Molten
Make More Possible

Molten Ventures plc Sustainability Report

Registration number: 09799594

Contents

Sustainability in numbers

This year...

79%

of In-Scope Portfolio Companies* tabled and discussed sustainability topics in at least one Board meeting during the period

6

new or follow-on climate tech investments

58%

of Key Recurring Suppliers** who responded to Molten's Supplier Questionnaire have a Net Zero policy or programme in place

5

B-Corp certified companies in the portfolio

58%

of In-Scope Portfolio Companies* measure their carbon footprint

£39,200

in financial support towards the measurement or offsetting of portfolio companies' carbon emissions

97%

of our employees completed Bullying and Harassment training within the period

£51,150

of charitable donations made through the Esprit Foundation and Molten's Employee Engagement Programme

*Definition of In-Scope Portfolio Companies located on page 33
**Definition of Key Recurring Suppliers located on page 13

01 Introduction

Foreword

The past year has been one of profound global shifts – economically, politically and environmentally, and as markets have responded to ongoing macroeconomic volatility and changing geopolitical dynamics, particularly in the US, we have observed a shift in sentiment and narrative around ESG topics, characterised by regulatory rollbacks and more sceptical rhetoric on climate action. Against this backdrop, we've seen a recalibration in how sustainability is approached in the face of short-term pressures.

While recent macro events serve as a reminder of how quickly market dynamics can change, at Molten we remain firmly committed to the integration of sustainability into our core investment and wider business activities as a tool for value creation for both our portfolio companies and our investors.

Over the past twelve months, we have made strong progress in delivering our sustainability targets across the three main areas of our influence: within our responsible investment process, in our active portfolio management, and across our internal operations.

This includes actioning the targets set out within our Climate Strategy, relating both to our operational footprint (Scope 1 and 2) and by engaging with our value chain to drive climate action within our Scope 3 categories. Climate workshops were delivered to five portfolio companies, with the aim of increasing portfolio alignment to a Net Zero transition through the provision of tools, resources, and best practice guidance.

Through the distribution of our novel Supplier Engagement Questionnaire, we gathered data on climate action, governance and ethical business practices across our Key Recurring Suppliers (see pg. 13), enabling us to gain a deeper knowledge of the sustainability and responsible business credentials within our supply chain.

We have also made four new and two follow-on investments in energy and climate tech companies, signalling our ongoing support for solutions that address systemic environmental challenges which play a key role in the Net Zero transition.

> "At Molten we remain firmly committed to the integration of sustainability into our core investment and wider business activities."

We are particularly proud to have met all four of our ESG KPIs for the reporting period. This includes ensuring the discussion of sustainability topics in at least one Board meeting during the period, for 75%+ of In-Scope Portfolio Companies (see pg. 33) —an essential step towards achieving top-level buy-in and integration of sustainability into each company's business strategy as they scale.

Engaging with our portfolio on sustainability topics is not a one-off exercise, but an ongoing conversation and remains a key strategic priority for Molten with our new and existing investments. Throughout the year, we held ESG Performance Deep Dives for key investments; continued hosting 1:1 sustainability meetings with portfolio companies to share best practice guidance and resources from our Sustainability Toolkit; and conducted evaluations of Board effectiveness for a selection of portfolio companies in order to identify limitations and potential improvements to help mitigate against governance risks.

Within our own business operations, our investment team completed externally led ESG and Sustainability Training, further building the knowledge and skills to identify and apply sustainability considerations throughout the investment decision-making process.

We also began working with external people and culture experts to support us in defining and improving our workplace culture, delivering a series of in-depth company-wide engagement workshops and activities to gather employee feedback. This has led to various preliminary steps being taken to implement positive change, including the successful launch of an internal team-led weekly newsletter, further enhancements to Molten's maternity benefits, increased cross-team interactions in the office through coordinated hybrid working arrangements, and the creation of a new Chief People Officer role.

As we look ahead, we will continue to invest responsibly and integrate sustainability into our activities, enabling us to help build businesses accelerating positive change at the vanguard of technological innovation.

Grace Savage
Sustainability Lead, Molten Ventures

Overview of our KPIs

Our purpose, to advance society through technological innovation, guides our long-term strategy and ties in with our commitment to turn sustainability ambitions into real, measurable impact. Throughout the year, we have continued to make progress across all of our sustainability goals, taking meaningful strides both within our own operations and across our portfolio.

We recognise that measuring sustainability success is an evolving challenge. Navigating the complexities of sustainability metrics is an ongoing learning process for Molten and we remain dedicated to refining our approach to performance monitoring.

FY25 ESG KPIs

Our FY25 ESG KPIs comprised 10% of bonus entitlement for all staff and Executive Directors and were designed to be suitably ambitious, measurable and strategically impactful in our overall sustainability efforts.

This year, we are pleased to be able to report the attainment in full of all four of our FY25 ESG KPIs, exemplifying our ongoing commitment to positive growth in sustainability practices, both in our own operations and throughout our value chain.

FY25 ESG KPIs	Completion update	Status
Discussion of ESG opportunities and risks in at least one board meeting during FY25 across 75%+ of In-Scope Portfolio Companies*	Sustainability topics have been discussed in at least one Board meeting during FY25 for 79% of In-Scope Portfolio Companies*	100% Complete
All voting IC members to engage with one In-Scope Portfolio Company* to (i) conduct an ESG performance deep-dive, and (ii) perform a formal evaluation of Board effectiveness	ESG performance deep-dives and a formal evaluation of Board effectiveness have been completed by all voting IC members	100% Complete
Engage with 75%+ of Key Recurring Suppliers to assess climate maturity and alignment to the Net Zero transition**	92% of Key Recurring Suppliers** completed and returned our supplier questionnaire which included 6 questions on environmental and climate action	100% Complete
Improve portfolio climate literacy and alignment to Net Zero through targeted engagement with five mature In-Scope Portfolio Companies*	Engagements have taken place with five In-Scope Portfolio Companies* through in-depth educational workshops with climate consultants Accenture	100% Complete

*Definition of In-Scope Portfolio Companies located on page 33
**Definition of Key Recurring Suppliers located on page 13

FY26 Sustainability KPIs

The FY26 Sustainability KPIs will make up 7.5% of bonus entitlement for all staff and Executive Directors.

Investment decision making process	Introduce assessment of positive environmental and/or social impact of prospective investments as part of sustainability analysis in IC papers.
	Ensure consistent tracking and reporting of pipeline diversity data and present this for discussion at dealflow meetings no less than bi-annually.
Active portfolio management	Conduct an internal assessment of sustainability-related risks and opportunities for 75%+ of In-Scope Portfolio Companies (see pg. 33) and use the output to establish an action plan for those companies for whom material risks are identified, where this is aligned to wider commercial objectives.
Internal operations	Deliver the next phase of the Company's Culture Project Roadmap focusing on People and Performance by way of continuation of the output of last year's associated FY25 Strategic KPI.

"We have continued to mature and refine our approach, reflecting the broad, long-term vision we have for embedding sustainability principles into how we operate and invest."

Gervaise Slowey
Non-Executive Director and
Chair of the Sustainability Committee

Molten
Make More Possible

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Climate Strategy

Overview

At Molten, we aim to use our influence as a responsible investor to assist and accelerate societal transition to a low carbon economy by engaging with key players in our value chain and enhancing the climate literacy of our existing portfolio through targeted engagement and in the form of direct investments into tech companies helping to deliver digital-enabled, lower-carbon efficiencies that are critical to the transition to Net Zero.

This disclosure marks our third year of reporting under our Climate Strategy, which sets out our approach and roadmap for meaningful climate action based on evolving guidance for transition finance.

In prior year disclosures, we have pointed to the limitations of recognised target setting frameworks for the venture capital asset class. Against this backdrop, we nonetheless continue to lean on the authority and guidance of best practice frameworks and established industry bodies* and believe that our engagement approach to climate action is the most effective and impactful way to deliver improvements in climate literacy and alignment to a Net Zero transition, at both an operational and portfolio level.

Further details of our methodology for engagement, use of industry frameworks and rationale for our approach can be found in Molten's FY23 and FY24 Sustainability Reports.

Founder and CEO of portfolio company Altruistiq presenting at Molten Investor Day.

*These being the Investor Agenda's Climate Action Plan, NZIF:PE, SBTi:PE and the Venture Climate Alliance's Net Zero Aligned Venture Methodology

Climate action: investments

We seek to use our platform as venture capitalists to to invest in and scale technology innovators. We are committed to working with our portfolio companies, climate tech or otherwise, to gain an understanding of their operational emissions and opportunities to realise climate-driven value creation through the products and services that each are pioneering.

Our bespoke methodology defines the scope of our portfolio engagement using adjusted threshold criteria set out in Net Zero Investment Framework guidance for private equity (NZIF:PE) and the Science Based Targets Initiative guidance for private equity (SBTi:PE) to ensure that a meaningful proportion of our portfolio is subject to our climate-related engagement and reporting efforts.

For portfolio companies to be deemed within scope, they must meet 5 out of the 6 criteria set out below.

Portfolio companies which have...

- More than 50 people
- More than €10 million annual revenue **OR** €10 million balance sheet total
- Existed for more than 5 years

And Molten has...

- ≤ 15% of the fully diluted shares of the portfolio company
- A board seat

Portfolio engagement target

This year, we have continued to deliver against our commitment to provide support for our investments in increasing the alignment of their business models to a Net Zero economy. We have done so by successfully completing our portfolio engagement target to:

- Improve portfolio climate literacy through novel or continued engagement with five sufficiently mature companies identified through the NZIF:PE and SBTI:PE aligned methodology in order to increase portfolio alignment to a Net Zero transition.

