

OXFORD BIOMEDICA PLC

TERMS OF REFERENCE FOR THE NOMINATION COMMITTEE

1. Constitution

- 1.1 The current nomination committee (**Committee**) was constituted as a committee of the board of directors (**board**) of Oxford Biomedica Plc (**Company**) at a full meeting of the board held in accordance with the articles of association of the Company.
- 1.2 The Committee has the delegated authority of the board in respect of the functions and powers set out in these terms of reference.
- 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:

- 2.1 Ensure that there is a formal, rigorous and transparent procedure for appointments to the board.
- 2.2 Lead the process for appointments and make recommendations to the board.
- 2.3 Assist the board in ensuring its composition is regularly reviewed and refreshed, taking into account the length of service of the individual directors, so that it is effective and able to operate in the best interests of the Company's shareholders.
- 2.4 Ensure plans are in place for orderly succession to positions on the board and senior management team (known as the **Corporate Executive Team**, or **CET**), including the company secretary.
- 2.5 Oversee the development of a diverse pipeline for succession.
- 2.6 Work and liaise with other board committees, as appropriate (including the remuneration committee in respect of any remuneration package to be offered to any new appointee of the board) and ensure that the interaction between committees and between the Committee and the board is reviewed regularly.

3. Duties and terms of reference

The Committee shall carry out the following duties for the Company and its subsidiaries (**Group**) and advise the board appropriately:

3.1 Composition of the board and CET

- (a) regularly review the structure, size and composition (including the skills, experience, independence, knowledge and diversity) of the board and its committees, taking account of the Group's strategic priorities and the matters affecting the Group in paragraph 3.1(c), 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, relating both to executive and non-executive roles, 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 the strategic and commercial issues and priorities and main trends and factors affecting the long-term success and future viability of the Group and the market in which it operates; and
- (d) where appropriate, set measurable objectives and targets for diversity and inclusion in relation to the board and CET positions, prepare a policy on the promotion of diversity and inclusion on the board and on CET and increase the gender balance of those on CET and their direct reports to meet those objectives and targets.

3.2 Succession planning

- (a) in the course of its work, ensure plans are in place for orderly succession to both the board (in particular the key roles of chair and chief executive) and CET positions, based on merit and objective criteria and taking into account the challenges and opportunities facing the Group, the skills, experience, independence, knowledge and diversity needed on the board in the future, the length of service of the individual directors and the need for its membership to be regularly refreshed;
- (b) satisfy itself that plans are in place for orderly succession for appointments to the board and the CET; and
- (c) oversee the development of a diverse pipeline for succession, having regard to diversity of gender, social and ethnic backgrounds, cognitive and personal strengths; and
- (d) in conjunction with human resources, where appropriate, set diversity objectives and strategies for the Group as a whole and monitor the impact and outcome of diversity initiatives.

3.3 Appointments to the board

- (a) be responsible for identifying and nominating for the board's approval, candidates from diverse backgrounds to fill board vacancies as and when they arise;

- (b) before the board makes any appointment, evaluate the balance of skills, experience, independence, knowledge and diversity on the board, and the future challenges affecting the Group, and, in light of this evaluation, prepare a description of the role and capabilities and time commitment required for a particular appointment and set the process to identify, sift and interview suitable candidates. 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;
 - (iii) consider candidates on merit, against objective criteria and with due regard for promoting the benefits of diversity on the board, including of gender, social and ethnic backgrounds, and cognitive and personal strengths, taking care that appointees have enough time available to devote to the position;
- (c) 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, noting that such business interests must not be undertaken without prior approval by the board;
- (d) 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, involvement outside board meetings and the induction process;
- (e) ensure that all directors offer themselves for annual re-election by shareholders in accordance with Provision 18 of the UK Corporate Governance Code (January 2024) 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 Group's long-term sustainable success, in the light of the knowledge, skills and experience required and the length of service of the board as a whole and its membership being regularly refreshed; and

3.4 Induction and training

- (a) ensure that all new directors are 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 to ensure that they are fully informed about the Group's main areas of business activity, including those involving significant risk, and the strategic priorities and commercial issues affecting the Group and the markets in which it operates as well as their duties and responsibilities as a director (any individual training is to be discussed and agreed with the company secretary); and

- (b) consider any training requirements for the board as a whole.

