

SECTION 172 STATEMENT

The Directors have regard to the matters set out in Section 172(1) of the Companies Act 2006 when performing their duties to promote the success of the company. When making decisions, the Directors pay due regard to: the likely consequences of decisions in the long term, the interests of stakeholders, the impact actions have on the communities in which the Company operates and the environment, maintaining high standards of business conduct and acting fairly at all times. Our key stakeholders, how we engage with them and consider their needs and concerns are outlined below.

<p>The Marketplace</p>	<p>What matters</p> <ul style="list-style-type: none"> • Well supported and informed franchisees who are able to uphold the Snap-on brand. • Fair and timely payments to suppliers. • Regular contact with suppliers. • Superior vehicle communications. • Quality products. Innovation. Brand. <p>How we engage</p> <ul style="list-style-type: none"> • Dedicated teams to support franchisees both in the field and based in head office. • Annual conference held for all UK franchisees to showcase new products and provide opportunity for the directors to engage with the franchisee network. • The Snap-on Tools National Franchise Advisory Council (NFAC) is composed of a representative group of Franchisees who meet monthly with Snap-on management, for the purpose of discussing issues that have a broad impact on the Snap-on system. • Dedicated relationship managers with certain key suppliers ensuring regular contact and that any issues are communicated to the board on a timely basis. • Investment in data collection for improving software content. • Customer survey for feedback on products and services. • Customer complaints escalation system. • Quality control processes. <p>How we respond</p> <ul style="list-style-type: none"> • Continuation of the fixed term company store programme which helps to cover vacant territories, giving customers more access to the Snap-on product and also enabled new recruits to work as an employee for 12 months before taking on a franchise.
<p>The Marketplace</p>	<p>How we respond (continued)</p> <ul style="list-style-type: none"> • The overarching objectives of the NFAC meetings are: <ul style="list-style-type: none"> ○ To establish an open forum for communication between the Franchisees and Snap-on to discuss issues of a broad mutual interest and concern. ○ To increase awareness about market issues and conditions from both a company and a Franchisee perspective ○ To evaluate and formulate policies, procedures, and programmes that may affect the Franchisees and to make recommendations to Snap-on management on behalf of the Franchisee group. ○ To promote a spirit of cooperation between Snap-on and its Franchisees and to work together as a team to resolve concerns before they become problems.

	<ul style="list-style-type: none"> • In response to customer survey feedback the Diagnostics division identified knowledge shortfalls within the Service Engineer team, and provided training to these engineers to enhance their skill sets.
Our People	<p>What matters</p> <ul style="list-style-type: none"> • Opportunities for career and personal development. • An inclusive and diverse environment. • Open and transparent communication. • Staff welfare. <p>How we engage</p> <ul style="list-style-type: none"> • Regular updates by the Managing Director. • Policies and procedures available on staff online portal. • Quarterly all employee meetings. • Annual staff surveys. • Great place to work committee. • Monthly one-to-one meetings with field associates and field managers. <p>How we respond</p> <ul style="list-style-type: none"> • Provision of apprenticeship opportunities. • Staff learning is supported and promotion is encouraged where possible. The company has invested in management training courses for team leaders to assist with personal development and for succession planning.
Our Shareholder	<p>What matters</p> <ul style="list-style-type: none"> • Regular communication. • Robust financial accounts and internal controls. • Delivering revenue and profit targets. <p>How we engage</p> <ul style="list-style-type: none"> • Quarterly Business Review meetings to discuss business performance and strategy. • Collaborative relationship with internal audit team. <p>How we respond</p> <ul style="list-style-type: none"> • Rapid Continuous Improvement workshops held to identify areas for improvement. • Actions taken in line with internal audit recommendations.
The Community	<p>What matters</p> <ul style="list-style-type: none"> • Supporting employment in the local area. • Having a positive impact on the community. • Maintaining a well-presented business. <p>How we engage</p> <ul style="list-style-type: none"> • Partner with local college to provide training opportunities. • Support local and national charities. • General manager is a member of local council groups. <p>How we respond</p> <ul style="list-style-type: none"> • Maintaining premises to a high standard.

	<ul style="list-style-type: none"> • Established Charity Committee for organising charity events. • Annual meetings with local council.
The Environment	<p>What matters</p> <ul style="list-style-type: none"> • Awareness of environmental issues around our activities. • Reduction of CO2 emissions. • Reduction of manufacturing waste. <p>How we engage</p> <ul style="list-style-type: none"> • Engage with suppliers to reduce packaging and make it recyclable. • Ensure packaging is not product specific, reducing risk of obsolescence. • Building controls on timers/sensors to reduce power usage. • Leasing only Electric or Plug-in Hybrid vehicles. • Investigate the implementation of solar panels. • Created a dedicated role to oversee procedures and compliance.