Our climate-oriented engagements were targeted at five portfolio companies whose size and strategic relevance made them particularly material to Molten's overall financed emissions and a priority within our Climate Strategy. ICEYE, Schuttflix and Form3 engaged for the second year, which enabled a deeper exploration of their initial ambitions around climate and allowed us to build on the action they have already taken. New engagements took place with HiveMQ and FintechOS as they begin to explore the optionality around climate strategy development and integration of climate-related opportunities in their commercial strategies. Details of these engagements can be found on the case study page overleaf.

Portfolio engagement on climate

Case Study

Our portfolio engagement on climate is designed to maximise meaningful and effective consideration and integration of climate topics into portfolio companies' specific business operations, two examples from FY25 are explored below and overleaf.

Schüttflix

Schüttflix is a digital logistics company revolutionising construction material and waste management through an automated platform. Compared to traditional construction companies, Schüttflix emphasises transparency and digitalisation. By optimising material and waste transportation through their platform they aim to decrease the number of vehicle trips required, thereby reducing CO_2 emissions and environmental footprint.

In our second year of climate engagement with Schüttflix, we provided targeted support to help them categorise and measure carbon emissions arising from newly acquired mobile assets following their recent expansion. We also collaborated on a forward-looking initiative to establish a sustainability operating model for more effective integration of sustainability into their business model, operations and culture. This involved defining a robust governance structure to drive strategic alignment, accountability, and long-term climate action across the organisation.

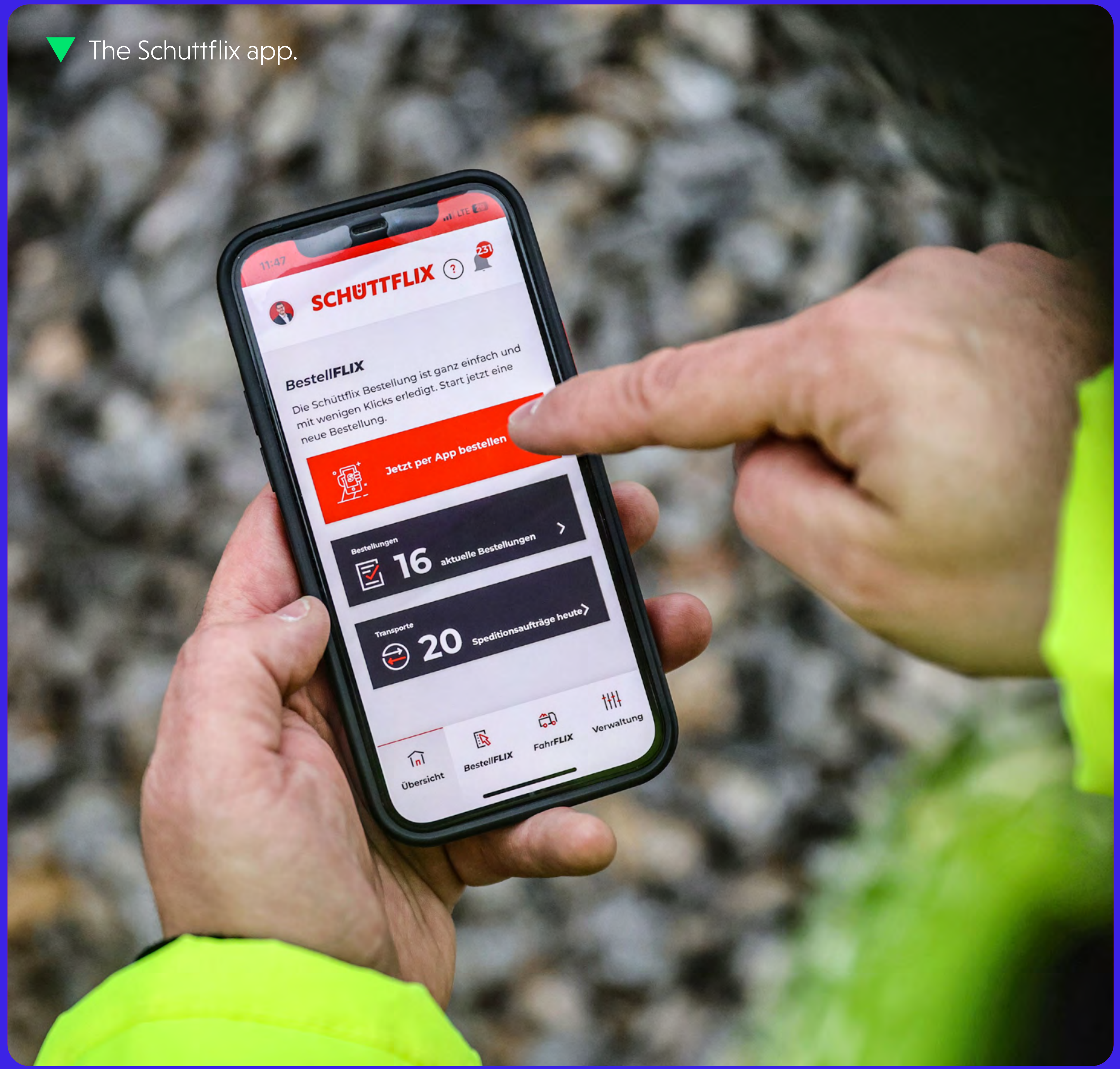
SCHÜTTFLIX®

Location
Gütersloh, Germany

Sector
Enterprise technology

UN Sustainable Development Goals Mapping

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



The Schüttflix app.

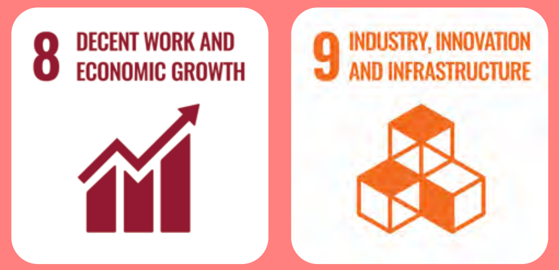
Portfolio engagement on climate

Case Study

Location
London, UK

Sector
Enterprise technology

UN Sustainable Development Goals Mapping



Co-founders of FintechOS Teo Blidarus and Sergiu Negut.

FintechOS

FintechOS is a global leader in high productivity fintech infrastructure, striving to simplify and accelerate the launch and service of innovative financial products, with a focus on personalized customer experiences and digital transformation. Its flexible, AI-driven composable product engine allows for seamless integration with banks and insurers' existing technology stacks, enabling rapid innovation in lending, savings, mortgages and insurance, without replacing core systems.

In our novel climate engagement with FintechOS, we worked closely to align their cutting-edge technology with emerging sustainability opportunities—specifically around green mortgages. We explored how FintechOS could help financial institutions collect and leverage home energy data to better assess energy efficiency and potential savings, enabling banks to decarbonise their mortgage portfolios and advance toward Net Zero targets. This collaboration highlighted how sustainability can be embedded into commercial strategy, driving both impact and innovation.

Climate action: operations

We are committed to demonstrating best practice for the measurement and reduction of our direct, operational emissions (Scope 1 and 2) as well as utilising our influence in the management of our indirect emissions (Scope 3, Categories 1–14). A breakdown of our carbon footprint can be found overleaf.

Scope 1, 2 and 3 GHG emissions

In FY23, we set a Renewable Energy Target covering our Scope 1 and 2 emissions, in alignment with the SBTi's ambition for 80% renewable energy by 2025 and a mid-term target of 100% renewable energy by 2030. We remain committed to procuring our energy from renewable sources as our operations grow and currently use 100% renewable energy in our London office.

Year on year, we aim to continuously refine and improve our methods for carbon measurement, recognising the challenges and limitations associated with current footprinting of indirect emissions. We have undertaken a verification exercise with Accenture to help ensure the robustness of our GHG emissions calculations and methodology. This process provides us with limited assurance from an independent third party that our Scope 1, 2 and 3 (Category 15: Investments) emissions calculations are accurate, complete, consistent, transparent and free of material error or omissions.

Supplier engagement target

Last year we set out our goal to identify and positively engage with 75%+ of Key Recurring Suppliers to assess climate maturity and positioning in the carbon accounting and Net Zero landscape.

Key Recurring Suppliers are defined by representing over £50,000 in Group spend during FY24 and having either been engaged more than twice per year or at least once annually over the past three consecutive years. This excludes venture partners, individual consultants, regulators, trade bodies and associations, disengaged suppliers, and event organisers.

We were able to meet this goal through the distribution of our novel Supplier Engagement Questionnaire which was completed by 92% of Key Recurring Suppliers. This process has allowed us to gather primary emissions data from 23% of Key Recurring Suppliers and incorporate this data into our purchased goods and services methodology for a more accurate representation of associated Scope 3 emissions.

This engagement has also enabled us to better understand the climate maturity and Net Zero ambitions of Key Recurring Suppliers who responded to the questionnaire, including the following:

63% measure their Scope 1, 2 and 3 GHG emissions

58% have a Net Zero policy or programme in place

50% report to one or more environmental standards

(including CDP, TCFD, EvoVadis, B-Corp, SASB standards and others)

Carbon accounting

Carbon accounting

This year we calculated our CY24 Group-wide carbon footprint (Scope 1, Scope 2 and all material Scope 3 emissions) in line with the GHG Protocol guidance and SECR reporting requirements. For the third consecutive year, we have undertaken a verification exercise to gain limited assurance from an independent third party, Accenture, that our Scope 1, 2 and 3 (Category 15: Investments) emissions calculations are accurate, complete, consistent, transparent and free of material error or omissions.

