

Chairman / CEO Responsibilities

Area of Responsibility	R	A	C	I	Notes
Board Management					
Agenda	CH	CEO			Agenda built jointly by Chairman and CEO
Board Appraisal	CH		CEO		Strong input from CEO
Board Composition	CH		CEO		With input from SID and other Board members
AGM					
Agenda / Admin / Formal	CH		CEO		
Q&As	CH	CEO			Joint act CEO / Chairman Q&As
Manages the Company					
Ex Committee Management	CEO				
Review Businesses	CEO			CH	
Plans Delivery / Corrective Actions	CEO			CH	Information shared when needed
Set Budget Business Units	CEO			CH	Information shared when needed
Set Group Budget	CEO	CH			Needs Board approval
M&A (incl. KV investments)	CEO	CH			Board approval needed too. CH approves all LoIs; Board approval for all material acquisitions
Manages Capex	CEO	CH			Approval for major projects outside Budget
Strategy Development	CEO	CH			Board involvement
Stakeholders / Relationships					
Employees	CEO				Use of Chairman when helpful
Clients	CEO				Use of Chairman when needed
Suppliers	CEO				Use of Chairman when needed
Shareholders / Roadshows	CEO (CH)				Chairman to be involved by exception (but important for Chairman to be available for Shareholders)
JVs	CEO				Chairman to be involved where helpful
Proxy Organisations	CEO				Chairman to be involved where helpful
Results Analyst Presentations	CEO		CH		Chairman to help messaging
Communications					
Press	CEO		CH		Disclosure Committee also involved
Company - Internal	CEO				
NGOs/Others	CEO			CH	
People					
Board Evaluation (incl. Committee Chairs and Board members)	CH		CEO		The Chairman to be evaluated by SID and CEO
Executive / Ex Committee Evaluation	CEO		CH		Audit Committee to help evaluate CFO
Remuneration : CEO	CH		CEO		In conjunction with Remcom
Remuneration : CFO	CH/CEO				In conjunction with Remcom
Remuneration : Executive	CEO		CH		In conjunction with Remcom

Committee					
Remuneration : Others	CEO				

Reference

CEO	CEO	R	Responsible
CH	Chairman	A	Approval Needed
		C	Consultation
		I	For Information