

NOMINATION COMMITTEE REPORT

Introduction, composition and terms of reference of the Committee

Hardide's Nomination Committee was constituted and separated from the Board's former Remuneration and Nomination Committee on 1 January 2025, following Tim Rice's retirement from the Board. Since that date, the members of Nomination Committee have been myself, as Chair, Dr. Bryan Allcock and Andrew Boyce.

The Committee's Terms of Reference are available on the Group's website at www.hardide.com.

Overview of Committee activities during the year

The Committee meets as needed, and in the financial year ended 30 September 2025 it met 4 times (including one meeting of the former Remuneration and Nomination Committee), to:

- make recommendations to the Board for the recruitment of a new Senior Independent Director and Remuneration Committee Chair, Dr. Bryan Allcock, to succeed Tim Rice ahead of Tim's planned retirement from the Board on 31 December 2024;
- review succession plans across the organisation, in particular for Board and senior management positions. This included the identification any particular areas of risk or potential skill gaps should any key personnel leave the business for whatever reason, and considering mitigation plans should this happen; and
- consider and discuss with the Chief Executive matters relating to organisational development to support the growth of the business envisaged by the strategic plan, and the actions needed to support the desired cultural evolution of the business to better align with Hardide's Purpose and Values, which are set out on the Corporate Governance report.

Andrew Magson
Chair of the Nomination Committee

21 January 2026