

	Principle	Application
1	Establish a purpose, strategy and business model which promotes long- term value for shareholders	<p>The Company’s strategy is shaped by the executive board and is set out in the Annual Report.</p> <p>The company’s shares are traded on the AIM Market of the London Stock Exchange.</p> <p>Coral Products PLC is a curated group of businesses, each a specialist plastic products design house and UK manufacturer. Split into two divisions “Rigids” and “Flexibles”, the group manufactures and distributes plastic injection, extruded, thermoformed and vacuum formed products into a diverse range of sectors. Including packaging, personal care, household, healthcare, automotive, telecoms and rail. The Group have manufacturing facilities throughout the UK North West, and distribution facilities in Hyde, Greater Manchester and Huthwaite, Nottinghamshire.</p> <p>By developing innovative products, providing excellent customer service and through focusing on high standards of employee skills and development, Coral Products continues to strengthen sector-leading commercial solutions to create sustainable growth and value for its shareholders.</p>
2	Promote a corporate culture that is based on ethical values and behaviours	<p>The Board recognises that its decisions will impact the corporate culture of the Group as a whole and that this will affect the performance of the business. The Board is also very conscious that the tone and culture that it sets will greatly impact all aspects of the Group and the way employees behave and operate. The importance of sound ethical values and behaviours is crucial to the ability of the Group to successfully achieve its corporate objectives.</p> <p>The Board has regular interaction with Group company employees and promotes an open corporate culture of mutual respect, personal integrity and trust encouraging open dialogue, entrepreneurialism and individuality.</p> <p>We have developed our Coral Code being ‘A Can-Do Confidence through Collaboration with Conviction’ that describes how we commit to work together to build stakeholder and shareholder value.</p> <p>We have introduced performance management and reward systems that are designed to influence and direct desired behaviours and outcomes.</p>
3		<p>The Board is committed to communicating openly with shareholders to ensure that the Group strategy and performance is clearly understood. The Board communicates with shareholders through the Annual Report and the Interim Statement, trading</p>

	<p>Seek to understand and meet shareholder needs and expectations</p>	<p>and other announcement made on RNS and at the General Meeting where the Board encourages investors to participate.</p> <p>The CEO is committed to maintain regular contact with our institutional investors. The group maintains frequent communications with the company NOMAD and PR Advisers who are a valued conduit for collating and channeling investor feedback.</p> <p>The Company also maintains a website https://www.coralproducts.com which contains information on the Group’s business, corporate information and specific disclosures required under AIM rules and the QCA Code.</p> <p>In this way the Directors have developed a good understanding of the needs and expectations of all elements of the Company’s shareholder base.</p> <p>As the companies within the Group expand, we continually review the risks and uncertainties facing the Group to ensure we identify any new key risks and how we implement appropriate action to manage these risks.</p>
4	<p>Take into account wider stakeholder interests, including social and environmental responsibilities, and their implications for long-term success</p>	<p>The Board recognises its responsibility under UK law and Corporate Governance Section 172 to promote the success of the Group for the benefit of its stakeholders and understands that the business has a responsibility towards its stakeholders including shareholders, employees, customers, suppliers and to the local community.</p> <p>The Board sets standards across the Group and monitors these at regular board meetings of all Group companies. The Board is very conscious that the tone and culture it sets impacts all aspects of the Group and the way employees behave and operate.</p> <p>The Board encourages open dialogue and commitment to providing the best service possible to the Group’s customers and considerate interactions with suppliers.</p> <p>The Company monitors feedback from all of its stakeholders as reported by the Group companies and the Board uses this to develop future policy. Being a participant in the plastics industry, the board is keenly aware of environmental considerations and is actively working to ensure that it is at the forefront of meeting the standard expected over the coming years. Using recycled materials and ensuring our products are 100% recyclable are key elements in this.</p> <p>Environmental and social issues are set out in the Annual Report and website. Coral is a proud contributor to the communities</p>

