

THE BEAUTY TECH GROUP PLC
(Company)

NOMINATION COMMITTEE

TERMS OF REFERENCE

(as adopted by the board of directors of the Company on 23 September 2025)

1. Constitution

- 1.1 The nomination committee (**Committee**) was constituted at a full meeting of the board of directors (**Board**) held on 23 September 2025 in accordance with the articles of association of the Company, to operate with effect from admission of the Company's shares to the equity shares (commercial companies) category of the Official List and to trading on the London Stock Exchange's main market for listed securities.
- 1.2 The Committee is a committee of the Board from which it derives its authority and to which it regularly reports.
- 1.3 The Committee may sub-delegate any or all of its powers and authority as it thinks fit, including, without limitation, the establishment of sub-committees which are to report back to the Committee.

2. Role

The role of the Committee is to ensure that there is a formal, rigorous and transparent procedure for the appointment of new directors to the Board and 'Senior Management' (as defined in the UK Corporate Governance Code) to lead the process for Board and Senior Management appointments and make recommendations to the Board and to oversee the development of a diverse pipeline for succession. The Committee is to assist the Board in ensuring its composition is regularly reviewed and refreshed so that it is effective and able to operate in the best interests of shareholders and, in doing so, the Committee shall work and liaise with other Board committees, as appropriate.

3. Duties and terms of reference

The Committee shall carry out the following duties for the Company and its trading subsidiary undertakings, as appropriate.

3.1 Composition of the Board

The Committee shall:

- (a) regularly review the structure, size and composition (including the skills, experience, independence, knowledge and diversity) of the Board and its primary committees and make recommendations to the Board with regard to

any changes that are deemed necessary;

- (b) 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;
- (c) keep up to date and fully informed about strategic issues and commercial changes affecting the Company and the market in which it operates; and
- (d) prepare a policy on how to promote the diversity of the Board, its primary committees and Senior Management.

3.2 Succession planning

The Committee shall:

- (a) give full consideration to succession planning for directors and other Senior Management in the course of its work, taking into account the challenges and opportunities facing the Company and the skills, experience, independence, knowledge and diversity needed on the Board in the future;
- (b) satisfy itself that plans are in place for orderly succession for appointments to the Board and Senior Management; and
- (c) oversee the development of a diverse pipeline for succession.

3.3 Appointments to the Board

The Committee shall:

- (a) be responsible for identifying and nominating for the Board's approval, candidates from diverse backgrounds to fill Board and Senior Management vacancies as and when they arise;
- (b) consider proposals for the re-appointment or promotion of directors and Senior Management and also any proposal for their dismissal, retirement, non-re-appointment or any substantial change in their duties or responsibilities or the term of their appointment;
- (c) before the Board makes any appointment, evaluate the balance of skills, experience, independence, knowledge and diversity on the Board and, in light of that evaluation, prepare a description of the role and capabilities required for a particular appointment. In identifying suitable candidates, the Committee shall:
 - (i) use such methods as it deems appropriate, including the use of 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 and with

due regard for the benefits of diversity on the Board, taking care that appointees have enough time available to devote to the position;

- (d) for the appointment of a chair, prepare a job specification, including the time commitment expected;
- (e) before appointment, require proposed appointees, including the chair, to disclose other significant commitments to the Board indicating the time involved;
- (f) for the appointment of a chair or non-executive director, generally use open advertising and/or an external search consultancy;
- (g) 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 and the induction process;
- (h) ensure that all directors offer themselves for annual re-election by shareholders in accordance with the UK Corporate Governance Code or the retirement by rotation provisions in the articles of association, having regard to their performance and ability to continue to contribute to the Board and the Company's long-term success 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); and
- (i) keep under review the number of external appointments held by each director and ensure that any new additional external appointments are approved in advance by the Committee before being accepted.

3.4 Induction and training

The Committee shall:

- (a) ensure that all new directors undertake an appropriate induction programme to ensure that they are fully informed about strategic and commercial issues affecting the Company and the markets in which it operates as well as their duties and responsibilities as a director; and
- (b) consider any training requirements for the Board as a whole.

3.5 Conflicts of interest

The Committee shall:

- (a) before appointment of a director, require the proposed appointee to disclose any other business interests that may result in a conflict of interest and to report any future business interests that could result in a conflict of interest;

- (b) consider and, if appropriate, authorise situational conflicts of interest of directors and potential directors;
- (c) keep under review at least annually potential conflicts of interests of directors disclosed to the Company and develop appropriate processes for managing such conflicts if the Committee considers this to be necessary; and
- (d) at all times take care to minimise the risk of any conflict of interest within the Committee that might be seen to give rise to an unacceptable influence.

