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Approval of Strategic report

The Strategic report for the year ended 31 December 2023 set out on pages 1 to 69 was approved by the Board of directors on 15 February 2024.

By order of the Board

Jan Cargill

Chief Governance Officer and Company Secretary

15 February 2024

Chairman:

Howard Davies

Executive directors:

Paul Thwaite (Group CEO)
Katie Murray (Group CFO)

Non-executive directors:

Frank Dangeard
Roisin Donnelly
Patrick Flynn
Rick Haythornthwaite
Yasmin Jetha
Stuart Lewis
Mark Seligman
Lena Wilson