3.5 Conflicts of interest

- (a) instruct the secretary of the Committee to ascertain, at the beginning of each meeting, the existence of any conflicts of interest and minute them accordingly.

3.6 Board performance review

- (a) assist the chair of the board and the senior independent director with the implementation of an annual performance review 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 Group, 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 review process that relate to the composition of the board and succession planning, its diversity and how effectively the members of the board work together to achieve objectives;
- (c) ensure that performance review process of the board is externally facilitated at least every three years;
- (d) review the results of the performance review process of the Committee; and
- (e) review annually the time required from non-executive directors, including the chair and senior independent director. Performance review process should be used to assess whether the non-executive directors are spending enough time to fulfil their duties.

4. Board recommendations

The Committee shall make recommendations to the board, as appropriate, on the following:

4.1 Nominations and succession planning

- (a) proposed changes to the succession planning process if the Committee's periodic assessment of the process indicates that the desired outcome has not been achieved;
- (b) the appointment of suitable candidates as new directors and succession for existing directors;
- (c) the appointment of any director to executive or other office other than to the positions of chair and chief executive, the recommendation for which is to be considered at a meeting of the full board;
- (d) suitable non-executive directors for the role of senior independent director;

- (e) membership and chairship of the audit, and remuneration committees, and any other board committees, as appropriate, in consultation with the chair of those committees.

4.2 Re-appointment of directors

- (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 and the Group's long-term sustainable success, in the light of the knowledge, skills and experience required and the length of service of the board as a whole and its membership being regularly refreshed; and
- (b) re-election by shareholders of directors in accordance with Provision 18 of the UK Corporate Governance Code (January 2024) or the retirement by rotation provisions in the articles of association, having regard to their performance, ability and commitment to the role and their contribution to the Group's long-term sustainable success in the light of the knowledge, skills and experience required and the length of service of the board as a whole and its membership being regularly refreshed.

4.3 Continuation of office

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.

5. Membership

- 5.1 The Committee shall comprise a chair and a minimum of two other members, a majority of whom shall be independent non-executive directors, as determined by the board (in accordance with the UK Corporate Governance Code (January 2024)).
- 5.2 The board shall appoint members of the Committee, on the recommendation of the Committee, in consultation with the Committee chair.
- 5.3 Appointments to the Committee 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 of the Committee.
- 5.4 The board shall appoint the chair of the Committee, who shall be either the chair of the board or an independent non-executive director, and determine the period for which the chair of the Committee shall hold office. In the absence of the Committee chair or an appointed deputy, the remaining members present at the meeting 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. The chair of the board shall not chair the Committee when the Committee is dealing with the appointment of his or her own successor.

5.5 The Committee chair shall review membership of the Committee annually, as part of the annual performance review process of the Committee.

5.6 The company secretary, or his or her 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 twice a year to consider whether or not directors should be put forward for re-appointment at the next annual general meeting and otherwise as required.

6.2 Only members of the Committee have the right to attend Committee meetings. However, other individuals such as the chief executive officer, the chief people officer and external advisers may be invited to attend for all or part of any meeting, as and when appropriate and necessary and with the agreement of the Committee chair. The Committee chair shall have the discretion to decide who, other than Committee members, shall attend and address Committee meetings.

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 no later than five working days before the date of the meeting. Supporting papers shall be sent to Committee members at the same time, but Committee papers may be forwarded at shorter notice with the approval of the Committee chair. In addition, in the event urgent matters arise, meetings may be held at short notice.

