

TERMS OF REFERENCE OF THE SENIOR INDEPENDENT DIRECTOR

The Senior Independent Non-executive Director is responsible for:

1. Leadership

- 1.1 Acting as the lead Non-executive Director;
- 1.2 Acting as a sounding board and providing support for the Chairman;
- 1.3 Serving as an intermediary for the other Directors and the Company's shareholders, where appropriate, to resolve any significant issues;
- 1.4 Convening and chairing those meetings of the Non-executive Directors at which the Chairman is not present;
- 1.5 Taking responsibility for the orderly succession of the Chairman, working closely with the Nomination Committee;
- 1.6 Chairing meetings of the Nomination Committee when it is considering the appointment of a successor to the Chairman; and
- 1.7 Deputising for the Chairman, as and when required.

2. Shareholder Communication

- 2.1 Being available to shareholders if they have concerns which have not or cannot be resolved through contact with the Chairman or the Group Executive Directors, or for which such contact is inappropriate;
- 2.2 Attending the Company's annual general meetings and being available to answer questions put by shareholders;
- 2.3 Attending sufficient meetings with a range of major shareholders to listen to their views in order to help develop a balanced understanding of their issues and concerns, as appropriate; and
- 2.4 In periods of Board stress, working with the Chairman and other Directors, and/or shareholders, to resolve significant issues and to maintain Board and Company stability.

3. Performance Review

- 3.1 Leading the performance review of the Chairman, without the Chairman present and taking into account the views of the Group Executive and Non-executive Directors, at least annually and on such other occasions as are deemed appropriate; and
- 3.2 Communicating the results of any performance evaluation to the Chairman.

Approved by the Board on 19 November 2025.