

The Chief Executive of Helical plc (the “Group”) is responsible for the leadership of the business and managing it within the authorities delegated by the Board. In particular, he/she will:

1. Together with the Chairman, provide clear, coherent and visible leadership of the Group.
2. Keep the Chairman and Board apprised of important and strategic issues facing the Group.
3. Establish a close relationship of trust with the Chairman, reporting key developments to him in a timely manner and seeking advice and support as appropriate.
4. Lead the Executive Directors in the day to day running of the Group’s business in line with the Group’s culture, values and behaviours, including chairing the Executive Committee and communicating its decisions/recommendations to the Board.
5. Ensure that the flow of information to the Board is accurate, timely and clear.
6. Be responsible to the Board for the performance of the business consistent with agreed plans, strategies and policies. Ensure effective implementation of Board decisions.
7. Together with the Executive Committee, regularly review the operational performance and strategic direction of the Group’s business and optimise as far as is reasonably possible the use and adequacy of the Group’s resources.
8. In conjunction with the Executive Committee, ensure that all Group policies and procedures are followed and conform to high standards.
9. In conjunction with the Executive Committee, approve acquisitions, sales and other major transactions in accordance with the authority levels delegated by the Board.
10. Manage the Group’s risk profile and ensure appropriate internal controls are in place.
11. Together with the Chairman, provide advice to the Remuneration Committee in both its recommendations to the Board on the policy for the remuneration of the Executive Directors and its approval of the detailed terms of service of the Executive Directors.
12. Together with the Chairman, provide advice to the Board in determining the fees payable to the Non-Executive Directors.
13. Together with the Chief Financial Officer, on an annual basis, develop an annual business plan (“Annual Business Plan”) incorporating the Group’s strategy for recommendation to the Board.
14. Ensure that the Group has the capabilities and resources required to achieve its targets as set down in the Annual Business Plan.

15. Agree with the Nominations Committee the descriptions of the roles and capabilities required in respect of the appointment of Executive Directors, leading the search process and making recommendations to the Committee on candidates for such appointments.
16. Together with the Executive Committee, give due consideration to adequate succession planning for the senior Executive team.
17. Ensure that there is an adequate programme in place to maintain an appropriate level of contact with major shareholders and ensure that their views are communicated to the Board.
18. Together with the Chairman, ensure effective communication and engagement with shareholders, potential shareholders, real estate analysts and the rest of the investment community on matters relating to strategy, governance and Directors' remuneration, such communication being effected primarily through the Group's Annual report and Accounts, website and meetings.
19. In discharging all of the above leadership duties, the Chief Executive shall have due regard to his/her legal and regulatory obligations and shall consider the requirements of Section 172 of the Companies Act 2006 when decision making.

Last approved by the Board of Directors on 11 February 2026.