W&R BARNETT TRADING

Section 172 Statement for the year ended 31 July 2025

This statement describes how the Board of Directors of the Company have taken account of the matters set out in section 172(1) (a) to (f) of the Companies Act 2006, when performing their duty to promote the success of the Company.

The Board seeks to deliver long term success for all by working together and building relationships with all stakeholders that share our culture, our values and long term goals and objectives. The Company's stakeholder engagement activities help to inform the Board in its decisions, by ensuring the Directors are aware of stakeholders' interests. The Board takes a long-term view in reaching key decisions, and looks to act in the interests of stakeholders as a whole and to ensure all are fairly treated.

Specific steps taken to address the matters set out in sections (a) to (f) are outlined below.

(a) The likely consequences of any decision in the long-term:

The Board is responsible for establishing the good governance, strategic direction and long term vision of the Company and ensuring these goals are communicated and aligned across the entire business. In setting the strategic direction and long term vision of the Company, the Board has regard for the key stakeholders as outlined in this statement.

The Board meets regularly, on at least a quarterly basis. It considers the current performance on all aspects of the business including matters around market developments, human resource requirements, major capital expenditure projects, potential acquisition opportunities and future funding requirements to support the business's long term growth and sustainability.

(b) The interests of the Company's employees:

The Board places the health, safety and wellbeing of employees at the forefront of our approach and encourages significant employee engagement in this process. The Company has developed and is committed to a Health and Wellbeing Strategy. Health, safety and wellbeing is a key item on the agenda for Board and Senior Management meetings and regular surveys are carried out, with a summary of key issues identified.

The Company's strategy is to attract, retain, develop and promote the best people for the job. The Company aims to engage and develop all employees to reach their potential, without any form of discrimination. Regular appraisals are carried out with employees by their line managers. A wide range of training and development opportunities are made available to employees.

Presentations are given to employees on the performance of business on an annual basis. Ongoing employee communication is conducted via various bulletin boards, newsletters and intranet sites.

(c) The need to foster the Company's business relationships with clients, end customers, suppliers and regulators:

The Company is committed to developing strong customer and supplier business relationships. Key relationships are multi-layered with multiple contact points, including senior management involvement. A variety of surveys and site visits are regularly conducted, alongside attendance at/or hosting of trade conferences to enhance business relationships. Feedback from these initiatives help to inform the Board's long-term divisional strategies and plans.

The Company is committed to the principles of openness and transparency in its approach to dealing with regulators and seeks to operate in a collaborative manner in all instances. The Company engages in consultations with regulatory bodies as appropriate, either on a standalone basis or through appropriate industry bodies and third party advisors.

Registered Office:
W&R Barnett Trading Limited
Clarendon House
23 Clarendon Road
Belfast, BT1 3BG

T :028 9032 5465
F :028 9024 9433
E :info@wrbarnett.com
www.wrbarnett.com

Registration No. NI057893
VAT Reg No. GB252 2571 78

(d) The impact of the Company's operations on the community and the environment:

The Group, of which the Company is a member, provides ongoing support to a number of local, national and international charitable organisations. The Group, of which the Company is a member, operates a number of initiatives to support and encourage the fundraising and volunteer efforts of Company employees.

The Company is committed to investigating and understanding the impact of climate change and other sustainability factors on our business, people and community, including maintaining our responsible supply chains, quality of product, feed safety and quality assurance, sustainable agriculture, transport and logistics and demonstrating environmental stewardship in the conduct of the business.

(e) The desirability of the Company maintaining a reputation for high standards of business conduct:

The Board requires all Directors and senior management to maintain the highest standards of conduct whether dealing with employees, customers, suppliers or other stakeholders. Staff handbooks are distributed to employees, which outline the specific standards of conduct all employees are expected to meet.

The Company is committed to acting ethically in all of its operational matters. The Company has policies in place to ensure there is no modern slavery or human trafficking in our supply chain, or in any part of our business. Policies are in place to ensure compliance with General Data Protection Regulations ('GDPR'). Furthermore, anti-bribery and corruption policies are in place and are communicated to all employees.

Whistleblowing policies are in place to facilitate reporting of any concerns employees may have surrounding business conduct.

(f) The need to act fairly between members of the Company:

As a privately owned Company, with a relatively small group of ultimate family shareholders, the Board has a keen interest in understanding ultimate shareholder views and objectives and in reflecting those in its long-term strategic plans. Shareholder engagement is promoted both by the Chairman and Chief Executive, with feedback and analysis communicated through Board reporting packs, supplementary information provided through specific correspondence and interactive dialogue welcomed through the Annual General Meeting.

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