

ESKEN LIMITED (the "Company")

NOMINATION COMMITTEE - TERMS OF REFERENCE

1 MEMBERSHIP

- 1.1 The Members of the Committee shall be appointed by the Board.
- 1.2 The Committee shall have at least three members. A majority of the members shall be independent Non-Executive Directors.
- 1.3 Appointments to the Committee shall be made by the Board, on the recommendation of the Committee. The Chairman of the Committee shall be appointed by the Board and should be the Chairman of the Board or an independent Non-Executive Director. The Chair of the Board shall not chair the Committee when it is dealing with the matter of succession of the Chairman of the Board. In the absence of the Chairman and/or an appointed deputy of the Committee the remaining members present shall elect one of their number to chair the meeting from those who would qualify under these terms of reference to be appointed to that position by the Board.
- 1.4 If a member is unable to act for any reason, the Chairman of the Committee may appoint another Non-Executive Director as an additional member provided always that the majority of members of the Committee shall be independent as described in paragraph 1.2 above.
- 1.5 Appointments to the Committee shall be for a period of up to three years, which may be extended for two further three-year periods, provided the Director remains independent.
- 1.6 Only members of the Committee have the right to attend Committee meetings. However, other individuals such as the Chief Executive, the Group People Director and external advisers may be invited to attend for all or any part of any meeting, as and when appropriate and necessary.

2 SECRETARY

The Company Secretary, or their nominee, shall act as the Group Secretary of the Committee and will ensure that the Committee receives information and papers in a timely manner to enable full and proper consideration to be given to issues.

3 QUORUM

The quorum necessary for the transaction of business shall be two both of whom must be independent Non-Executive Directors. A duly convened meeting of the committee at which a quorum is present shall be competent to exercise all or any of the authorities, powers and discretions vested in or exercisable by the committee.

4 FREQUENCY OF MEETINGS

- 4.1 The Committee shall meet at least once a year. These meetings shall be convened by the Secretary of the Committee at the request of its Chairman.
- 4.2 The Committee may meet at other times during the year as agreed between its Members.

5 NOTICE OF MEETINGS

- 5.1 Meetings of the Nomination Committee shall be called by the Secretary of the Nomination Committee at the request of the Nomination Committee Chairman or any of its members.
- 5.2 Unless otherwise agreed, notice of each meeting confirming the venue, time and date, together with an agenda of items to be discussed, shall be forwarded to each Member of the Committee and any other person required to attend, no later than five working days before the date of the meeting. Supporting papers shall be sent to Committee Members and to other attendees as appropriate, at the same time.

6 MINUTES OF MEETINGS

- 6.1 The Secretary of the Committee shall minute the proceedings and resolutions of all Committee meetings, including recording the names of those present and in attendance.
- 6.2 Draft minutes of meetings of the Committee shall be circulated promptly to all Members of the Committee. Once approved, minutes should be circulated to all other members of the Board and the Company Secretary unless, in the opinion of the Committee Chairman, it would be inappropriate to do so.

7 ENGAGEMENT WITH SHAREHOLDERS

- 7.1 The Committee Chairman should attend the annual general meeting to answer any shareholder questions on the Committee's activities. In addition, the Committee Chairman should seek engagement with shareholders on significant matters related to the Committee's areas of responsibility.

8 DUTIES

The Committee should carry out the duties below for the parent company, major subsidiary undertakings and the Group as a whole, as appropriate.

The Committee shall:

- 8.1 Regularly review the structure, size and composition (including the skills, knowledge, experience and diversity) of the Board and make recommendations to the Board with regard to any changes.
- 8.2 Ensure plans are in place for orderly succession to Board and senior management positions, and oversee the development of a diverse pipeline for succession, taking into account the challenges and opportunities facing the Company, and the skills and expertise needed on the Board in the future.
- 8.3 Keep under review the leadership needs of the organisation, both executive and non-executive, with a view to ensuring the continued ability of the organisation to compete effectively in the marketplace.
- 8.4 Keep up-to-date and fully informed about strategic issues and commercial changes affecting the Company and the market in which it operates.
- 8.5 Be responsible for identifying and nominating for the approval of the Board, candidates to fill Board vacancies as and when they arise.

