



QCA CODE COMPLIANCE STATEMENT

Chairman's Introduction

The Board of Directors (the "Board") is committed to effective corporate governance and all Directors are fully aware of their duties and responsibilities. In accordance with Rule 26 of the AIM Rules for Companies, Strix confirms that it observes the Quoted Companies Alliance ("QCA") Corporate Governance Code (the "Code"). The Board believes that adherence to the QCA Code provides a strong foundation for delivering shareholder value. Directors of companies incorporated in the Isle of Man are also required to comply with certain duties contained in the Isle of Man Companies Acts, and the Directors confirm that they comply with those duties.

It is the role of the Board, led by myself as Chairman, to ensure that Strix and its subsidiary undertakings (the "Group") is managed in a way that nurtures and protects the medium to long-term benefit of all shareholders, supported by effective and efficient decision-making. Applying the QCA Code forms an important part of this process, which serves to mitigate and minimise risk and add value to our business.

Set out below is a description of each of the principles of the Code, together with an explanation of how this is applied by Strix and of any departures from the Code.

Further details of corporate governance and the Group's risk management framework are set out in the latest Annual Report, published on the Strix investor relations website.

This statement was re-issued on 18 September 2026 and will be reviewed and updated at least annually.

Gary Lamb
Chairman
Strix Group Plc

QCA Code Principle	QCA Code Application Guidance	How does Strix apply this?	Links to further information
(1) Establish a strategy and business model which promote long-term value for shareholders	The Board must be able to express a shared view of the company's purpose, business model and strategy. It should go beyond the simple description of products and corporate structures and set out how the Company intends to deliver shareholder value in the medium to long term. It should demonstrate that delivery of long-term growth is underpinned by a clear set of values aimed at protecting the company from unnecessary risk and securing its long-term future.	Strix has an established strategy and business model which provides a framework for the delivery of long-term value for shareholders. The Board regularly reviews this strategy to ensure it remains fit for purpose given the changes in the environment in which the Group operates. Following the appointment of the new CEO, the Group is currently undertaking a strategic review to further develop and refine its future strategic direction. In the meantime, the existing divisional strategies, as set out in the latest Annual Report continue to guide the Group's operations and priorities. Strix has an established risk management framework which assists the Board in achieving an appropriate balance between risk and reward. In turn, this allows the Board to take actions to mitigate unnecessary or undesirable risk and to safeguard the long-term viability of the Group. Strix also has significant resources available to create medium to long-term value. These include: • A market-leading share of the global kettle controls market with high barriers to entry • Significant, long-standing customer relationships • A large portfolio of intellectual property • A strong pipeline of new products • Renewed commercial leadership • Strong cash generation	Disclosure of the Group's purpose, business model and strategy is included on page 10 to 15 of the 2026 Annual Report and Accounts. This includes a description of each part of the Group's strategy. Strix's value chain is explained on page 11 and the way in which the Group delivers value for its stakeholders is set out on pages 50 to 51 of the 2026 Annual Report and Accounts. Strix's risk management framework is set out on pages 52 to 56 of the 2026 Annual Report and Accounts. This sets out the Group's understanding and assessment of the risks faced by the Group in executing its chosen strategy.

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(2) Promote a corporate culture that is based on ethical values and behaviours	The Board should embody and promote a corporate culture that is based on sound ethical values and behaviours and use it as an asset and a source of competitive advantage. The policy set by the Board should be visible in the actions and decisions of the Chief Executive Officer and the rest of the management team. Corporate values should guide the objectives and strategy of the Company. The culture should be visible in every aspect of the business, including recruitment, nominations, training and engagement. The performance and reward system should endorse the desired ethical behaviours across all levels of the Company. The corporate culture should be recognisable throughout the disclosures in the Annual Report, website and any other statements issued by the Company.	Strix is focused on attracting and retaining high-quality talent aligned with its evolving strategy, vision and values. The Group is committed to investing in employee training, development and engagement initiatives that empower its workforce and support a high-performance culture. This helps Strix remain agile and responsive to changing market dynamics, customer preferences and competitive pressures, while supporting delivery of the Group's strategic objectives. The Group's expected standards of conduct are supported by its Code of Conduct and a range of policies and procedures designed to promote ethical behaviour, integrity and accountability across the organisation. These include policies covering anti-bribery and corruption, modern slavery and human trafficking, together with whistleblowing arrangements through which concerns can be raised and investigated appropriately. Strix also recognises its wider responsibility to contribute positively to the communities in which it operates. The Group seeks to strengthen its position as a global, socially responsible employer, while reinforcing a strong corporate culture and fostering employee pride in its contribution to local communities across its international footprint.	Further details on corporate social responsibility, including ethical conduct and sustainable investing, is provided on pages 32 to 41 of the 2026 Annual Report and Accounts.

