racing Greyhounds South Lakes

▶ Rada Rodziców 3rd School (Kobyłka, Poland)

▶ Right to play, LFC Foundation

▶ Riverside House CIC

▶ RNLI

▶ Ronald McDonald House Charities (inc Ireland, Singapore, Oxford, Germany, Netherlands)

▶ Royal British Legion Merseyside and West Lancashire Branch

▶ RSPCA Basingstoke and Andover Branch

▶ RSPCA MK & North Bucks

▶ Sailors’ Families Society

▶ Salford Foodbank

▶ Salvation Army

▶ Sands

▶ Save The Children

▶ Save The Children International
- ▶ Say Aphasia

▶ Schronisko Dla Bezdomnych Zwierząt w Józefowie (Poland)

▶ Scottish Veterans Residences

▶ Sealife – Brighton

▶ Sebastian’s Action Trust

▶ Shrewsbury Ark

▶ Springbridge Carriage Driving Centre Incorp Charnwood Driving Group

▶ Springfield Hospice

▶ SS Peter & Paul Catholic School

▶ St Aidan’s Catholic Primary School

▶ St Anne’s Parent Teacher Association Saddleworth

▶ St Anthony Of Padua Parent Teacher Association

▶ St John Ambulance

▶ St Joseph’s Hospice Association

▶ St Michael’s Hospice (Incorporating The Freda Pearce Foundation)

▶ St Michael’s Hospice Basingstoke

▶ Stick ‘n’ Step

▶ Stiftung Sterntaler (Germany)

▶ Stillbirth and Neonatal Death Society Scotland

▶ Sue Ryder

▶ Sunderland Foodbank

▶ Tackle Africa

▶ The Christie Charity

▶ The Conservation Volunteers

▶ The Cowshed

▶ The Croft Primary School, Swindon

▶ The Friern Barnet & Whetstone Residents’ Association

▶ The Hummingbird Centre

▶ The Proud Trust Ltd

▶ The Royal Marsden Cancer Charity

▶ The Scout Association

▶ The Sheffield Retired Greyhounds

▶ The Spartans Community Foundation

▶ The Vyne

▶ The Wesley Centre

▶ The You Trust

▶ Transforming Lives For Good (Tlg) Ltd

▶ Ty Hafan

▶ UCKG Helpcentre

▶ UK Disability Ski

▶ United Kingdom Sepsis Trust

▶ Uphill Village Academy

▶ Wheatfields Hospice

▶ Willow Wood Hospice

▶ Wirral Youth Zone – The Hive

▶ Worcestershire Animal Rescue Shelter (WARS)

2025/2026 Compass Impact Summary: People

Our Compass People Priorities recognise that wellbeing, inclusion and development are not standalone initiatives. Together, they create the conditions for colleagues to feel connected, capable and at their best, enabling high performance and supporting long-term business success.



This year, our focus has centred on strengthening wellbeing, advancing inclusion and preparing leaders and colleagues for the next chapter of our culture journey through the launch of our refreshed values and leadership standards.

Health & Wellbeing

Supporting colleague wellbeing remains a key priority across the Group.

We continued to invest in mental health support throughout the year, with structured training programmes now in place for both new and existing Mental Health First Aiders. In addition, people managers completed dedicated Health & Wellbeing learning modules, helping them better support colleagues and create healthy, high-performing teams. Subsidiaries also continued sector specific mental health partnerships.

Our fourth annual GoJoe Health & Wellbeing challenge continues to help colleagues make health and wellbeing part of everyday life. Under this year's "Love Your Health" theme, more than 200 colleagues across 54 teams logged 4,000 hours of healthy activity, building positive habits, supporting one another and strengthening connections across the business. For the first time, the challenge also included a charitable element, turning individual activity into a shared contribution to good causes.

Active Inclusion

Creating a workplace where everyone feels respected, valued and able to contribute remains fundamental to our culture.

The launch of the Bibby Guide to Active Inclusion in January 2026 helped turn that ambition into practical action. Through virtual sessions and team discussions, colleagues explored how everyday behaviours and decisions can create a more open, supportive and confident environment for everyone.

Active Inclusion Week continued to build understanding around the topics colleagues told us matter most, including menopause, caring responsibilities, disability and Black History Month. These conversations help raise awareness, reduce barriers

and give colleagues greater confidence to support one another.

