



EWOS LIMITED

(Company No: 01635854)

STATEMENT BY THE DIRECTORS IN THE PERFORMANCE OF THEIR STATUTORY DUTIES IN ACCORDANCE WITH s172(1) COMPANIES ACT 2006

Each director of EWOS Limited (the "Company") is aware of their responsibility to promote the success of the Company in accordance with section 172 of the Companies Act 2006.

The Company is part of the North Sea Operations (the "NSO") of the Cargill Aqua Nutrition business. The Board has delegated day to day operational management to the NSO Leadership Team ("NSOLT"). A member of the NSOLT reports on NSOLT activities at each Board meeting. NSOLT is responsible for the annual planning and long-term strategy of the Company, meeting regularly to discuss issues which face the Company and its stakeholders. Board meetings of the Company are held regularly and as part of those meetings the Board receives information in a range of formats from department representatives on areas such as HR and Environmental, Health and Safety.

The Company has identified its key stakeholders as described below. The Board will sometimes engage directly with stakeholders on certain issues but, as the Company is part of a large organisation with a broad range of stakeholders, stakeholder engagement also takes place at a group or operational level.

Our people

The Company recognises that its employees are critical to its success and proactively engages with its employees in a number of ways including via Cargill's HR portal, internal communications and Town Hall meetings. There is also a range of internal social media channels available, through which employees can engage in discussions and express ideas.

The Company uses engagement surveys to keep abreast of the views and opinions of its employees and is committed to Cargill's Wellbeing Policy to establish, promote and maintain the physical and mental health and wellbeing of all its employees (whether working in the office or remotely).

The safety and wellbeing of our workforce remains a key priority for the Company. The Company continues to embrace a blended working environment which allows our employees to benefit from working together in our facilities and offices, whilst giving the flexibility to work from home when appropriate.

Our Customers

Our customers are at the heart of our business and the Company has a "customer intimacy" strategy which focuses on delivering excellence in customer engagement and service. Contact is daily for day-to-day operations, together with regular meetings and technical reviews with customers to ensure that the Company is able to attend to the specific needs and concerns of its customers.

Our Suppliers

Principal suppliers to the Company provide raw material and ancillary services. Issues and points of interest relating to supplier relationships are raised and discussed at both NSOLT and the meetings of departmental leads. The Board approved the annual Modern Slavery Statement confirming its commitment to operating responsible supply chains. The Company's interaction with suppliers is guided by the Cargill Code of Conduct. The Cargill Supplier Code of Conduct is also used to ensure similar levels of ethical compliance from the Company's suppliers.

Our Communities

To discover more about Cargill's commitment to its local communities, please visit <https://www.cargill.com/about/community/local-communities>.

The Company encourages its employees to volunteer their time and expertise to benefit their communities through employee-led Cargill Cares Councils. For the financial year ending 31 May 2023, the Company and its employees, have engaged with their local communities in a number of ways including:

- An ongoing joint initiative to support community projects on the Isle of Skye, such as:
 - breakfast clubs at local primary schools;
 - fencing supply to local allotments to help protect food production; and
 - a donation to support a local radio station that reaches out to island communities.
- A donation to a Community Trust for the regeneration of a circular coastal path to improve village access for local people and provide a wider route to support local tourism.
- A donation to purchase a new horse for a riding school for the disabled.

Our Environment

Sustainability is embedded in Cargill's purpose to nourish the world in a safe, responsible and sustainable way. Our sustainability strategy at Cargill focuses on three strategic priorities: Climate, Land and Water and People. Each of these priorities has a clearly defined approach to advance resilient supply chains, generate shared value for our customers and drive positive change in our operating and sourcing communities. To discover more about Cargill's sustainability priorities, please visit <https://www.cargill.com/sustainability> .

Sustainability is a central pillar of the Company's operations, and the business takes into consideration much more than its environmental footprint. NSO define sustainability as safeguarding the needs and aspirations of the present without compromising future generations. The Company's brands are known for leadership in sustainable practices and reporting. The Company works closely with its customers to improve their productivity and support the welfare of fish. From raw materials to the plate, the Company uses integrated management systems to help ensure nutritious and safe food. As a leading supplier of feed and nutrition for the international aquaculture industry, the Company is committed to the use of responsible and sustainable practices that support increasing global consumption of fish and seafood, protect the environment and help farmers succeed.

The Company continues to focus on driving sustainability in all aspects of its customers' and suppliers' businesses. At the heart of these initiatives, remains Cargill's Sea Further sustainability initiative which aims to reduce the carbon footprint per tonne of seafood raised by customers on the Company's feed by 30% by 2030. To discover more about Cargill's Sea Further Sustainability initiative, please visit <https://www.cargill.com/sustainability/supply-chains/seafurther-sustainability-aquaculture>.

Further details of Cargill Aqua Nutrition's latest sustainability reporting can be found in the document '[Cargill Aqua Nutrition Sustainability Report 2022](#)'.
<https://www.cargill.com/sustainability/aquaculture/aquaculture-sustainability-reporting>

Our Streamlined Energy and Carbon Reporting (SECR) Statement contained elsewhere within this strategic report contains further details on our approach to energy efficiency and reducing greenhouse gas emissions.

Approved by the Board of Directors
on the 13 December 2023