

Annual Implementation Statement (forming part of the Trustees' Report)

Introduction and purpose to this statement

This document is the Annual Implementation Statement ("the statement") prepared by the Trustees of the Formica Limited 1998 Pension Scheme (the "Scheme") covering the Scheme year from 6 April 2024 to 5 April 2025.

The purpose of this statement is to:

- set out the extent to which, in the opinion of the Trustees, the engagement policy under the Scheme's Statement of Investment Principles ("SIP") has been followed during the year
- describe the voting behaviour by, or on behalf of, the Trustees over the year.

A copy of this Implementation Statement has been made available on the following website:

<https://www.formica.com/en-gb/formica-pension-schemes/formica-limited-1998-pension-scheme>

Changes to the SIP over the Year to 5 April 2025

In October 2024, the Trustees entered into a buy in policy with Just for the deferred and remaining pensioner liabilities. In preparation for the buy in, a review of the investment strategy was undertaken resulting in the addition of a cash fund, and subsequently the removal of all equity funds to better match the Scheme's non-buy in liabilities. Following consultation with the Company, a new SIP was signed on 6 January 2025, with 35%-55% of the allocation in Cash and the remainder in Bonds. The Trustees monitor the allocation regularly and take action as required.

Trustees' Engagement and Voting Policy

The Scheme owns units in passively managed pooled funds in which it is invested but it does not own the underlying assets of the funds. The responsibility for exercising and directing engagement and voting rights acquired through the Scheme's investments is delegated to the Investment Manager. All of the Scheme's invested assets are held with BlackRock.

Due to the passive nature of the Scheme's investments, the Trustees recognise that no material decisions are taken by the investment manager on the holdings to be included in the portfolio as they must retain asset holdings that are broadly in line with the relevant market index they are tracking. However, the Trustees expect that the Investment Manager where appropriate will engage with companies on matters such as performance, strategy, capital structure, management of actual or potential conflicts of interest risks, and environment, social and governance ('ESG') issues concerning the Scheme's investments.

The Plan's non-buy in assets are held in cash and bond funds. Voting information on these funds is not provided since the vast majority of loan and debt securities do not come with voting rights.

Conclusion

The Trustee considers that all SIP policies and principles were adhered to during the year.

Trustees of the Formica Limited 1998 Pension Scheme
August 2025