



Nichols plc

Matters reserved for the Board

7 December 2023

Nichols plc
(the “Company”)

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This document sets out the powers reserved for the full board of directors of the Company (the “Board”) in accordance with good corporate governance practice. The Board may delegate to committees for recommendations, but full delegation is not usually permitted and the final decision must be taken by the Board as a whole. Certain items are not suitable for delegation to a committee of the Board (these items are mark with “**”) and final decisions are required to be taken by the Board as a whole.

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| 1. | Strategy and management |
| 1.1. | Responsibility for the overall leadership of the Company and its subsidiaries and subsidiary undertakings (together the “ Group ”) and overseeing the Company's values, culture and standards. |
| 1.2. | Approval of the Group’s strategic aims and objectives, including delivery of shareholder value. |
| 1.3. | Approvals of the annual operating and capital expenditure budgets and any material changes to them. |
| 1.4. | Oversight of the Group’s operations ensuring: <ul style="list-style-type: none">• competent and prudent management;• sound planning;• maintenance of sound management and internal control systems;• adequate accounting and other records; and• compliance with statutory and regulatory obligations. |
| 1.5. | Review of performance in 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 areas or significant geographic expansion, considered by the Executives as outside of the normal course of business. |
| 1.7. | Any decision to cease to operate all or any material part of the Group’s business. |
| 1.8. | Any matters referred to the Board by a committee of the Board. |

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| 2. | Structure and capital |
| 2.1. | Changes relating to the Group's capital structure including reduction of capital, share issues (except under employee share plans), share buy backs, including the use of treasury shares. |
| 2.2. | Major changes to the Group's corporate structure, including, but not limited to acquisitions and disposals of shares which are material relative to the size of the Group in question (taking into account initial and deferred consideration). |
| 2.3. | Any changes to the Company's listing or its status as a plc. |
| 3. | Financial reporting and controls |
| 3.1. | * Approval of the half-yearly report, interim management statements and any preliminary announcement of the final results. |
| 3.2. | * Approval of the annual report and accounts, including the corporate governance statement and directors' remuneration report. |
| 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 foreign currency exposure and the use of financial derivatives. |
| 3.7. | Approval of material unbudgeted capital or operating expenditures (outside pre-determined tolerances). See clause 5.3 below. |
| 4. | Internal controls |
| 4.1. | <p>Ensuring maintenance of a sound system of internal control and risk management including:</p> <ul style="list-style-type: none"> • 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. |

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| 5. Contracts | |
| 5.1. | Approval of major capital projects, corporate actions or related party transactions as defined by the Financial Conduct Authority, 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, for example bank borrowings above £1 million and acquisitions or disposals of fixed assets (including intangible assets such as intellectual property) above £1 million |
| 5.3. | Any Merger and/or Acquisition; capital expenditure above £1m and any operational expenditure above £5m. |
| 5.4. | Major investments including the acquisition or disposal of interests of more than (3) percent in the voting shares of any company or the making of any takeover offer. |
| 5.5. | Approval of any material joint ventures or other arrangements with third parties. |
| 5.6. | The surrender or agreement to any material change in the terms of any contract of the Group that is material strategically or by reason of its size. |
| 5.7. | Approval of any agreement with shareholders, including any amendment thereto. |
| 6. Communication | |
| 6.1. | Ensuring a satisfactory dialogue with shareholders based on the mutual understanding of objectives and expectations. |
| 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 (approval of routine documents such as periodic circulars about scrip dividend procedures or exercise of conversion rights could be delegated to a committee). |
| 6.4. | * Approval of press releases concerning matters decided by the Board. |
| 6.5. | Identifying Company stakeholders and ensuring good relations and feedback mechanisms are in place. |
| 6.6. | Ensure the communication to the shareholders and stakeholders, of Company performance and governing processes. |

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| 6.7. | Approval of all announcements to the London Stock Exchange which are of a non-routine nature. |
| 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, as well as personal qualities, capabilities and diversity, within the Company and on the Board. |
| 7.3. | * Appointments to the Board. |
| 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 chairman and to serve as intermediary for the other directors when necessary. |
| 7.6. | * Membership and chairmanship of Board committees. |
| 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. | Ensuring an appropriate composition of the Board to achieve balance between executive and non-executive directors. |
| 7.10. | * Appointment or removal of the company secretary. |
| 7.11. | * 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. |
| 7.12. | Appointments to boards of subsidiaries. |
| 8. Remuneration | |

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| 8.1. | * Determining the remuneration policy for the directors, company secretary and other senior executives on the advice of the remuneration committee. |
| 8.2. | 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 chairman, 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 and ensuring there are grounds to support such independence. |
| 10.3. | * Considering the balance of interests between shareholders, employees, customers, suppliers 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. |

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| 11. | Policies |
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| 11.1. | <p>Approval of policies, including:</p> <ul style="list-style-type: none"> • Code of Conduct; • Share dealing code; • Bribery prevention policy; • Whistleblowing policy ; • Health and safety policy; • Environment and sustainability policy; • Communications policy including procedures for the release of price-sensitive information |
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| 11.2 | Ensure the maintenance and development of corporate governance structures and processes |
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| 12. | Other |
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| 12.1. | The making of political donations. |
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| 12.2. | Approval of the appointment of the Group's principal professional advisers. |
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| 12.3. | Prosecution, commencement, defense or settlement of litigation, or an alternative dispute resolution mechanism involving above £1 million or being otherwise material to the interests of the Group. |
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| 12.4. | Approval of the overall levels of insurance for the Group including directors' & officers' liability insurance and indemnification of directors. |
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| 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. |
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| 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. |
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| 12.7. | This schedule of matters reserved for Board decisions. |
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| Matters which the Board considers suitable for delegation are contained in the terms of reference of its committees. | |

In addition, the Board will receive reports and recommendations from time to time on any matter which it considers significant to the Group.