

## BBC DECLARATION OF PERSONAL INTERESTS

<b>Name:</b> RICHARD ARMSTRONG	<b>Position:</b> CRBA DIRECTOR
<b>Date of Declaration:</b> 3 NOVEMBER 2025	

No personal interests have been declared	X
Personal interests have been declared – these are withheld in full from publication under the Data Protection Act.	
Personal interests have been declared – details published below. Some declarations may be withheld from publication under the Data Protection Act.	

### 1. Executive or non-executive directorships and/or any other company offices held.

Organisation	Type of work

### 2. Shareholding, securities, debentures etc in excess of 5% in any company, and all holdings, no matter what size, in any media company.

Organisation	% holding

### 3. External business interests or relationships with customers/suppliers/direct competitors of the BBC.

Customer/Supplier	Interest / relationship

### 4. Outside activities/membership of voluntary/statutory organisations.

Organisation	Type of work / membership