Colleague-led networks, including new Neurodiversity, Menopause and Disability Networks, are creating more spaces for people to share experiences, learn from one another and shape positive change. Alongside events such as Pride and International Women's Day, they are helping build stronger connection, greater allyship and a culture where more people feel they belong.

Learning & Development

This year, our focus was on helping leaders turn the refreshed Values and Leadership Framework into everyday practice. New resources and discussion guides are supporting people managers to build understanding, lead better conversations and create the conditions for stronger teams, clearer decisions and better business outcomes.

Amplify, our new people manager development programme, has been designed to strengthen leadership capability for colleagues who lead teams and other leaders. Starting in summer 2026, it will help managers support their people more effectively, lead through change and build high-performing teams across the Group.

Learning @ Bibby Month encouraged colleagues to take ownership of their development, while a growing focus on artificial intelligence helped build practical skills that will support productivity, innovation and better service for customers.

A new 360-degree feedback programme for senior leaders is also helping build greater self-awareness and leadership effectiveness, supporting better decision-making, stronger teams and a more consistent colleague experience.

Celebrating our colleagues

We recognise and celebrate colleagues because it helps people feel valued, builds pride in the work they do and reinforces the behaviours that make Bibby a strong, values-led business.

Following the success of the first

BLG Awards in 2025, the second annual programme attracted almost 1,000 nominations across 15 categories. The celebration evening in Liverpool, supported by a full week of colleague recognition across the Group, brought colleagues, senior leaders and members of the Bibby family together to celebrate the difference people make every day.

The outcome is more than an awards event. It strengthens connection across the Group, celebrates the Values in action and helps create a culture where colleagues feel seen, appreciated and motivated to keep doing their best work.



Engagement and Culture

We listen to colleagues because engagement is a key driver of performance, retention and culture. When people feel heard and involved, they are more likely to contribute ideas, support change and help create stronger outcomes for customers, colleagues and the wider business.

At the end of 2025, overall colleague engagement stood at 7.6 out of 10, in line with the external benchmark of similar companies surveyed. While slightly below the previous year, the score reflects a period of significant organisational transformation. Inclusion and diversity remained strong at 8.4, health and wellbeing scored 7.6, both above benchmark, and colleague growth increased to 8.2, in line with benchmark.

Colleague feedback gives us clear insight into what is working well and where we need to improve. It is helping shape practical action on wellbeing, inclusion, leadership and culture, so we can build a workplace where people feel supported, connected and able to do their best work.

People: Impact Snapshot

People Vision:

To build workplaces where everyone can belong, grow and succeed, unlocking the full potential of our people and our businesses.

People Lead KPI:

Colleague engagement scores in top quartile of surveyed companies.

2025 / 2026 People Focus areas:

1

Health and Wellbeing



2

Active Inclusion



3

Learning and Development



2025 Key Metrics

7.6

Colleague Engagement Score (At benchmark)



8.4

Inclusion & Diversity Score (Above benchmark)



8.2

Colleague Growth Score (At benchmark)



7.6

Health & Wellbeing Score (Above benchmark)



