

Molten Ventures plc (the "Company")

Schedule of Matters Reserved for the Board of Directors

Adopted by resolution of the Board on 11 May 2016
Amended by resolutions of the Board passed 28 May 2019, 28 September 2020,
14 July 2021 and 23 November 2021

This document sets down those powers reserved for the full board of the Company (the "Board") and not delegated to the Company's executive directors. The list contains some matters which the Board cannot, as a matter of law, delegate. The Board may, however, appoint committees as it thinks fit to exercise certain of its powers. Specific areas of delegation are set out in the terms of reference for the (i) Remuneration Committee, (ii) Nominations Committee and (iii) Audit, Risk and Valuations Committee of the Company as required by the UK Corporate Governance Code, although the final decision on these matters is required to be taken by the whole Board.

The following matters require the approval of the Board:

1.	MANAGEMENT STRUCTURE AND OPERATIONS
1.1	Board appointments or removals, following recommendations from the Nominations Committee;
1.2	Appointment and removal of the company secretary;
1.3	Appointment and removal of senior executives;
1.4	Board (and senior executive) training, development and appraisal;
1.5	Appointment or removal of the Company's registrar;
1.6	Appointment or removal of the Company's sponsor or broker;
1.7	Remuneration of the Board following recommendations from the Remuneration Committee;
1.8	Delegation of the Board's power (where necessary and legally permissible);
1.9	Membership of Board committees and task forces;
1.10	Establishment of managerial authority limits for smaller transactions;
1.11	The Chair, composition and terms of reference (and any material changes thereto) of the Remuneration Committee, the Nominations Committee and the Audit, Risk and Valuations Committee and any other committees established by the Board and to receive the reports of such committees on their activities;
1.12	Matters referred to the Board by Board committees;
1.13	Appointment of directors to specified offices of the Board including the Chair and Senior Independent Director;
1.14	Continuation in office of directors at the end of their term of office or at any time;
1.15	Applications by executive directors for permission to accept outside appointments;

1.16	Procedures or matters to ensure adequate succession planning for the Board and senior executives and management;
1.17	Terms of reference, procedures and limits of authority granted to the Executive Directors or any committee formed exclusively of the Executive Directors;
1.18	The division of responsibilities between the Chair, Chief Executive, Senior Independent Director, the Board and the Committees of the Board needs, to be provided in writing;
1.19	Transactions with directors and other related parties;
1.20	Appointments to the Boards of subsidiary companies;
1.21	In accordance with the Company's articles of association and any statutory requirements, any authorisation requested by any director relating to an actual or potential conflict of interest; and
1.22	Visits overseas for business purposes where it is proposed for a director to be accompanied by his/her partner or dependents.
2.	STRATEGIC/POLICY CONSIDERATIONS
2.1	The investment/business strategy and/or policy of the Company and its subsidiary undertakings (the "Group") and any changes or amendments to such plans/policies including the cessation of any material part of the business conducted by the Company or any member of the Group;
2.2	Approval of any material change to the Group's investment policy (subject to shareholder approval);
2.3	In relation to corporate mergers or acquisitions in respect of investments to be made by the Group itself, any investment more than £5 million at the time such investment is under consideration;
2.4	Approval of any individual investment to be made on behalf of Molten Ventures plc where the value of such investment is equal to, or in excess of, £15 million;
2.5	Approval where the aggregate value of any investment or disposal in a single asset is equal to, or in excess of, 10% of market capitalisation of Molten Ventures plc;
2.6	Approval of any investment where the Investment Committee considers there to be a reputational risk or the opportunity is materially outside of the Group's investment strategy;
2.7	Approval of specific risk management policies including regarding insurance, hedging and borrowing limits and corporate security;
2.8	Approval of codes of ethics and business practices regarding share dealing, bribery prevention, whistleblowing, human resources, health and safety environment, communications including procedures for the release of price sensitive information and corporate social responsibility and material amendments thereto;
2.9	Receive and review reports on internal controls;

