



CSW INDUSTRIALS, INC.
COMPENSATION AND TALENT DEVELOPMENT
COMMITTEE CHARTER

Purpose

The Compensation and Talent Development Committee (the “Committee”) of the Board of Directors (the “Board”) of CSW Industrials, Inc. (the “Company”) assists the Board in discharging its oversight responsibilities with respect to (a) the review and determination of executive compensation, including evaluating, establishing and administering the Company’s plans, policies, programs and procedures for compensating and providing benefits to its executive officers (including the CEO), the Board, and to the extent provided herein, the employees of the Company and its affiliates generally, (b) administering the Company’s incentive compensation and equity-based plans, and (c) oversight of certain policies and programs relating to talent development and employment practices, including diversity and inclusion.

Composition

Size. The size of the Committee will be determined by the Board, subject to any requirements or limitations in the Company’s Certificate of Incorporation or Bylaws, but will consist of no fewer than three members. In the event of the resignation or removal of a Committee member, the Committee may from time to time operate with fewer than three members if such composition is allowed under the Company’s Certificate of Incorporation or Bylaws and all applicable laws, rules and regulations.

Qualifications. Each Committee member shall meet the applicable independence requirements of the New York Stock Exchange (“NYSE”) for boards of directors and compensation committee members, subject to the cure provisions provided by the NYSE rules, and any other requirements imposed by the Company’s Corporate Governance Guidelines and any other applicable legal requirements. In appointing members of the Committee, it is the Board’s intent that at all times at least two Committee members be “non-employee directors” for purposes of Rule 16b-3 of the Securities Exchange Act of 1934 (the “Exchange Act”). Desirable qualifications for Committee members include literacy in executive compensation and employee benefit matters and other experience in business management, executive compensation, employee benefits and human resources.

Notwithstanding the foregoing qualifications, all actions taken by the duly appointed members of the Committee in accordance with the Bylaws of the Company shall be the valid actions of the Committee.

Selection. The Board selects Committee members, including to fill member vacancies following the resignation or removal of a Committee member, based on recommendations of the Nominating and Corporate Governance Committee. The Committee Chair will be selected as set forth in the Company’s Corporate Governance Guidelines.

Resignation and Removal. Each Committee member will serve at the pleasure of the Board for such term as the Board may decide or until such Committee member is no longer a Board member. A Committee member may resign from the Committee upon written notice to

the Board. Resignation from the Committee does not automatically resign the member from the Board. If a member of the Committee ceases to meet the independence criteria set forth above for reasons outside the member's reasonable control, the Board may determine that such person, with notice by the Company to the NYSE and only so long as a majority of compensation committee members continue to be independent, may remain a Committee member until the earlier of the next annual meeting of stockholders or one year from the occurrence of the event that caused the member to no longer be independent.

Duties and Responsibilities

The Committee has the following authority and responsibilities:

- (1) Establish and Review Compensation Policies and Programs. The Committee will develop and implement the Company's overall compensation policies and programs, to provide for appropriate rewards and incentives for the Company's executive officers, Board members, and certain senior leadership. The Committee will review and approve, at least annually, the Company's executive compensation programs to determine whether they are properly coordinated and achieving their intended purposes and recommend any appropriate modifications.
- (2) Review and Approve Compensation. The Committee will (a) review and approve, at least annually, corporate goals and objectives relevant to the compensation of the Chief Executive Officer ("CEO"), the other officers of the Company who are "insiders" subject to Section 16 of the Exchange Act (collectively, the "executive officers"), and any other officers of the Company as determined by the Committee, (b) evaluate the performance of the CEO, other executive officers, and other Company officers in the light of those corporate goals and objectives (the Committee may take into account the recommendations of the CEO with respect to the evaluation of the other executive officers) and, (c), either as a Committee or together with other independent directors (as directed by the Board), set compensation levels for the executive officers based on those evaluations and any other factors as the Committee deems appropriate, including without limitation, consideration of the results on the most recent stockholder advisory vote on executive compensation ("Say on Pay").
- (3) Recommend Incentive Compensation Plans. The Committee will make recommendations to the Board with respect to the approval, adoption and amendment of all cash- and equity-based incentive compensation plans in which any executive officer of the Company participates. In determining the long-term incentive component of the CEO's and other executive officers' compensation, the Committee will, among other things, consider the Company's performance and relative stockholder return, the value of similar incentive awards to the CEO and other executive officers at comparable companies, and the awards given to the Company's CEO and other executive officers in past years.