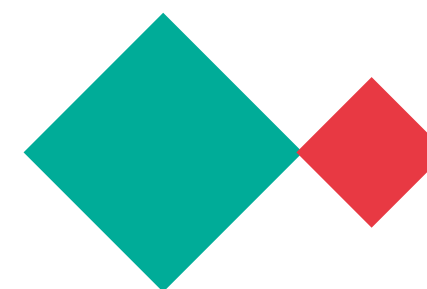
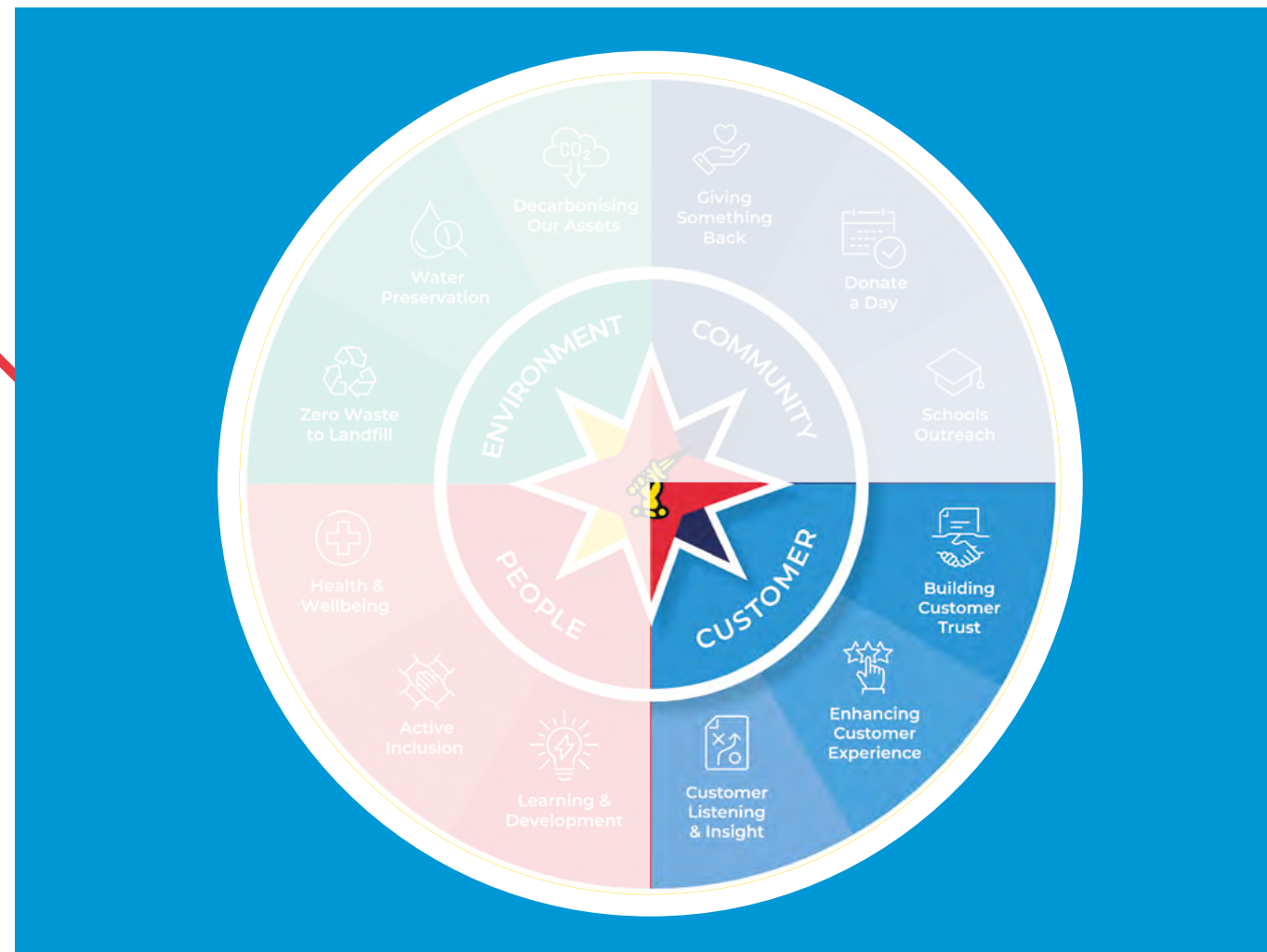
People Metrics & Outputs: Jan 2025 - Dec 2025

	2025	2024	2023
Colleague Engagement Scores			
Engagement	7.6	7.8	8
Inclusion & Diversity	8.4	8.4	8.6
Growth	8.2	7.8	7.8
Health & Wellbeing	7.6	8.2	8.3
Health and Safety			
RIDDOR-reportable incidents	1	0	2
Near Misses Reported	10	15	26
Non Lost Time Incidents Reported	25	24	25
Lost Time Incidents Reported	6	7	5
Observation/Proactive Reports Created to avoid accidents	1,134	1,042	894



2025/2026 Compass Impact Summary: Customer

Long-term customer relationships have always been central to Bibby Line Group. Through Compass, we are strengthening how we listen to customers, improve their experience and build the trust that underpins long-term success.



Customer Listening and Insight

Listening to customers is the starting point for improving every aspect of our business. During the year we strengthened the way customer feedback is gathered, shared and acted upon across the Group, helping teams learn from one another and identify opportunities to improve products, services and customer journeys.

