

**PORTMEIRION GROUP PLC**  
**NOMINATION COMMITTEE TERMS OF REFERENCE**

**(Approved by the Board on 24 March 2026)**

**1. CONSTITUTION**

The Nominations Committee is constituted as a committee of the Board of Portmeirion Group PLC who shall determine its composition, duties and Terms of Reference.

**2. MEMBERSHIP**

- 2.1 Members of the Committee shall be appointed by the Board and shall be made up of at least 3 member Directors, the majority of whom should be independent non-executive directors.
- 2.2 Only members of the Committee have the right to attend Committee meetings. However, other individuals such as human resources director and external advisers may be invited to attend for all or part of any meeting, as and when appropriate.
- 2.3 Appointments to the Committee shall be for a period of up to three years, which may be extended for further periods of up to three years at a time, provided the Director still meets the criteria for membership of the Committee.
- 2.4 The Board shall appoint the Committee Chairman who should be either the Chairman of the Board or an independent non-executive director. In the absence of the Committee Chairman and/or an appointed deputy, the remaining members present shall elect one of their number to chair the meeting. The Chairman of the Board shall not chair the Committee when it is dealing with the matter of succession to the chairmanship.

**3. SECRETARY**

The company secretary or their nominee shall act as the secretary of the Committee.

**4. QUORUM**

The quorum necessary for the transaction of business shall be two both of whom must be independent non-executive directors. A duly convened meeting of the Committee at which a quorum is present shall be competent to exercise all or any of the authorities, powers and discretions vested in or exercisable by the Committee.

**5. FREQUENCY OF MEETINGS**

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

**6. NOTICE OF MEETINGS**

- 6.1 Meetings of the Committee shall be summoned by the secretary of the Committee at the request of the Chairman of the Committee or any of its members.

- 6.2 Unless otherwise agreed, notice of each meeting confirming the venue, time and date, together with an agenda of items to be discussed, shall be forwarded to each member of the Committee, any other person required to attend and all other non-executive directors, no later than three working days before the date of the meeting. Supporting papers shall be sent to Committee members and to other attendees as appropriate, at the same time.

## 7. **MINUTES OF MEETINGS**

- 7.1 The secretary shall minute the proceedings and resolutions of all Committee meetings, including the names of those present and in attendance.
- 7.2 Draft minutes of Committee meetings shall be circulated promptly to all members of the Committee. Once approved, minutes should be circulated to all other members of the Board and the company secretary, unless it would be inappropriate to do so.

## 8. **ANNUAL GENERAL MEETING**

The Chairman of the Committee shall attend the Annual General Meeting prepared to respond to any shareholder questions on the Committee's activities.

## 9. **DUTIES**

The Committee should carry out the duties below for Portmeirion Group PLC, its major subsidiary undertaking – Portmeirion Group UK Limited – and the Group as a whole, as appropriate.

The Committee shall:

- 9.1 regularly review the structure, size and composition (including the skills, knowledge, experience and diversity) required of the Board compared to its current position and make recommendations to the Board with regard to any changes;
- 9.2 give full consideration to succession planning for directors and other senior executives in the course of its work, taking into account the challenges and opportunities facing the Group, diversity on the Board and what skills and expertise are needed on the Board in the future;
- 9.3 be responsible for identifying and nominating for the approval of the Board, candidates to fill Board vacancies as and when they arise;
- 9.4 before any appointment is made by the Board, evaluate the balance of skills, knowledge, experience and diversity on the Board, and, in the light of this evaluation prepare a description of the role and capabilities required for a particular appointment. In identifying suitable candidates the Committee shall:
- 9.4.1 use open advertising or the services of external advisers to facilitate the search;
- 9.4.2 consider candidates from a wide range of backgrounds; and
- 9.4.3 consider candidates on merit and against objective criteria and with due regard for the benefits of diversity on the Board, including gender, taking care that appointees have enough time available to devote to the position;