- (4) Recommend Equity-Based Plans. The Committee will also make recommendations to the Board with respect to the approval, adoption and amendment of all other equity-based plans.
- (5) Administer Compensation Plans. The Committee will administer the Company's equity-based incentive compensation plans and other plans adopted by the Board that contemplate administration by the Committee. The Committee, or a subcommittee of the Committee, will approve all grants of stock options, stock appreciation rights, restricted stock or other similar equity-based awards, subject to the terms and conditions of applicable plans. The Committee's administrative authority will include the authority to approve the acquisition by the Company of shares of the Company's stock from any plan participant.
- (6) Oversee Regulatory Compliance. The Committee will, in consultation with appropriate officers of the Company, oversee regulatory compliance with respect to compensation matters.
- (7) Review Employment and Severance Arrangements. The Committee will review and approve any proposed employment agreement with, and any proposed severance or retention plans or agreements applicable to, any executive officer of the Company. The Committee will review and approve any severance or other termination payments proposed to be made to any executive officer of the Company.
- (8) Review Director Compensation. The Committee will periodically review director compensation in relation to other comparable companies and in the light of such other factors as the Committee may deem appropriate. The Committee will discuss this review with the Board. Proposed changes in Board compensation will initially be reviewed by the Committee, but any changes in compensation of directors will require the approval of the Board.
- (9) Stock Ownership Guidelines. The Committee will develop and recommend to the Board stock ownership guidelines for executive officers and non-employee directors, annually assess these guidelines and recommend changes as appropriate, and monitor compliance with such guidelines.
- (10) Review Compensation Discussion and Analysis. The Committee will review and discuss the Compensation Discussion and Analysis ("CD&A") section of the proxy statement with any outside advisor the Committee deems appropriate and with management, including the CEO and the Chief Financial Officer, and make a recommendation to the Board as to whether the CD&A be included in the Company's annual report and proxy statement.
- (11) Succession Planning. The Committee will review succession planning for the Company's executive officers and key leadership positions, which will include appropriate contingencies in case of retirement, resignation or incapacity.

- (12) Talent Development. The Committee will advise and assist the Board and the CEO by overseeing and providing guidance on the Company's recruitment, talent development, and retention strategies, including reviewing and evaluating open leadership roles, future talent needs, employee compensation and benefit programs, corporate culture, and workplace diversity and inclusion programs.
- (13) Preparation of Compensation Committee Report. The Committee will produce, with the assistance of management and any outside advisors the Committee deems appropriate, an annual Compensation Committee Report for inclusion in the Company's proxy statement or Annual Report on Form 10-K in the manner required by the Securities and Exchange Commission's rules and regulations.
- (14) Compensation Risk Oversight. The Committee will review, on at least an annual basis, the Company's compensation policies and practices to determine whether these policies and practices create risks that are reasonably likely to have a material adverse effect on the Company.
- (15) Clawback Policy Review. The Committee will develop, recommend the adoption of to the Board, periodically review, and administer any recovery or clawback policies allowing the Company to recoup compensation paid to current and former executive officers and other employees subject to such policies.
- (16) Committee Reports to the Board. The Committee will regularly report its activities to the Board in such manner and at such times as the Committee or the Board deem appropriate.
- (17) Other Delegated Duties or Responsibilities. The Committee will perform any other duties or responsibilities delegated to the Committee by the Board from time to time.