Improving the accuracy of our Scope 3 emissions remains a key focus within our Climate Strategy, given the significant impact of our value chain on our emissions footprint. This year, we launched our Supplier Engagement Questionnaire which enabled us to gather primary emissions data from 23% of Key Recurring Suppliers (see pg. 13), for use in our purchased goods and services emissions calculations. We also sourced reported emissions from 25 portfolio companies—up 9% from last year—reflecting growing engagement in carbon accounting across the portfolio and greater data accuracy as a result.

During the period, we leased five electric or hybrid vehicles to Molten employees through our new leasing scheme, however, given that these vehicles are not used for business purposes and constitute an employee benefit, the associated emissions are outside of the operational boundary.

For a full breakdown of our GHG accounting methodology and analysis, please see our SECR Report on pages 61–62 of our FY25 Annual Report.

Full carbon footprint for CY24

	tCO_2e	
	CY23	CY24
Natural gas	2.0	2.30
Fugitive emissions	-	0.26
Total Scope 1	**2.0**	**2.56**
Purchased electricity	8.1	7.60
Total Scope 2 (Location based)	**8.1**	**7.60**
Employee commuting & homeworking	22.7	29.95
Business travel	165.1	162.33
Investments*	490.7	389.90
Purchased goods & services	652.8	435.46
Capital goods	-	6.01
Waste generated	0.2	0.05
Water	-	0.11
Other fuel & energy-related activities	3.0	1.35
Upstream T&D	-	0.07
Total Scope 3	**1,334.5**	**1025.23**
Total Scope 1, 2 and 3	**1,344.6**	**1035.39**

* Note reported emissions for Category 15: Investments cover Scope 1 and 2 emissions of the investments but exclude Scope 3, consistent with our FY24 disclosure.

Breakdown of CY24 carbon footprint

2.56 tCO_2e
Scope 1 total
(CY23: 2.0 tCO_2e)

7.60 tCO_2e
Scope 2 total
(CY23: 8.1 tCO_2e)

1,025.23 tCO_2e
Scope 3 total
(CY23: 1,335 tCO_2e)

Molten's Summit in 2024 for our Funds of Funds programme.

Energy efficiency and waste reduction

We continue to maintain a range of carbon reduction measures and energy efficiency actions to align our internal practices with the broader targets set out within our Climate Strategy.

Our cycle to work scheme encourages staff to use greener commuting methods and this year we introduced an electric and hybrid vehicle leasing scheme to FTEs to incentivise the use of low-emission electric or hybrid vehicles in favour of combustion engine cars which are reliant on fossil fuel usage.

Our London office continues to run on 100% renewable electricity and to reduce our energy consumption further, we have consolidated our tech and IT our infrastructure by migrating certain systems to the cloud, enabling us to operate with a single host and therefore consume less electricity. Over the next 12 months, we plan to implement additional upgrades to our technology in order to further eliminate the need for more carbon-intensive on-premises hardware, in favour of cloud usage.

While our waste generation represents a small proportion of our full carbon footprint, we hope that improvements to our recycling facilities and the introduction of food waste disposal in our London office, in line with the UK Government's Simpler Recycling Scheme, will further reduce emissions associated with waste disposal.

Carbon offsetting

While we recognise that carbon reduction is the overarching goal in order to reach Net Zero, we are committed to continuing our carbon offsetting programme in which we invest in carbon credits to balance the carbon that we have already emitted across Scope 1, 2 and select Scope 3 emissions that are in our direct control.

Based on these commitments, 204 tCO_2e have been offset for CY24 through investment in two carbon projects. We are supporting these projects for the fourth year in line with the BeZero Carbon Rating system guidance on quality and associated risks. The first is a collection of woodland restoration projects in the UK, which we have supported through the purchase of Pending Issuance Units (PIUs) equating to the removal of 104 tCO_2e over future decades. The second project is a UK tree planting scheme coupled with an avoided deforestation project based in Brazil, through which we have offset 100 tCO_2e. Our ongoing support of these projects has resulting in an aggregated total of 679 tCO_2e being offset over the last four years.

Task Force for Climate-related Financial Disclosures (TCFD) Report

Overview

Our approach to identifying and managing climate-related risks and realising climate-related opportunities is guided by the recommendations of the TCFD, which allows us to assess and mitigate the growing impact of climate change on Molten Ventures and our portfolio.

This year, we have continued to engage with our portfolio companies with the aim of enhancing their understanding of climate risk and opportunity management. We have also refreshed our group level Climate Scenario Analysis. This has allowed us to:

01

Refine our impact channels
We have reassessed the suitability and materiality of our defined impact channels using a range of internal and external factors to ensure these remain relevant within our analysis and to our portfolio companies.

02

Consider portfolio composition
We have integrated changes in our portfolio composition into our risk profile. Including changes in sector split and the proportion of fair value in smaller portfolio companies.

03

Review our climate scenarios
We have reevaluated the suitability of our three chosen climate scenarios based on the most up-to-date climate science and climate modelling to determine the likelihood of impact on our portfolio through the lens of our impact channels.

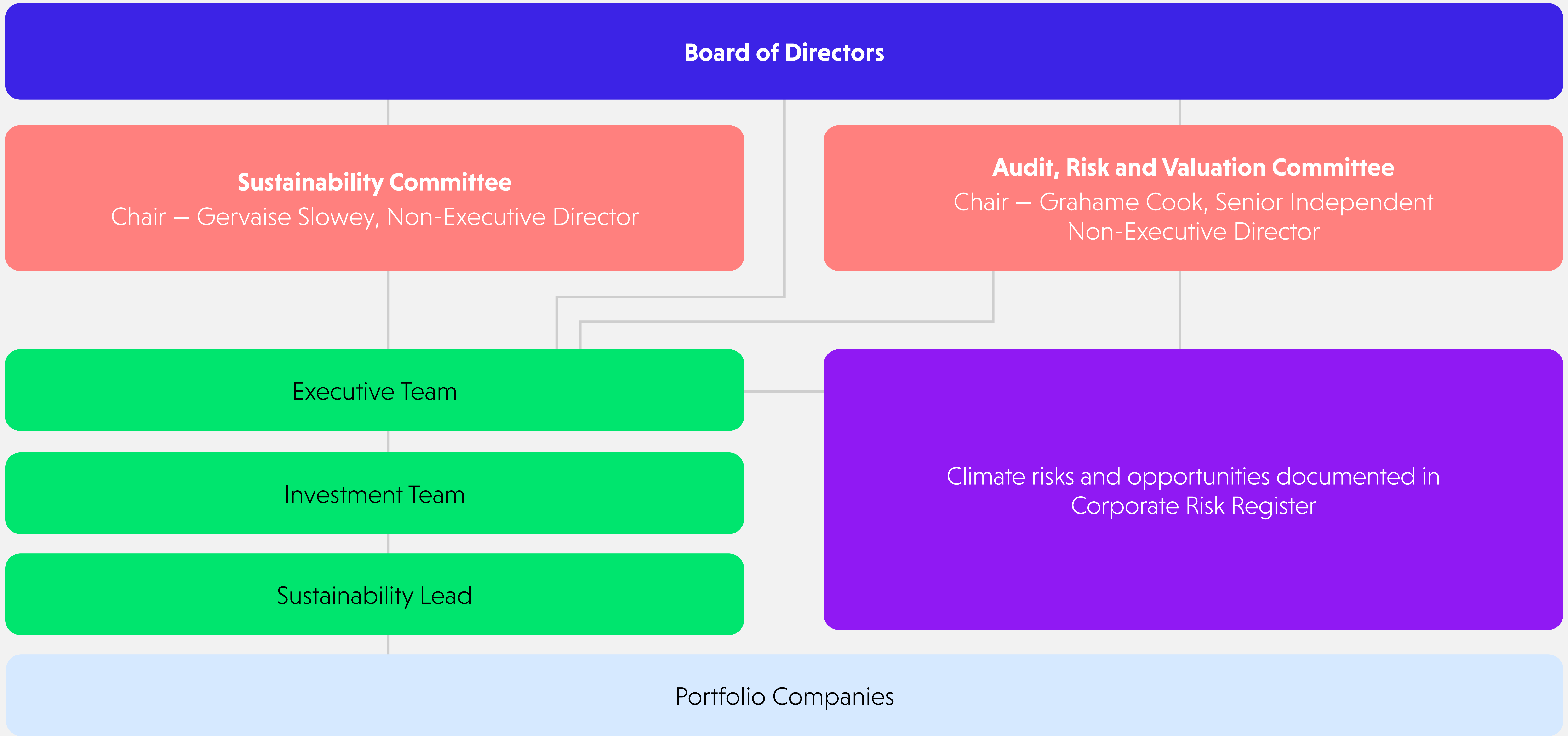
In this year's disclosure we focus on the updates to our approach and outcomes and will refer to our FY24 disclosure for details that remain unchanged since they were reported in FY24.

We will continue to report against the TCFD recommendations bi-annually from FY26 onwards and will continue to build on the maturity of our risk and opportunity identification, assessment and management processes over time.

Governance

This section describes Molten's governanace structure as it relates to climate risk and opportunity management.

Climate risk and opportunity management



Board oversight

Molten's Board of Directors holds ultimate oversight of our approach to evaluating, managing and integrating climate-related risks and opportunities throughout the business.

