Trelleborg Westbury Limited

Extracts from the Strategic Report, encompassing the S172 (1) statement, from the Annual report and Financial statements for the year ended 31 December 2025

Section 172(1) statement

The directors of the Company must act in accordance with the duties detailed in section 172 of the Companies Act 2006. Under Section 172 the directors must, in performance of their duties, give consideration to the following factors, where relevant:

a) The likely consequences of any decision in the long term;
b) The interest of the company's employees;
c) The need to foster the company's business relationships with suppliers, customers and others;
d) The impact of the company's operations on the community and the environment;
e) The desirability of the company maintaining a reputation for high standards of business conduct; and
f) The need to act fairly as between members of the company.

The directors have identified the key stakeholders of the Company as its members, employees, customers and suppliers. The directors, senior management and other employees engage with key stakeholder groups, listening to their differing needs and priorities as an everyday part of business activities to ensure that their input is considered and they make informed decisions, acting to promote the success of the Company and to benefit the Company's members as a whole.

A key feature of the Trelleborg Group's culture and core values is effective corporate governance with the purpose of supporting the Board of Directors and management of each Group Company to increase customer benefits and achieve greater value and transparency for shareholders.

Trelleborg is a global Group characterised by individual and cultural diversity and shared value systems are therefore particularly important. The Core Values of Customer focus, Innovation, Responsibility and Performance are long-term commitments, which, when coupled with Trelleborg's business concept, goals and strategies, guide the local directors in making decisions and conducting business.

In particular, the Core Value of Customer Focus refers to working in partnership with and aiming to add value for our customers, as well as for the Company.

Trelleborg's Code of Conduct reflects the Ten Principles of the UN Global Compact, the general concepts expressed in the International Labour Organisation (ILO) conventions, the OECD Guidelines for Multinational Enterprises and the UN Declaration of Human Rights. The Code of Conduct is relevant to everyone in the organisation, regardless of position and is valid in all markets and at all times. Trelleborg encourages suppliers, sales agents, consultants and other business partners to adopt the UN Global Compact principles as they are reflected in the Code of Conduct.

The Code of Conduct emphasises and summarises existing Trelleborg Group policies and directives and should be applied as a support tool laying down the basic rules and principles on which day-to-day work is based. It covers key areas of compliance, resources, diversity and social engagement. The annual financial statements of Trelleborg AB also contain further information on the impact of Trelleborg's operations on the community and environment.

It is the duty of Trelleborg managers to include Code of Conduct in employee training. Every new employee should be given the opportunity to read and discuss the Code. Trelleborg regularly conducts training, via e-learning as well as classic classroom formats, and provides information to support the Code of Conduct.

Trelleborg maintains employee engagement by providing employees with information on matters of concern. This is communicated both on a Company and local level via an Intranet and regular employee briefings on a site level. All Trelleborg employees are invited to participate in an annual employee engagement survey, the results of which are reviewed by the directors together with

the subsequent actions the Company takes to reinforce the Company's values and ensure there is the right culture to meet the strategic needs of the business.

The Trelleborg group is characterised by far reaching delegation of responsibilities and powers which encourages rapid decisions and adjustment to new conditions and the opportunity to drive and implement the Group's strategy. The Group's operating activities are pursued through independent operational units with responsibility for profit, balance sheet and cash flows. Local managers and their co-workers make the commercial decisions, ensuring that these are handled correctly and with a balanced approach to risk-taking. As part of their induction directors are provided with information on their duties.

Trelleborg has a culture that promotes commitment, responsibility, good ethics in business relationships and positive interaction with the community in which the Group conducts operations. Business decisions are made as close to the customer as possible, which creates competitive flexibility and market and customer knowledge.

The Company is a wholly owned subsidiary of the ultimate parent company Trelleborg AB (publ). As such engagement with members is driven by the wider corporate structure. Corporate governance at Trelleborg also entails that there is to be a clear structure with clear rules and processes that ensure that the focus of the management and employees is set on developing the business so that it generates value for the shareholders.

Some examples of the most important decisions made by the directors during the reporting period which
were carried out with consideration to the Company's stakeholders were as follows:

- continued focus on the importance of health and safety within the workplace including the importance of employee welfare
- continued focus on sustainability and environmental responsibility
- support to the local community via fundraising and sponsorship

Further details on Trelleborg Group's Corporate Governance, Core Values, Code of Conduct and annual consolidated financial statements can be found at www.Trelleborg.com.