- 8.6 Before any appointment is made by the Board, evaluate the balance of skills, knowledge, experience and diversity on the Board and, in the light of this evaluation, prepare a description of the role and capabilities required for a particular appointment and the time commitment expected. In identifying suitable candidates, the Committee shall:
- 8.6.1 Use open advertising or the services of external advisers to facilitate the search;
 - 8.6.2 Consider candidates from a wide range of backgrounds; and
 - 8.6.3 Consider candidates on merit and against objective criteria, having due regard to the benefits of diversity on the Board and taking care that appointees have enough time available to devote to the position.
- 8.7 Prior to the appointment of a director, other significant time commitments should be disclosed, and any additional future commitments should not be undertaken without prior approval of the Board. The proposed appointee should also be required to disclose any other business interests that may result in a conflict of interest. These must be authorised by the Board prior to appointment and any future business interests that could result in a conflict of interest must not be undertaken without prior authorisation of the Board.
- 8.8 Ensure that, on appointment to the Board, non-executive directors receive a formal letter of appointment setting out clearly what is expected of them in terms of time commitment, Committee service and involvement outside Board meetings.
- 8.9 Review the results of the Board performance evaluation process that relate to the composition of the Board and succession planning.
- 8.10 Review annually the time required from Non-Executive Directors. Performance evaluation should be used to assess whether the Non-Executive Directors are spending enough time to fulfil their duties.
- 8.11 Work and liaise as necessary with other Board committees, ensuring the interaction between committees and with the Board is reviewed regularly.

The Committee shall also make recommendations to the Board concerning:

- 8.12 Any changes needed to the succession planning process if its periodic assessment indicates the desired outcomes have not been achieved.
- 8.13 Suitable candidates as new directors and succession for existing directors.
- 8.14 Membership of the Audit and Remuneration Committees, and any other Board committees as appropriate, in consultation with the chair of those committees.
- 8.15 The re-appointment of Non-Executive Directors at the conclusion of their specified term of office having given due regard to their performance and ability to continue to contribute to the Board in the light of knowledge, skills and experience required.
- 8.16 The re-election by shareholders of directors under the annual re-election provisions of the Code or the retirement by rotation provisions in the Company's Articles of Incorporation, having due regard to their performance and ability, and why their contribution is important to the Company's long-term sustainable success in the light of the skills, experience and

knowledge required and the need for progressive refreshing of the Board, taking into account the length of service of individual directors, the Chairman and the Board as whole.

8.17 Any matters relating to the continuation in office of any director at any time including the suspension or termination of service of an executive director as an employee of the Company subject to the provisions of the law and their service contract.

8.18 The appointment of any director to executive or other office.

9 AUTHORITY

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

10 REPORTING

10.1 The Chairman of the Nomination Committee shall report formally to the Board on its proceedings after each meeting on all matters within its duties and shall make whatever recommendations to the Board it deems appropriate on any area within its remit where action or improvement is needed, and adequate time should be made available for Board decisions when necessary.

10.2 The Committee shall produce a report to be included in the Company's Annual Report describing the work of the Committee, including:

10.2.1 The process used in relation to appointments, its approach to succession planning and how both support the development of a diverse pipeline.

10.2.2 Board evaluation has been conducted, the nature and extent of an external evaluator's contact with the Board and individual directors, the outcomes and actions taken, and how it has influenced or will influence Board composition.

10.2.3 The policy on diversity and inclusion, its objectives and linkage to company strategy, how it has been implemented and progress on achieving the objectives, and

10.2.4 The gender balance of those in the senior management team and their direct reports.

10.3 If an external search consultancy has been engaged, it should be identified in the annual report alongside a statement about any other connection it has with the Company or individual directors.

11 OTHER MATTERS

The Committee shall:

- 11.1 Make available to shareholders these terms of reference by placing them on the Company's website;
- 11.2 Have access to sufficient resources in order to carry out its duties, including access to the company secretariat for assistance as required;
- 11.3 Be provided with appropriate and timely training, both in the form of an induction programme for new members of the Committee and on an ongoing basis for all members of the Committee;
- 11.4 Give due consideration to laws and regulations, the provisions of the UK Corporate Governance Code, the requirements of the FCA's Listing Rules sourcebook and the Prospectus Rules and Disclosure Guidance and Transparency Rules and any other applicable rules and guidelines as appropriate;
- 11.5 Ensure periodic reviews of its own performance and, at least annually, review its terms of reference to ensure it is operating at maximum effectiveness and recommend any changes it considers necessary to the Board for approval.

Revised and approved: 3 February 2021