		in which we operate.
5	Embed effective risk management, internal controls and assurance activities, considering both opportunities and threats, throughout the organisation	<p>The Board has an active program of working with all the Group companies to assist with achieving goals and to discuss and resolve any issues that arise.</p> <p>The Board is responsible for the Group’s system of internal controls and for reviewing its effectiveness. The system is designed to manage, rather than eliminate, the risk of failure to achieve the Group’s strategic objectives and can only provide reasonable but not absolute assurance against material misstatement or loss.</p> <p>The Board monitors financial controls through the setting and approval of annual budgets throughout the Group and the regular review of monthly management accounts.</p> <p>Each Group company has defined authorisation levels for expenditure, the placing of orders and signing authorities. The daily cash movements of the Group companies are reconciled and monitored by their finance departments. The Group’s cash flow is monitored by the Board.</p> <p>Each company compiles a comprehensive risk assessment across all key function activities to determine a risk register that informs proportionate monitoring and mitigation processes.</p> <p>Each year on behalf of the Board, the Finance Director attends audit review meetings at the Group companies at which the auditors present their findings including a comprehensive review of risks/potential risks which cover both financial and non-financial issues potentially affecting a Group company.</p> <p>If any issues are identified by the Group companies at the regular company board meetings these are raised at the next Board meeting. However, depending on the severity of the issue, information may be disseminated to the Board immediately.</p>
6	Establish and maintain the board as a well-functioning, balanced team led by the chair	<p>The purpose of the Board is to ensure that the business is managed for the long-term benefit of all shareholders, whilst at the same time having regard for all stakeholders.</p> <p>The Board has a formal schedule of matters reserved for its decisions. There is a monthly calendar of Board meetings alternating in-person and virtual and there were 11 Board meetings in FY24.</p> <p>The full Board is responsible and accountable to the shareholders for the management and success of the Group and to provide</p>

		<p>effective controls to assess and manage risks in the Company.</p> <p>The Board currently comprises:</p> <table border="0" data-bbox="555 339 1160 598"> <thead> <tr> <th data-bbox="555 339 952 368"><u>Non-Executives</u></th> <th data-bbox="952 339 1160 368"><u>Executives</u></th> </tr> </thead> <tbody> <tr> <td data-bbox="555 395 952 424">Joe Grimmond (Chair)</td> <td data-bbox="952 395 1160 424">Lance Burn (CEO)</td> </tr> <tr> <td data-bbox="555 440 952 469">David Low (SID)</td> <td data-bbox="952 440 1160 469">Sharon Tinsley (FD)</td> </tr> <tr> <td data-bbox="555 485 952 513">Steve Barber</td> <td data-bbox="952 485 1160 513">Paul Freud</td> </tr> <tr> <td></td> <td data-bbox="952 529 1160 558">Phil Allen</td> </tr> <tr> <td></td> <td data-bbox="952 574 1160 603">Ian Hillman</td> </tr> </tbody> </table> <p>The non- executive directors are considered to be independent of the management and free to exercise independence of judgement. Biographies are available on the Group website.</p> <p>The Board has established procedures to identify and monitor potential or actual conflicts of interest.</p>	<u>Non-Executives</u>	<u>Executives</u>	Joe Grimmond (Chair)	Lance Burn (CEO)	David Low (SID)	Sharon Tinsley (FD)	Steve Barber	Paul Freud		Phil Allen		Ian Hillman
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7	<p>Maintain appropriate governance structures and ensure that individually and collectively the directors have the necessary up-to-date experience, skills and capabilities</p>	<p>There is a clear division of responsibility between the Non- executive Chairman, The Senior Independent non-executive director and the Executives.</p> <p>There are a wide range of matters reserved for the board. These include strategy, finance, corporate governance, approval of significant capital expenditure, appointment of key personnel and compliance with legal and regulatory requirements.</p> <p>The Company’s governance framework is reviewed to maintain the highest levels of business performance.</p> <p>The skills and experience of the Board are set out in their biographical details included within the Directors’ Report of the Company’s Annual Report. The experience and knowledge of each of the Directors gives them the ability to constructively challenge strategy and to scrutinise performance.</p> <p>The Board comprises a range of different skills including Industry Manufacturing specialists, multi-sector business, commercial and financial.</p> <p>In addition, the Company’s non-executive directors have held senior executive positions.</p>												

The Board is kept regularly updated by the Company Secretary and the NOMAD of their legal duties and any changes to legal and governance requirements for the Group.

The directors of the Company are set out in Principle 6 and their key responsibilities and accountabilities are.

