

# Board approval of the Strategic and Annual Reports

## Board approval

The section 172 statement forms part of this Strategic Report – please see page 69.

The Strategic Report, Annual Report and Financial Statements, taken as a whole, are fair, balanced and understandable and provide the information necessary for shareholders to assess the Company's position, performance, business model and strategy.

The Strategic Report was approved by the Board on 29 March 2022 and is signed on its behalf by:



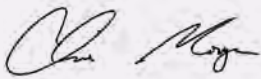
**Andrew Herbert**  
Chairman



**Alison Littley**  
Senior Independent Director



**John Mills**  
Chief Executive Officer



**Chris Morgan**  
Non-Executive Director



**Ian Tichias**  
Chief Financial Officer