

LION FINANCE GROUP PLC**SCHEDULE OF MATTERS RESERVED FOR THE BOARD**

In the interests of efficiency, it is often necessary for the Board of Directors (the “**Board**”) of Lion Finance Group PLC (the “**Company**”) to delegate certain of its responsibilities to a duly authorised committee of the Board, on such terms as the Board sees fit. It is however important for the Board to be clear about those matters which are required to be, or in the interests of the Company, should be, decided by the Board as a whole.

This Schedule of Matters Reserved for the Board identifies and formalises those matters reserved for the Board. Those items marked * require approval of the full Board and cannot be delegated to a committee or an individual director (either because of the requirements of the UK Companies Act 2006 or because, under the recommendations of the UK Corporate Governance Code 2024, it is the responsibility of an audit, nomination or remuneration committee to make a recommendation to the Board).

The term **Group** in this Schedule means the Company and its subsidiary undertakings.

1 STRATEGY AND MANAGEMENT

- 1.1 Responsibility for the overall management of the Group.
- 1.2 Approval of the Group’s long-term objectives and commercial and investment strategy in a manner which promotes its long-term sustainable success, generating value for shareholders and contributing to wider society.
- 1.3 Approval of the Company’s purpose, values and strategy.
- 1.4 Approval of the annual operating and capital expenditure budgets and any material changes to them.
- 1.5 Oversight of the Group’s operations ensuring:
 - (a) Competent and prudent management;
 - (b) sound planning;
 - (c) an adequate system of internal control;
 - (d) adequate accounting and other records;
 - (e) clear governance reporting that reflects Board decisions and their outcomes in the context of the Company’s strategy and objectives;
 - (f) alignment of culture, policy, practices and behaviour throughout the business with the Company’s purpose, values and strategy; and
 - (g) compliance with statutory and regulatory obligations.
- 1.6 Review of performance in the light of the Group’s strategy, objectives, business plans and budgets and ensuring that any necessary corrective action is taken.
- 1.7 Extension of the Group’s activities into new business or geographic areas.
- 1.8 Any decision to cease to operate all or any material part of the Group’s business (see also 5 below).

- 1.9 Oversight of overall environmental and social performance of the Company, including ensuring that the Company's strategic direction considers material environmental and social issues.
- 1.10 Oversight of progress on the Company's goals and targets for addressing climate-related issues that are material from an impact point of view and/or from a risk and opportunity perspective.
- 1.11 Approval of the Company's Environmental, Social and Governance (ESG) policies.

2 STRUCTURE AND CAPITAL

- 2.1 Changes relating to the Group's capital structure including reductions of capital, share issues (except under employee share plans) and share buy-backs (including the use of treasury shares).
- 2.2 Basis for allocation of capital through the annual capital plan.
- 2.3 Major changes to the Group's corporate structure (see also 5 below).
- 2.4 Changes to the Group's management and control structure.
- 2.5 Any changes to the Company's listing or its status as a public limited company.
- 2.6 Recommendations for the alteration of the Company's Articles of Association, registered office, accounting reference date, and the name of the Company.

3 FINANCIAL REPORTING AND CONTROLS

- 3.1 *Approval of the half-yearly report, interim management statements and any preliminary announcement of interim or final results.
- 3.2 *Approval of the annual report and accounts, including the strategic report, corporate governance statement, directors' report, and remuneration report.
- 3.3 *Approval of the Company's climate-related disclosures.
- 3.4 *Approval of the dividend policy.
- 3.5 *Declaration of any interim dividend and recommendation of any final dividend.
- 3.6 *Approval of any significant changes in accounting policies or practices (following recommendations by the Audit Committee).
- 3.7 Approval of treasury policies (including foreign currency exposure and the use of financial derivatives).
- 3.8 Approval of taxation policy.

4 INTERNAL CONTROLS

- 4.1 Ensuring maintenance of a sound system of internal control and risk management including:
 - (a) receiving reports on, and maintaining oversight of the effectiveness of the Group's risk and control processes to support its strategy and objectives, including climate risk;
 - (b) undertaking an annual assessment of these processes;
 - (c) procuring the approval of an appropriate statement from the Audit Committee (in collaboration with the Risk Committee) concerning internal control, risk management, including the assessment of principal risks and emerging risks, and the viability statement for inclusion in the annual report;