Role of the Non-Executive Chairman: Joe Grimmond

Overall responsibility for corporate governance and in promoting high standards throughout the Company. As well as leading and chairing the Board, the Executive Chairman's responsibilities are:-

- Demonstrating ethical and unbiased leadership.
- Setting and managing the Board agenda.
- Ensuring the timely flow of high-quality supporting information.
- Ensure The Board determines the nature & extent of risk the company is prepared to embrace in pursuit of its strategy.
- Regularly considers rotation, succession planning and the INED composition of The Board.
- Ensure The Board has effective decision-making processes and applies rigour & challenge.
- Ensure The Boards committees are properly structured with clear terms of reference.
- Encouraging all Board members to engage in Board & Committee processes.
- Developing productive working relationships with Executive Directors, particularly the CEO.
- Consulting with the S.I.D. on all Board matters to ensure compliance to the QCA CG Code.
- Support and act on the results of Board Evaluations.
- Being aware of and responding to their own development needs.
- Support the CEO in crafting effective communications with Stakeholders & Shareholders.

Role of the Independent Non-Executive Directors: David Lowe and Steve Barber

To contribute independent thinking and judgement through the application of their external experience and knowledge, scrutinise the performance of the Executive Directors, provide constructive challenge and ensure that the Company is operating within the governance and risk framework approved by the Board. David Low is the Senior Non-Executive Director.

The four key areas of INED responsibility are,

- Strategy

- Management performance
- The management of risk
- Remuneration policy

Role of the Group CEO: Lance Burn

Responsible for the overall strategic direction and performance of the group, and they report to the group's board of directors.

Responsibilities:

- Develop and implement the group's long-term strategy. This includes setting overall goals and objectives, identifying and evaluating strategic opportunities, and making decisions about resource allocation.
- Manage the group's portfolio of businesses. This includes overseeing the performance of each business unit, making decisions about mergers and acquisitions, and divesting non-core businesses.
- Build and maintain relationships with key stakeholders. This includes shareholders, customers, suppliers, government officials, and the media.
- Ensure that the group is compliant with all applicable laws and regulations. This includes environmental, health and safety, and employment laws.
- Represent the group to the outside world. This includes speaking at industry events, giving media interviews, and meeting with government officials.
- Develop and maintain a strong corporate culture. This includes fostering a culture of innovation, collaboration, and accountability.

Role of the Finance Director and Company Secretary: Sharon Tinsley

The roles of Finance Director and Company Secretary are combined. The Board acknowledges the QCA guidelines on this matter and consider the joint roles appropriate for the Company's size.

The Finance Director is responsible for leading the financial governance of the Group, providing financial oversight of the Group, preparing the accounts, monitoring the performance of the Group companies and reporting on financial matters to the Board. Providing financial input on acquisitions.

- Direct Division Finance teams to ensure that they are appropriately motivated and developed and so that they carry out their responsibilities to the required standard.
- Contribute to the achievement of the company's business objectives by providing advice and guidance on financial strategy.
- Develop and control the company's annual operating budget to ensure that all financial targets are met and financial and statutory regulations complied with.
- Provide financial advice and guidance to the company's managers and staff to enable them to achieve their objectives.
- Oversee the preparation of the company's financial accounts to ensure that these are presented accurately and on time.
- Develop and implement an internal audit programme to ensure that the company complies with financial procedures and regulations.
- Develop and maintain all necessary systems, policies and procedures to ensure effective and efficient financial management within the company.
- Monitor external contracts and services provided by suppliers to ensure that these are operating effectively and provide the best value to the company.
- Carry out all necessary actions to ensure that the company meets its financial and legal obligations.

The Company Secretary is responsible for providing clear and timely information flow to the Board and its Committees and supports the Board on matters of corporate governance and risk. The Company Secretary has direct access to the Chairman on matters of Corporate Governance.

Role of the Corporate Development Director: Paul Freud

Responsible in tracking new markets and emerging trends, recommending new products and services, proposing and developing new strategic partnerships.