Sustainability (including climate and climate reporting), remains a standing item on the Board agenda and each of the management boards of the Group's regulated fund managers. Our Sustainability Committee has delegated authority from the Board to ensure that the Company maintains a Group Responsible Investment & Sustainability Policy (and associated strategy), which remains fit for purpose. This Policy is publicly available on Molten's website.

Five Sustainability Committee meetings took place in FY25 to monitor, review and challenge progress against our climate targets and activities of the Committee were reported to the Board. For further information on Molten's governance structure as it relates to climate-related risks and opportunities please refer to pages 6–7 of our FY24 Sustainability Report.

Management approach

Company level

The Sustainability Committee and the Company's internal Sustainability Lead are accountable for the management of climate-related risks and opportunities within the business and the portfolio.

The Audit, Risk and Valuations Committee is responsible for ensuring the impact of climate change is considered in preparing the financial statements and portfolio valuations.

The Group Compliance Officer is responsible for assessing regulatory compliance matters in relation to climate change.

Portfolio level

Members of our Investment Team are appointed Board directors on 73% of directly held investments' Boards, allowing for targeted engagement and active participation in our portfolio companies' climate action. We are also appointed Board observers on 11% of directly held investments' Boards providing additional opportunities to observe and influence portfolio management teams. During FY25, one of our ESG KPIs required the material discussion of sustainability topics in at least one Board meeting during the period, which was achieved for 79% of In-Scope Portfolio Companies (see pg. 33). More information on our FY25 ESG KPIs can be found on page 6.

We ensure that our investment managers are closely acquainted with industry trends, regulatory updates and portfolio best practice with regards to sustainability. In FY25, ESG and sustainability training was provided to our Investment Team by VentureESG, industry experts in standardising ESG practices within venture capital, to support them in using their role on Boards to drive positive sustainability engagement to help build value and create opportunities.

Our Head of Climate oversees the application of our climate tech investment thesis, and in FY25 four new climate investments were made in Sightline Climate, Concretene, Modo Energy and Renew Risk, with a further two follow-on investments made in existing climate tech companies, Altruistiq and BeZero Carbon during the FY25 period.

> "We believe that our most effective role as a minority venture investor into early stage high growth tech companies is one of building literacy around climate risk."

Strategy

This section describes the known current and potential future impacts of climate-related risks and opportunities on Molten's business, strategy and financial planning.

Our approach

Our Climate Strategy encompasses our operational targets; portfolio and supplier engagement targets; and our strategy for climate risk mitigation and transition adaptation. Our full disclosure can be found on pages 12–14 of our FY24 Sustainability Report.

We believe that our most effective role as a minority venture investor into early stage high growth tech companies is one of building literacy around climate risk and opportunity analysis in our portfolio. Therefore, supporting them in the early development of their own climate strategies is an important part of Molten's approach, which continues to inform our wider understanding of the climate risk and opportunity profile across our portfolio.

Our methodology

Our Climate Scenario Analysis focuses on our portfolio as the area with the greatest material exposure to climate risk and opportunity. Risks identified at a corporate level are outlined within our Principal Risks on pages 67–75 of our FY25 Annual Report.

In line with the previous financial year, we continue to categorise risks and opportunities into five impact channels that could materially influence the fair value of the portfolio, given this is where we have the most material exposure.

These impact channels are:

- Changes in demand
- Changes in price of energy
- Changes in physical weather events/patterns
- Changes in stakeholder expectation
- Changes in technology

Definition	Time period
Short term	0–2 years
Short–medium term	2-5 years
Medium–long term	5-15 years
Long term	15+ years

Our analysis is across three climate scenarios in line with FCA requirements. We utilise trends and data from both the International Energy Agency (IEA) and the Network for Greening the Financial System (NGFS) climate scenarios, which are rooted in IPCC pathways, to ensure relevance for Molten and our portfolio companies.

Our chosen climate scenarios are as follows:

Orderly

NGFS Net Zero 2050/IEA Sustainable development (1.5^{o}C / <2^{o}C)

Immediate introduction of stringent climate policies and ambitious innovation to limit global warming to 1.5^{o}C by reaching Net Zero emissions by mid-century.

Disorderly

NGFS Delayed Transition (+2^{o}C), new scenario

Global emissions to not decrease until 2030, when strong policies are adopted to limit warming to well below 2^{o}C and make up for lost time, leading to higher transition risks.

Hot House

NGFS Current Policies/IEA Stated Policies (+3^{o}C)

Limited action on climate change leads to significant global warming and greatly increased exposure to physical risks.

Risk management

This section describes how Molten identifies, assesses and manages climate-related risks.

Identification and assessment

Climate change is recognised as one of the Company's principal business risks, and is integrated into our existing risk management process (please see page 72 of the FY25 Annual Report). Principal climate risks are further documented in the Company's internal Corporate Risk Register.

Our risk identification and assessment is consistent with the structure of our Corporate Risk Register such that identified risks are scored based on their impact and likelihood, both with and without mitigation. The residual risk scores (see to the right) present the level of risk that remains once existing mitigations and additional actions have been implemented and determines whether that level is acceptable or in need of further mitigation. Materiality has been informed by the existing risk management framework used by the Company, and assessment of material business risks more widely.

Risk Classification	Description
Extreme	A transformational shift that fundamentally alters the business model, investment strategy or market dynamics leading to either severe disruption or significant value creation.
High	A significant shift in financial performance, asset values or operational strategy requiring proactive adaptation. This could lead to either significant risk exposure or strong growth potential.
Medium	A moderate but manageable shift in investment performance, operational costs or market positioning. This impact could be addressed through enhanced risk management or targeted investment in climate innovation.
Low	A limited effect on financial performance, investment strategy or operational efficiency. Though minor, these impacts still warrant monitoring and integration into long-term planning.

AI panel led by the Investment team at Molten Investor Day.

Our refreshed climate scenario analysis

We use both qualitative and quantitative portfolio-specific inputs, combined with macro-economic trends and the latest climate science to inform our Climate Scenario Analysis outputs. This helps us determine the likely significance of each impact channel across our chosen timeframes and scenarios.

The vast majority of our portfolio is comprised of early stage tech companies at the very beginning of their sustainability journey. As a consequence, obtaining reliable and consistent climate data from our portfolio of directly held investments to inform an aggregated view of anticipated risks is not considered to be realistic. We instead rely on learnings from our engagement with individual portfolio companies to understand how the impact channels could affect various sub-sectors across our aggregated portfolio.

The following analysis reflects the risks and opportunities identified through each impact channel across our four defined time horizons, split by climate scenario. Analysis was largely carried out at an individual portfolio company level, paying particular attention to our Core companies, given their higher representation of fair value and increased materiality of risk to Molten. We also focused on our emerging companies given the forward-looking nature of analysis.

Changes in demand

Shifting customer preferences towards sustainable products and services are driving changes in demand which in turn are creating both risks and opportunities across the portfolio. Portfolio companies that offer climate-conscious products and services may increase revenues at a portfolio level through market diversification towards sustainability.

For example, BeZero Carbon assessing the quality of carbon credits continues to respond to an increasing need for trust, transparency and credibility within voluntary carbon markets.

Sustainability-associated customer demand can be a material value driver across all climate scenarios but is particularly relevant in the short and short-medium term within an Orderly climate scenario; and in the medium-long and long-term within a Disorderly climate scenario.

The risk and opportunity profile remains materially unchanged compared to our previous analysis.

Risk mitigation and opportunity realisation

To mitigate our exposure to risks arising from investment in industries unsuited to the transition to Net Zero, all potential investments are formally screened against our Exclusion List, which contains a prohibition on assets operating in carbon-intensive industries such as fossil fuel mining.

Shifting customer demand for low-carbon solutions was a key focus of this year's climate engagement workshops. With HiveMQ, a provider of cloud-based infrastructure for managing internet-connected devices, we explored how measuring the energy efficiencies enabled by their platform could help quantify carbon savings for end users and strengthen their value proposition.

With FintechOS, who support financial institutions create, launch and manage financial products with their platform, we explored the opportunity to support clients in the banking industry who are facing growing pressure to manage the carbon impact of their mortgage book. We collaborated on a potential gap in the market for a data management tech solution to help banks decarbonise and improve their green mortgage offering for consumers.

Changes in the price of energy

In all future scenarios, the price of energy, and therefore carbon, is expected to become more volatile. This means that carbon intensive businesses will be more exposed to both increases in energy prices and future carbon taxes, but there will be cost saving opportunities for companies that improve their energy efficiency.

While carbon pricing has stabilised since the 2022 energy crisis peak, it remains a prominent value driver across all climate scenarios—most materially over the medium to long term, where returns from energy transition investments are expected to accelerate. In particular, current European market dynamics and ongoing technological advancements help mitigate medium- to long-term risks in both Disorderly and Hothouse scenarios.

Risk mitigation and opportunity realisation

Through our portfolio engagements, we continued to emphasise the importance of using a Net Zero target as a catalyst for energy efficiency measures. With some portfolio company workshop participants, we designed business specific climate roadmaps which sought to capture energy savings over the next three years. With Schüttflix, a company that offers a digital solution for optimising logistics in the construction industry, we discussed energy savings through optimisation of their fleet using vehicle tracking.

Through data gathered from In-Scope Portfolio Companies (see pg. 33), we note that 73% have implemented energy efficiency measures within their businesses.

