

Section 172 Statement

Directors duties under Statement 172 of the Companies Act.

The directors of Elanco UK AH Limited both individually and collectively believe to have acted in good faith in a way that will drive the long term success of the Company, benefiting its members and having regard to the stakeholders and matters as set out in S172(1)(a-f) of the Companies Act. Decisions taken by the Company during the year are fully aligned with the Elanco Group's strategy which has been consistently applied and reinforced since we became an independent company in 2018. Elanco's "IPP" strategy of Innovation, Productivity and Portfolio drives long term value to all Stakeholders, rooted in a deep focus on the customer.

Engaging with employees

Attracting, retaining and developing our employees is critical to the long term success of the Company. Over 70 years, Elanco has developed a strong culture with our core values of Integrity, Respect and Excellence at the heart of everything we do. As a Company we commit to pursuing our four behavioural pillars of Involve, Deliver, Own and Innovate and our employee recognition and talent management programmes are guided by these principles.

We have an active employee culture forum which also includes our DE&I employee groups and an effective People Leaders Group. Elanco UK is also a participating member of the Elanco European Workers Council. Elanco's senior leadership actively communicates with and seeks the views of all our employee groups when developing our people strategies and policies.

Twice yearly, Elanco Globally will gauge employee engagement through the Voice of the Employee surveys. Feedback is reviewed at a supervisor, function and country level and teams are encouraged to review the results and suggest areas for continued improvement.

Company and Group wide results are communicated through quarterly townhalls both globally, functionally and at a country level.

Engaging with our customers

We seek to add value with every customer engagement, addressing what matters most and constantly raising the bar. For our customers we promise to be their advocate, continually earning their trust through improving the health of animals and creating value through innovative products, expertise and service. Our commercial teams develop deep relationships with customers across the breadth of our business and adopt a 'Boots to Board' mindset that, at its core, seeks to understand the needs of our customers and how Elanco can add value through differentiation of products and services.

Engaging with our suppliers

The Company seeks to work responsibly with all our suppliers. The Board approved the Company's Modern Slavery and Human Trafficking statement during the year which outlines the steps the Company has taken to prevent Modern Slavery throughout the supply chain. Our suppliers are contractually obliged to adhere to Elanco's Business Partner Code of Conduct and also have to acknowledge this when signing up through our SAP Business Network portal.

Managing the impact of our operations on the community and environment

Elanco's approach to sustainability and ESG commitments is called Elanco Healthy Purpose™. Our Healthy Purpose is the platform through which we engage with our employees, communities and industry leaders to provide global, sustainable solutions to make an impact. It's centred on four inter-connected pillars: healthier animals, healthier people, healthier planet, and healthier enterprise.

- **Healthier Animals:** We are helping pets and farm animals live healthy, high-quality lives by continuously expanding our existing portfolio, while also identifying new and innovative animal care products, practices and services. The Company is a strong advocate of supporting the sustainability of animal health by focusing on: The responsible use of antimicrobials and parasiticides and the environmental footprint of agriculture.

- **Healthier People:** Elanco are very keen for employees to volunteer providing each employee with up to 3 days per year of paid community service. One of these days is via our Global Day of Purpose, but each quarter they are able to dedicate a half day to their local community or charity. In the UK and Ireland, we are aiming to collectively commit to 250 days per year.
- **Healthier Planet:** Elanco UK has published our Environmental policy which outlines a number of key objectives including an ongoing commitment to reduce greenhouse gas emissions from our commercial operations. Which includes the commitment to ending use of internal combustion engines in the company fleet by 2030. The Company has made broad progress towards these objectives and is proud to have achieved the highest Green award for Investors in the Environment in 2025. The Company's completion of its first ESOS submission in 2024 under the Energy Savings Opportunity Scheme has identified a number of potential energy reduction measures, many of which have already been implemented in 2025.
- **Healthier Enterprise:** We are growing our business with integrity and excellence with respect to all stakeholders, where all employees feel safe, engaged and accountable as owners. In addition to the comments made above, we are proud of the commitments and steps we have made towards gender parity in leadership as well as gender pay. We have a comprehensive suite of employee well-being programmes and benefits and a strong commitment to Employee Health and Safety.

For further information see https://my.elanco.com/en_gb/about/about-elanco/elanco-healthy-purpose

Maintaining the highest standards of business conduct

Integrity, respect and excellence are our core values and doing the right things the right way underpins our approach to our daily work and our interactions with each other and with all our stakeholders. Each year, every Elanco employee is trained on the Elanco Code of Conduct, completion of which is closely monitored. Our Code of Conduct is our foundation that guides our decision making and relationships, establishes our behavioural expectations, and sets the high standards against which we measure our performance. Additionally, the Company has a strong Ethics and Compliance governance organization which is responsible for the training and monitoring of our core business policies, including anti-bribery & corruption, and all interactions with external parties and Animal Health Professionals.

Acting fairly between all members of the Company

The board is committed to openly engaging with our shareholders as we recognise the importance of effective communication, visibility of strategy and tackling industry risks proactively. For more information on the management of investor relations <https://investor.elanco.com/home/default.aspx>.

The decisions made by the Company during the year ended 31 December 2024 have been made in accordance with our vision, key stakeholder engagement and with our business strategy at the core of what we do.