Role of the Division Directors: Phil Allen & Ian Hillman

		<ul style="list-style-type: none"> • Direct and control the work and resources of each Division of businesses and ensure the recruitment and retention of the required numbers and types of well-motivated, trained and developed staff to ensure that it achieves its mission and objectives. • Prepare annual business plans and monitor progress against these plans to ensure that the company attains its objectives as cost-effectively and efficiently as possible. • Establish and maintain effective formal and informal links with major customers, relevant government departments and agencies, local authorities, key decision-makers and other stakeholders generally, to exchange information and views and to ensure that the company is providing the appropriate range and quality of services. • Develop and maintain research and development programmes to ensure that the company remains at the forefront of the industry, applies the most cost-effective methods and approaches, provides leading-edge products and services and retains its competitive edge. • Develop and maintain an effective marketing and public relations strategy to promote the products, services and image of the businesses in the wider community. • Represent the Division businesses in negotiations with customers, suppliers, government departments and other key contacts to secure the most effective contract terms. • Develop and maintain Total Quality Management systems throughout the businesses to ensure that the best possible products and services are provided to customers. • Develop, promote and direct the implementation of equal opportunities policies in all aspects of the company's work. <p>Each director is responsible for maintaining the level of skill set required by their role and this is achieved by continuing professional education, technical updates from professional bodies and advisors and an active role assisting the existing Group companies.</p> <p>The Board as a whole is well placed to implement the Company's strategy.</p> <p>The Board is supported by the Audit, Remuneration and AIM Compliance Committees, each of which has access to information, resources and advice that it deems necessary, at the Company's cost, to enable the committee to discharge its</p>
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		<p>duties.</p> <p>The Committees' Terms of Reference are posted on the AIM rule 26 page of Company's website.</p> <p>The Audit Committee is comprised of the two Independent Non-Executive Directors and is chaired by David Low. The Audit Committee meets twice a year and is responsible for ensuring that the financial performance of the Group is properly reported and monitored and for meeting the auditors and reviewing the reports from the auditors relating to accounts and internal control systems. The external auditors will attend all meetings. The opportunity is given to the non- executive Directors to meet with the external auditors at least once a year without any executive Directors being present.</p> <p>The Remuneration Committee comprises of the two independent non-executive directors and is chaired by David Low. The Remuneration Committee reviews and if appropriate sanctions remuneration proposals made by the executive Directors.</p> <p>The Board and its Committees receive appropriate and timely information and minutes are kept of all relevant committee meeting matters.</p> <p>Any director can challenge proposals with decisions being taken after discussion. Any director can ask for a concern to be formally noted. Specific actions arising from meetings are agreed by the Board or relevant committee and then followed up by management.</p> <p>Directors have access to advice or services needed to enable them to carry out their roles and duties.</p>
8	Evaluate board performance based on clear and relevant objectives, seeking continuous improvement.	<p>Following the restructure of The Board with the separation of the role of Group CEO and Executive Chair through the appointment of Lance Burn as Group CEO effective 2nd January 2024 and Joe Grimmond as Non-Executive Chair the intention will be to introduce a more formal process of Board evaluation for FY25. In addition to these changes David Low has been appointed as Senior Independent Non-Executive Director [SID] effective February 2024.</p>
9	Establish a remuneration	<p>The Remuneration Committee reviews and determines on behalf of the Board and shareholders of the Company the pay, benefits and other terms of service of the executive directors of the Company and the broad pay strategy with respect to senior</p>

	<p>policy which is supportive of long-term value creation and the company's purpose, strategy and culture</p>	<p>Company employees.</p> <p>The objective of the Company's remuneration policy is to develop remuneration packages which motivate directors and support the business objectives in the short, medium and long term; to align the interests of executive directors with the interests of long-term shareholders; encourage executives to operate within the risk parameters set by the board and ensure that the company can recruit and retain high quality executives through packages which are fair and attractive but not excessive.</p> <p>No director is permitted to participate in discussions or decisions concerning his own remuneration. The Remuneration Committee meets as and when necessary.</p>
<p>10</p>	<p>Communicate how the company is governed and is performing by maintaining a dialogue with shareholders and other key stakeholders</p>	<p>The Board recognises that meaningful engagement with its shareholders is integral to the continued success of the Group. Non-Executive Directors are kept informed of the views of the shareholders through periodic reports from the Finance Director and the Corporate Development Director. The Board believes that the Annual Report, and the Interim Report published at the half-year, play an important part in presenting all shareholders with an assessment of the Group's position and prospects. All reports and press releases are published on the Group's website.</p> <p>The General Meeting ('GM') is the principal opportunity for private shareholders to meet and discuss the Group's business with the Directors. There is an open question and answer session during which shareholders may ask questions both about the resolutions being proposed and the business in general. The Directors are also available after the meeting for an informal discussion with shareholders.</p> <p>The Board is supported by the Audit and Remuneration Committees, each of which has access to information, resources and advice that it deems necessary, at the company's cost, to enable the Committee to discharge its duties. These duties are set out in the Terms of Reference which are available on the company website.</p> <p>The Audit Committee has met with the external auditors during the course of the year to monitor progress and discuss any issues arising.</p> <p>The Remuneration Committee reviews and determines on behalf of the Board and shareholders of the Company the pay, benefits and other terms of service of the executive directors of the Company and the broad pay strategy with respect to senior</p>

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