The refreshed Customer Compass framework provides a more consistent approach to turning insight into action, ensuring customer feedback continues to influence decision-making across the Group.

Enhancing Customer Experience

During the year, Bibby businesses continued investing in digital services, simpler customer journeys and service improvements designed to make it easier for customers to work with us.

As technology transforms the way we work, Compass helps ensure we continue to combine digital innovation with the trusted, long-term relationships that have always defined Bibby Line Group.

Behind the scenes, a new collaboration hub helps teams share ideas and successful initiatives across businesses, allowing improvements to be adopted more quickly. At a business level, teams continued to focus on service improvements, digital enhancements and customer-led innovation, helping deliver better experiences across a wide range of sectors and markets.

These improvements are reflected in consistently high customer advocacy scores, with Bibby Financial Services achieving an NPS of +53, Garic +77 and Bibby Marine +77 during the year.

Building Customer Trust

Strong relationships are built through consistently delivering on promises, understanding customer needs and acting with integrity. Across Bibby Line Group, colleagues do this every day.

Throughout the year, colleagues across the Group continued to demonstrate this commitment through the services they provide and

the partnerships they build every day. Customer feedback, retention and advocacy remain important measures of our success, helping ensure we remain focused on what matters most to customers.

Customer First Week remains one of the clearest examples of our customer culture in action. More than 40 activities – including customer visits, operational reviews, webinars and colleague learning sessions – brought customers and colleagues together to share feedback, celebrate great service and identify opportunities to improve.

By bringing customer voices closer to every part of the business, the week helps strengthen relationships and reinforces that every colleague has a role in delivering an outstanding customer experience.

As Compass continues to evolve, our focus remains simple: listening carefully, acting on feedback and building trusted relationships that help our customers succeed. By continually improving the experience we provide, we strengthen not only customer loyalty but the long-term success of our businesses.



Customer: Impact Snapshot

Customer Vision:

We continually work to be our customers’ partner of choice and support them to thrive.

Customer Lead KPI:

Leading Net Promoter Score (NPS) customer satisfaction score of >60.

2025 / 2026 Customer Focus Areas:

1

Customer Listening and Insight

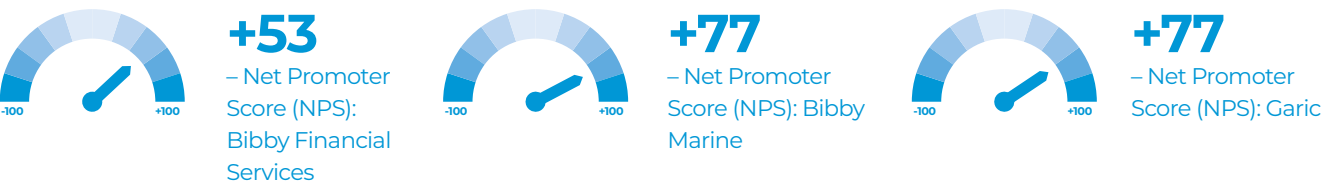
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Enhancing Customer Experience

3

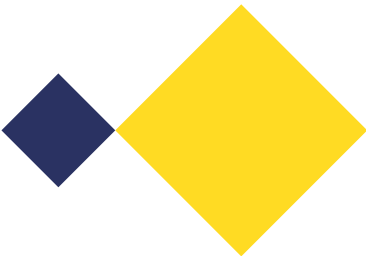
Building Customer Trust

2025 Key Metrics



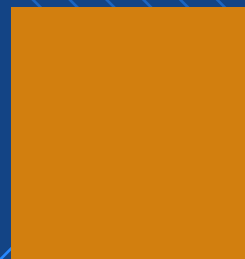
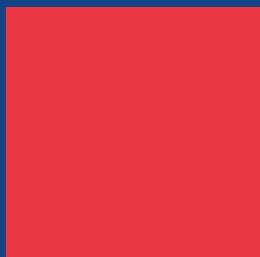
Customer Metrics & Outputs: Jan 2025 – Dec 2025

Net Promoter Scores	2025	2024	2023
Bibby Financial Services	+53	+53	+40
Bibby Marine	+77	+66	+38
Garic	+77	+72	+54





Thank you to all our customers, colleagues,
partners and shareholders who all play a vital
role in supporting us in our success and helping
us achieve our vision of being 'A family business,
known for creating a better future together'



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