

KINGFISHER PLC
(“KINGFISHER”)

TERMS OF REFERENCE OF THE GROUP EXECUTIVE COMMITTEE
(THE “COMMITTEE”)

1. Membership

- 1.1. Membership shall be determined by the Group Chief Executive Officer and currently comprises Group Chief Executive Officer, Group Chief Financial Officer, Group Chief People Officer, Group Chief Commercial Officer, Group General Counsel, Group Chief Technology Officer, CEO B&Q UK and Ireland, CEO Castorama France, CEO Brico Dépôt France, CEO Castorama Poland, and CEO Screwfix.
- 1.2. Only members of the Committee shall be entitled to attend Committee meetings. Other individuals including the CEO Screwfix UK, CEO Brico Depot Iberia, Group Digital Director, Group Supply Chain & Partnerships Director, Group Customer & Market Director and Group Financial Director may attend all or part of any meeting at the invitation of the Group Chief Executive Officer.
- 1.3. The Chair of the Committee shall be the Group Chief Executive Officer.

2. Secretary

The Secretary (the ‘Secretary’) to the Committee shall be nominated by the Group Chief Executive Officer.

3. Quorum

A quorum shall be two members one of whom must be the Group Chief Executive Officer.

4. Frequency of Meetings

The Committee shall meet monthly unless otherwise agreed by the Chair of the Committee and at other times as may be deemed necessary or agreed by the Chair.

5. Notice of Meetings

- 5.1. Meetings of the Committee shall be called by the Chair of the Committee or the Secretary at the request of the Chair of the Committee.
- 5.2. Unless otherwise agreed, notice of each meeting confirming venue, time, and date, together with an agenda of items to be discussed, shall be forwarded to each member of the Committee in advance of the meeting.

6. Decisions and Actions of Meetings

- 6.1. The Secretary shall maintain a schedule of decisions and actions of all meetings of the Committee and shall make these available to Committee members following each meeting.
- 6.2. The Secretary shall also circulate the decisions and actions of each meeting to such other attendees of the meeting as the Chair of the Committee shall direct.

7. Purpose

The purpose of the Committee is to support and advise the Group Chief Executive Officer:

- 7.1. to develop and implement the strategic direction of Kingfisher and its businesses within agreed limits set by the Board;
- 7.2. to make and implement operational decisions; and
- 7.3. to make recommendations to the Board, where appropriate.

Subject to limits set by the Board under the Group Delegation of Authority Policy, matters reserved to the Board, and other committee terms of reference, the Group Chief Executive Officer has primary authority for implementation of the agreed strategy and day-to-day operations of Kingfisher.

8. Responsibilities

The key responsibilities of the Committee are to develop, oversee, monitor, and review for Kingfisher, prior to decision by the Chief Executive Officer or recommendation to the Board where it is appropriate or beyond the authorities delegated:

- 8.1. strategic initiatives and applicable KPIs against which progress on major initiatives will be measured;
- 8.2. financial performance of Kingfisher, annual budget, and long-term plans, including the three-year plan;
- 8.3. operations and day-to-day management of Kingfisher, including by banner and Group focus area (e.g., S&L, Digital, OEB);
- 8.4. key strategic and operational risks, their identification and mitigation, including identification and mitigations of the Group's principal risks;
- 8.5. optimisation, allocation and adequacy of the Group's resources, including people resources and funding;
- 8.6. facilitation of active liaison, co-ordination and co-operation between banners and business functions;
- 8.7. leadership development, management and senior executive development and succession plans;
- 8.8. people strategy, including diversity and inclusion and the Group's culture and values;
- 8.9. Group policies, including ensuring appropriate levels of authority are delegated throughout the Group. Also to monitor and strengthen compliance with Group policies;
- 8.10. the responsible business agenda, strategy, and performance;
- 8.11. the Group's health and safety processes and performance;
- 8.12. acquisitions, disposals and mergers of businesses or shares of businesses, including those subsidiaries of Kingfisher plc consolidated into Group accounts;
- 8.13. material contracts or significant transactions for approval;
- 8.14. reports on the work of the Group Investment Committee, the Finance Committee, the Kingfisher Colleague Forum, Group Climate Committee and the Group Ethics and Compliance Committee; and
- 8.15. minutes of the Kingfisher colleague Forum and Group Climate Committee

9. Reporting Responsibilities

- 9.1. The Chair of the Committee shall report to the Board via his CEO Update at each Board meeting on any key points.
- 9.2. The Group Chief Executive Officer shall make whatever recommendations to the Board he deems appropriate on any area within the Committee's remit where action or improvement is needed.

10. Other matters

The Committee shall:

- 10.1. Investigate any activity within its terms of reference.
- 10.2. Be authorised to seek any information it requires from any employee of the Group in order to perform its duties.
- 10.3. Be provided with the necessary resources from the Company that it may reasonably require in fulfilling its responsibilities
- 10.4. Have the authority to seek independent professional and/or legal advice, subject to prior approval in line with the Group Delegation of Authority Policy.
- 10.5. At least annually, review its constitution, membership, and terms of reference.

APPROVED BY THE GROUP CHIEF EXECUTIVE OFFICER ON - 2 FEBRUARY 2026