
Minutes of a LINK Scheme Holdings Ltd (the “Company”) Board Meeting**Held on Thursday 1st October 2026 at 11:00 am by Microsoft Teams****Present:**

John Gill – Chair
Alison Cottrell
Chris Davis
John Howells
Bill Raynal
David Rigney
Sushil Saluja

In Attendance:**LINK Scheme Executive**

Chris Ashton
Deanne Clifton
Mike Knight
Graham Mott
Nick Quin
Adrian Roberts
Tom Sleight

LINK Meeting Secretariat

Michelle Maple (minutes)

Apologies:

Tom Ilube

1. Opening of Meeting

Apologies for absence were received from the LINK Chair, Tom Ilube. It was confirmed that John Gill would chair the meeting.

The Chair welcomed Board Directors and those in attendance.

2. Declarations of Interests and Potential or Actual Conflicts

The Board considered all current declarations of interest and agreed that none represented a conflict.

3. Minutes of the Previous Board Meetings and Matters Arising

It was noted that the minutes of the meeting held on 3rd September 2026 had been approved by e-mail, with all actions having been completed or included as an agenda item for this or future meetings.

4. CEO Report

The Board considered the CEO's Report, noting in particular the following points:

(Redacted on Confidential Grounds)

5. Delivery Company Shareholding

(Redacted on Confidential Grounds)

6. Annual Release

The Board considered the proposed LINK 2027 Annual Release.

(Redacted on Confidential Grounds)

- **Approved the proposed contents of the LINK 2027 Annual Release.**

The LINK Scheme Executive left the meeting for the remaining items.

7. Board Discussion on Team Resilience

(Redacted on Confidential Grounds)

8. Any Other Business

None.

9. Next Meeting

The next Board meeting will be held on Thursday 5th November 2026 at 10.30 am
(Redacted on Confidential Grounds)

The meeting closed at 11.40 am.