

# **CHARTER AND TERMS OF REFERENCE OF THE NOMINATING AND CORPORATE GOVERNANCE COMMITTEE**

**Updated November 20, 2025**



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## ROLE AND OBJECTIVE

The purpose of the Nominating and Corporate Governance Committee (the “Committee”) is to assist the board of directors (the “Board”) of The Caldwell Partners International Inc. (the “Corporation” or “Caldwell”) in fulfilling its responsibilities relating to:

- Develop and recommend to the Board criteria for director qualifications, considering skills, experience, diversity, and board dynamics.
- Identifying and recommending candidates for election or appointment to the Board to be put before the annual shareholders meeting or the Board in the event of a vacancy on the Board and oversee the Corporation’s process for director orientation and assessment.
- The development of the Corporation’s approach to matters concerning corporate governance and, from time to time, reviewing and making recommendations to the Board as to such matters.
- Succession planning in relation to the Board and senior management.

## MEMBERSHIP OF COMMITTEE


1. The Committee shall be comprised of at least three (3) directors of Caldwell, a majority of whom shall be “independent” (as such term is used in National Instrument 52-110 – *Audit Committees*).
2. The Board shall appoint the Committee Chair, who shall be an independent director.
3. Each member shall hold office until his or her term as a member of the Committee expires or is terminated.





## CHARTER AND RESPONSIBILITIES OF COMMITTEE



### Nominating and Corporate Governance:

1. In addition to any other duties and authorities delegated to it by the Board from time to time, the Committee will have the authority and responsibility for:
    - (a) Reviewing annually the mandates of the Board and ensuring that each committee of the Board annually reviews and recommends to the Board such amendments to its mandate as it believes are necessary or desirable;
    - (b) Preparing and recommending to the Board annually a statement of corporate governance practices to be included in the Corporation's annual report or information circular as required by the Toronto Stock Exchange and any other regulatory authority;
    - (c) To make recommendations to the Board as to which directors should be classified as "independent" directors pursuant to any such report or circular;
    - (d) Reviewing on a periodic basis the composition of the Board and ensuring that an appropriate number of independent directors sit on the Board, analyzing the needs of the Board and recommending nominees who meet such needs.
    - (e) Assessing, at least annually, the effectiveness of the Board as a whole, the committees of the Board and the contribution of individual directors, including considering the appropriate size of the Board;
    - (f) Developing and recommending to the Board criteria for director qualifications, considering skills, experience, diversity, and board dynamics;
    - (g) Recommending suitable candidates for nominees for election or appointment as directors, and recommending the criteria governing the overall composition of the Board and governing the desirable individual characteristics for directors;
    - (h) As required, developing, for approval by the Board, an orientation and education program for new recruits to the Board;
    - (i) Develop and oversee a continuing education program for directors to maintain and enhance skills relevant to their responsibilities;
    - (j) Acting as a forum for concerns of individual directors in respect of matters that are not readily or easily discussed in a full Board meeting, including the performance of management or individual members of management or the performance of the Board or individual members of the Board;
    - (k) Developing and recommending to the Board for approval and periodically reviewing structures and procedures designed to ensure that the Board can function effectively and independently of management;
    - (l) Reviewing succession plan, including making recommendations to the board of directors regarding appointments of corporate officers and senior management, including:
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- Developing and recommending to the Board a comprehensive CEO succession plan (the “**Succession Plan**”), including identification and evaluation of internal and external candidates.
  - Maintain a pipeline of potential external candidates for benchmarking purposes. Review and update the Succession Plan periodically with the CEO and Board; and
  - Preparing an emergency succession protocol addressing interim leadership, communications strategy, and engagement with key stakeholders (partners, investors, clients);
- (m) Reviewing annually the Committee’s Mandate and Terms of Reference
- (n) Reviewing and considering the engagement at the expense of the Corporation of professional and other advisors by any individual director when so requested by any such director;
- (o) Establishing, reviewing and updating periodically a Code of Business Conduct and Ethics (the “Code”) and ensuring that management has established a system to monitor compliance with this code;
- (p) Establishing, reviewing and updating periodically a Whistleblower Policy and ensuring that management has established a system to monitor compliance with this code; and
- (q) Reviewing management’s monitoring of the Corporation’s compliance with the organization’s Code.

## **MEETINGS AND ADMINISTRATIVE MATTERS**

1. At all meetings of the Committee every motion shall be decided by a majority of the votes cast. In case of an equality of votes, the Chair of the meeting shall not be entitled to a second or casting vote.
2. The Chair shall preside at all meetings of the Committee, unless the Chair is not present, in which case the members of the Committee present shall designate from among the members present the Chair for purposes of the meeting.
3. A quorum for meetings of the Committee shall be a majority of its members, and the rules for calling, holding, conducting and adjourning meetings of the Committee shall be the same as those governing the Board unless otherwise determined by the Board.
4. Meetings of the Committee should be scheduled to take place at least four times per year and at such other times as the Chair or any member of the Committee may request (see suggested agenda - “Schedule A”). The Committee should meet in camera at least once per year.
5. Agendas, approved by the Chair, shall be circulated to Committee members along with background information on a timely basis prior to the Committee meetings.

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6. Notice of the meetings may be provided by mail, personal delivery, facsimile, electronic - mail or telephone, provided that the method of notification chosen shall be capable of being received by members of the Committee at least 24 hours before a Committee meeting at the member's contact information last recorded. Any member may in any manner waive notice of the meeting.
  7. The Committee may invite such officers, directors and employees of Caldwell as it may see fit from time to time to attend at meetings of the Committee and assist thereat in the discussion and consideration of the matters being considered by the Committee.
  8. Any member of the Board Directors may attend any Committee meeting as an ex-officio member at his discretion.
  9. Minutes of the Committee will be recorded and maintained and circulated to directors who are not members of the Committee or otherwise made available at a subsequent meeting of the Board.
  10. The Committee may retain persons having special expertise and/or obtain independent professional advice to assist in fulfilling its responsibilities at the expense of the Corporation.
  11. Any member of the Committee may be removed or replaced at any time by the Board and shall cease to be a member of the Committee as soon as such member ceases to be a director. The Board may fill vacancies on the Committee by appointment from among its members. If and whenever a vacancy shall exist on the Committee, the remaining members may exercise all its powers so long as a quorum remains. Subject to the foregoing, each member of the Committee shall hold such office until the close of the next annual meeting of shareholders following appointment as a member of the Committee.
  12. Any issues arising from these meetings that bear on the relationship between the Board and management should be communicated to the Chair of the Board by the Committee Chair.
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## SCHEDULE "A"

### Nominating and Corporate Governance Committee Agenda for Year

		Scheduled Meetings				
		Oct	Nov	Jan	Apr	Jul
<b>I.</b>	<b>Nominating and Corporate Governance Responsibilities:</b>					
	Review Board mandate; ensure other committees review their mandates	X				
	Prepare statement of corporate governance practices for public disclosures	X				
	Review board composition, classification of directors, recommend nominees for new directors, etc.	*		*	*	*
	Assess effectiveness of Board and committees; assess contribution of individual directors	X				
	Develop orientation and education programs for new directors	X				
	Review succession plan; recommend to Board appointment of corporate officers and senior management	*		*	*	*
	Act as a forum for concerns of individual directors which cannot easily be discussed with the full Board	X				
	Develop and review structures and procedures designed to ensure the Board functions independently of management	*		*	*	*
	Consider requests of individual directors for engagement of outside professionals and advisors	X				
	Review Code of Conduct and Ethics and monitor compliance with it	X				

X - recommended timing      \* = as needed