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(3) Seek to understand and meet shareholder needs and expectations	Directors must develop a good understanding of the needs and expectations of all elements of the company's shareholder base. The Board must manage shareholders' expectations and should seek to understand the motivations behind shareholder voting decisions.	The Executive Directors engage regularly with investors and analysts at meetings and investor roadshows to articulate the Group's strategy, business model and performance, and ensure they are clearly understood. This also provides the Executive Directors with an opportunity to understand what shareholders' expectations and needs are. This two-way dialogue is key to driving the Group forward and informs the decision-making process that the Board undertakes on key matters. The Board also seeks to engage with shareholders throughout the year, through regular reporting of performance and key news announcements via RNS. All members of the Board attend the Annual General Meeting and the Board encourages shareholders to attend this meeting and ask questions (where possible). In the event of a substantial vote (more than 20%) against any particular resolution, the Board will engage with shareholders to determine the appropriate course of action. The Board also engages with both institutional and private shareholders to understand the needs and expectations of both groups. Strix does not have an internal dedicated investor relations department given its size but has an external investor relations adviser to act as another point of contact for shareholders, details of which are on the Company's website. Questions from individual shareholders are typically referred to the Chair and/or CEO for written answers. The Chair and/or the CEO will provide such information to its shareholders, as is permissible, to facilitate the shareholders with a better understanding of Strix's business operations.	RNS notifications are available on the following page: Strix Investors RNS & Email alerts. This includes the results of the AGM voting outcomes, showing the percentage of votes for, against and withheld for each resolution. The latest Annual Report and other shareholder documents are available on the following page: Strix Investors Documents & Reports.

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(4) Take into account wider stakeholder interests, including social and environmental responsibilities, and their implications for long term success	Long-term success relies upon good relations with a range of different stakeholder groups both internal (workforce) and external (suppliers, customers, regulators and others). The Board needs to identify the company's stakeholders and understand their needs, interests and expectations. Where matters that relate to the company's impact on society, the communities within which it operates or the environment have the potential to affect the company's ability to deliver shareholder value over the medium to long-term, then those matters must be integrated into the company's strategy and business model. Feedback is an essential part of all control mechanisms. Systems need to be in place to solicit, consider and act on feedback from all stakeholder groups.	Strix's long history has enabled it to develop a good understanding of its key stakeholders. This understanding helps the Board, and the management team make well-informed business decisions and to deliver on strategic objectives. Strix's intention is to build a stronger relationship and strategy to support and benefit all its stakeholders: employees, customers, communities, regulatory bodies, investors, suppliers and the environment. The Strix eco-system depends on the interaction and therefore the wellbeing of all parties. Similarly, embracing the needs of all stakeholders is critical to the success of the Group as a whole. As part of the Group's HR strategy, management are committed to making positive changes in the Group which will increase its engagement index score. During the period ended 31 March 2026, Strix implemented HiBob as its global people platform to improve communication, transparency, employee engagement and people analytics across the Group. The Group also issues quarterly internal newsletters covering business updates, social activities and employee interests and profiles. The health, safety and wellbeing of employees remain a key priority. All facilities are ISO 450001 accredited and the Company continues to invest in safety training and initiatives aimed at supporting its goal of zero accidents or incidents. The Group also seeks to attract, develop and retain a diverse and engaged workforce across its international operations. Strix also holds regular discussions with its customers and suppliers, many of whom have worked with Strix for decades, which helps the Group to understand the importance of these relationships to continue to succeed. Strix recognises its responsibility to the communities in which it operates and aims to strengthen its position as a socially responsible employer. The Group supports a range of community and development initiatives, including graduate, intern and youth development programmes, participation in local business and STEM networks, and involvement in community projects and charitable activities.	Please refer to pages 38 to 39 and 50 to 51 of the 2026 Annual Report and Accounts for further information on why and how the Group engages with these stakeholders.

