

KINGFISHER PLC
(the 'Company')

NOMINATION COMMITTEE TERMS OF REFERENCE

1. Membership

- 1.1. The Committee shall comprise at least three members, all of whom shall be independent non-executive directors. Appointments to the Committee shall be made by the Board in consultation with the Chair of the Committee.
- 1.2. The Chair of the Committee shall be appointed by the Board who should be either the Chair of the Board or an independent non-executive director. In the absence of the Chair of the Committee the remaining members present shall elect one of themselves to chair the meeting. The Senior Independent Director or their delegate shall chair the Committee when it is dealing with the matter of succession to the Chair of the Board.
- 1.3. Only members of the Committee and members of the Board who are not Committee members have the right to attend Committee meetings. Other individuals and external advisers may be invited to attend all or part of any meeting at the invitation of the Committee.

2. Secretary

The Group Company Secretary or their designee shall act as secretary to the Committee.

3. Quorum

The quorum shall be any two members of the Committee. No member or individual shall be in attendance when their own performance or re-appointment is being considered.

4. Frequency of Meetings

The Committee shall meet at least twice a year and otherwise as required.

5. Notice of Meetings

- 5.1. Meetings of the Committee shall be called by the Chair of the Committee or by the secretary at the request of the Chair of the Committee or any of its members.
- 5.2. Unless otherwise agreed, notice of each meeting, confirming the venue, time, and date, together with the agenda of items to be discussed, shall be forwarded to each member of the Committee in advance of the meeting.
- 5.3. The secretary shall ensure that the Committee receives information and papers in a timely manner to enable full and proper consideration to be given to them.

6. Minutes of Meetings

- 6.1. The secretary shall minute the proceedings and decisions of all Committee meetings, including recording the names of those present and in attendance.
- 6.2. Draft minutes of Committee meetings shall be circulated to all members of the Committee. Once approved, minutes should be made available to all other members of the Board and the Group Company Secretary unless, exceptionally, it would be inappropriate to do so.

7. Engagement with Shareholders

The Chair of the Committee should attend the Annual General Meeting to answer any shareholder questions on the Committee's activities, and to seek engagement with shareholders on significant matters related to the Committee's responsibilities.

8. Duties

8.1. The Committee shall:

- 8.1.1. regularly review the structure, size and composition (including the balance of skills, experience, independence, knowledge and diversity) of the Board and its committees, taking account of the Company's strategic priorities, and making recommendations to the Board with regard to any changes.
- 8.1.2. ensure orderly succession plans are in place for Board and Senior Management positions and oversee the development of a diverse pipeline for succession, taking into account the challenges and opportunities facing the Kingfisher Group and the skills and expertise needed on the Board in the future.
- 8.1.3. keep under review the leadership needs of the organisation, both executive and non-executive, with a view to ensuring the continued ability of the organisation to compete effectively in the marketplace.
- 8.1.4. identify and nominate for the approval of the Board, candidates to fill Board vacancies as and when they arise;
- 8.1.5. before any appointment is made by the Board, evaluate the balance of skills, experience, independence, knowledge and diversity on the board and, in the light of this evaluation, preparing a description of the role and capabilities required for a particular appointment and the time commitment expected.
- 8.1.6. in identifying suitable candidates:
 - (i) use open advertising or the services of external advisers to facilitate the search;
 - (ii) consider candidates from a wide range of backgrounds; and
 - (iii) consider candidates on merit and against objective criteria, having due regard to the benefits of all types of diversity on the Board and taking care that appointees have enough time available to devote to the position.
- 8.1.7. require directors and proposed appointees to disclose:
 - (i) significant time commitments, with any additional future commitments requiring prior approval of the Board; and
 - (ii) any actual or potential conflict of interest in line with the Company's articles of association, with any future business interest that could result in a conflict of interest requiring prior authorisation of the Board.
- 8.1.8. ensure that, on appointment to the Board, non-executive directors receive a formal letter of appointment setting out clearly what is expected of them in terms of time commitment, committee service and involvement outside Board meetings.
- 8.1.9. review and approve the Board Inclusion and Diversity Policy, ensuring that appropriate initiatives, targets and measurable objectives are in place to promote diversity and inclusion on the Board and in senior management and to increase all types of diversity in senior management and their direct reports.

- 8.1.10. review annually the time commitment expected of directors and the number of external directorships held. Individual evaluation should be used to assess whether each director continues to contribute effectively.
- 8.1.11. review the results of the Board performance review process that relate to the composition of the Board and its Committees, and succession planning.
- 8.1.12. oversee appropriate and bespoke induction programme and training for new directors supported by the Group Company Secretary. Induction programmes shall be designed to help establish a broad knowledge and full understanding of the Company's operations and challenges, aspirations, governance and culture.

8.2. The Committee shall make recommendations to the Board concerning:

- 8.2.1. any changes needed to the succession planning process if its periodic assessment indicates the desired outcomes have not been achieved.
- 8.2.2. suitable candidates as new directors and succession for existing directors.
- 8.2.3. membership of the Audit, Remuneration, and Responsible Business Committees, and any other Board Committees as appropriate, in consultation with the Chair of those Committees.
- 8.2.4. the re-appointment of any non-executive director at the conclusion of their specified term of office having given due regard to their performance and ability to continue to contribute to the Board in the light of knowledge, skills and experience required.
- 8.2.5. the re-election by shareholders of any director under the annual re-election provisions of the UK Corporate Governance Code or the retirement by rotation provisions in the Company's articles of association, having due regard to their performance and ability, and why their contribution is important to the company's long-term sustainable success in the light of the skills, experience and knowledge required and the need for progressive refreshing of the Board, taking into account the length of service of individual directors, the Chair and the Board as whole.
- 8.2.6. any matters relating to the continuation in office of any director at any time including the suspension or termination of service of an executive director as an employee of the Company subject to the provisions of the law and their service contract.
- 8.2.7. the appointment of any director to an executive or other officer position on the Board.

9. Reporting Responsibilities

- 9.1. The Chair of the Committee shall report to the Board on its proceedings after each meeting on all matters within its duties and responsibilities.
- 9.2. The Committee shall make whatever recommendations to the Board it deems appropriate on any area within its remit where action or improvement is needed, and adequate time should be made available for Board discussion when necessary.
- 9.3. The Committee shall produce a report to be included in the Company's annual report describing the work of the Committee in accordance with all regulatory, legal, and corporate governance requirements.

10. Other matters

The Committee shall:

- 10.1. investigate any matters within its terms of reference, as well as any matter referred to it by the Board for consideration, and to obtain, at the Company's expense, outside legal or other professional advice.
- 10.2. have access to sufficient resources in order to carry out its duties, including access to the Group Company Secretary for advice and assistance as required.
- 10.3. give due consideration to all relevant laws and regulations, the provisions of the UK Corporate Governance Code and associated guidance, the requirements of the UK Listing Rules (UKLR), Prospectus Regulation Rules (PRR) and Disclosure Guidance and Transparency Rules (DTR) and any other applicable rules, as appropriate.
- 10.4. ensure periodic review of its own membership and performance and, at least annually, review its constitution and terms of reference and recommend any changes it considers necessary to the Board for approval.
- 10.5. work and liaise as necessary with other Board committees, ensuring the interaction between committees and with the Board is reviewed regularly.

APPROVED BY THE BOARD OF DIRECTORS: 19 NOVEMBER 2025