Changes in physical weather events/patterns

The physical impact of climate change includes increased frequency and severity of disruptive weather-related hazards and is most material in the Hot House scenario although is increasingly likely to be a significant feature of all impact channels. Specific risks may include increased capital costs due to damage to infrastructure, increased insurance premiums and disruption to supply chains.

Based on the current portfolio, the associated risks are most likely to affect companies with large, complex supply chains, especially those procuring semiconductors and rare earth minerals. It could also impact businesses reliant on data centres located in exposed regions. We believe the risk of this impact channel has increased since our last disclosure given the severity of global climate trends in the last 12 months.

Risk mitigation

This year's engagement with ICEYE, a company which manufactures and operates microsatellite, was shaped by expected CSRD (Corporate Sustainability Reporting Directive) and CBAM (Carbon Border Adjustment Mechanism) reporting pressures, reflective of changes proposed in the European Commission omnibus package. Through the lens of these reporting requirements, Molten hosted a workshop on the mechanisms by which ICEYE can gain better data insights on the physical risk exposures across its supply chain.

We also supported Form3 in developing their understanding of initial climate-related risk and opportunity identification to help inform their first TCFD disclosure, including education around the identification and management of material physical risks to Form3.

Changes in stakeholder expectation

Changing stakeholder expectations could lead to reputational damage in the event of inaction, particularly for larger portfolio companies approaching later-stage growth or potential IPO who face heightened pressure to demonstrate meaningful climate action. This impact channel also presents a strategic opportunity for climate-focused businesses to position themselves for growth and access funding through initiatives such as the UK government's Net Zero Innovation Portfolio. While the long-standing investment case for sustainability integration remains intact, recent signals from the new Trump administration have contributed to a more polarised global discourse around ESG. The broader implications of this shift are still unfolding, but despite short-term volatility in sentiment, we remain confident that the long-term opportunity for sustainability-driven innovation and value creation will endure.

Risk mitigation and opportunity realisation

We have continued to engage with our portfolio companies on ways in which they can improve their climate credentials through robust GHG reporting and Net Zero target setting. Over the last two years, we undertook targeted workshops with five portfolio companies to upskill them on the benefits and process of SBTi alignment for those at a level of maturity to which this may be commercially viable and advantageous. The past year has seen a 28% increase in the number of portfolio companies with Net Zero policies and programmes in place.

Changes in technology

Progress towards a Net Zero economy is reliant on fast paced technological change and the development of more carbon efficient technologies and climate solutions. Against this backdrop, there could be material opportunities for portfolio companies such as ICEYE and SatVu, whose products can be used to provide climate adaptation or resilience services.

Whilst this can serve as a significant opportunity for a number of our portfolio companies, there is also a risk of market overcrowding as fast-growing technological advancements may lack requisite funding and policy backing. This risk is likely to be particularly material in a Disorderly scenario.

Risk mitigation and opportunity realisation

As part of our climate tech investment thesis, we continue to invest in energy and climate tech companies that address systemic challenges which play a key role in the Net Zero transition. In FY25, we made four new climate tech investments and two follow on investments. This includes our participation as a co-lead investor in the $5.5million seed funding round for Sightline Climate, a market intelligence platform powering the transition economy.

Portfolio company ICEYE SAR
Satellite in orbit over a hurricane.

Management and integration of risks

Specific mitigating actions have been identified to assist Molten in managing risks and capitalising upon opportunities which are explored in more detail in the analysis above. Mitigation actions are assigned to teams or individual owners and, where material, recorded in our Corporate Risk Register, which is presented at meetings of the Audit, Risk and Valuations Committee and to the Board at least annually.

This year, we continued to support our portfolio through the provision of tools, resources and best practice guidance as well as 1:1 meetings hosted by Molten's internal Sustainability Lead, Grace Savage, to provide tailored advice around sustainability and climate strategy development. We also continued to provide financial support to new portfolio companies towards the measurement, reduction and offsetting of their carbon footprint, in recognition of the fact that financial capability may be a barrier to these smaller stage investments beginning their carbon management strategies.

Financial Planning

While there are costs associated with implementing a Climate Strategy and supporting our portfolio in the development of their own carbon management and climate strategies, our Climate Strategy uses best practice industry frameworks to define a bespoke materiality threshold for portfolio climate engagement that is both meaningful and targeted (read more on pages 8–15). We have also continued to explore opportunities in climate tech as a key investment area, with four new and two follow on investments in climate tech made throughout the FY25 period.

As guidance for the venture capital industry evolves, we aim to continually deepen our understanding and analysis of the quantification of financial impacts of climate change, on our business and our portfolio.

> “This year, we continued to support our portfolio through the provision of tools, resources and best practice guidance as well as 1:1 meetings hosted by Molten's internal Sustainability Lead.”

Metrics and targets

Our metrics and targets to assess and manage climate risks and opportunities remained largely unchanged since our FY24 TCFD disclosure. For further information on this section, please refer to page 8 of our FY24 Sustainability Report.

Assessment – Scope 1, 2 and 3

Measuring our Scope 1, 2 and 3 GHG emissions and meeting our Streamlined Energy and Carbon Reporting (SECR) obligations remains a key focus area for Molten. Our CY24 carbon footprint figures and analysis, along with details around carbon reduction and offsetting, can be found on pages 14–15 of this report.

Our methods are in accordance with the GHG Protocol Corporate Account and Reporting Standard and, for the third year, we have undertaken a verification exercise with an independent third party, Accenture. Through this, we have been provided with limited assurance that our Scope 1, 2 and 3 (Category 15: Investments) emissions calculations are accurate, complete, consistent and free of material errors or omissions.

04

Responsible Investment

Overview

At Molten, we are committed to a policy of responsible investment through the life cycle of our investments and recognise that embedding sustainability through our investment process not only mitigates risk and drives long-term value creation, but also aligns with our aim of driving technological innovation. We see sustainability as a lens through which we can identify, invest in and support resilient, forward-thinking businesses to thrive against a backdrop of ever-growing expectations of investors, regulators, and consumers.

Molten team sustainability training

We recognise the importance of ensuring that sustainability is not siloed as a discreet part of the business, but is instead embedded throughout our operations, our investment strategy and in our corporate targets.

We are committed to continuing our programme of sustainability training (and internal communication) in order for the Molten team to understand the meaning and value of sustainability and the role we play as responsible investors within venture capital.

To ensure that sustainability is meaningfully integrated into our investment decision-making, in FY25 VentureESG delivered ESG and sustainability training to our Investment Team designed to help to equip them with some of the knowledge and tools to identify material risks and opportunities across sustainability factors throughout the investment process. By building this internal expertise, we aim to strengthen our ability to engage with portfolio companies on these issues and support them in building more responsible and resilient businesses.

> “At Molten, we are committed to a policy of responsible investment through the life cycle of our investments, from pre-screening to exit.”

Co-Founders of VentureESG presenting at FRAME 2024.

Responsible investment process

01

Pre-screening

We are mindful of the general themes surrounding sustainability and our role as a responsible investor when considering potential investments.

02

Screening

We screen all prospective portfolio companies against our Exclusion List*, which contains various classes of asset focus that we will not invest in, including operating in carbon-intensive industries such as fossil fuel mining.

03

Due diligence

We distribute our Sustainability Framework as part of the diligence process to assist in risk and opportunity identification.

The output of this Framework is used to help inform our investment decision.

Any significant sustainability risks are flagged and may be escalated to General Counsel.

04

Investment Committee

We outline sustainability risks and opportunities as part of qualitative assessment within the associated Investment Committee paper.

Relevant sustainability topics are explored as part of the Investment Committee discussion and decision-making process.

05

Ownership

We monitor portfolio companies' performance through annual distribution of our Sustainability Framework. We also periodically deliver bespoke events and 1:1 workshops to help with integration of sustainability strategies.

06

Exit

We aim to capture the nature of sustainability progress made through the lifetime of the investment by collation of historic monitoring and reporting data obtained during the investment.

*Exclusion List can be found at investors.moltenventures.com/sustainability

Climate tech spotlight

Case Study

At Molten, we believe that the transition to net zero requires bold, scalable, and data-led solutions across every sector of the economy. As responsible investors with a strong position in Europe's early-stage ecosystem and commitment to embedding sustainability throughout our investment process, we are well placed to identify and scale the next generation of climate tech champions. In FY25, we made four new climate investments and a further two follow-on investments in existing climate tech companies, demonstrating our commitment to backing innovative solutions that can accelerate the net zero transition.

Concretene

Concretene uses nanotechnology to improve the performance of concrete whilst lowering the embodied carbon of the material.

Four billion tonnes of cement are produced every year to service the worldwide construction industry. Its carbon-intensive manufacturing process, plus associated emissions, mean cement and concrete account for more than 7% of global carbon dioxide output and developers are under increasing legislative pressure to reduce the carbon footprint of new buildings.

Though still in testing phase, Concretene is poised to make a meaningful impact in reducing carbon emissions in one of the hardest-to-abate sectors.

By adjusting the microstructure of concrete at nanoscale and engaging with low-carbon production methods, such as using materials derived from waste streams from energy and wastewater sectors, Concretene are at the cutting edge of advanced materials innovation for more sustainable construction.

Concretene low-carbon railway sleepers installed at the Global Centre of Rail Excellence.

concretene™

Location
Manchester, UK

Sector
Climate technology

UN Sustainable Development Goals Mapping

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

13 CLIMATE ACTION

Climate tech spotlight

Case Study

Sightline Climate

Sightline Climate is a market intelligence platform designed to bring clarity to facilitate competitive strategy and investment decisions for the transition and climate economy. Built on the foundation of the CTVC newsletter, which reaches over 70,000 industry professionals, Sightline provides investors, corporates, banks and governments with the data, expert insights and advanced tools to navigate the complexities of the transition and stay ahead in fast-moving sectors.