- (d) considering how the Board monitors and reviews:
 - (i) the effectiveness of the internal control and risk management framework;
 - (ii) whether the controls are effective; and
 - (iii) where any controls do not operate effectively, the actions taken (or proposed) to improve these controls and any action taken to address previously reported issues.
 - (e) considering and reporting on whether it is appropriate to adopt the going concern basis of accounting in preparing the annual and half-yearly financial statements and identifying any material uncertainties to the Company's ability to do so over a period of at least 12 months from the date of approval of the financial statements (following recommendations by the Audit Committee).
- 4.2 Ensuring there is a system for the workforce to raise concerns in confidence and, if they wish, anonymously, including:
- (a) *ensuring arrangements are in place for the proportionate and independent investigation of such matters and for follow-up action;
 - (b) *undertaking an annual assessment of the system; and
 - (c) reviewing reports arising from its operation.
- ## 5 CONTRACTS AND M&A
- 5.1 Approval of major capital projects of the Group.
- 5.2 Other than transactions covered by 5.4, 5.5 or 5.6 below, contracts outside of the ordinary course of the Group's business which are material:
- (a) strategically;
 - (b) because the annual value exceeds £2.5 million or the lifetime value exceeds £2.5 million; or
 - (c) because they require the Company's shareholders approval.
- 5.3 Other than transactions covered by 5.4 or 5.6 below, acquisitions or disposals of the Group that:
- (a) have a value which exceeds £2.5 million;
 - (b) affect 3% or more of the voting rights of a quoted company;
 - (c) involve the issue of the Group's securities; or
 - (d) require the Company's shareholder approval.
- 5.4 The making of a takeover offer (however so effected) for another company, and the consideration of and response to any offer for the Company or any of its subsidiaries, which is subject to the UK City Code on Takeovers and Mergers or requires the consent of the National Bank of Georgia.
- 5.5 Grant or receipt of loans or other credit by the Company or any subsidiary not in the ordinary course of business where the value exceeds £2.5 million.
- 5.6 Approval of related party transactions in accordance with the Related Party Transactions Policy.

6 COMMUNICATION

- 6.1 Ensuring effective engagement with, and encouragement of participation from, the Group's shareholders and stakeholders, including the workforce. Regular review of engagement mechanisms to ensure they are effective.
- 6.2 Understanding the views of the Company's key stakeholders and describing in the Company's annual report how their interests, and the matters set out in Section 172 of the Companies Act 2006, have been considered in discussions and decision-making.
- 6.3 Approval of the convening of any general meeting and approving the resolutions and corresponding documentation to be put forward to shareholders.
- 6.4 *Approval of all circulars, prospectuses and listing particulars (save that approval of routine documents such as periodic circulars about scrip dividend procedures or exercise of conversion rights may be delegated to a committee).
- 6.5 *Approval of press releases concerning matters decided by the Board.

7 BOARD MEMBERSHIP AND OTHER APPOINTMENTS

- 7.1 *Changes to the structure, size and composition of the Board, following recommendations from the Nomination Committee.
- 7.2 *Ensuring adequate succession planning for the Board and senior management, so as to maintain an appropriate balance of skills and experience within the Company and on the Board with due regard to the benefits of diversity, inclusion and equal opportunity.
- 7.3 *Appointments to or removals from the Board, following recommendations by the Nomination Committee.
- 7.4 *Selection of the Chair of the Board, the Group Chief Executive Officer and the Group Chief Financial Officer.
- 7.5 *Appointment of the Senior Independent Director.
- 7.6 *Membership and Chairs 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 the terms of any service contract.
- 7.9 *Appointment or removal of the Group Company Secretary.
- 7.10 *Appointment, reappointment or removal of the external auditor to be put to shareholders for approval, following the recommendation of the Audit Committee.
- 7.11 Appointments to boards of subsidiaries.

8 REMUNERATION

- 8.1 *Determining the remuneration policy for the directors, and senior executives, following recommendations from the Remuneration Committee.
- 8.2 Determining, following recommendations from the Remuneration Committee, the remuneration of the Non-Executive Directors, subject to the Company's Articles of Association and shareholder approval as appropriate.
- 8.3 *Approval of new share incentive plans or major changes to existing plans, to be put to shareholders for approval.

9 DELEGATION OF AUTHORITY

- 9.1 *The division of responsibilities between the Chair and the Group Chief Executive Officer, which should be in writing.
- 9.2 *Approval of terms of reference of Board committees.
- 9.3 *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.
- 10.2 *Determining the independence of directors.
- 10.3 *Considering the balance of interests between shareholders, employees, customers, the community and the environment.
- 10.4 Review of the Group's overall corporate governance arrangements.
- 10.5 *Receiving reports on the views of the Company's shareholders.
- 10.6 Considering whether to authorise (and, if so decided, authorising) directors' conflicts of interest for the purposes of Section 175 of the Companies Act 2006 (having regard to any recommendations which may be made for this purpose by the appropriate committee of the Board, including with respect to the terms and conditions upon which any such authorisation should be given).
- 10.7 Authorising any external appointments of members of the Board that may involve substantial time commitment prior to being undertaken.
- 10.8 Oversight of material environment and social issues that have a direct material legal, financial, regulatory or reputational risk.

11 POLICIES

At least once a year, review and approval of Group policies the Board deem appropriate.

12 OTHER

- 12.1 The making of political donations (in accordance with current shareholder approvals).
- 12.2 Approval of the appointment of the Group's principal professional advisers.
- 12.3 Prosecution, defence or settlement of litigation involving more than £2.5 million or being otherwise material to the interests of the Group.

- 12.4 Approval of the overall levels of insurance for the Group including directors' & officers' liability insurance and indemnification of directors.
- 12.5 Major changes to the rules of the Group's pension scheme, or changes of trustees or (when this is subject to the approval of the Company) changes in the fund management arrangements.
- 12.6 This Schedule of Matters reserved for the Board.

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.

Approved 19 September 2025