<u>Kelda Group Limited – 31 March 2026</u>

Statement by the directors in performance of their statutory duties in accordance with s172(1) Companies Act 2006

The directors consider that they have acted in the way they consider, in good faith, would be most likely to promote the success of the company for the benefit of its members as a whole and having regard (amongst other matters) to factors (a) to (f) of s172(1) Companies Act 2006, in the decisions taken during the year ended 31 March 2026. The company's principal activity is that of central head office services and a holding company within the Kelda group. Through their actions, the directors operate the company in a manner consistent with Kelda group's high standards of business conduct. The company's largest United Kingdom (UK) holding company is Kelda Eurobond Co Limited, a copy of whose s172(1) Statement can be found in its 2026 Annual Report and Financial Statements. This statement sets out how the Kelda group's decisions and policies affect employees, customers, and other stakeholders, suppliers, and the impact of the Kelda group's operations on the community and the environment.