

EUROCELL PLC

REMUNERATION COMMITTEE

TERMS OF REFERENCE

1. PURPOSE

- 1.1 The purpose of the Committee is to establish a formal and transparent procedure for developing policy on executive remuneration and to set the remuneration packages of individual directors and senior management, as required by section 5 of the UK Corporate Governance Code 2018 (the "Code").
- 1.2 As per the Code, the definition of "senior management" for this purpose should be the Executive Committee or the first layer of management below board level, including the Company Secretary.

2. CONSTITUTION AND MEMBERSHIP

- 2.1 The Remuneration Committee has been established as a Committee of the Board by resolution of the Board.
- 2.2 The members of the Committee shall be appointed by the Board, on the recommendation of the Nomination Committee and in consultation with the Chair of the Remuneration Committee. The Committee shall comprise at least two members, all of whom shall be independent non-executive directors. In addition, the Chair of the Board may also be a member of, but not chair, the Committee if he or she was considered independent on appointment as Chair of the Board. Before appointment as Chair of the Committee the appointee should have served on the Committee for at least 12 months.
- 2.3 The Chair of the Committee shall be appointed by the Board, on the recommendation of the Nomination Committee. In the absence of the Chair of the Committee, the members present shall select one of their number present to chair the meeting. The Chair of the Board shall not be eligible to be appointed as Chair of the Committee.
- 2.4 Appointments to the Committee shall be for a period of up to three years, which may be extended by no more than two further periods of up to three years, provided the director still meets the criteria for membership of the Committee.
- 2.5 The Committee shall nominate one of its members, or the Company Secretary, to act as secretary of the Committee who will ensure the Committee receives information and papers in a timely manner to enable full and proper consideration of the issues

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3. ATTENDANCE

- 3.1 Only members of the Committee have the right to attend the meeting. The Committee may request the Chair of the Board (if not a Committee member), CEO, CFO, Human Resources Director (or equivalent) and any relevant senior management or external adviser to attend meetings of the Committee, either regularly or by invitation, but such invitees have (save as set out in the following paragraph, or, in the case of the Chair of the Board, save as appointed to the Committee in accordance with **paragraph 2.2**), no right of attendance.
- 3.2 The CEO shall have the right to address any meeting of the Committee.

4. MEETINGS

- 4.1 The Committee will meet at least twice each year and at such other times as the Chair of the Committee shall think fit.
- 4.2 Meetings of the Committee shall be called by the Secretary of the Committee at the request of the Chair of the Committee.
- 4.3 Unless otherwise agreed by all members of the Committee, notice of meetings, confirming the venue, time and date together with an agenda and all relevant papers, should normally be circulated to each member of the Committee, to any other person required to attend, and to all other non-executive directors, at least five days prior to the date of the meeting.
- 4.4 Notices, agendas and supporting papers can be sent in electronic form where the recipient has agreed to receive documents in such a way.
- 4.5 The quorum for meetings of the Committee shall be two members.
- 4.6 Decisions of the Committee will be made by majority vote. In the event of an equality of votes the Chair of the Committee will have a second or casting vote.

5. REPORTING

- 5.1 Sufficient time should be allowed after Committee meetings for the Committee to report to the Board on the nature and content of discussion, on recommendations, and on actions to be taken. The Secretary shall minute the proceedings and resolutions of all meetings of the Committee, including

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recording the names of those present and in attendance. Draft minutes of Committee meetings shall be circulated promptly to all members of the Committee and, once agreed, to all members of the Board, and to the Company Secretary unless, in the opinion of the Committee Chair, it would be inappropriate to do so.

- 5.2 The Committee Chair shall report to the Board on its proceedings after each meeting on all matters within its duties and responsibilities.
- 5.3 The Committee shall ensure that provisions regarding disclosure of information including pensions, as set out in the Large and Medium Sized Companies and Groups (Accounts & Reports) Regulation 2008 and the Code are fulfilled and produce a report on the Company's remuneration policy and practices to be included in the Company's annual report and ensure each year that it is put to shareholders for approval at the AGM. If the Committee has appointed remuneration consultants, the annual report of the Company's remuneration policy should identify such consultants and state whether they have any connection with the Company.
- 5.4 The Committee shall make whatever recommendations to the Board that it deems appropriate on an area within its remit where action or improvement is needed.
- 5.5 The Chair of the Committee should be present at the Company's AGM to respond to questions on matters within the responsibility of the Committee.
- 5.6 Through the Chair of the Board, ensure that the Company maintains contact as required with its principal shareholders about remuneration.

