

LORDS GROUP TRADING PLC

("Company" or "Group" as the context requires)

Statement of the Division of Responsibilities between the Chair and Chief Executive Officer

The roles of the Chair of the Board and Chief Executive Officer (**CEO**) of the Company are set out below.

1. Reporting Lines		
	Chair	CEO
1.1	The Chair reports to the Board.	The CEO reports to the Chair (acting on behalf of the Board) and the Board directly.
1.2	The Chair is not responsible for executive matters regarding the Group's business. Other than the CEO and Company Secretary, no executive reports to the Chair other than through the Board.	The CEO is responsible for all executive management matters affecting the Group. All members of the executive management report, either directly or indirectly, to the CEO.
2. Key Responsibilities		
	Chair	CEO
2.1	The Chair's principal responsibility is the effective running of the Board.	The CEO's principal responsibility is running the Group's business.
2.2	The Chair is responsible for ensuring that the Board as a whole plays a full and constructive part in the development and determination of the Group's purpose, strategy, culture and overall commercial objectives.	The CEO is responsible for proposing, developing and delivering on the Group's purpose, strategy, culture and overall commercial objectives, which they do in close consultation with the Chair and the Board.
2.3	The Chair is the guardian of the Board's decision-making processes.	The CEO is responsible, with the executive team, for implementing the decisions of the Board and its Committees.
3. Other Responsibilities		
	Chair	CEO
3.1	Running the Board and setting its agenda.	Providing input to the Board's agenda from themselves and other members of the executive team.
3.2	Ensuring that Board agendas take full account of the important issues facing the Group and the concerns of all Board members. There should be an emphasis on strategic, rather than routine, issues.	Ensuring that they maintain a dialogue with the Chair on the important and strategic issues facing the Group and proposing Board agendas to the Chair which reflect these.
3.3	Ensuring that all Board members are given the opportunity to share their views and participate in the business of the Board.	Ensuring appropriate information is provided to enable the Non-Executive Directors to form a view.

3.4	<p>Ensuring that the Board receives accurate, timely and clear information on:</p> <ul style="list-style-type: none"> • the Group's performance. • the issues, challenges and opportunities facing the Group. • matters reserved to it for decision. 	Ensuring that the executive team gives appropriate priority to providing reports to the Board which contain accurate, timely and clear information.
3.5	Ensuring, with the advice of the Company Secretary where appropriate, compliance with the Board's approved procedures, including the schedule of matters reserved to the Board for its decision and each Committee's terms of reference.	Ensuring, in consultation with the Chair and the Company Secretary as appropriate, that they and the executive team comply with the Board's approved procedures, including the schedule of matters reserved to the Board for its decision and each Committee's terms of reference.
3.6	Arranging informal meetings of the directors, including meetings of the non-executive directors at which the executive directors are not present, as required to ensure that sufficient time and consideration is given to complex, contentious or sensitive issues.	Ensuring that the Chair is alerted to forthcoming complex, contentious or sensitive issues affecting the Group of which they might not otherwise be aware.
3.7	<p>Proposing to the Board, in consultation with the CEO, Company Secretary and Committee chairs as appropriate:</p> <ul style="list-style-type: none"> • a schedule of matters reserved to the Board for its decision. • Terms of reference for each Board Committee. • other Board policies and procedures. • ensuring reviews of the same at appropriate intervals. 	Providing input to the Chair and Company Secretary on appropriate changes to the schedule of matters reserved to the Board and Committee terms of reference.
3.8	In conjunction with the Nomination Committee (if constituted) initiating change and succession planning in Board appointments to retain and build an effective and complementary Board, and to facilitate the appointment of effective and suitable members and chairs of Board Committees.	Providing information and advice on succession planning (including on an emergency/short-term basis), to the Chair, the Nomination Committee (if constituted), and other members of the Board, particularly in respect of executive directors.
3.9	Proposing, in conjunction with the Nomination Committee (if constituted), the membership of Board Committees and their chairs.	If so appointed by the Board, serving on the Nomination Committee.
3.10	Ensuring that there is effective communication by the Group with its key stakeholders and investors.	Leading the communication programme with key stakeholders and investors.

	stakeholders, including by the CEO, CFO and other executive management, and ensuring that members of the Board develop an understanding of the views of the key stakeholders and major investors in the Group.	
3.11	Taking the lead in providing an appropriately constructed induction programme for new directors, facilitated by the Company Secretary.	Commenting on induction programmes for new directors and ensuring that appropriate management time and access to relevant personnel and business locations are made available for the process.
3.12	Taking the lead in identifying and seeking to meet the development needs both of individual directors and of the Board as a whole.	Ensuring that the development needs of the executive directors and other senior management reporting to them are identified and met.
3.13	Leading and overseeing the performance reviews of the Board as a whole, its Committees, and individual directors at least once a year, together with periodic external reviews as appropriate.	Ensuring that performance reviews are carried out at least once a year for each of the executive directors. Providing input to the wider Board evaluation process.
3.14	Promoting the highest standards of integrity, probity and corporate governance throughout the Group and particularly at Board level.	Promoting, and conducting the affairs of the Group with the highest standards of integrity, probity and corporate governance.
3.15	Chairing the Company's shareholder meetings including the Annual General Meeting.	Attendance at General Meetings to provide relevant information to shareholders.
Status of this Statement		
4.1	Any amendments to this statement are a matter reserved to the Board.	

This statement was last reviewed by the Board of Lords Group Trading plc on 22 January 2026.