

SHAFTESBURY CAPITAL PLC
SCHEDULE OF BOARD RESPONSIBILITIES

Purpose of the Board

The Board of Shaftesbury Capital PLC (the “**Company**”) is collectively responsible for the long-term success of the Company, generating value for shareholders and contributing to wider society.

In particular, the role of the Board is to:

1. Purpose, Values and Culture	
1.1	Establish the Company’s purpose, values and strategy, and satisfy itself that these and its culture are aligned.
1.2	Assess, monitor and support the Company’s culture, how the desired culture has been embedded and ensure any necessary corrective action is taken.
1.3	Ensure alignment of employee policies with the Group’s values, strategy and culture.
1.4	Ensure feedback received from engagement with employees (through the Non-executive Director responsible for employee engagement, and other mechanisms) is considered and addressed as appropriate.
2. Strategy and Risk Assessment	
2.1	Review, approval and monitoring of the long-term strategic objectives of the Group and the basis on which the Group generates and preserves value over the long-term.
2.2	Regularly monitor performance to assess whether the business model is effective, continuing to meet customer needs and adapting to overall trends and conditions in the London property market.
2.3	Determine the nature and extent of the principal risks the Company is willing to take in order to achieve its long-term strategic objectives.
2.4	Carry out a robust assessment of the Company’s principal and emerging risks and opportunities and risk appetite.
2.5	Review: (a) required resourcing; and (b) the group’s performance in light of the group’s strategy, objectives, business plans, forecasts and values, and ensuring that any necessary corrective action is taken.
2.6	Consider the Group’s financial forecasts.
2.7	Approval of any decision to cease to operate all or any material part of the Group’s business or extension of the group’s activities into new business or geographic areas or a material change in the nature of any part of the Group’s business.

3. Board Oversight	
3.1	Consider and, if see fit, approve: (a) property or corporate acquisitions and disposals of £50m or more for Group transactions or for the Group's share of joint venture transactions; (b) developments and refurbishment acquisitions of £50m or more, inclusive of site and capital expenditure, for Group developments or for the Group's share of joint venture developments where the sites are acquired; (c) developments and refurbishments of £50m or more for Group developments or for the Group's share of joint venture developments on pre-owned sites (where cumulative expenditure is £50m or more); and (d) terms of material contracts due to size, outside the ordinary course of business, and all contracts with related parties.
3.2	Review: (a) property acquisitions and disposals between £5m and £50m; (b) corporate acquisitions and disposals with gross assets between £5m and £50m; (c) developments and refurbishments between £5 and £50m; and (d) material lettings and voids.
4. Internal Controls and Risk Management	
4.1	Monitor and report on the Company's risk management and internal control framework, covering all material controls including financial, operational, reporting and compliance controls. This is to include: (a) approving the Group's risk strategy, including risk appetite and mitigation; (b) receiving reports on, and reviewing the effectiveness of, the Group's risk and control processes, including the identification of emerging risks, to support its strategy and objectives; (c) at least annually carrying out a review of the effectiveness of the Company's risk management and internal control framework; and (d) with effect from years beginning on or after 1 January 2026, making a declaration for inclusion in the annual report of the effectiveness of the material controls as at each balance sheet date, and a description of any material controls which have not operated effectively as at the balance sheet date, the action taken, or proposed, to improve them and any action taken to address previously reported issues.
4.2	Routinely review the adequacy and security of the Company's arrangements for its employees and contractors to raise concerns, in confidence and anonymously, about possible wrongdoing in financial reporting or other matters. The Board shall ensure that these whistleblowing arrangements allow proportionate and independent investigation of such matters and appropriate follow up action.

5. Financing and Capital Structure	
5.1	Annual review of any major changes to funding strategy, long-term interest risk rate management strategy, short term liquidity strategy, foreign exchange strategy and tax policy.
5.2	Consider and, if see fit, approve: (a) changes relating to the Group's capital structure including reduction of capital, share issues (except under employees share plans) including the terms and conditions of rights issues, capital issues or issues of convertible stock, and share buy backs; (b) changes to the Group's equity management and control structure; (c) any changes to the Company's listings or its status as a public listed company or real estate investment trust; (d) the Group's treasury policy; (e) the issue, amendment or cancellation of all loans, bonds and derivatives; (f) major changes to the Group's corporate structure; and (g) any matter concerning the takeover or merger with any other listed entity.
6. Financial Reporting	
6.1	Consider and, if see fit, approve: (a) the Group's half year results, preliminary announcement of the annual results, annual report and trading updates, including any statements or explanations required to be included under the UK Corporate Governance Code, legislation or other regulation; (b) significant changes in accounting policies or practices, upon recommendation of the Audit Committee; (c) the Company's dividend policy and recommendation and declaration of dividends; (d) resolutions and related documentation to be put forward to shareholders at a general meeting of the Company; (e) all circulars, prospectuses and listing particulars; and (f) press releases and/or stock exchange announcements concerning matters decided by the Board.
7. Corporate Responsibility	
7.1	Ensure: (a) effective engagement with, and encourage participation from, the Company's stakeholders (including shareholders, employees, customers, joint venture partners, suppliers, national and local government, the local community and other stakeholders as appropriate);