2.10	Annual assessment of significant risks and effectiveness of internal controls;
2.11	The calling of General and Annual General Meetings by the Company and the resolutions to be put forward for consideration at these meetings;
2.12	The policies and procedures in respect of the avoidance of wrongful or fraudulent trading;
2.13	Form, content and issue of the annual report, any preliminary statement, the interim report and any other similar reports or statements of the Company;
2.14	Form, content and issue of circulars to shareholders of the Company and the form content and issue of other prospectuses/admission documents/issue documents and similar documents; and
2.15	Company announcements or press releases (and analyst communications) concerning matters decided by the Board.
3.	TRANSACTIONS
3.1	Acquisitions (subject to paragraph 2.3 above) and disposals of subsidiaries or operations of the Group;
3.2	The management/launch of new third party funds;
3.3	Substantial commitments including:- material contracts (including new management contracts) in excess of three year's duration that deviate from the Company's investment strategy; contracts which are material strategically and which deviate from the Company's investment strategy in the context of the Group's business of operations; and giving security over significant Company assets (including mortgages and charges over any of the Company's property);
3.4	Contracts not in the ordinary course of business;
3.5	Actions or transactions of the Company or of the senior executives where there may be doubt over propriety; and
3.6	Transactions with directors or other parties related to the directors or employees of the Company which are not in the ordinary course of business.
4.	FINANCE
4.1	Approval of yearly proposals regarding the funding of the Group (and any material amendments to such proposals);

4.2	The granting of security over any Group assets, the entering into loan facilities, debt factoring, sale and leaseback arrangements and contracts for derivatives, in each case with third parties, delegating authority, as appropriate to finalise details;
4.3	At least once each year, review the proposed credit limits for the placing of deposits with individual institutions;
4.4	Raising new capital and the confirmation of major financing facilities;
4.5	Agreement of Treasury policies including foreign currency and interest rate exposure or material amendments thereto;
4.6	Discussion of any proposed qualification to the accounts;
4.7	Final approval of annual and interim reports and accounts (both statutory accounts and management accounts) and accounting policies (and any changes to such accounting policies);
4.8	Appointment of the Company's auditors (following any recommendations made by the Audit, Risk and Valuations Committee);
4.9	Charitable and political donations other than through any Group foundation that may be set up from time to time (with Board approval);
4.10	Determining the dividend policy for the Company and Group and the approval and recommendation of dividends;
4.11	Approving operating and capital expenditure budgets; and
4.12	Guarantees and letters of comfort where the amount of the loan or liability exceeds £10,000.
5.	GENERAL
5.1	Allotment, calls or forfeiture of shares;
5.2	The grant of options, warrants or any other form of security convertible into shares under the Company's share option schemes or otherwise; and
5.3	Determining whether any changes should be made in the share capital structure of any subsidiary company.
6.	LEGAL, ADMINISTRATION, PENSION AND OTHER BENEFITS
6.1	The commencement or settlement of any legal (or similar) process in relation to matters which are not in the ordinary course of the Group's business and which are not <i>de minimis</i> ;
6.2	Non-routine Company communications with regulators (including the FCA, PRA and the Central Bank of Ireland) of sufficient materiality to warrant Board approval;

6.3	Reviewing at least annually regular reports on pension, health, safety and environment and insurance matters, and any material litigation affecting the Company or its subsidiaries;
6.4	Where appropriate, any non-standard increases in pension benefits payable under the Company's pension schemes, appointments or changes of trustees, managers or administrators to such schemes and major changes in the rules of the Company pension scheme or, if this is subject to the approval of the Company. Changes in the fund management arrangements;
6.5	Material amendments to the Company's share option schemes as recommended by the Remuneration Committee;
6.6	Receiving notification of sales or purchases by directors and senior management and the connected persons of directors and senior management of the Company in accordance with the Company's code of dealing for such transactions by directors and senior management;
6.7	Submitting for shareholder approval any proposed share option scheme and alterations thereto as required by the scheme's rules and to approve certain other matters of detail that are stated to require Board approval arising under any such schemes; and
6.8	Approving the overall levels of insurance for the Group including Directors' and Officers' liability insurance and indemnification of directors.
7.	MISCELLANEOUS
7.1	To approve/amend this schedule of matters reserved for Board decisions;
7.2	To undertake a formal and rigorous review annually of its own performance, that of its committees and individual directors and the division of responsibilities and where appropriate or necessary engage an external facilitator to conduct such a review;
7.3	To determine the independence of the non-executive directors in light of their character, length of tenure, judgement and business relationships;
7.4	To receive reports on the views of the Company's shareholders to ensure that they are communicated to the Board as a whole;
7.5	To consider the balance of interests between shareholders, employee, customers, the community and other stakeholders;
7.6	To approve 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 risk; and
7.7	To review the Group's overall corporate governance framework and compliance with the UK Corporate Governance Code, including reporting on compliance with the principles of the UK Corporate Governance Code in the Company's annual report.