- 9.5 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;
- 9.6 keep up to date and fully informed about strategic issues and commercial changes affecting the Group and the market in which it operates;
- 9.7 review annually the time required from non-executive directors. Performance evaluation should be used to assess whether the non-executive directors are spending enough time to fulfil their duties;
- 9.8 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;
- 9.9 for the appointment of a Chairman to the Board, the Committee should prepare a job specification, including the time commitment expected. A proposed chairman's other significant commitments should be disclosed to the Board before appointment and any changes to the Chairman's commitments should be reported to the Board as they arise;
- 9.10 prior to the appointment of a Director, other significant time commitments should be disclosed and any additional future commitments should not be undertaken without prior approval of the Board. The proposed appointee should also be required to disclose any other business interests that may result in a conflict of interest. These must be authorised by the Board prior to appointment and any future business interests that could result in a conflict of interest must not be undertaken without prior authorisation of the Board;
- 9.11 review the results of the board performance evaluation process that relate to the composition of the Board;
- 9.12 The Committee shall also make recommendations to the Board concerning:
  - 9.12.1 formulating plans for succession for both executive and non-executive directors and in particular for the key roles of Chairman and Chief Executive (but see 9.12.7 below);
  - 9.12.2 suitable candidates for the role of senior independent director;
  - 9.12.3 membership of the Audit and Remuneration Committees, in consultation with the Chairmen of those committees;
  - 9.12.4 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 the knowledge, skills and experience required;
  - 9.12.5 the re-election by shareholders of any director under the 'retirement by rotation' provisions in the Company's articles of association having due regard to their performance and ability to continue to contribute to the Board in the light of the knowledge, skills and experience required and the need for progressive refreshing of the Board (particularly in relation to directors being re-elected for a term beyond six years);

- 9.12.6 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 Group subject to the provisions of the law and their service contract; and
- 9.12.7 the appointment of any director to executive or other office other than to the positions of Chairman and Chief Executive, the recommendation for which would be considered at a meeting of the full Board.

## 10. **REPORTING RESPONSIBILITIES**

- 10.1 The Committee Chairman shall report formally to the Board on its proceedings after each meeting on all matters within its duties and responsibilities.
- 10.2 The Committee shall make whatever recommendations to the Board it deems appropriate on any area within its remit where action or improvement is needed.
- 10.3 The Committee shall make a statement in the Company's annual report about its activities including,
  - 10.3.1 the process used to make appointments and its approach to succession planning;
  - 10.3.2 how the board evaluation has been conducted, the nature and extent of an external evaluator's contact with the Board and individual directors, the outcomes and actions taken, and how it has or will influence board composition;
  - 10.3.3 the policy on diversity and inclusion, its objectives, linkage to company strategy and how it has been implemented; and
  - 10.3.4 the gender balance of those in the senior management and their direct reports.
- 10.4 If an external search consultancy has been engaged, it should be identified in the annual report alongside a statement about any other connection it has with the Company or individual directors.

## 11. **OTHER**

The Committee shall:

- 11.1 have access to sufficient resources to carry out its duties, including access to the company secretariat for assistance as required;
- 11.2 be provided, as required with appropriate and timely training, both in the form of an induction programme for new members and on an ongoing basis;
- 11.3 give due consideration to laws and regulations, the provisions of the UK Corporate Governance Code, Quoted Companies Alliance Corporate Governance Code, Prospectus and Disclosure and Transparency Rules and other applicable rules, as appropriate;
- 11.4 at least once a year, review its own performance, constitution and terms of reference to ensure it is operating at maximum effectiveness and recommend any changes it considers necessary to the Board for approval.

12. **AUTHORITY**

12.1 The Committee is authorised to seek any information it requires from any employee of the Group in order to perform its duties.

12.2 The Committee is authorised to obtain, at the Company's expense, outside legal or other professional advice on any matters within its Terms of Reference.