3.6 Board evaluation

The Committee shall:

- (a) assist the Board chair with the implementation of an annual evaluation process to assess the overall and individual performance and effectiveness of the Board and its committees, including consideration of balance of skills, experience, independence and knowledge of the Company, its diversity, how the Board works together as a unit and other factors relevant to the Board's effectiveness;
- (b) review the results of the Board performance evaluation process that relate to the composition of the Board;
- (c) commission an externally facilitated performance review of the Board at least every three years;
- (d) review the results of the performance evaluation of the Committee; and
- (e) review annually the time required from non-executive directors, including the Board chair and the senior independent director.

4. **Board recommendations**

The Committee shall also make the following recommendations to the Board, as appropriate.

4.1 Nominations and succession planning

The Committee shall make recommendations to the Board on:

- (a) the appointment of new directors to the Board and keep under review the number of external directorships held by non-executive directors;
- (b) the Board chair, having assessed every three years whether the present incumbent shall continue in post, taking into account the need for continuity versus freshness of approach and that the Board chair must be independent on appointment and would not ordinarily hold office for more than nine years;
- (c) suitable non-executive directors for the role of senior independent director;
- (d) ensuring that the Board is not dominated by an individual or group in any way

that the Board considers to be detrimental to the governance of the business;

- (e) membership and chair of the Audit & Risk and Remuneration Committees and any other Board committees, as appropriate, in consultation with the chair of the relevant committee; and
- (f) formulating succession plans for executive and non-executive directors and Senior Management, in particular for the key roles of Board chair and chief executive.

4.2 Re-appointment of directors

The Committee shall make recommendations to the Board on:

- (a) 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; and
- (b) re-election by shareholders in accordance with the UK Corporate Governance Code or the retirement by rotation provisions in the articles of association, having regard to their performance and commitment to the role (particularly in relation to non-executive directors being re-elected for a term beyond six years) and their contribution to the Company's long-term sustainable success.

4.3 Continuation of office

The Committee shall make recommendations to the Board on 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.

5. **Membership**

- 5.1 The Committee shall comprise a minimum of at least three independent non-executive directors or, if the Company qualifies as a "smaller company" for the purposes of the UK Corporate Governance Code, two independent non-executive directors. The Board chair may be a member of the Committee provided that the majority of Committee members are independent non-executive directors. Prior to the Company's shares being admitted to the equity shares (commercial companies) category of the Official List and to trading on the London Stock Exchange's main market for listed securities, it is recognised that the membership requirements for the Committee may not be fully met.
- 5.2 Appointments to the Committee are made by the Board on the recommendation of the Committee, in consultation with the Committee chair, and shall be for a period of up to

three years, which may be extended for two further periods of up to three years, provided the member still meets the criteria for membership and, if applicable, the Committee expressly recommends re-election for a term beyond six years.

- 5.3 The Board shall appoint the Committee chair, who shall be either the Board chair or an independent non-executive director, and determine the period for which the Committee chair shall hold office. The Board chair shall not chair the Committee when it is dealing with the matter of succession to the Board chair.
- 5.4 In the absence of the Committee chair and/or an appointed deputy, the senior independent director will chair meetings of the Committee or, in their absence, the remaining members present shall elect one of themselves to chair the meeting from those who would qualify under these terms of reference to be appointed to that position by the Board.
- 5.5 The Committee chair shall review membership of the Committee annually, as part of the annual performance evaluation of the Committee.
- 5.6 The Company secretary, or their nominee, shall act as the secretary of the Committee and provide all necessary support to the Committee, including the recording of Committee minutes and ensuring that the Committee receives information and papers in a timely manner to enable full and proper consideration of the relevant issues.

6. Attendance at meetings

- 6.1 The Committee shall meet at least once a year, and otherwise as required, to consider whether or not directors should be put forward for re-appointment at the Company's next annual general meeting and otherwise as the Committee chair shall determine or as may be requested by any member of the Committee.
- 6.2 Only Committee members have the right to attend and vote at Committee meetings. However, other individuals such as the chief executive, the human resources director and external advisers may be invited to attend for all or part of any meeting as and when appropriate and necessary and with the Committee chair's agreement. The Committee chair shall have the discretion to decide who, other than Committee members, shall attend and address Committee meetings. Non-executive directors who are not members of the Committee may be invited by the Committee chair to attend as observers.
- 6.3 The secretary of the Committee shall ascertain, at the beginning of each meeting, the existence of any conflicts of interest and minute them accordingly.
- 6.4 Meetings of the Committee may be conducted when the members are physically present together or in the form of either audio or video conference.