Sightline has expanded their solution, launching new product features and client offerings across key sectors such as Clean Firm Power, Long-duration Energy Storage, Clean Fuels, Data Centres, Gridtech and Industrials.

In addition to the platform's core deal-tracking and investment thesis-building features, Sightline's latest features include:

Projects tracking: Global project data feeds featuring geographic maps and live pipeline analysis for projects with datapoints for status, commercial scale, technology capacity, partners, locations, and milestones.

Notable projects: In-depth project case studies featuring research commentary and insights on marquee projects for each sector, from on-track to under-performing to cancelled, providing proof points for commercial decisions.

Technology profiles: Expert-vetted technical explanations, diagrams, analyst takes, and cost and performance benchmarks to be able to quickly scope, diligence and compare technology solutions within climate sectors.

Sightline Climate exemplifies how actionable intelligence and strategic partnerships enable stakeholders in the transition economy to capitalise on commercial opportunities.

Location
London, UK

Sector
Climate technology

UN Sustainable Development Goals Mapping

8 DECENT WORK AND ECONOMIC GROWTH

13 CLIMATE ACTION

Co-founders of Sightline Climate Mark Taylor and Kim Zou.

sightline climate

Fund of Funds spotlight

Case Study

Through our Fund of Funds programme, we are currently invested in 79 seed funds across Europe, enabling us to identify potential deal flow opportunities from within seed stage portfolios. Through this programme, we have invested in a number of impact-focused funds with strong sustainability and impact credentials. We believe we can learn from these specialist managers who are at the forefront of impact investing, examples of which are set out below and overleaf.

Location
London, UK

Sector
AI, Deeptech & Hardware

Members of the Ada Ventures team.

Ada Ventures
Ada Ventures is a pre-seed inclusive venture capital firm backing European founders building businesses for a better human future. Co-founded by Check Warner MBE and Matt Penneycard, Ada has £100m under management and is deploying its second fund.

Ada has two impact theses:

Systems Change thesis: Changing the way that venture capital is done which leads to investing in diverse founders. Influencing the industry to make it more inclusive.

Ada is leading a movement for rethinking the structure of venture capital from end to end: Inclusive Alpha®. This embeds inclusion in every part of the investment process, for best-in-class returns and impact. There are five stages to Inclusive Alpha®: Structure, Strategy, Sourcing, Selection and Support. For example, Structure refers to diversity and equitable pay amongst key decision makers. At Ada, 66% of the team is from a low-socio economic background, 50% are women and 50% are from ethnic minority backgrounds. 31% of carried interest recipients are women.

Portfolio Impact thesis: Investing in companies that target underserved end users and create positive social outcomes across climate equity, healthy ageing and economic empowerment.

As at October 2024, 79% of their portfolio companies were classified as 'high' or 'medium' impact in line with their impact assessment process. Their portfolio provides services reaching more than 5 million underserved people and 95% of the founders in Ada Ventures Fund II themselves have an underrepresented characteristic.

Fund of Funds spotlight

Case Study

Eka Ventures
Eka Ventures invests in early-stage UK companies which leverage consumer technology to enable positive system change. Within this strategy, they focus on two themes: Consumer Health and Sustainable Consumption, defined as:

Consumer Health: companies which enable the shift from a treatment driven healthcare system to a holistic and preventative system that improves access to the determinants of health, improves population level health and reduces health inequality.

Sustainable Consumption: companies which enable the transition from linear supply chains to efficient, circular, decarbonised supply chains across each consumer industry.

Impact is tightly integrated across sourcing, diligence, and portfolio management.

Sourcing is underpinned by data, research and network. Eka's internal Data Platform screened 75,000 companies in 2024 and identifies those that fit within the two impact themes outlined above. Research enables Eka to conduct thematic deep dives on impact topic areas like Health x AI, Climate x Insurance, and Consumer x Impact. Their network is amplified through impact-specific events aimed at investors, founders, and angels.

Impact is integrated throughout the diligence process, using a combination of expert calls, financial modelling, and impact assessment. This allows Eka to create a Shared Value framework for each company which demonstrates how impact and commercial growth occur in lockstep.

The portfolio management stage involves automated reporting of impact key performance indicators, reported on a quarterly basis through Quarterly Investor Reports as well as on an annual basis, through Eka's Impact Report, in greater depth. These KPIs are then aggregated across their portfolio companies to roll into broader fund-level impact goals.

eka

Location
London, UK

Sector
Consumer

Members of the Eka Ventures team.

Make More Possible

05

Portfolio Engagement

Overview

As active and responsible investors, we see meaningful engagement on sustainability as a key component to unlocking long-term value creation across our portfolio.

By working closely with our portfolio companies on sustainability matters, we aim to support them in identifying sustainability-related commercial opportunities to strengthen operational resilience and drive long-term growth. We believe this proactive engagement approach not only enhances the competitiveness of our portfolio but will also ultimately help to deliver strong financial performance over the long-term.

Our materiality threshold

To ensure our portfolio engagements in are proportionate, targeted and effective, we have defined and applied a materiality threshold for actions such as data gathering through the annual distribution of our Sustainability Framework.

In-Scope Portfolio Companies are directly held portfolio companies on which Molten Ventures plc holds a Board seat and which represents not less than £3 million of NAV to the Company as at 31 March for previous financial year.

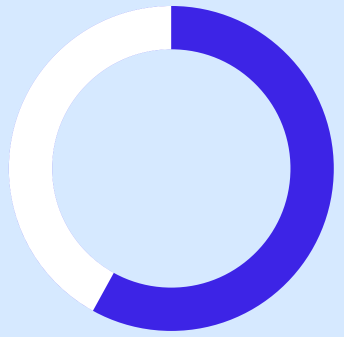
This approach enables us to focus our resources into those companies where we have the most influence and ability to drive meaningful impact, particularly for companies where sustainability risks and opportunities are most material to long-term value creation. We continue to support portfolio companies that fall outside of the remit of being 'In-Scope' by offering access to tools, resources, and best practice guidance.

1:1 portfolio engagements

Tailored 1:1 engagements remain the most effective way for us to support meaningful progress in sustainability performance across our portfolio. Recognising the unique nature of individual companies giving rise to a distinct set of sustainability-related risks and opportunities, we have continued to develop our Sustainability Toolkit to better align with evolving regulatory requirements and sector-specific guidance.

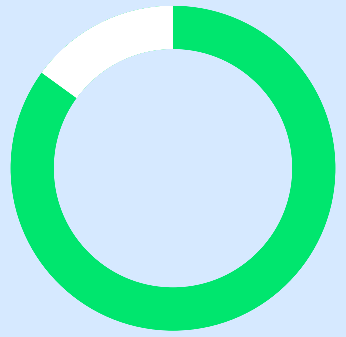
In FY25, Molten's Sustainability Lead Grace Savage engaged directly with 86% of In-Scope Portfolio Companies through 1:1 engagements, four of which further participated in ongoing monthly targeted sustainability check-ins focussed upon improving sustainability performance. Our engagement with &Open, detailed on page 35, illustrates the tangible value of driving strong sustainability performance within the portfolio.

Head of Portfolio Development Andrea Kerwat at Molten's Corporate Innovation event.

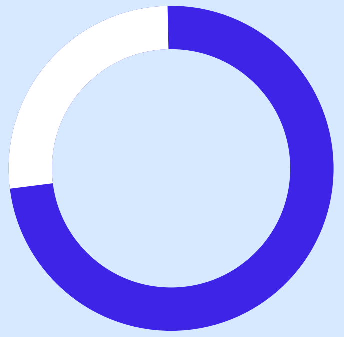


58% measure their carbon footprint

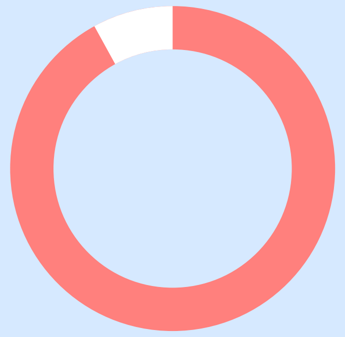
27% have a Net Zero policy or programme in place



85% have at least one woman in their senior management/ leadership team



73% have at least one independent Board member



92% have a corporate code of ethics/good business conduct policy in place

73% have a Health, Stress and Wellbeing Policy in place

Aggregated sustainability performance

In FY25, we gathered data from 90% of In-Scope Portfolio Companies (see pg. 33) through the dissemination of our Sustainability Framework and are pleased to showcase the findings above.

By monitoring and reporting sustainability metrics, we are able to identify risks and opportunities that support long-term value creation and sustainable growth across our portfolio. We are also able to equip portfolio companies with insights into their sustainability performance through aggregated benchmarking against peers of a similar size and sector which, in turn, enables them to strengthen their operations, respond to stakeholder expectations and track progress against their sustainability goals.

Portfolio engagement in our ESG KPIs

As part of our FY25 ESG KPIs, we conducted ESG Performance Deep Dives with seven In-Scope Portfolio Companies (see pg. 33) during the period. This involved in-depth discussion of key sustainability priorities, identification of improvement areas and the development of company-specific sustainability roadmaps to support them in implementing an action plan to achieve meaningful and achievable milestones. We also used aggregated portfolio benchmarks to demonstrate comparison to other companies in the portfolio of a similar size and sector to themselves.

