

Schedule of Matters Reserved for the Board

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NWF Group PLC: Schedule of Matters Reserved to the Board

September 2026

Board

Strategy Management &	• Responsibility for the overall leadership of the Company and setting the Company's purpose, values and standards. • Approval of the Group's strategic aims and objectives and determining risk tolerance. • Approval of the annual operating and capital expenditure budgets and any material changes to them. • Oversight of the Group's operations ensuring: ○ 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. • 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. • Extension of the Group's activities into new business or geographic areas. • Any decision to cease to operate all or any material part of the Group's business.
Structure and Capital	• Changes relating to the Group's capital structure including reduction of capital, share issues (except under employee share plans), and share buy backs including the use of treasury shares. • Major changes to the Group's corporate structure, including, but not limited to acquisitions and disposals of shares. • Changes to the Group's management and control structure. • Any changes to the Company's listing or its status as a plc.
Financial Reporting & Controls	• Approval of the half-yearly report and any preliminary announcement of the final results. • Approval of the annual report and accounts, including the corporate governance statement and directors' remuneration report. • Approval of the dividend policy. • Declaration of the interim dividend and recommendation of the final dividend.

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September 2026

Board

	• Approval of any significant changes in accounting policies or practices. • Approval of treasury policies including foreign currency exposure and the use of financial derivatives. • Approval of material unbudgeted capital or operating expenditures (outside pre-determined tolerances).
Internal Controls	• Ensuring maintenance of a sound system of internal control and risk management including: ○ Approving the Company/Group's risk appetite statements; ○ Receiving reports on, and reviewing the effectiveness of, the Group's risk and control processes to support its strategy and objectives; ○ Approving procedures for the detection of fraud and the prevention of bribery; ○ Ensuring appropriate whistleblowing mechanisms are in place and functioning effectively; ○ Undertaking an annual assessment of these processes; and ○ Approving an appropriate statement for inclusion in the annual report.
Compliance	• Oversight of the Group's compliance with applicable laws, regulations and internal policies. • Approval of policies and procedures to ensure legal and regulatory compliance. • Monitoring significant compliance issues and receiving regular reports from the Group General Counsel and Company Secretary
ESG	• Approval of the Company's ESG strategy and objectives. • Oversight of ESG risks and opportunities, including climate-related financial disclosures. • Monitoring performance against ESG targets and receiving regular updates. • Ensuring integration of ESG considerations into business strategy and decision-making.
Contracts/Approval of Expenditure	• Approval of major capital projects over £500k. • Approval of any expenditure which means that the Group capital expenditure budget is going to be exceeded in the financial year. • Approval of capital overspends of greater than 10% of the approved total project cost.

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September 2026

Board

	• 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 above £3 million (excluding Feeds raw material purchases, fuel purchase agreements for Fuels, sales of fuel to Key fuels and commercial customers and Fuel Retail deals in the ordinary course of business). • Contracts of the Company or any subsidiary not in the ordinary course of business, for example loans and repayments and foreign currency transactions with a value in excess of £1 million. • Acquisitions or disposals of shares and businesses. • Acquisitions or disposals of property with a net book value of over £250k. • Contracts which include liquidated damages where the damages have the potential to exceed £1m. • Fundamental changes to contracts previously approved by the Board.
Communication	• Maintaining appropriate dialogue with shareholders based on the mutual understanding of objectives. • Approval of resolutions and corresponding documentation to be put forward to shareholders at a general meeting. • Approval of all circulars, prospectuses and listing particulars. • Approval of press releases concerning matters decided by the Board.
Board membership and other appointments	• Changes to the structure, size and composition of the Board, following recommendations from the Nomination Committee. • Ensuring adequate succession planning for the Board and Senior Management so as to maintain an appropriate balance of skills and experience, whilst ensuring skills and experience are periodically refreshed within the Company and on the Board. • Appointments to the Board, following recommendations by the Nomination Committee. • Selection of the Chair of the Board and the Chief Executive. • Appointment of the Senior Independent Director to provide a sounding board for the Chair and to serve as an intermediary for the other Directors when necessary. • Membership and Chairmanship of Board Committees following recommendations from the Nomination Committee.

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September 2026

Board

	- 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. - 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. - Appointment or removal of the Company Secretary. - 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. - Appointments to Boards of subsidiaries.
Remuneration	- Approving the remuneration policy for the Directors, Company Secretary and other Senior Executives. - Determining the remuneration of the Non-Executive Directors, subject to the Articles of Association and shareholder approval as appropriate. - The introduction of new share incentive plans or major changes to existing plans, to be put to shareholders for approval.
Delegation of authority	- The division of responsibilities between the Chair, Chief Executive and Senior Independent Director, which should be clearly established, set out in writing and agreed by the Board. - Approval of the delegated levels of authority, including the Chief Executive's authority limits (which must be in writing). - Establishing Board committees and approving their terms of reference, and approving material changes thereto. - Receiving reports from Board committees on their activities.
Corporate governance matters	- Undertaking a formal and rigorous annual review of its own performance, that of its committees and individual Directors, and the division of responsibilities. Ensuring an external board evaluation is carried out as appropriate. - Determining the independence of Non-Executive Directors in light of their character, judgement and relationships. - Considering the balance of interests between shareholders, employees, customers and the community. - Review of the Group's overall corporate governance arrangements.

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September 2026

Board

	• Receiving reports on the views of the Company's shareholders to ensure that they are communicated to the Board as a whole. • Authorising conflicts of interest where permitted by the Company's Articles of Association.
Other	• The making of political donations. • Approval of the appointment of the Group's principal professional advisers. • Prosecution, commencement, defence or settlement of litigation, or an alternative dispute resolution mechanism being material to the interests of the Group. • 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. • 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. • This schedule of matters reserved for Board decisions.
Notes	• 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.

As approved by the Board in its meeting on 25 September 2026