

## Chairman / CEO Responsibilities

| <u>Area of Responsibility</u>       | <u>R</u> | <u>A</u> | <u>C</u> | <u>I</u> | <u>Notes</u>   |
|-------------------------------------|----------|----------|----------|----------|--|
| <b>Board Management</b>             |          |          |          |          |  |
| Agenda                              | CH       | CEO      |          |          | Agenda built jointly by Chairman, CEO and Company Secretary  |
| Board Appraisal                     | CH       |          | CEO      |          | Strong input from CEO  |
| Board Composition                   | CH       |          | CEO      |          | With input from SID and other Board members  |
| <b>AGM</b>                          |          |          |          |          |  |
| Agenda / Admin / Formal             | CH       |          | CEO      |          |  |
| Q&As                                | CH       | CEO      |          |          | Joint act CEO / Chairman Q&As  |
| <b>Manages the Company</b>          |          |          |          |          |  |
| 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 Lols: Board approval for all material acquisitions      |
| Manages Capex                       | CEO      | CH       |          |          | Approval for major projects outside Budget   |
| Strategy Development                | CEO      | CH       |          |          | Board involvement  |
| <b>Stakeholders / Relationships</b> |          |          |          |          |  |
| 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   |
| <b>Communications</b>               |          |          |          |          |  |
| Press                               | CEO      |          | CH       |          | Disclosure Committee also involved   |
| Company - Internal                  | CEO      |          |          |          |  |
| NGOs/Others                         | CEO      |          |          | CH       |  |

| <b>People</b>   |            |  |     |  |   |
|---|------------|--|-----|--|---|
| 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/<br>CEO |  |     |  | In conjunction with Remcom                  |
| Remuneration: Executive Committee                           | CEO        |  | CH  |  | In conjunction with Remcom                  |
| Remuneration: Others  | CEO        |  |     |  |   |

### Reference

CEO

CEO

R

Responsible

CH

Chairman

A

Approval Needed

C

Consultation

I

For Information