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		Environmental responsibility is also an important part of the Group's approach to long-term sustainable growth. Strix recognises the potential impact of its operations and products on the environment and seeks to manage these impacts through its sustainability strategy. This includes participation in environmental and nature-preservation initiatives, raising awareness of environmental issues and alignment with the UN Sustainable Development Goals. The development and delivery of environmentally responsible products also forms part of the Group's wider growth strategy.	

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(5) Embed effective risk management, internal controls and assurance activities, considering both opportunities and threats, throughout the organisation	The Board needs to ensure that the Company's risk management framework identifies and addresses all relevant risks in order to execute and deliver strategy; companies need to consider their extended business, including the company's supply chain, from key suppliers to end-customer. Setting strategy includes determining the extent of exposure to the identified risks that the company is able to bear and willing to take (risk tolerance and risk appetite). Climate-related risks and opportunities should be integrated into the overall risk management framework.	Strix has in place a risk management framework which assists the Board in identifying, assessing, and mitigating the risks faced by the Group and the effectiveness of its risk management and its internal controls. Strix recognises that no system of internal controls can provide absolute assurances. The framework is therefore reviewed on an ongoing basis, with appropriate actions taken where required to manage risks within an acceptable level and provide the Board with reasonable assurance against material risk or material loss. Climate-related risks and opportunities are integrated into the Group's overall risk management framework and are assessed alongside other business risks. The Group combines internal expertise with external specialist support.	The risk management framework is set out on pages 52 to 56 of the 2026 Annual Report and Accounts. This sets out the Board's understanding and assessment of the risks which the Group faces in executing its strategic objectives. Further information on the Group's climate-related risks and opportunities is set out on pages 42 to 49.

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(6) Establish and maintain the board as a well-functioning, balanced team led by the chair	The Board members have a collective responsibility and legal obligation to promote the interests of the Company and are collectively responsible for defining corporate governance arrangements. Ultimate responsibility for the quality of, and approach to, corporate governance lies with the Chair of the Board. The Board (and its committees) should be provided with high quality information in a timely manner to facilitate proper assessment of the matters requiring a decision or insight. The Board should have an appropriate balance between Executive and Non-Executive Directors and should have at least two Independent Non-Executive Directors. Independence is a board judgement. The Board should be supported by committees (e.g. audit, remuneration, nomination) that have the necessary skills and knowledge to discharge their duties and responsibilities effectively. Directors must commit the time necessary to fulfil their roles.	The Board includes three Non-Executive Directors, Gary Lamb, Mark Kirkland and Richard Sells. In the Board's judgement, Gary Lamb, Mark Kirkland and Richard Sells are independent although it is noted in this regard that Gary Lamb also chairs the Board, having been appointed on a permanent basis on 6 March 2018. Given the relatively small size of the Board (five Directors), the Directors consider that the Board has an appropriate balance between Executive and Non-Executive Directors, and that this is sufficient for the Board to be considered independent as a whole. The Directors consider that this structure is appropriate for the size and nature of the Group, although this is kept under regular review. All Board members have clearly defined roles and responsibilities and the Group has clearly documented these roles and responsibilities in matters reserved for the Board as well as having clear and transparent terms of reference for all the Board Committees.	Disclosure is set out on page 60 of the 2026 Annual Report and Accounts which covers Directors' independence, time commitment, and its key committees. Further information on Directors' independence and interests is included in the Directors' report on pages 78 and 79 of the 2026 Annual Report and Accounts.