6. DUTIES OF THE COMMITTEE

- 6.1 The Committee should carry out the duties below for the Company, major subsidiary undertakings and the Group as a whole, as appropriate.
- 6.2 The Committee shall:
 - 6.2.1 have responsibility for setting a remuneration policy, including pension rights and compensation payments, for all executive directors, the Chair of the Board and senior management as it is designated to

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consider. Such policy shall be approved by shareholders as required under the Companies Act 2006;

- 6.2.2 recommend and monitor the level and structure of remuneration for senior management;
- 6.2.3 in determining the remuneration policy, take into account all factors which the Committee deems necessary including relevant legal and regulatory requirements, the provisions and recommendations of the Code and associated guidance. The objective of the policy shall be to attract, retain and motivate executive management of the quality required to run the Company successfully without paying more than is necessary, having regard to views of shareholders and other stakeholders. The remuneration policy should have regard to the risk appetite of the Company and be designed to support the strategy and promote long-term sustainable success. Executive remuneration should be aligned to the Company purpose and values, and be clearly linked to the successful delivery of the Company's long-term strategy;
- 6.2.4 when setting remuneration policy for directors, review and have regard to the pay and employment conditions across the Company or group especially when determining annual salary increases;
- 6.2.5 investigate any matter within its terms of reference (at the cost of the Company). The Committee is authorised to seek any information it requires from any employee in order to perform its duties and all employees are directed to co-operate with any requests made by the Committee;
- 6.2.6 review the ongoing appropriateness and relevance of the remuneration policy and ensure that it is approved by shareholders at least every three years;
- 6.2.7 within the terms of the agreed policy and in consultation with the Chair of the Board and/or CEO, as appropriate, determine the total individual remuneration package of the Chair of the Board, each executive director, company secretary and other designated senior executives including bonuses, incentive payments and share options or other share awards. The Board itself or, where required by the Articles of

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Association, the shareholders should determine the remuneration of non-executive directors within the limits set in the agreed remuneration policy and the Articles of Association. No director or senior manager shall be involved in any decisions as to his or her own remuneration;

- 6.2.8 obtain reliable, up-to-date information about remuneration in other companies of comparable scale and complexity. To help it fulfil its obligations the Committee shall have full authority to appoint remuneration consultants and to commission or purchase any reports, surveys or information which it deems necessary at the expense of the Company but within any budgetary restraints imposed by the Board;
- 6.2.9 be exclusively responsible for establishing the selection criteria, selecting, appointing and setting the terms of reference for any remuneration consultants who advise the Committee;
- 6.2.10 within the terms of the agreed remuneration policy, approve the design of, and determine targets for, any performance related pay schemes operated by the Company and approve the total annual payments made under such schemes;
- 6.2.11 within the terms of the agreed remuneration policy, review the design of all share incentive plans for approval by the Board and shareholders. For any such plans, determine each year whether awards will be made, and if so, the overall amount of such awards, the individual awards to executive directors, company secretary and senior management and the performance targets to be used;
- 6.2.12 determine, as part of the general remuneration policy, as approved by shareholders, the policy for, and scope of, pension arrangements for each executive director and senior management;
- 6.2.13 ensure that contractual terms on termination, and any payments made, are in line with the Company's remuneration policy, as adopted by shareholders, fair to the individual, and the Company, that failure is not rewarded and that the duty to mitigate loss is fully recognised;
- 6.2.14 oversee any major changes in employee benefits structures throughout the Company or group;

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- 6.2.15 when required, request that the Board seek shareholder approval of all new employee share schemes, as required by the Listing Rules;
- 6.2.16 administer and review all aspects of any share option scheme operated by or to be established by the Company (excluding any SAYE share scheme), (subject always to the rules of that scheme and any applicable legal and regulatory requirements) including but not limited to:
 - 6.2.16.1 the selection of those eligible directors and employees of the Company and its subsidiary companies to whom options should be granted;
 - 6.2.16.2 the timing of any grant of options;
 - 6.2.16.3 the numbers of shares over which options are to be granted;
 - 6.2.16.4 the exercise price at which options are to be granted; and
 - 6.2.16.5 the imposition of any objective condition which must be complied with before any option may be exercised;
- 6.2.17 agree the policy for authorising claims for expenses from directors;
- 6.2.18 work and liaise as necessary with all other board committees; and
- 6.2.19 in exercising its powers, to take into account the duties of directors under Chapter 2 of Part 10 of the 2006 Act including, in particular, section 172 of the 2006 Act, which requires a director to act in a way he considers, in good faith, would be most likely to promote the success of the Company for the benefit of its members as a whole, and in doing so have regard (amongst other matters) to:
 - 6.2.19.1 the likely consequences of any decision in the long term;
 - 6.2.19.2 the interests of the Company's employees;
 - 6.2.19.3 the need to foster the Company's business relationships with suppliers, customers and others;

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- 6.2.19.4 the impact of the Company's operations on the community and the environment;
- 6.2.19.5 the desirability of the Company maintaining a reputation for high standards of business conduct; and
- 6.2.19.6 the need to act fairly as between members of the Company.

7. OTHER MATTERS

The Committee shall:

- 7.1 have access to sufficient resources in order to carry out its duties, including access to the company secretariat for assistance as required;
- 7.2 be 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;
- 7.3 give due consideration to laws and regulations, and any published guidelines or recommendations regarding the remuneration of directors of listed/non listed companies and formation and operation of share schemes including but limited to the provisions of the Code and the requirements of the UK Listing Authority's Listing, Prospectus and Disclosure and Transparency Rules as well as guidelines published by the Investment Association and the National Association of Pension Funds and any other applicable rules, as appropriate; and
- 7.4 arrange for a formal and rigorous annual evaluation 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.

8. AUTHORITY

The Committee is authorised to obtain, at the Company's expense, outside legal or other professional advice on any matters within its terms of reference.

These terms of reference were adopted by resolution of the Board passed on 3 March 2015, and amended by resolution of the Board on 5 December 2019.

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