

TERMS OF REFERENCE

NOMINATION AND GOVERNANCE COMMITTEE

Reviewed by the committee on 19 May 2025

Approved by the board on 27 May 2025

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1 Introduction

The nomination and governance committee (“**the Committee**”) is constituted as a standing committee of the board of directors (“**the Board**”) of Reunert Limited (“**the Company**”) and its subsidiaries, and associates and joint ventures to the extent relevant or applicable (“**the Reunert Group**”). The committee is responsible for the governance of the Board, its activities and its members and assists the Board with matters relating to the governance of executive management, as set out in these terms of reference.

2 Purpose of the terms of reference

The purpose of this document is to constitute the terms of reference for the Committee by setting out the role and responsibilities of the Committee, to regulate the affairs of the Committee and deal with administrative matters relating thereto.

3 Composition

3.1 Appointment of and requirements relating to members

The chair of the Board and the lead independent director, if appointed, will be members of the Committee, *ex officio*. Other members will be appointed from non-executive chairs of Board committees.

The Committee must have at least four members. All of its members must be non-executive directors and the majority must be independent. The collective skills and experience of the members must be appropriate to carrying out the role and associated responsibilities of the Committee.

Members of the Committee are recommended by the Committee and appointed from time to time by the Board.

3.2 Filling of casual vacancies

The Board must appoint an individual to fill a vacancy (that is, when the number of members on the Committee falls below four), as soon as possible, but no later than the next meeting of the Board after the vacancy arose.

The Committee may continue to execute its mandate and will be able to take binding decisions on matters that fall within its mandate (including in circumstances where the Board fails to fill a vacancy as envisaged above), if it has less than four, but not less than three, members.

3.3 Required attendance

The Committee may require any employee of the Reunert Group, external consultant or subject matter expert to attend some or all of the meetings of the Committee, but (unless appointed to the Committee in accordance with the process in paragraphs 3.1 and 3.2) these

individuals may not be members of the Committee and, as such, may not vote on any matters before the Committee.

Generally, unless the Committee decides otherwise, the chief executive officer is required to attend the meetings of the Committee.

3.4 Chair of the Committee

The chair of the Board is the chair of the Committee, *ex officio*.

If the chair of the Committee is absent from a meeting, the members present shall elect one of them to act as chair of that meeting.

4 Mandate

The role and associated responsibilities and functions of the Committee are set out below:

4.1 Primary duties

Leadership and ethics

4.1.1 Leadership and ethics

- sets the tone for sound governance and ethical conduct of the Board;
- ensures that the members of the Board, individually and collectively, provide ethical and effective leadership to the Company and act with integrity, competence, responsibility, accountability, fairness and transparency;
- identifies and addresses, in any manner that the Committee in its discretion decides, any existing or potential breach of the Board's duty to lead effectively and ethically;

Governing structures and delegation

In respect of governance structures and delegation of authority, relating to each of the considerations below, the Committee:

4.1.2 Composition of the Board and its committees

- considers and make recommendations to the Board on the composition of the Board and its committees;
- makes recommendations to the Board on the formulation of a policy on the promotion of broader diversity of the Board, specifically focusing on the promotion of the diversity attributes of gender, race, culture, age, field of knowledge, skills and experience, in accordance with paragraph 3.84(i) of the JSE Listings Requirements;

4.1.3 Leadership and ethics

- identifies and recommends to the Board suitably qualified and experienced individuals:
 - for appointment to non-executive positions on the Board and Board committees;

- for appointment to executive positions (in consultation with the chief executive officer, unless the appointment relates to the position of chief executive officer) on the Board and Board committees;
- makes recommendations to the Board, taking cognisance of all relevant considerations, including the relevant individual's skills, experience, performance and attendance at meetings, on the individuals to be proposed to shareholders for election or re-election to the Board;
- identifies, and recommends to the Board, individuals for the positions of the chair of the Board, lead independent director (including a recommendation on whether a lead independent director should be appointed), and chairs of Board committees (provided that an incumbent in any position being discussed by the Committee shall be recused from the relevant discussion);
- reviews and advises the executive directors on the suitability of an individual identified for appointment as company secretary of the Company;
- oversees the identification of prescribed officers (as defined in Regulation 38 of the regulations issued in terms of the Companies Act, 2008) of the Company;
- recommends (in consultation with the chief executive officer, unless the matter relates to the chief executive officer) the retrenchment or dismissal of executive directors to the Board;
- notes changes in Group senior executive positions (that is, members of the Reunert Group or head office executive committee and CEOs of major operations), such as appointments, resignations, retrenchments and dismissals, to assess leadership stability; and
- oversees succession management relating to members of the Reunert Group executive committee, the head office executive committee, Head of Internal Audit, Head of Risk and CEOs of subsidiary companies contributing more than 10% of the Group's budgeted operating profit;

4.1.4 Delegation of authority

- determines, documents, reviews and updates the delegation of authority by the Board to management of Reunert (and, where appropriate, the Reunert Group), for final consideration and approval by the Board;