	(b) that the views of the stakeholders above are reported to the Board; and (c) the monitoring of the engagement mechanisms.
7.2	Receiving reports on the views of shareholders to ensure a mutual understanding of objectives is shared by the Board as a whole.
7.3	Ensure that human resources policies and practices are consistent with the Company's values and support its long-term sustainable success.
7.4	Approval and oversight of the Group's environmental, sustainability and community strategy.
7.5	Approval of material environmental, social and governance policies not already mentioned, including the: • Financial Crime Policy; • Whistleblowing Policy; • Share Dealing Policy; • Health and Safety Policy; • Board Diversity and Inclusion Policy; • Sustainability Policy; • Net Carbon Zero Pathway; • Community Investment Strategy; • Modern Slavery and Human Trafficking Statement; and • Tax Strategy.
8. Board Membership and Other Appointments	
8.1	Consider and, if see fit, approve: (a) changes to the structure, size and composition of the Board, following recommendation from the Nomination Committee; (b) appointment or removal of the Company Secretary; and (c) succession planning for Board and senior management positions (and oversee the development of a diverse pipeline for succession).
8.2	Following recommendations by the Nomination Committee, consider and, if see fit, approve: (a) appointments to the Board; (b) selection of the Chairman and the Chief Executive; (c) appointment of the Senior Independent Director; (d) membership and chairmanship of Board Committees; and (e) continuation in office of Directors.
8.3	Following the recommendation by the Chairman, consider, and if see fit, approve the appointments of any Directors to an external board.
8.4	Review human resource levels and diversity.

8.5	Consider, and if see fit, approve the appointment of members of the Executive Committee.
9. Remuneration	
9.1	Determine on the recommendation of the Remuneration Committee, the framework/policy for remuneration of the Chairman, Chief Executive, Chief Financial Officer and Executive Directors.
9.2	Consider and, if see fit, approve the Non-executive Director fees.
9.3	Consider and, if see fit, approve the design of all share incentive plans and long-term incentive arrangements, and any major changes thereto, for approval by shareholders, if appropriate.
10. Delegation of Authority	
10.1	Consider and, if see fit, approve the recommendations of the Audit Committee, Nomination Committee and Remuneration Committee.
10.2	Review the role of the Chairman, Chief Executive and Senior Independent Director.
10.3	Review and approve the terms of reference of the Nomination Committee, Audit Committee and Remuneration Committee.
10.4	Establish and determine the terms of reference of any additional Board committees which may be determined to be required.
10.5	Receive updates from Board Committees on their activities.
11. Corporate Governance Matters	
11.1	Consider the balance of interests between different categories of stakeholders (for example, shareholders, employees, customers and the local community).
11.2	Ensure conflicts of interest are identified and managed.
11.3	Undertake a formal annual review of the Board's own performance, that of its Committees and individual Directors and of the diversity of the Board.
11.4	Determine the independence of Directors.
11.5	Approve any proposed alteration to the articles of association of the Company.
12. Other	
12.1	Formulate Group policy on key issues.
12.2	Consider and, if see fit, approve the appointment, reappointment or removal of the external auditor, to be put to shareholders for approval.
12.3	Consider and, if see fit, approve the appointment of principal advisors including valuers, brokers, solicitors and lead investment bankers.

12.4	Consider and, if see fit, approve policies on the making of political donations.
12.5	Consider and, if see fit, approve the Schedule of Board Responsibilities at least annually.
12.6	Approve: (a) the overall levels of insurance for the Group including directors' and officers' liability insurance and indemnification of Directors; and (b) the approach to major litigation.
12.7	Major changes to the rules of the Group's pension scheme or changes in the fund management arrangements.
12.8	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.
12.9	Entry into any significant transactions or arrangements required to be announced to the stock exchange which are not covered otherwise in this schedule.

Approved by the Board on 19 November 2025.