An evaluation of Board effectiveness was also conducted by members of the investment team for a selection of In-Scope Portfolio Companies (see pg. 33) to help identify strength areas and possible opportunities for improvement in the context of Board meeting dynamics and governance arrangements.

Additionally, as part of our wider belief in the importance of driving the sustainability agenda from top level management; discussion of sustainability topics took place at the Boards of 79% of In-Scope Portfolio Companies (see pg. 33) during the period.

We believe that these achievements help to evidence the role that investors are able to play in enabling the meaningful integration of sustainability into portfolio business strategies and driving sustainable literacy and long-term value creation.

Portfolio engagement case study

Case Study

&Open
From the curation of thoughtful gifts to seamless sending, &Open is a gifting platform which helps build real loyalty between brands, their customers, and their employees.

The company's powerful SaaS platform can be integrated with companies' existing processes and workflows, emphasizing ethical sourcing and environmental responsibility, whilst enabling businesses to send gifts around the globe, and making corporate gifting easy, joyful, and sustainable. By focusing on quality over quantity, &Open encourages businesses to "gift less, but better," aligning corporate gifting with sustainability goals.

B-Corp certification: In April 2024, &Open achieved B Corporation certification with an overall B Impact Score of 86.4, surpassing the 80-point threshold required for certification. This certification reflects their dedication to social and environmental performance, accountability, and transparency. &Open's journey to certification involved a rigorous assessment process, during which they improved their initial score from 41.6 to 86.4 over ten months, achieved by overhauling policies and procedures, enhancing supplier standards and quantifying their sustainability practices. One of the most significant hurdles was ensuring that all aspects of their operations aligned with the B Corp standards, requiring buy-in from every level of the organisation and fostering a culture that prioritises ethical practices and sustainability.

Impact and future outlook: &Open exemplifies how integrating sustainability into core business practices can drive innovation and build stronger stakeholder relationships. Their approach to corporate gifting not only supports environmental goals but also adds tangible value to client and employee engagement strategies. As a portfolio company of Molten Ventures, &Open's achievements underscore our commitment to investing in businesses that prioritise sustainability alongside commercial endeavours.

Location
Ireland

Sector
Cloud, Enterprise & SaaS

UN Sustainable Development Goals Mapping

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

&Open

Recycled plastic spinning tops developed by &Open.

06

Internal Operations

Diversity

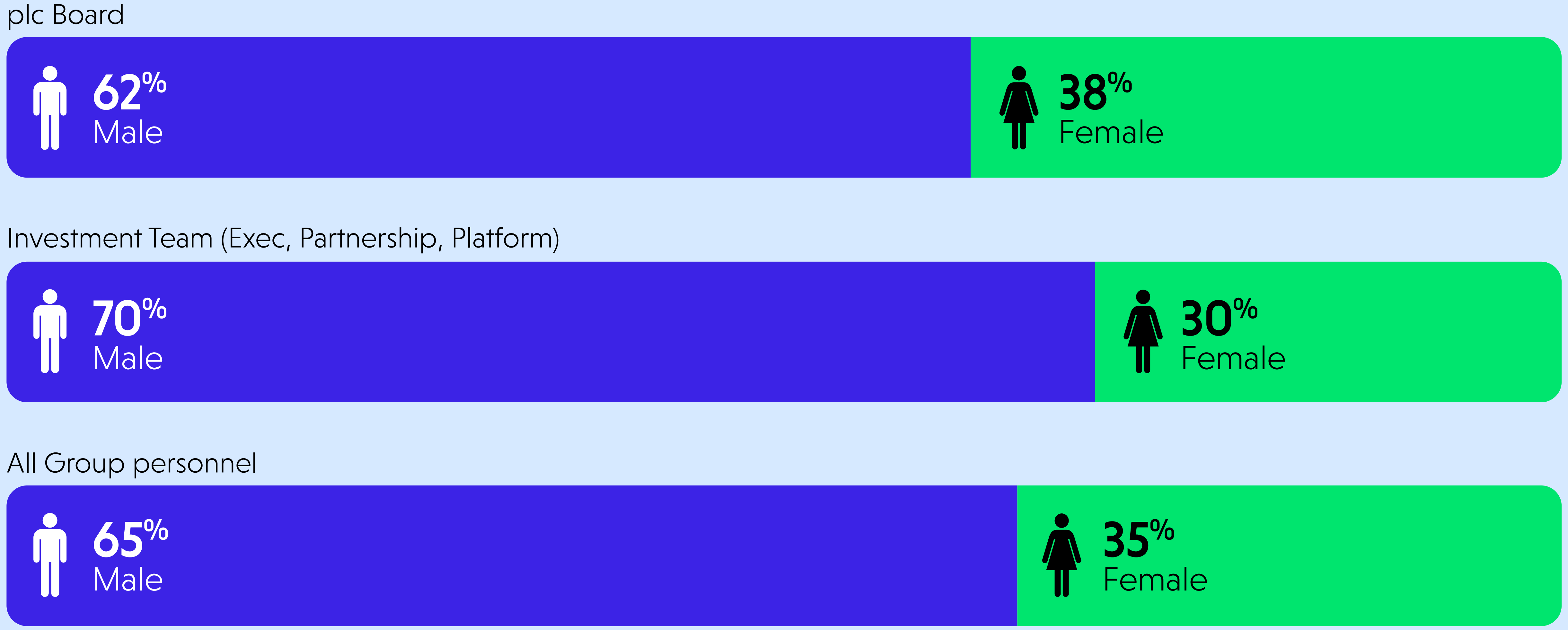
We recognise the need for more equitable access to opportunities across venture capital and beyond. Funding remains concentrated in a small segment of the population, meaning that many talented founders from underrepresented backgrounds and marginalised groups are left without access to the capital they need to scale their ideas.

At Molten, we are committed to using our position and influence to try to address this by championing greater inclusion not just within our own team, but across our investments. Within the company we operate a number of diversity-oriented policies and procedures including our Group DEI and Equal Opportunities Policy, Board D&I Policy and our DEI Recruitment Policy.

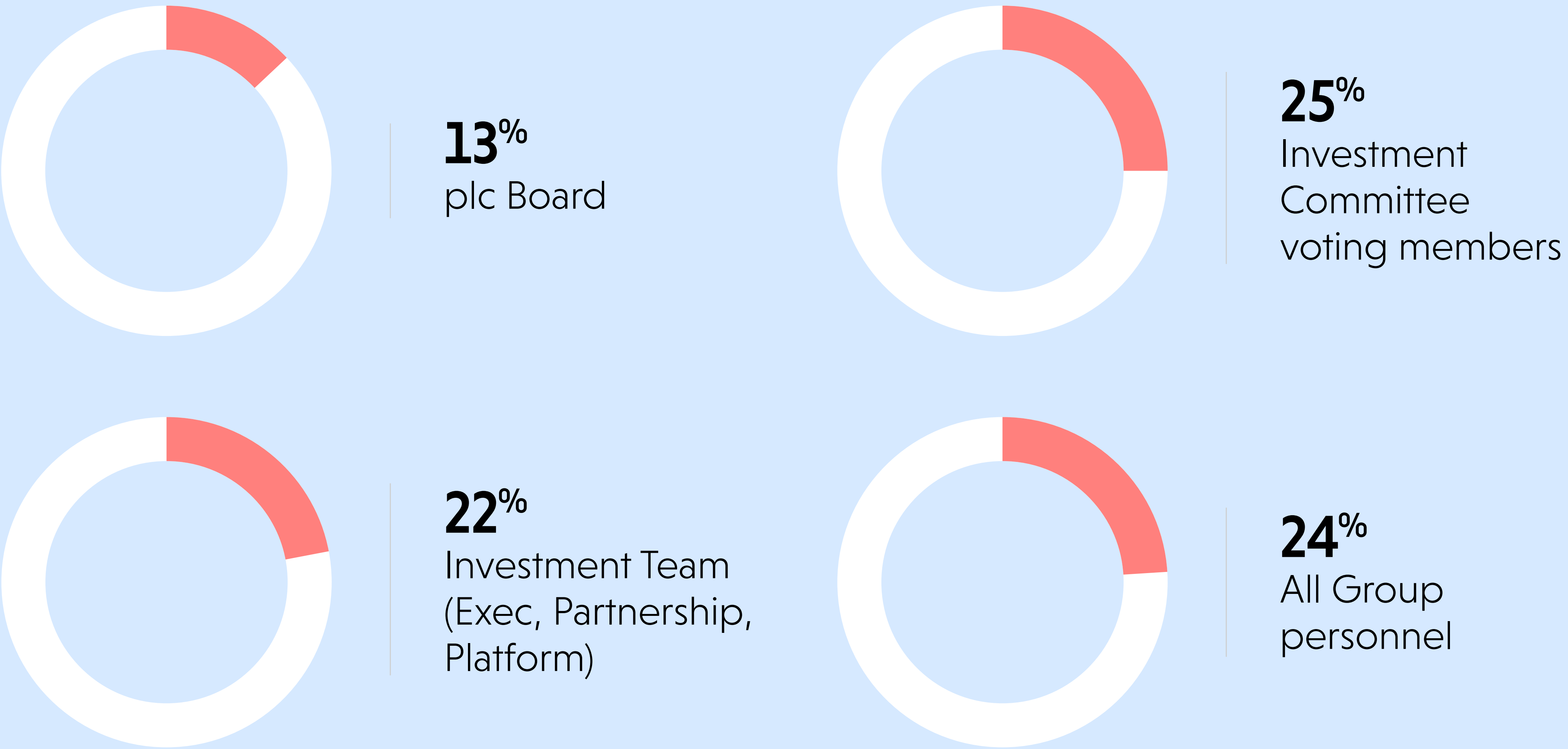
For the year ahead, we are introducing a specific Sustainability KPI to further improve our tracking and reporting of pipeline diversity data through bi-annual presentation and discussion of the data at deal flow meetings. We hope to use this information to improve the quality of the data gathered and explore sourcing mechanisms to increase diversity in the pipeline.

