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CARR'S

MAKING GREAT BAKING MOMENTS

Carr's Flour Mills Ltd (Company number 480341)

Section 172 statement – extract from the Strategic Report for the financial year ended 28 March 2025

The directors have long term considerations at their heart. The company is part of a private, family-owned group of businesses, and it is the intention of the family and the board to have a successful and profitable business for many years to come. The directors understand the business and the evolving environment in which we operate. The strategy set by the board is intended to strengthen our position as a UK Flour Milling Company recognising the changing requirements of our stakeholders on whom the long-term success of our business is dependent.

The directors recognise that its employees are fundamental to our business and the delivery of our strategic ambitions. The success of our business depends on attracting, retaining and motivating employees. From ensuring that we remain a responsible employer, from pay and benefits to our health, safety, and workplace environment. The directors factor and communicate the implications of decisions on employees where relevant and feasible.

Delivering our strategy requires strong mutually beneficial relationships with suppliers, customers, and government bodies. The board continually assess the priorities related to customers and engages with them to ensure the relevance of our business strategy and investment policies. We monitor our suppliers to ensure our product and service supply is maintained to our documented standard whilst also adhering to the required payment practices.

The directors continually assess the impact of the company's operations on the community and the environment through reviewing our working practices and monitoring and measuring our emissions from energy, fuel, and electricity usage. We continually review our operations to ensure the most modern environmentally efficient machinery and practices are in place and control of fuel emissions through using up to date environmentally regulated transport and extensive employee training. Our investment programmes include environmentally focused projects.

The board periodically reviews and approves its code of conduct, ethics and compliance policies and Modern Slavery Statements to ensure that high standards are maintained within the Company's business and the business relationships we maintain. This, complemented by the ways the board monitors compliance with relevant governance standards, assures the Company acts in ways that promote high standards of business conduct.

The directors consider which course of action best enables delivery of our strategy through the long term, taking into consideration the impact on stakeholders. In doing so our directors act fairly between members of the company.

The board is presented with regular board packs and other information that it needs to fulfil its responsibilities. During the period at board meetings the board have discussed and made decisions on a number of specific issues including business priorities and strategy, capital investment and the ongoing management of the current economic situation.