- 7.3 The Committee may send notices, agendas and supporting papers in electronic form where the recipient has agreed to receive documents in such a way.

8. Quorum

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

9. Voting arrangements

- 9.1 Subject to paragraph 9.2 and paragraph 9.3, 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 he or she has 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 secretary of the Committee shall minute the proceedings and resolutions of all Committee meetings, including recording 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 opinion of the Committee chair it would be inappropriate to do so. Once approved, minutes shall be circulated to all other board members and the company secretary unless, exceptionally, in the opinion of the Committee chair, 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. Engagement with shareholders

The Committee chair should seek engagement with shareholders on significant matters related to the Committee's areas of responsibility.

12. Annual general meeting

The Committee chair shall attend the annual general meeting to answer shareholder questions on the Committee's activities and shall be available to respond to any shareholder questions on the Committee's activities and achievements over the year (including details on engagement with shareholders on significant matters).

13. Reporting responsibilities

13.1 The Committee chair shall report formally to the board on its proceedings after each meeting on all matters within its duties and responsibilities including the nature and content of its discussions, recommendations and actions to be taken and the minutes of all Committee meetings shall be included in the board papers for a subsequent board meeting.

13.2 The Committee shall:

- (a) make whatever recommendations to the board it deems appropriate on any area within its remit where action or improvement is needed and adequate time should be available for board discussion when necessary;
- (b) produce a report to be included in the Group's annual report including any matters required by the Disclosure Guidance and Transparency Rules published by the Financial Conduct Authority and describing its work, including:
 - (i) its activities, the membership of the Committee, number of meetings and attendance over the course of the year;
 - (ii) the process used in relation to appointments, its approach to succession planning and how both support the development of a diverse pipeline;
 - (iii) identifying in the annual report any external search consultancy that has been engaged, together with a statement about any other connection it has with the Group or individual directors;
 - (iv) how the board performance review process 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 on board composition; and
 - (v) identifying in the annual report any external evaluator engaged together with a statement about any other connection it has with the Group or individual directors;

- (vi) a description of the board's policy and any initiatives on diversity and inclusion, its objectives and linkage to Group strategy, how it has been implemented and progress on achieving the objectives; and
- (vii) the gender balance of those on CET and their direct reports;
- (c) ensure, through the chair of the board, that the Group maintains contact and the Committee chair seeks engagement, as required, with the Company's major shareholders on significant matters related to the Committee's areas of responsibility; and
- (d) make publicly available the Committee's terms of reference by placing them on the Company's website.

14. General matters

The Committee shall:

- 14.1 Consider other duties determined by the board from time to time.
- 14.2 Have access to sufficient resources to carry out its duties, including access to the company secretary for advice and assistance as required.
- 14.3 Give due consideration to all relevant laws and regulations, in particular, the directors' duties in the Companies Act 2006, the provisions of the UK Corporate Governance Code (January 2024) and associated guidance and the requirements of the Listing Rules, Prospectus Rules and Disclosure Guidance and Transparency Rules published by the Financial Conduct Authority and any other applicable rules, as appropriate.
- 14.4 Work and liaise as necessary with all other board committees and ensure that interaction between committees and between the Committee and the board is reviewed regularly.
- 14.5 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.

15. Authority

The board authorises the Committee to:

- 15.1 Carry out all duties set out in these terms of reference, to have unrestricted access to the Group's documents and information and to obtain, at the Group's expense, appropriate independent legal or professional advice on any matter within its terms of reference as it considers necessary.
- 15.2 Seek any information it requires from any employee of the Group to perform its duties.

- 15.3 Call any employee of the Group to be questioned at a Committee meeting as and when required and all such employees are directed to co-operate with any request made by the Committee.
- 15.4 Have the right to publish in the Group's annual report details of any issues that cannot be resolved between the Committee and the board.

Adopted at the board meeting of the Company on 06 October 2025.