

SECTION 172(1) STATEMENT

The Directors fully understand their responsibilities under Section 172 of the Companies Act to promote the success of the Company, having regard to:

- The likely consequences of any decision in the long-term;
- The interests of the Company's employees;
- The need to foster the Company's business relationships with suppliers, customers and others;
- The impact of the Company's operations on the community and the environment;
- The desirability of the Company in maintaining a reputation for high standards of business conduct; and
- The need to act fairly between members of the Company.

The Board has identified our key stakeholders which are set out below, along with details of the forms of engagement undertaken by the Board:

Our shareholders	
Why they matter to us	Beyond being providers of capital our shareholders provide valuable insight into the market and the impact of our strategy, all of which are key to enabling us to grow and invest in the future success of the business.
Types of engagement	<ul style="list-style-type: none"> • Communications such as half yearly annual reports, trading results, notices of general meetings. • Analyst notes. • Stock exchange announcements and press releases. • Investors' section of the Group's website, https://international.cppgroup.com/investors/overview
How the Board engages	<ul style="list-style-type: none"> • Board attendance at AGM. • CEO and CFO meetings with major shareholders and retail investors to outline performance and future direction of the business. • CEO feedback to the Board on shareholder interactions.
How they influenced the Board's decision-making	Investors' opinions were taken into account in developing the Group's strategy, creating value in the business and capital structure. Further detail of our strategy and business model can be found within our Annual Report and Accounts.

Our business partners	
Why they matter to us	The long term sustainability of our business depends on building and maintaining long lasting mutually beneficial relationships with our partners.
Types of engagement	<ul style="list-style-type: none"> • Commercial discussions. • Face to face meetings. • Press releases. • Communications such as half yearly annual reports, trading results and investor fact sheets.
How the Board engages	<ul style="list-style-type: none"> • Group CEO, Executive and Non-Executive Directors travel regularly to our markets, taking the opportunity to meet with prospective and existing business partners at the same time. • Further details of our partnership strategy can be found within our Annual Report and Accounts.
How they influenced the Board's decision-making	<p>Our operating model is B2B2C and therefore insights and requests from business partners in terms of product and marketing strategies contribute to the Board's focus and development in these areas.</p> <p>As referred to in the Chairman's statement within our Annual Report and Accounts, the Board has placed significant emphasis on developing our assurance framework, ensuring that strong standards are applied throughout the Group, thus enabling us to give assurance of regulatory compliance and strong business processes to our business partners and ultimately, to build a strong, sustainable business for our shareholders.</p>

Our colleagues	
Why they matter to us	Our colleagues are our most valuable resource, being key to the continuing success of our business.
Types of engagement	<ul style="list-style-type: none"> • A new, highly interactive Intranet where colleagues are encouraged to share their stories and views. • A weekly blog by the CEO published on the Group intranet. • Regular video messaging from the Executive Directors, dispersing key messaging across the Group. • A periodic online conversation seeking colleagues' views on our cultural development. • Translation of key messages into local languages as far as possible. • Further details of how our culture continues to develop and the outcomes of our most recent online conversation can be found within our Annual Report and Accounts.
How the Board engages	<ul style="list-style-type: none"> • Continued investment in cultural development. • Regular reports by the People & Culture Director on colleague engagement and cultural matters
How they influenced the Board's decision-making	Our culture is open and transparent and feedback and engagement from and with colleagues is vitally important to the development of strategy. The Board takes inputs from colleagues' sources to develop its thinking in this area.

Our ecosystem partners	
Why they matter to us	Strong relationships with our ecosystem partners enable us to provide expertise in multiple markets.
Types of engagement	<ul style="list-style-type: none"> • Commercial discussions. • Face to face meetings
How the Board engages	<ul style="list-style-type: none"> • The Group CEO and other Directors meet with prospective and existing ecosystem partners from time to time, reporting back to the Board as appropriate.
How they influenced the Board's decision-making	During the year a decision was made to build and develop the new Group IT platform in partnership with Mindz, a technology development company in India. Further detail of the benefits arising from this relationship is given within focus on technology and innovation within our Annual Report and Accounts.

The Section 172(1) statement was reviewed and approved by the Board of Directors on 24 March 2020.