Meetings of the Committee

The Committee will meet as frequently as necessary to carry out its responsibilities under this Charter at such times, places and by such means as the Committee Chair may determine. The Committee Chair, in consultation with the other members of the Committee and senior management of the Company, will establish the agenda for each Committee meeting. Any Committee member may submit items to be included on the agenda. Committee members may also raise subjects that are not on the agenda at any meeting. The Committee Chair or a majority of the Committee members may call a meeting of the Committee at any time. A majority of the Committee members will constitute a quorum for conducting business at a meeting of the Committee. The act of a majority of Committee members present at a Committee meeting at which a quorum is in attendance will be the act of the Committee, unless a greater number is required by law, the Company's Certificate of Incorporation or its Bylaws. The Committee Chair will supervise the conduct of the meetings and will have other

responsibilities as the Committee may specify from time to time. Minutes will be kept of each meeting of the Committee and will be duly filed in the Company records.

The Committee will meet periodically in executive session without Company management present. However, the Committee may request any officer or other employee of the Company, or any representative of the Company's legal counsel or other advisors, to attend a meeting or to meet with any members or representatives of the Committee. Any individual whose performance or compensation is to be discussed at a Committee meeting should not attend such meeting unless specifically invited by the Committee. Notwithstanding the foregoing, the CEO may not be present while the Committee is voting or deliberating on the CEO's compensation. Any Committee member may be excused from a meeting to permit the remaining members of the Committee to act on any matter in which such member's participation is not appropriate, and such member's absence will not destroy the quorum for the meeting. The Committee may act without a meeting by unanimous written consent. Such consents shall be treated for all purposes as votes at a meeting.

Delegation

The Committee may, in its discretion, delegate all or a portion of its duties and responsibilities to a subcommittee of the Committee. In particular, the Committee may delegate the approval of certain transactions to a subcommittee consisting solely of members of the Committee who are "non-employee directors" within the meaning under the Exchange Act.

Resources and Authority

The Committee will have appropriate resources and authority to discharge its responsibilities, including, without limitation, appropriate funding provided by the Company, as determined by the Committee, for payment of reasonable compensation to a compensation consultant, legal counsel or other advisor retained by the Committee. The Committee will have the sole authority to retain or obtain the advice of a compensation consultant, legal counsel or other advisor and the sole authority to approve the fees and other retention terms of such compensation consultants, legal counsel and other advisors. The Committee shall be directly responsible for the appointment, compensation and oversight of the work of any compensation consultant, legal counsel and other advisor retained by the Committee.

In selecting, retaining or obtaining the advice of a compensation consultant, legal counsel or other advisor, the Committee shall first consider all factors relevant to that person's independence from management, including the following factors:

- (1) The provision of other services to the Company by the person that employs the compensation consultant, legal counsel or other advisor;
- (2) The amount of fees received from the Company by the person that employs the compensation consultant, legal counsel or other advisor, as a percentage of the total revenue of the person that employs the compensation consultant, legal counsel or other advisor;

- (3) The policies and procedures of the person that employs the compensation consultant, legal counsel or other advisor that are designed to prevent conflicts of interest;
- (4) Any business or personal relationship of the compensation consultant, legal counsel or other advisor with a member of the Committee;
- (5) Any stock of the Company owned by the compensation consultant, legal counsel or other advisor; and
- (6) Any business or personal relationship of the compensation consultant, legal counsel, other advisor or the person employing the advisor with an executive officer of the Company.

Notwithstanding the foregoing, the Committee is not required to conduct an independence assessment for a compensation advisor that acts in a role limited to the following activities for which no disclosure is required under Item 407(e)(3)(iii) of Regulation S-K: (a) consulting on any broad-based plan that does not discriminate in scope, terms or operation in favor of executive officers or directors of the Company, and that is available generally to all salaried employees; and/or (b) providing information that either is not customized for a particular issuer or that is customized based on parameters that are not developed by the advisor, and about which the advisor does not provide advice.

Annual Review

At least annually, the Committee will (a) review and assess the adequacy of this Charter with, and recommend any changes to, the Board and (b) evaluate its own performance against the requirements of this Charter and report the results of this evaluation to the Board. The evaluation will include establishment of the goals and objectives of the Committee for the upcoming year. The Committee will conduct its review and evaluation in such manner as it deems appropriate.

Approved and Adopted: February 12, 2025