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(7) Maintain appropriate governance structures and ensure that individually and collectively the directors have the necessary up-to-date experience, skills and capabilities	The Board must have an appropriate balance of sector, financial and public markets skills and experience, as well as an appropriate balance of personal qualities and capabilities. The Board should understand and challenge its own diversity, including gender balance, as part of its composition. The Board should not be dominated by one person or a group of people. Strong personal bonds can be important but can also divide a board. As companies evolve, the mix of skills and experience required on the board will change, and board composition will need to evolve to reflect this change. The Company should maintain governance structures and processes in line with its corporate culture and appropriate to its: • Size and complexity; and • Capacity, appetite and tolerance for risk. The governance structures should evolve over time in parallel with their objectives, strategy and business model to reflect the development of the Company.	The Board normally meets monthly and not fewer than ten times a year, supplemented by additional meetings when required. The Board discusses strategy, performance and internal controls based on a formal agenda, which is circulated in advance of each meeting. The Board is also responsible for the approval of RNS announcements and the annual and interim results. The following matters are reserved for consideration and approval by the Board: • Strategy and management • Structure and capital • Financial reporting and controls • Internal controls • Contracts • Communication • Board membership and other appointments • Remuneration • Delegation of authority • Corporate governance matters • Policies Any Director is free to challenge any proposals put to a Board meeting, and decisions are made democratically, after discussion. Senior members of staff attend certain Board meetings by invitation to discuss matters in relation to their specific areas of expertise. The Chairman is responsible for running the business of the Board and for ensuring appropriate strategic focus and direction. The CEO is responsible for proposing the strategic direction to the Board, implementing it once approved, and managing the performance of the Group through the management team. The Board is supported by the Audit, Nomination and Remuneration Committees in discharging its responsibilities. The Board also has access to an Executive Assistant to help the Directors fulfil their duties. Each of the Committees has access to such resources, information and advice as it deems necessary, at the cost of the Group, to enable the Committee to discharge its duties.	A short biography of each Director is provided at: Strix Investors Leadership. Further details of the Board of Directors & Senior Management are provided on pages 58 and 59 of the 2026 Annual Report and Accounts. Further details on the Group's corporate governance including details of the Audit, Nomination and Remuneration Committees are provided on pages 60 to 80 of the 2026 Annual Report and Accounts.

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		The Board also seeks to ensure that it collectively maintains the appropriate skills, knowledge and experience required to discharge its duties effectively, including in relation to cybersecurity, emerging technologies and climate change. The Board keeps its collective capabilities under review and draws on internal expertise, external advisors and specialist support to ensure it remains equipped to oversee evolving risks, opportunities and areas of strategic importance. The Group's CEO has been accessible to all Directors, and when necessary, provides advice and services. The CEO is responsible for ensuring that the Board procedures are followed and that applicable rules and regulations are complied with. Additionally, there are procedures in place that enable the Directors to obtain independent professional advice, at the Group's expense, if necessary to fulfil their duties. The Board believes this structure is appropriate for the current size of the Group and the nature of its business, but this is assessed at least annually as part of the review of the Board's performance. The size and composition of the Board, plus the governance structures and processes which support it, may change in response to a change in the nature and/or composition of the Group.	

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(8) Evaluate Board performance based on clear and relevant objectives, seeking continuous improvement	The Board should regularly review the effectiveness of its performance as a unit, as well as that of its committees and the individual directors. The Board performance review may be carried out internally or, ideally, externally facilitated from time to time. The review should identify development or mentoring needs of individual directors or the wider senior management team. It is healthy for membership of the Board to be periodically refreshed. Succession planning is a vital task for boards. No member of the Board should become indispensable.	During the year, the Board has undertaken an assessment of its own performance, and the performance of each Director, in order to conclude that it has an appropriate balance of skills and that the composition of the Board remains appropriate. The key assessments made in relation to the effectiveness of the Directors are: • Their contributions are relevant and effective • Their skills remain current and relevant for their role on the Board • They are committed and able to devote a suitable amount of time to undertaking their duties as a Director • If their role is as an independent Director, that they remain independent All senior nominations, including nominations to the Board of Directors, require approval by the Nominations Committee. The Company's Articles of Association require that one-third of the Directors must stand for re-election by shareholders annually in rotation and that any new Director appointed during the year must stand for election at the AGM immediately following their appointment. Andy Rainforth, who was appointed as a Director on 5 August 2026, will stand for re-elected at the 2026 AGM. The Board, supported by the Nomination Committee, is responsible for ensuring that appropriate succession planning arrangements are in place for the Board and the Executive and Senior Management Teams. The Committee regularly reviews the structure, size and composition of the Board and its Committees, including the balance of skills, experience, independence and knowledge, together with the independence and time commitments of Non-Executive Directors and the Group's approach to diversity in Board appointments. Succession planning for the Board and Committee roles is kept under review to support the continued effectiveness of the Group's governance arrangements. The remaining Directors will retired by rotation and stand for re-elected at the 2026 AGM.	Further details on corporate governance are provided on pages 60 to 63 of the 2026 Annual Report and Accounts. The Nomination Committee Report is provided on pages 68 to 69 of the 2026 Annual Report and Accounts.

