Ripon Farm Services Limited

Section 172 Statement
For the year ended 31 January 2026

Section 172 statement
This statement explains how the directors have had regard to the matters set out in section 172(1)(a) to (f) of the Companies Act 2006 when promoting the success of the Group for the benefit of its members as a whole.

Section 172 considerations form part of the Group's governance and decision-making processes. The Board receives regular information on financial and operational performance, customer service, employee matters, health and safety, principal risks, cash flow and working capital. This enables the directors to assess the impact of decisions on key stakeholders and consider both the short and long-term consequences of significant matters. Where appropriate, the Board also obtains external professional advice to support decision making.

a) The likely consequences of any decisions on the long term
The Board considers the long-term impact of significant decisions through the Group's strategic planning, budgeting, forecasting and investment approval processes. Material decisions are assessed against strategic objectives, expected financial returns, business resilience and stakeholder considerations. The directors seek to balance short-term trading requirements with continued investment in people, facilities, technology, customer support and operational capability to support sustainable long term growth.

b) The interests of the group and company's employees
The Board recognises that employees are fundamental to the Group's success and receives regular updates regarding recruitment, retention, training, succession planning, employee wellbeing and health and safety performance. The Group continues to invest in apprenticeships, technical training and employee development programmes to support both current operations and future capability. The potential impact on employees is considered whenever significant organisational or operational changes are proposed.

c) The need to foster the group and company's business relationships with supplier, customers, and others
The Group relies on strong relationships with customers, manufacturers, suppliers and finance providers. The Board monitors customer service performance, customer feedback and key commercial relationships as part of its regular review process. The Group's "Always On" commitment reflects its focus on delivering high levels of customer service and aftermarket support. The Board also considers the importance of maintaining constructive relationships with key suppliers, manufacturer partners and lenders when evaluating significant investment, funding and operational decisions.

d) The impact of the group and company's operations on the community and environment
The Board recognise the Group's role within the rural communities it serves and consider community impacts when making significant business decisions. In addition to supporting local charities and community initiatives, the Group regularly engages with agricultural shows, local events, schools, colleges and apprenticeship programmes to promote opportunities within the agricultural, engineering and land-based sectors. Environmental factors are also considered where relevant, including operational efficiency, resource consumption and the support provided to customers through modern equipment, precision agriculture and connected technologies which help improve productivity and resource utilisation.

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e) The desirability of the company maintaining a reputation for high standards of business conduct

The Board considers the Group's reputation for integrity, professionalism and customer service to be a key asset. The directors are committed to conducting business in accordance with applicable laws, regulations and internal policies. The Board maintains oversight of key governance areas including health and safety, anti-bribery and corruption, modern slavery, data protection, financial controls and tax compliance, and considers the potential reputational impact of significant decisions. The directors recognise that trust is fundamental to the Group's relationships with customers, manufacturer partners, suppliers, employees and lenders. Maintaining a reputation for technical expertise, reliability and integrity supports the Group's ability to attract and retain customers, employees and other stakeholders.

f) The need to act fairly as between members of the group

The directors seek to act fairly between members whilst promoting the success of the Group for the benefit of its members as a whole. Significant decisions are supported by appropriate financial and operational analysis and, where necessary, external professional advice. The Board seeks to ensure that decisions are made in the best interests of the Group and its long-term success.

In the year ended 31 January 2026, the directors have sought to ensure that decisions are made in the best interests of the Group and promote the long-term success of the Group for the benefit of its members as a whole.

On behalf of the board

Stewart Hymas
Director
28 October 2026