KINGFISHER PLC
(the 'Company')

MATTERS RESERVED FOR THE BOARD

The following matters are reserved to the Board for its decision:

Strategy and management

1. Responsibility for setting the Group's purpose, values and standards and satisfying itself that these align with its culture.
2. Approval of the Group's long-term plan, strategy and objectives to align with the Group's purpose, values and standards and ensure long-term sustainable value creation for its shareholders and wider society.
3. Through effective engagement, understand the Group's key stakeholders' views, and consider the balance of interests between stakeholders, to promote the long-term sustainable success of the Group and its contribution to wider society.
4. Approval of the annual budget and monitoring performance against it.
5. Review of management development and succession strategy and to ensure that necessary resources are in place for the Company to meet its objectives.
6. Approval to enter new countries or business categories or ceasing operations in either, as a principle, before any commitments are made.
7. Approval of new corporate brands or changes to existing, established corporate brands.
8. To establish a framework of prudent and effective controls, which enable risk to be assessed and managed.
9. To ensure that workforce policies and practices are consistent with the Group's values, including the Responsible Business strategy and support its long-term sustainable success.

Structure and capital

10. Approval of major changes to the Group or Company capital structure and dividend policy.
11. Approval of any changes to the Company's listing or its status as a plc.
12. Approval of major changes to the Group's management and control structure.

Financial reporting and controls

13. Approval of the half-year report, trading statements, any preliminary announcement of the final results and the annual report and accounts.
14. Approval of interim dividends, recommendation of final dividends and approval of any other returns of capital to shareholders.
15. Approval of the Group's funding plan.
16. Approval of any matters specifically reserved for the Board under the Treasury Policy including approval of all borrowings or the provision of security to a third party over assets in excess of the delegated authorities where they do not form part of a previously approved funding plan.
17. Provision of guarantees, indemnities, or letters of comfort to a third party, other than those issued in the ordinary course of business.

18. Approval of significant changes in accounting policy or practices.

19. Approval of tax strategy and policy.

Capital expenditure, acquisitions, and disposals

20. Approval of all capital expenditure, goods for resale and all aspects of goods not for resale, beyond the authorities delegated.

21. Approval of all acquisitions, mergers, joint ventures or disposals of companies, businesses, or assets, beyond the authorities delegated.

Communication

22. Approval and recommendation of all resolutions and associated documents to be put to shareholders at a general meeting, including the Company's Articles of Association.

23. Approval of all shareholder circulars, prospectuses and listing particulars issued by the Company and material regulatory filings.

Board membership and other appointments

24. Appointment, re-appointment, or removal of Directors and the Company Secretary and selection of the Chair of the Board, the Chief Executive Officer and Senior Independent Director.

25. Continuation in office of any director at any time, including the suspension or termination of service of an executive director, subject to the law and their service contract.

26. Approval of Directors' external appointments.

27. Appointment, reappointment, and removal of the external auditor for shareholder approval, on the recommendation of the Audit Committee.

Internal Control and Risk Management

28. To carry out a robust assessment of the Group's emerging and principal risks.

29. To monitor risk management policy and procedures, to have oversight of the internal risk control framework and to approve the Group's risk appetite statement in the light of its long-term strategic objectives.

Remuneration

30. Approval of the Remuneration Policy on the recommendation of the Remuneration Committee.

31. Approval of fees of the Senior-Independent Director and Non-executive Directors, on the recommendation of the Chair and Executive Directors.

32. Approval of any share incentive plans, or alterations to existing plans, requiring shareholder approval.

33. Approval of recommendations for pension policy, funding, and management.

Delegation of authority

34. Approval of the responsibilities of the Chair, Chief Executive Officer and Senior Independent Director, set out in writing and agreed by the Board.
35. Approval of the membership and terms of reference of Board committees, and receive reports from Committee chairs.
36. Approval of the Group Delegation of Authority Policy and limits.

Corporate governance matters

37. Approval of matters reserved for the Board.
38. Authorise Directors' actual or potential conflicts of interests, in line with the Company's Articles of Association.
39. Review the Group's overall corporate governance arrangements including, the independence of Directors and formal review of the Board, its Committees and individual Director's performance using external facilitators at least once every three years.
40. Approval of appropriate new Group policies and any material changes to existing Group policies, where the Company Secretary deems Board approval necessary.
41. Oversight of the Whistleblowing Policy and of the reports arising from its operation.
42. Approval of the Company's Modern Slavery Statement.

Other

43. Approval of political donations.
44. Approval of charitable donations, in line with the Group Delegation of Authority Policy
45. Approval of the policy on insurance coverage, including Directors' and officers' liability insurance coverage
46. Approval of action for material litigation proceedings such as commencement, prosecution, defence, or settlement, or any alternative dispute resolution mechanism deemed appropriate, in line with the Group Delegation of Authority Policy.
47. Approval of the appointment or removal of the Group's key corporate advisers.

Approved by the Board on 19 November 2025