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(9) Establish a remuneration policy which is supportive of long-term value creation and the company's purpose, strategy and culture	Maintain a clear and effective remuneration policy aligned with long-term value creation, strategy, culture and shareholder interests. Pay structures should be understandable, promote appropriate behaviours and shareholder alignment, with appropriate shareholder voting on remuneration and material share incentive arrangements.	The Remuneration Committee is responsible for determining and reviewing the Group's remuneration policy to ensure it remains aligned with Strix's long-term strategy, purpose, culture and shareholder interests. The policy is designed to be simple and understandable, support long-term value creation, promote appropriate behaviours and encourage executive share ownership. Performance-related pay and long-term incentives are structured to align management with shareholder value, with appropriate malus and clawback provisions. The Committee also considers remuneration across the wider workforce when making decisions relating to Executive Directors. The Directors remuneration report is submitted to shareholder advisory vote at the AGM, and shareholders are asked to approve new or materially amended share incentive arrangements. The Group is currently reviewing its remuneration policy and incentive arrangements and will engage with major shareholders as appropriate. The outcome of the review will be reported in the next Annual Report.	Further details on remuneration policy are provided on pages 73 to 74 of the 2026 Annual Report and Accounts. Further details on Directors' Remuneration Report are provided on pages 70 to 77 of the 2026 Annual Report and Accounts.

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(10) Communicate how the Company is governed and is performing by maintaining a dialogue with shareholders and other relevant stakeholders	A healthy dialogue should exist between the Board and all of its stakeholders, including shareholders, to enable all interested parties to come to informed decisions about the Company. In particular, appropriate communication and reporting structures should exist between the board and all constituent parts of its shareholder base. This will assist: • The communication of shareholders' views to the Board; and • The shareholders' understanding of the unique circumstances and constraints faced by the Company. It should be clear where these communication practices are described (Annual Report or website).	Strix communicates principally with its shareholders and other stakeholders through: • The Annual Report and Accounts • Half-year announcements • Capital Market Days • The London Stock Exchange's Regulatory News Service ("RNS") • The Annual General Meeting ("AGM") • One-to-one meetings with large existing or potential new shareholders • The HiBob platform • Internal staff meetings or through written/email communication The Board receives regular updates on the views of shareholders through briefings and reports from the CEO, CFO and the Group's joint brokers. The Group communicates with institutional investors frequently through briefings with management. In addition, equity research notes and brokers' briefings are reviewed to achieve a wide understanding of investors' views. Site visits are hosted with key analysts in order to demonstrate the work being undertaken by the Group to execute its strategy. The Group communicates its sustainability strategy, performance and priorities through its Annual Report, investor presentation and other corporate communications. Its sustainability approach includes investment in energy-efficient and waste-reducing products, development of water filtration solutions, participation in environmental and community initiatives, support for charities and local organisations, and alignment with the UN Sustainable Development Goals. The Group continues to develop its reporting to provide stakeholders with clear information on the environmental and social matters relevant to Strix and long-term strategy.	A range of corporate information (including all Group announcements, presentations and Annual Report and Accounts documents) is available on the Group's website; www.strixplc.com.