Molten Team Demographics – FY25

Gender Split



Ethnicity minority representation



Investing in Women Code

In 2022, Molten became a signatory to the Investing in Women Code (IWC), a UK government initiative supported by the BVCA and the British Business Bank for the advancement of female entrepreneurship in the UK.

As part of our commitment to the IWC, we have for the third consecutive year collected and reported diversity data relating to our own operations and the pipeline of deals that we see, in an effort to track these metrics and understand what steps we can take to ensure our deal sourcing is as fair, unbiased and representative as possible.

Whilst we acknowledge that more work is needed, we are pleased to report an increase in the number of investments Molten made in all female and mixed gendered founding teams, compared to all male founding teams, despite their disproportionate representation in the data.

Sustainability Lead Grace Savage speaking at BVCA ESG Conference.

Founding teams' gender composition from pitch decks received during six-week IWC reporting period.

People and culture

This year, we began our partnership with people and culture experts, Unleashed, to support us in helping to better define and improve our people and culture practices. We believe that a strong, inclusive culture is key to achieving our broader, long-term goals by attracting and retaining top talent, fostering innovation and collaboration, and enabling our team to thrive and drive lasting impact within the business. Through 1:1 interviews, group workshops and a company-wide People Experience Survey, we have been able to gain valuable insights into working practices across the Molten team, challenges and areas for further improvement, and some of the ways that we can work collaboratively to overcome them.

The process of cultivating and maintaining culture is a continuous process which we will be further evolving during FY26, however we have already begun implementing several initiatives, including:

- Increase to three office days a week across the business to facilitate improved team collaboration.
- Evaluation of our company values to consider their application and further development as the business grows
- Implementation of quarterly all-staff ‘town hall’ meetings to provide updates on company strategy and to further improve inter-team communication
- Introduction of a weekly newsletter and wiki page to enhance employee communication channels

Our continued aim is to create a more inclusive, connected and high-performing culture that empowers our people and strengthens our business. This work will be continued into the year ahead to deliver the next phase of our Culture Project Roadmap, supported by our newly appointed Chief People Officer who joins post-period end.


The Molten team.

Members of the Molten team at various events.

> We believe that a strong, inclusive culture is key to achieving our broader, long-term goals.

Mental health and wellbeing

Molten has a number of measures in place to support the mental health and wellbeing of staff and to ensure that they feel safe, healthy and included in the performance of their role. These include:

- Access to Oliva Health which offers 1:1 therapy, group workshops and personalised self-guided content
- Access to Perkbox which offers free online workouts and wellness classes
- Discounted access to Nuffield Health Fitness and Wellbeing Gym to encourage good physical health
- Access to our office Multi-Faith and Wellbeing room in our London office which provides a private place for prayer, meditation, mindfulness and rest away from the work environment
- Private health insurance and private medical healthcare, including on-demand access to GPs and counsellors
- Enhanced maternity, paternity, adoption and shared parental leave policies

In FY25, we also held all-staff off-site to allow the team to socialise in an informal setting and participate in a facilitated workshop which explored differences in each other's communication styles, equipping the team with the means to tailor their communication approach to foster more effective teamwork, collaboration and strategic outcomes.

Learning and development

In response to feedback gathered through our People Experience Survey outlined on the previous page, we updated our annual appraisal process during FY25 to help build further transparency into our Year End review process between line managers and staff, as well as to embed clearer linkage of individual targets to our company values. We believe that this will help to further improve understanding of expectations and facilitate clear feedback on performance and career development opportunities across the team.

As part of our ongoing training and development programme, employees continued to have access to the CoachHub platform as a tool to improve individual development through personalised, measurable coaching programmes. Additionally, in FY25, ESG and sustainability training was provided to our Investment Team by VentureESG, more detail of which can be found on page 26.

During the period, all employees (including Executive Directors) completed mandatory training on topics including: anti-bribery and corruption, anti-bullying and sexual harassment, anti-money laundering, data protection and cybersecurity, Senior Managers and Certification Regime and anti-modern slavery. This ensures that everyone at Molten is equipped with the knowledge and awareness needed to uphold ethical standards and foster a safe and compliant working environment.

Good governance

We believe that conducting business in an ethical, transparent and responsible manner provides the foundation for strong corporate performance, including our environmental and social agendas, while also creating long-term value for our Shareholders and wider stakeholders.

IT & Cyber security

Cybersecurity remains one of Molten's principal risks and is therefore a standing item on the agenda at all formal Executive meetings. Recognising its strategic importance, the Board continues to actively oversee Molten's approach to cybersecurity, data protection, and IT governance.

Molten has implemented a comprehensive suite of privacy, IT, and cybersecurity policies and procedures that outline its commitment to safeguarding data and systems. Cyber resilience, data protection and cybersecurity training also continues to be incorporated into the Group's annual personal development programme to enhance employee vigilance and preparedness.

Molten continues to rigorously assess its cyber security through regular penetration testing, ensuring prompt remediation of any identified vulnerabilities. There were no reportable data security breaches at Molten during the year, nor in the past three years.

Responsible AI usage

As the transformative impact of AI becomes ever more apparent, so is the need for appropriate usage controls. During the period, we developed an internal Responsible AI Policy to ensure that the use of AI across Molten is aligned with our broader commitment to responsible business practices.

Five guiding principles

Principle 1 Use it, but be smart about how you use it.

Principle 2 Follow Molten's Disclosure & Approval Process (see below) before downloading, purchasing, or using any third-party AI Tools. Use only approved AI Tools.

Principle 3 Do not input any confidential, proprietary, or personal information into unapproved AI Tools or plugins (this includes images).

Principle 4 Be responsible for any output you use from AI Tools. You must review and verify AI-generated output.

Principle 5 Do not infringe on any third party rights.

To support our continued commitment to embrace the responsible use of AI, we have also established a multi-disciplinary AI Working Group to oversee implementation, share best practices, and ensure that any deployment of AI within our business is achieved safely, without bias or any compromise of the core security or sovereignty of our data and commercially sensitive information.

Principles for Responsible Investment (PRI)

As signatories to the Principles for Responsible Investment (PRI) we understand our role within the wider ecosystem to help foster good governance, integrity and accountability in support of the development of a more resilient and sustainable financial system.

We are pleased to report an overall improvement in our 2024 PRI score, compared to the previous year, demonstrating our dedication to integrating responsible investment practices across the PRI modules.

	2023 score	2024 score
Public Governance and Strategy	76	87
Direct – Private Equity	69	70
Confidence Building Measures	80	80

External Engagement and Benchmarking

External Engagement and Benchmarking

At Molten we recognise the importance of demonstrating our commitment to sustainability and responsible investment by actively engaging with external standards and frameworks and contributing where appropriate, on an ongoing voluntary basis.

Esprit Foundation

08

Esprit Foundation

Esprit Foundation

The Esprit Foundation is a Charitable Incorporated Organisation (CIO), set up in 2022, which provides grants to individuals, UK registered charities and other organisations that are aligned with its charitable purposes.

The Esprit Foundation's charitable objectives primarily focus on the advancement of education for the public benefit, especially to those aged under 30, with emphasis on the fields of technology, business and/or entrepreneurship.

We are proud to announce that since its inception, the Esprit Foundation has awarded seven grants to organisations strongly aligned to these objectives, totalling £175,000 towards the social causes they are each working to address. By supporting these organisations, they are able to drive meaningful change by helping to break down systemic barriers, empower underrepresented talent, and create a more inclusive and accessible entrepreneurial ecosystem.

Foundervine

Foundervine is a UK-based social enterprise that supports diverse founders to build sustainable businesses. By designing inclusive, high-impact programmes, Foundervine empowers entrepreneurs from underserved communities to overcome structural barriers, scale their ventures, and drive economic opportunity.

Black Venture Growth Programme

Black entrepreneurs in the UK continue to face entrenched barriers, from unequal access to funding and networks to systemic gaps in business support. The Black Venture Growth (BVG) Programme was launched to help Black-led businesses overcome these challenges and unlock their growth potential. The Esprit Foundation is proud to have sponsored this initiative.

Through a targeted package of advanced workshops, investment readiness coaching, and strategic growth support, the BVG Programme delivered tangible outcomes. Workshops such as "Procurement Masterclass" and "Unleashing Growth Potential in Domestic and International Markets" led to a 100% increase in self-reported competence. Overall, participants experienced a 64% average increase in business competency across all topics.

The programme has helped unlock over £9 million in funding for alumni businesses, including $1 million secured by Mobihealth International through a U.S. Trade and Development Agency partnership. Within six months of completion, 33% of seed and pre-seed participants had transitioned into revenue-generating businesses. Collectively, the 20 businesses supported by the programme created 16 new jobs and now employ over 200 people.

The Black Venture Growth Programme highlights the value of culturally responsive, scale-focused support in advancing equity and enabling long-term business success for underrepresented founders.

Victor Bolu pitching his startup WebAutomation.io at Foundervine Demo Day.

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