4.1.5 Matters potentially affecting the reputation of Reunert

- receives reports from management on and oversees litigation involving reputational risk to the Reunert Group, or that may result in a material loss to the Group, as provided for in the delegation of authority framework, refers these matters to other committees if appropriate and advises the Board on these matters, to the extent required;
- receives reports from management on and oversees regulatory investigations in respect of Reunert Group as provided for in the delegation of authority framework, refers these matters to other committees if appropriate and advises the Board on these matters, to the extent required;

4.1.6 Performance assessment

- advises and assists the Board in respect of the performance assessments contemplated in the Board charter;

4.1.7 Professional development

- advises and assists the Board on the continuing professional development of directors, collectively and individually;

4.1.8 Independence of non-executive directors

- oversees that a process is in place in accordance with which directors provide formal written information on:
 - the directors' directorships (other than in the Reunert Group);
 - any commercial relationship between the director and any entity within the Reunert Group;
 - the directors' shareholding in Reunert, any of the entities in the Reunert Group or any other financial interests in any entity in the Reunert Group (other than unit trusts or other investment portfolios where the investment decisions are made by a fund manager); and/or
 - any material financial interest in any competitor of any company in the Reunert Group;

at least annually, or when there are significant changes;

- makes recommendations to the Board, if required, in respect of any actual or potential conflicts of interest identified;
- considers the independence of non-executive directors on an annual basis as required by law and/or recommended by the King IV Code on Corporate Governance, with a particularly rigorous appraisal of the independence of non-executive directors that have served on the Board for more than nine years;

4.1.9 Succession planning and mentorship

- advises the Board on succession planning in respect of the office of chair of the Board, the office of lead independent director, executive and non-executive directors and committee membership, including identification, mentorship and development of potential future non-executive directors;

4.1.10 Interaction between the Board and management

- considers and approves or rejects, as it in its discretion decides (that is, without having to refer the matter to the Board), a request by any member of the Board that is required to be referred to the Committee in terms of the Board charter, including access to information, independent professional advice or a meeting with management;
- stipulates conditions, which will be binding on the director(s) concerned, to the extent that the Committee has granted the approval referred to above, for the exercise of the relevant approval;

4.1.11 Directors' affairs and governance

- advises the Board on any matter relating to the continuation in office of any director, including the application of section 71 of the Companies Act, 2008, or the suspension or termination of service of an executive director as an employee of the Company;
- advises the Board on any other matter relating to directors' affairs and the Board's governance, unless such matter falls within the mandate of another Board committee;

4.1.12 Board policies

- formulates, reviews and make recommendations to the Board on policies relevant to the governance of the Board and any other policies that the Committee is mandated by the Board to oversee;

4.2 Other delegated duties

The Board may, by way of its formal "Delegation of Authority" document, or on an ad hoc basis, mandate the Committee to fulfil any additional functions that the Board may deem appropriate.

5 Reporting on the activities of the Committee

With respect to its activities during each financial year the Committee discloses, by way of the integrated report or another publicly available platform (as the Committee in its discretion decides), on matters which fall within its mandate and as recommended by the King IV Code:

- its overall role and associated responsibilities and functions;
- its composition, including each members' qualifications and experience;
- any external advisors or invitees who regularly attend meetings;
- key areas of focus during the reporting period and key areas of future focus;
- the number of meetings held during the reporting period and attendance at those meetings; and
- whether the Committee is satisfied that it has fulfilled its responsibilities in accordance with these terms of reference, for the reporting period.

6 Authority

The Committee has the authority to:

- investigate, monitor and report to the Board on any activity within the scope of its mandate as contemplated in these terms of reference, the formal "Delegation of Authority Document", or granted on an ad hoc basis, and to take and implement decisions on such matters to the extent that the authority to do so is expressly or impliedly bestowed in terms of its mandate;
- sub-delegate any of the authority delegated to it;
- in the fulfilment of its roles and associated responsibilities, call on the chairs of other Board committees, any of the executive directors or officers, or the company secretary of the Company to provide it with information, subject to following a Board-approved process;

- access the records of the Company and its subsidiaries, facilities and any other resources necessary to discharge its role and associated responsibilities, subject to following a Board-approved process; and
- obtain independent outside professional advice to assist with the execution of its role and associated responsibilities, at the cost of the Company, subject to following a Board-approved process.

7 Administration and meetings

7.1 Frequency

The Committee must hold a minimum of two meetings in any financial year.

Meetings in addition to those scheduled before the commencement of each calendar year, may be scheduled by the chair of the Committee, in consultation with the secretary, or at the instance of the Board.

7.2 Attendance

Committee members are expected to make every effort to attend all meetings of the Committee, including meetings called on an ad hoc-basis.

If it is not possible for a member of the Committee to attend any meeting of the Committee, prior apology, with reasons, shall be submitted to the chair of the Committee or to its secretary.

7.3 Quorum

A majority of members of the Committee shall constitute a quorum.

Non-members (including required attendees) and the secretary are not taken into account when determining a quorum.

7.4 Written resolutions

In the event that the members of the Committee decide a matter by way of a written process (including any form of electronic communication, such as e-mail), support for the decision by a majority of the members (which may be electronically communicated) shall constitute a valid decision by the Committee, provided that all members of the committee received notice of such process.

8 Approval of the terms of reference

These terms of reference were recommended to the Board by the Committee following review by its members on **19 May 2025** and approved by the Board on **27 May 2025**.