

Schedule A

Matters Reserved for the Board

The following schedule, approved by the Board on 26 September 2024, sets out those matters which, unless otherwise determined by the Board, are reserved for the Board.

1. STRATEGY AND MANAGEMENT

- 1.1. Responsibility for the overall leadership and management of the Group and setting the Group's values and standards.
- 1.2. Approval of the Group's long term objectives and commercial strategy.
- 1.3. Approval of the annual operating and capital expenditure budgets and any material changes to them.
- 1.4. Oversight of the Group's operations ensuring:
 - Competent and prudent management
 - Sound planning
 - An adequate system of internal controls
 - Adequate accounting and other records
 - Compliance with statutory and regulatory obligations.
- 1.5. Review of performance in the light of the Group's strategic aims, objectives, business plans and budgets and ensuring that any necessary corrective action is taken.
- 1.6. Extension of the Group's activities into new business or geographic areas where the terms are material to the business.
- 1.7. Any decision to cease to operate all or any material part of the Group's business.

2. STRUCTURE, CAPITAL AND FINANCING

- 2.1. Changes relating to the Group's capital structure including new or amended Group borrowing facilities and the issuing of loans or guarantees.
- 2.2. Major changes to the Group's corporate structure.
- 2.3. Changes to the Group's management and control structure.
- 2.4. Any changes to the Company's listing on AIM or its status as a plc.

3. FINANCIAL REPORTING AND CONTROLS

- 3.1. Approval of the half-yearly report, interim trading statements and any preliminary announcement of the final results.
- 3.2. Approval of the annual report and accounts.
- 3.3. Approval of the dividend policy.
- 3.4. Declaration of the interim dividend and recommendation of the final dividend.

- 3.5. Approval of any significant changes in accounting policies or practices.
- 3.6. Approval of treasury policies including management of foreign currency exposure and the use of financial derivatives.
- 3.7. Approval of material unbudgeted capital or operating expenditures (outside pre-determined tolerances).
- 3.8. Approval of changes to the Group's tax strategy.
- 3.9. Approval of the Group non-audit services policy.

4. INTERNAL CONTROLS

- 4.1. Ensuring maintenance of a sound system of internal control and risk management
Including:
 - Approving the Company/Group's risk appetite statements;
 - Receiving reports on, and reviewing the effectiveness of, the Group's risk and control processes to support its strategy and objectives;
 - Approving procedures for the detection of fraud and the prevention of bribery;
 - Undertaking an annual assessment of these processes; and
 - Approving an appropriate statement for inclusion in the annual report.

5. CONTRACTS

- 5.1. Approval of major capital projects and oversight over execution and delivery.
- 5.2. Contracts which are material strategically or by reason of size, entered into by the company or, in the case of a subsidiary, recommendations for approval in the ordinary course of business.
- 5.3. Contracts of the company or any subsidiary not in the ordinary course of business
- 5.4. Major investments including the acquisition or disposal of interests in the voting shares of any company or the making of any takeover offer.

6. COMMUNICATION

- 6.1. Ensuring a satisfactory dialogue with shareholders based on the mutual understanding of objectives.
- 6.2. Approval of resolutions and corresponding documentation to be put forward to shareholders at a general meeting.
- 6.3. Approval of all circulars, prospectuses and listing particulars.
- 6.4. Approval of press releases concerning matters decided by the board.

7. BOARD MEMBERSHIP AND OTHER APPOINTMENTS

- 7.1. Changes to the structure, size and composition of the board, following recommendations from the nomination committee.

- 7.2. Ensuring adequate succession planning for the board and senior management so as to maintain an appropriate balance of skills and experience within the company and on the board.
- 7.3. Appointments to the board, following recommendations by the nomination committee.
- 7.4. Selection of the Chair of the board and the Chief Executive.
- 7.5. Appointment of the senior independent director to provide a sounding board for the Chair and to serve as intermediary for the other directors when necessary.
- 7.6. Membership and Chairship of board committees following recommendations from the nomination committee.
- 7.7. Continuation in office of directors at the end of their term of office, when they are due to be re-elected by shareholders at the AGM and otherwise as appropriate.
- 7.8. Continuation in office of any director at any time, including the suspension or termination of service of an executive director as an employee of the company, subject to the law and their service contract.
- 7.9. Appointment or removal of the company secretary.
- 7.10. Appointment, reappointment or removal of the external auditor to be put to shareholders for approval in general meeting, following the recommendation of the audit committee.
- 7.11. Appointments to boards of subsidiaries.

8. REMUNERATION

- 8.1. Determining the remuneration policy for the directors, company secretary and other senior executives.
- 8.2. The Executive Directors and the Chair determining the remuneration of the Non-Executive Directors, subject to the articles of association and shareholder approval as appropriate.
- 8.3. The introduction of new share incentive plans or major changes to existing plans, to be put to shareholders for approval.

9. DELEGATION OF AUTHORITY

- 9.1. The division of responsibilities between the Chair, the Chief Executive and other Executive Directors, which should be clearly established, set out in writing and agreed by the board.
- 9.2. Approval of the delegated levels of authority, including the Chief Executive's authority limits (which must be in writing).
- 9.3. Establishing board committees and approving their terms of reference, and approving material changes thereto.
- 9.4. Receiving reports from board committees on their activities.

10. CORPORATE GOVERNANCE MATTERS

- 10.1. Undertaking a formal and rigorous annual review of its own performance, that of its committees and individual directors, and the division of responsibilities.

- 10.2. Determining the independence of Non-Executive Directors in light of their character, judgment and relationships.
- 10.3. Considering the balance of interests between shareholders, employees, customers and the community.
- 10.4. Review of the Group's overall corporate governance arrangements.
- 10.5. Receiving reports on the views of the company's shareholders to ensure that they are communicated to the board as a whole.
- 10.6. Authorising conflicts of interest where permitted by the Company's articles of association.

11. POLICIES

- 11.1. Outside of financial policies described in section 3, approval of policies, including:
 - Code of Business Conduct
 - Inside Information and Share Dealing Policy
 - Anti-bribery and corruption policy
 - Whistleblowing policy
 - Third Party Due Diligence Policy
 - Information Security Policy
 - Fraud Policy
 - Anti-tax evasion policy
 - Data Protection Policy
 - Conflicts of Interest Policy

12. OTHER

- 12.1. The making of political donations.
- 12.2. Approval of the appointment of the Group's principal professional advisers.
- 12.3. Prosecution, commencement, defence or settlement of litigation, or an alternative dispute resolution mechanism involving above £250,000 or being otherwise material to the interests of the Group.
- 12.4. Approval of the overall levels of insurance for the Group including directors' & officers' liability insurance and indemnification of directors.
- 12.5. Major changes to the rules of the Group's pension scheme, or changes of trustees or when this is subject to the approval of the company changes in the fund management arrangements.
- 12.6. Any decision likely to have a material impact on the company or Group from any perspective, including, but not limited to, financial, operational, strategic or reputational.
- 12.7. This schedule of matters reserved for board decisions.