

## Strategic Report (continued)

### Section 172(1) statement

Section 172 of the Companies Act 2006 requires a director of a company to act in the way he or she considers, in good faith, would most likely promote the success of the company for the benefit of its members as a whole. In doing this section 172 requires directors to have regard to, amongst other matters, the:

- likely consequences of any decisions in the long-term;
- interests of the company's employees;
- need to foster the company's business relationships with suppliers, customers and others;
- impact of the company's operations on the community and environment;
- desirability of the company maintaining a reputation for high standards of business conduct; and
- need to act fairly as between members of the company.

In discharging our section 172 duty we have regard to the matters set out above. In addition, we also have regard to other factors which we consider relevant to the decision being made. Those factors for example include our relationship with our regulators, our pension trustees, government agencies, trade unions, and non-governmental organisations. By considering the Company's purpose, vision and values together with its strategic priorities and having a process in place for decision making, we aim to make sure that our decisions are consistent and predictable.

We delegate authority for day-to-day management of the Company to executives and then engage management in setting, approving and overseeing execution of the business strategy and related policies. Board meetings are held periodically where the directors consider the Company's activities and make decisions. As part of those meetings the directors receive information in a range of different formats to ensure that they have regard to section 172 matters when making relevant decisions.

The Company's key stakeholders are its workforce, trade unions, customers, suppliers, the local communities in which it operates, regulators, Government agencies, and non-governmental organisations. When considering how we engage with our workforce, we have cyclical events such as weekly newsletter, monthly briefing sessions and quarterly All Hands Briefs where we share key information and latest strategy alongside continuous face to face dialogue with our teams and lead teams. The views of and the impact of the Company's activities on those stakeholders are an important consideration for the Directors when making relevant decisions. The size and spread of both the Company's stakeholders and the Urenco Group means that generally our stakeholder engagement impact of our operations on the community and the environment, desirability to maintain reputation of high standards of business conduct and acting fairly with members of the company, takes place at an operational and Group level. We find that as well as being a more efficient and effective approach, this also helps us achieve a greater positive impact on environmental, social and other issues than by working alone as an individual company. For details of the engagement that takes place with the Group's stakeholders so as to encourage the directors to understand the issues to which they must have regard please see pages 67-69 of the Urenco Group's 2025 Annual Report.

We set out below some examples of how we have had regard to the matters set out in section 172(1)(a)-(f) when discharging our section 172 duty and the effect of that on decisions taken by us:

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In 2025, the UUK Board approved activities that contributed to the continued capital investment for the site, including the completion of life extension activities to the older plants, extending the safety cases, and providing a new high-assay low-enriched uranium facility (HALEU) in response to a UK government strategy to improve energy security and long-term energy independence.

In addition to this, the UUK Board approved plans to continue to enhance the infrastructure through the provision of new office buildings, car parks and other infrastructure and plant enhancements. In making its decision to proceed with this, the directors had regard to a number of factors including continued employment for the workforce and impact on the local community during build periods.

In 2025, the UUK Board continued investment in employees' capability, engagement and performance and the role of the People Manager in the workplace. The Board agreed a plan and strategy for discussion with the Trade Union on the pay negotiations, using latest information from surrounding companies and their recent pay deals to inform their plan. The Board ensured that there was the right balance between shareholders and employees when considering and agreeing on the plan. The Board concluded that on-going investment in the workforce would help deliver long-term success to the Company.

When considering charitable donations, the Board agreed upon a chosen method of management for the charitable funds, utilising a third party to ensure the best use in the local region.

An enhanced plan for future sustainability of the site continues with UUK Board oversight. This includes a Land Quality programme which has a high focus from Regulators and Board Members and is expected to continue into the medium term. In making its decision to proceed with this, the directors had regard to a number of factors including reducing its carbon footprint and its use of refrigerants ensuring its operations were maintained in a more sustainable manner as well as local environmental factors.

Approved by the board and signed on behalf of the board by



A Cottrell  
Director  
11 March 2026