



UBICO LIMITED

**MINUTES OF BOARD MEETING
HELD ON FRIDAY 19 SEPTEMBER 2025 AT 09:30
VIA TEAMS**

DIRECTORS PRESENT

| | | |
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| William McCarthy (Chair) | WM | Director |
| Katherine Lyons | KL | Director |
| Patrick Ricketts | PR | Director |
| Keith Gerrard | KG | Director |
| Claire Hughes | CH | Director |
| Beth Boughton | BB | Managing Director |
| Rob Heath | RH | Operations Director |

IN ATTENDANCE

Head of Law, One Legal
Finance Director
Executive Support Manager
Senior Statutory Auditor, Bishop Fleming Audit Ltd

| Item | Subject | Action for |
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| 1. | <p>APOLOGIES FOR ABSENCE</p> <p>Nigel Brinn, Director. Paul Blacker, Director. Head of People.</p> <p>The chair acknowledged that Paul Blacker had officially served his six-year term on the board and he thanked Paul, in his absence, for his contributions over the last six years.</p> | |
| 2. | <p>NOTICE AND QUORUM</p> <p>The chair reported that due notice of the meeting had been given and that a quorum was present.</p> | |
| 3. | <p>DECLARATIONS OF INTEREST</p> <p>None declared.</p> | |
| 4. | <p>MINUTES OF LAST BOARD MEETING HELD ON 16 JUNE 2025/ REVIEW OF ACTIONS TABLE</p> <p>The chair invited the board to comment on each page of the minutes. There were no comments.</p> <p>The actions table was noted.</p> <p>The minutes were approved and signed by the chair as an accurate record.</p> | |
| 5. | BUSINESS OF THE MEETING | |
| 5.1 | <p>Annual accounts and external audit report year end</p> <p>Exempt from publication under FOIA section 43(2) commercial interest.</p> <p>Annual accounts will be available on our website once they have been filed at Companies House.</p> | |
| 5.2 | <p>Annual report 2024/25</p> <p>The managing director presented her report and referred to appendix 1 - Ubico Annual Report 2024/2025 - which had been circulated with the agenda.</p> | |

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| | <p>The managing director expressed her thanks to the team who had put, what she felt was, another excellent document together, and welcomed feedback from the board.</p> <p>The board were very complimentary of the document which improved year on year, and appreciated the hard work involved in producing it. The chair encouraged the marketing and communications team to keep up the enthusiasm to continually improve; they were to be congratulated.</p> <p>The board considered the draft report and RESOLVED to recommend it to shareholders for consideration at the shareholder forum in October (subject to any agreed minor amendments).</p> | |
| 5.3 | <p>Recommendations from Governance & Nominations Committee</p> <p>Exempt from publication under FOIA section 43(2) commercial interest.</p> | |
| 6. | BRIEFING AND DISCUSSION ITEMS | |
| 6.1 | <p>Report from Governance & Nominations Committee on 18 July 2025</p> <p>Exempt from publication under FOIA section 43(2) commercial interest.</p> | |
| 6.2 | <p>Report from Risk & Audit Committee on 1 September 2025 (verbal)</p> <p>Exempt from publication under FOIA section 43(2) commercial interest.</p> | |
| 6.3 | <p>SHEQ (Safety, Health, Environment and Quality) report</p> <p>Exempt from publication under FOIA section 43(2) commercial interest.</p> <p>Our Health and Safety Policy can be found on the company's website: https://www.ubico.co.uk/support/health-and-safety-policy-statement/</p> | |
| 6.4 | <p>Operations director report</p> <p>Exempt from publication under FOIA section 43(2) commercial interest.</p> | |
| 6.5 | <p>Managing director report</p> <p>Exempt from publication under FOIA section 43(2) commercial interest. You can find more about our client relationships on companies house: https://find-and-update.company-information.service.gov.uk/company/07824292/filing-history</p> | |

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| 6.6 | Risk report Exempt from publication under FOIA section 43(2) commercial interest. For more information regarding our risk approach please read as part of the annual business plan: https://ubico.co.uk/media/gg3is1te/ubico-business-plan-202526-final.pdf | |
| 6.7 | Finance director report The report discusses finances and performance against budgets, procurement activity and cyber defence provision as standing items. Exempt from publication under FOIA section 43(2) commercial interest and section 31 crime prevention. For more information on our finances: annual-accounts-23-24.pdf | |
| 6.8 | Business development/opportunities report Exempt from publication under FOIA section 43(2) commercial interest. | |
| 6.9 | Key communications from board Exempt from publication under FOIA section 43(2) commercial interest. | |
| 7. | ITEMS TO BE NOTED The items were noted. | |
| 8. | FORWARD PLAN The forward plan was noted. | |
| 9. | ANY OTHER BUSINESS The chair emphasised that involvement of the senior leadership team at board meetings was important for succession and development as well as recognition; he urged the executive to consider invitations. | |

DATE AND TIME OF NEXT MEETING

18 November 2025 @ 13.30 at the National Star College, Ullenwood