Appendix A

Hardide plc
Matters Reserved for the Board

Updated and adopted by the Board on: 20 October 2026.

Category	Reserved Matters
Strategy & Management	1. Setting long-term strategy vision, purpose, and corporate values; 2. Any decision to commence, discontinue or significantly modify any business activity 3. Approving the annual operating plan, budget and capital expenditure budgets; 4. Extending operations into new geographic or business sectors.
Structure & Capital	1. Any alterations to the corporate structure or share capital; 2. Any changes to public listing or corporate status; 3. Entering into or significantly modifying banking, debt or lease facilities 4. Setting the dividend policy and proposal / recommendation of dividends or other distributions to shareholders (eg share buy-backs, share purchases by the EBT); 5. Approving any major financial restructuring 6. Granting any guarantees by Hardide plc, whether to third parties or group companies
Financial Reporting	1. Approving interim and annual financial statements, trading statements and other RNS releases containing material new and/or price sensitive information; 2. Approving significant changes in accounting policies.
M&A, Material Contracts, Capital Expenditure	1. Approval of any mergers, acquisitions, joint ventures, and asset disposals (whether purchase / disposal of share capital or business assets); 2. Entering into any material (> £1m in aggregate value) and / or long term contracts or contracts with contractual terms other than the Group's standard, having particular regard to warranty, indemnity, guarantee and termination clauses 3. Entering into commercial contracts (customer or supply) on Hardide's standard terms with an expected annual sales value of more than more than £1m, or annual purchase value of more than £500k 4. Approval of capital expenditure or capital commitments in excess of £500k (if budgeted) or £100k (if not budgeted) 5. Approval of significant expenditure on patent or IP matters above budgeted amounts

	6. Decisions to licence or otherwise commercialise intellectual property rights 7. Changes to treasury or tax policies, or entering into derivative contracts 8. Employment or termination of employment of any member of the Group's senior leadership team or any direct report to the CEO, or anyone with total annual remuneration exceeding £100k pa 9. Appointment / removal of any sales agents
Board Membership & Executive Pay	1. Changes to the structure, size, and composition of the board; 2. Appointing or removing the CEO, CFO, or Company Secretary; 3. Making changes to the composition of Board Committees or the Chairs of those Committees 4. Approving the remuneration policy for executive directors, having taken into account recommendations from the Remuneration Committee 5. Reviewing and approving Directors' pay having taken into account recommendations from the Remuneration Committee
Corporate Governance & Compliance	1. Making changes to the Company's legal constitution eg Memorandum and Articles of Association 2. Conducting annual board effectiveness reviews; 3. Reviewing the overall internal control and risk management framework; 4. Managing and authorising actual or potential conflicts of interest of Board members. 5. Handling of material litigation or claims 6. Establishing or changing authorities delegated to Board Committees, the CEO or Finance Director; changes to the Terms of Reference of Board Committees and to this schedule of matters reserved for the Board 7. Appointment or removal of the Group's auditors, legal advisers, the NOMAD/corporate broker and other professional advisers 8. Handling any matters of fraud, serious misconduct or any significant matters potentially impacting Hardide's reputation or likely to attract external publicity.

If in doubt as to whether a course of action or proposed decision falls into the above list, the CEO and / or Finance Director should either consult the Group Chair for advice or bring the matter directly to the Board, as appropriate.