7. Notice of meetings

- 7.1 Meetings of the Committee shall be called by the secretary of the Committee at the request of the Committee chair or any member of the Committee.
- 7.2 Unless the Committee otherwise agrees, 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 and any other person required to attend no later than five 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, but Committee papers may be forwarded at shorter notice with the approval of the Committee chair.
- 7.3 Ordinarily, the Committee will only send notices, agendas and supporting papers in electronic form or make them available via a portal software platform.

8. Quorum

- 8.1 The quorum necessary for the transaction of business at a Committee meeting shall be two members, present in person or by audio or video conference, both of whom must be independent non-executive directors.
- 8.2 A duly convened Committee meeting 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.

9. Voting arrangements

- 9.1 Each Committee member shall have one vote which may be cast on matters considered at the meeting. Votes can only be cast by members attending a Committee meeting (whether in person or by audio or video conference).
- 9.2 If a matter that is considered by the Committee is one where a Committee member, either directly or indirectly has a personal interest, that member shall not be permitted to vote at the meeting.
- 9.3 Except where they have a personal interest, the Committee chair shall have a casting vote.
- 9.4 The Committee chair may ask any attendees of a Committee meeting to leave the meeting to allow discussions of matters relating to them.

10. Minutes of meetings

- 10.1 The Company secretary, or their nominee, shall minute the proceedings and resolutions of all Committee meetings, including the names of those present and in attendance.

- 10.2 Draft minutes of Committee meetings shall be agreed with the Committee chair and then circulated promptly to all Committee members unless, in the Committee chair's opinion, it would be inappropriate to do so. Once approved, minutes shall be made available to all other Board members unless, in the Committee chair's opinion, it would be inappropriate to do so.
- 10.3 A resolution in writing and signed by all Committee members will be as effective as a resolution passed at a Committee meeting. Any written resolution shall be tabled and noted at the next meeting of the Committee.

11. Annual general meeting

The Committee chair shall attend the Company's annual general meeting to answer shareholder questions on the Committee's activities. In addition, the Committee chair should seek engagement with shareholders on significant matters related to the Committee's area of responsibility.

12. Reporting responsibilities

The Committee shall:

- 12.1 report to the Board on its proceedings after each meeting on all matters within its duties and responsibilities and the minutes of all Committee meetings shall be made available to all other Board members unless, in the Committee chair's opinion, it would be inappropriate to do so;
- 12.2 produce a report to be included in the Company's annual report about its activities, the membership of the Committee, number of meetings and attendance over the course of the year and the process used to make appointments and the outcomes of its formal annual review and explain if external advice or open advertising has not been used. Where an external search agency has been used, it shall be identified in the annual report and a statement as to whether it has any connection with the Company or the Company's individual directors;
- 12.3 the report referred to in paragraph 12.2 shall also include a description of the Board's policy and any initiatives on diversity, any measurable objectives that it has set for implementing the policy, progress on achieving the objectives and any other matter required by the UK Corporate Governance Code;
- 12.4 make whatever recommendations to the Board it deems appropriate on any area within its remit where action or improvement is needed; and
- 12.5 make available to shareholders these terms of reference by placing them on the Company's website.

13. General matters

The Committee shall:

- 13.1 have access to sufficient resources to carry out its duties, including access to the Company secretary for assistance as required;
- 13.2 be provided with appropriate and timely training, both in the form of an induction programme for new members and on an ongoing basis for all members;
- 13.3 in carrying out its duties, give due consideration to all applicable laws and regulations, including but not limited to the Companies Act 2006, the provisions and recommendations of the UK Corporate Governance Code and the requirements of the UK Listing Rules and the Disclosure Guidance and Transparency Rules and any other applicable rules, as appropriate;
- 13.4 work and liaise as necessary with all other Board committees; and
- 13.5 arrange for periodic reviews of its own performance and, at least annually, review its 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.

14. Authority

The Board authorises the Committee to:

- 14.1 carry out all duties set out in these terms of reference, to have unrestricted access to the Company's documents and information and to obtain, at the Company's expense, appropriate professional advice on any matter within its terms of reference, as it considers necessary;
- 14.2 seek any information it requires from any employee or director of the Company or any of its subsidiaries, and all such employees or directors will be directed to co-operate with any request made by the Committee; and
- 14.3 have the right to publish in the Company's annual report details of any issues that cannot be resolved between the Committee and the Board.