D. R. Collin & Son Ltd (Group)

Year ended 30 April 2026

Section 172 Statement

In promoting the success of the Company, the Directors have had regard to the matters set out in Section 172(1)(a) to (f) of the Companies Act 2006. These include the likely consequences of decisions in the long term, the interests of employees, the need to foster strong business relationships with customers, suppliers and other stakeholders, the impact of the Company's operations on the community and the environment, the importance of maintaining high standards of business conduct, and the need to act fairly between members of the Company.

The Board recognises that long-term sustainable success is dependent upon understanding the interests of the Company's stakeholders and balancing those interests when making decisions. The Directors consider stakeholder engagement to be an integral part of effective governance and decision-making and seek to ensure that the Company's values, strategy and objectives remain aligned with the needs of those who are affected by its operations.

Board decisions are supported by regular financial reporting, management accounts, operational performance indicators, cash flow forecasts, capital investment appraisals and risk assessments. Where appropriate, the Directors obtain advice from external professional advisers to ensure that significant decisions are made on a well-informed basis. The Board also reviews the Company's principal risks, opportunities and strategic priorities throughout the year to ensure that decisions continue to promote the long-term success of the business.

The Directors are satisfied that, throughout the year, they have acted in good faith and in a manner they consider most likely to promote the success of the Company for the benefit of its members as a whole, whilst having appropriate regard to the interests of all stakeholders.

Long-term Strategy

The Board regularly reviews the markets in which the Group operates, together with wider economic conditions, customer demand, supply chain developments, legislative changes and emerging risks. Strategic reviews are undertaken throughout the year to assess opportunities for sustainable growth, operational efficiencies and investment in the business.

The Directors recognise that individual stakeholder interests may not always align. Decisions are therefore taken after careful consideration of the potential impact on all stakeholder groups, balancing short-term operational requirements with the long-term sustainability and resilience of the business. Particular attention is given to maintaining financial strength, operational flexibility and the ability to respond to changing market conditions.

Employees

The Directors recognise that the Group's employees are fundamental to its continued success and remain committed to providing a safe, inclusive and supportive working environment.

Employee health, safety and wellbeing continue to be key priorities, with regular monitoring of health and safety performance, investment in equipment and facilities, and continuous review of working practices to minimise risk across all operations.

The Group encourages employees to develop their skills through training, professional development and internal progression opportunities. Regular communication between management and employees helps ensure that staff remain engaged with the Company's objectives and understand how their individual contributions support the overall success of the business.

Employee feedback is actively encouraged through day-to-day engagement, management meetings and performance reviews. Suggestions for improvement are considered carefully and implemented where appropriate, helping to promote a culture of continuous improvement and employee involvement.

Customers and Suppliers

The Board recognises that maintaining strong, collaborative relationships with customers and suppliers is essential to the long-term success of the business.

The Group works closely with customers to understand changing market requirements, support new product development and maintain consistently high standards of quality and service. This collaborative approach enables the business to respond effectively to evolving consumer preferences, regulatory requirements and commercial opportunities.

Similarly, suppliers form an integral part of the Group's supply chain. The Company seeks to establish long-term relationships based upon trust, transparency and mutual benefit. Regular engagement with suppliers supports continuous improvement, promotes responsible sourcing, strengthens supply chain resilience and helps ensure compliance with food safety, animal welfare and regulatory standards.

The Board also recognises the importance of prompt payment practices and maintaining open communication with suppliers to support mutually beneficial commercial relationships.

Community and the Environment

The Group recognises its responsibility to operate responsibly within the communities in which it operates and to minimise the environmental impact of its activities.

Environmental performance remains an important consideration in operational and strategic decision-making. The Group continues to monitor its energy usage, resource efficiency, waste management and carbon emissions and seeks opportunities to improve environmental performance through investment, operational efficiencies and continuous improvement initiatives.

Details of the Group's energy usage and greenhouse gas emissions, together with actions being taken to reduce environmental impact, are disclosed within the Directors' Report and the Streamlined Energy and Carbon Reporting (SECR) disclosures.

The Group also remains committed to supporting local communities through charitable donations, sponsorship of amateur sports clubs, educational initiatives and community projects in the areas where it operates. These activities reflect the Company's commitment to making a positive contribution beyond its commercial operations.

Governance and Business Conduct

The Group operates within the highly regulated food processing and exporting sector, where maintaining the highest standards of integrity, product quality, food safety and regulatory compliance is essential.

The Directors promote a culture based upon honesty, accountability and ethical business conduct throughout the organisation. Appropriate policies, procedures and internal controls are maintained to support compliance with applicable legislation, food safety standards, export requirements and customer specifications.

Maintaining the trust and confidence of customers, suppliers, employees, regulators and shareholders is considered fundamental to protecting the Group's reputation and supporting its long-term success.

Shareholders

The Company's shareholders comprise principally owner-managers and members of the founding families, together with a number of minority shareholders within certain subsidiary companies.

The Directors maintain regular dialogue with shareholders and seek to ensure that significant decisions are made with appropriate consideration of both short-term performance and long-term value creation. The Board aims to provide transparent reporting and effective governance while balancing the interests of all shareholders fairly.

The Directors remain focused on preserving the long-term financial strength of the business through prudent investment, disciplined financial management and sustainable growth, thereby protecting and enhancing shareholder value for future generations.

Principal Decisions During the Year

During the year, the Board continued to focus on strengthening the resilience of the business through investment in operational efficiency, maintaining strong customer and supplier relationships, supporting employee development, improving environmental performance and ensuring continued compliance with regulatory requirements.

When considering these decisions, the Directors evaluated the impact on the Company's key stakeholders and concluded that the actions taken were in the best interests of the Company and were most likely to promote its long-term success in accordance with the requirements of Section 172 of the Companies Act 2006.

Approved by the board 2nd July 2026

Paul Virtue
Managing Director

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