

LUCECO PLC

TERMS OF REFERENCE FOR THE REMUNERATION COMMITTEE

In this document, the "**Board**" shall mean the Board of directors of the Company; the "**Committee**" shall mean the Remuneration Committee; the "**Company**" shall mean Luceco plc. References to the "**Code**" are to the UK Corporate Governance Code.

1. CONSTITUTION

The Board has resolved to establish a committee of the Board to be known as the Remuneration Committee (the "Committee").

2. MEMBERSHIP

- 2.1. The Committee shall comprise a minimum of three independent non-executive directors of the Company. The chairman of the Board may not chair the Committee. The chairman of the Board may, if he or she was considered independent on appointment as chairman, be an additional member of the Committee. Members of the Committee shall be appointed by the Board, on the recommendation of the Nomination Committee and in consultation with the chairman of the Remuneration Committee.
- 2.2. The chairman of the Committee is appointed by the Board and will be an independent non-executive director. Before appointment as Committee chairman, the appointee should normally have served on a committee (either of the Company or another company) for at least 12 months. In the absence of the Committee chairman members attending will elect another independent non-executive director (other than the chairman of the Board) to chair the meeting.
- 2.3. The Committee may sub-delegate any or all of its powers and authority as it sees fit to one or more of its members or the Company secretary, including without limitation, the establishment of sub-committees which report back to the Committee.
- 2.4. 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 continues to meet the criteria for membership.

3. SECRETARY

The Company secretary or his or her nominee shall act as the 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 the issues.

4. ATTENDANCE AT MEETINGS

- 4.1. A quorum is two members. No meeting may be convened unless all members of the Committee have received notice of the meeting.
- 4.2. Only members of the Committee have the right to attend Committee meetings. However, other individuals such as the chairman of the Board, the chief executive, other executive and non-executive directors, senior management or external advisors may be invited to attend all or part of any meeting as and when deemed appropriate. The Committee shall take care to recognise and manage conflicts of interest when

receiving views from executive directors or senior management or consulting with the chief executive about its proposals.

- 4.3. No director or Committee attendee may participate in any discussion or decision with regards to their own remuneration.

5. MEETINGS BY TELEPHONE OR OTHER ELECTRONIC MEANS

- 5.1. A meeting of the members of the Committee may consist of a conference between Committee members some or all of whom are in different places provided that each Committee member may participate in the business of the meeting whether directly, by telephone or by any other electronic means which enables him:
 - a. to hear each of the other participating Committee members addressing the meeting; and
 - b. if he so wishes, to address all of the other participating Committee members simultaneously.
- 5.2. A quorum is deemed to be present if at least the number of Committee members required to form a quorum may participate in the manner specified in paragraph 5.1 above in the business of the meeting.
- 5.3. A Committee meeting held in the manner specified in paragraph 5.1 above is deemed to take place at the place where the largest group of participating Committee members is assembled or, if no such group is readily identifiable, at the place from where the chairman of the meeting participates.

6. FREQUENCY AND NOTICE OF MEETINGS

- 6.1. The Committee shall meet at least twice a year and at such other times as the Committee chairman shall require.
- 6.2. Meetings shall be called by the secretary of the Committee at the request of the Committee chairman.
- 6.3. Unless otherwise agreed by all members of the Committee, 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, any other person required to attend and all other non-executive directors, no later than five working days before the date of the meeting. Supporting papers shall normally be sent to Committee members and to other attendees, as appropriate, at the same time.

7. MINUTES OF MEETINGS

- 7.1. The secretary shall minute the proceedings and decisions of all Committee meetings, including recording the names of those present and in attendance.
- 7.2. Draft minutes of Committee meetings shall be circulated promptly to all members of the Committee. Once approved, minutes shall be circulated to all other members of the Board unless it would be inappropriate to do so in the opinion of the Committee chairman.

8. ANNUAL GENERAL MEETING

The Committee chairman shall attend the annual general meeting to answer any shareholder questions on the Committee's activities.

9. ROLES AND RESPONSIBILITIES

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

The responsibilities of the Committee are to:

- 9.1. Formulate and recommend to the Board the remuneration policy for executive directors and set the remuneration for the chairman of the Board and executive directors and to approve the remuneration policy for senior management including the Company Secretary (if relevant) taking into account the recommendations of the Chief Executive Officer. These decisions are taken with the benefit of relevant independent professional advice. Remuneration is deemed to include all aspects of remuneration including, without limitation, salary, annual and long term bonus, benefits from share and share option schemes, benefits in kind, pension entitlements, share ownership guidelines and any compensation payments.

In setting the remuneration policy for executive directors, the Committee will:

- a. consider all necessary relevant legal and regulatory requirements, including the provisions and recommendations of the Code and associated guidance;
- b. have regard to the risk appetite of the Company and the alignment of the remuneration policy to the Company's purpose, strategy and culture;
- c. review and have regard to wider workforce remuneration and related policy and the alignment of incentives and rewards with culture, especially when determining annual salary increases and pension benefits
- d. Address the six areas (clarity, simplicity, risk, predictability, proportionality and alignment to culture) set out in Paragraph 40 of The UK Corporate Governance Code (July 2018)

The objective of the remuneration policy shall be to support strategy, promote long-term sustainable success and promote long-term shareholdings by executive directors that support alignment with long-term shareholder interests.

A sub-committee of the executive directors and the Chairman of the Board sets the fees of the non-executive directors, within the limits set by the Company's articles of association, taking into account the time commitment and responsibilities of the role.

- 9.2. Review the on-going appropriateness and relevance of the remuneration policy.
- 9.3. Within the terms of the remuneration policy and in consultation with the chairman of the Board and/or chief executive as appropriate, determine the total individual remuneration package of each executive director and the chairman of the Board and to approve the total individual remuneration package of each member of senior management and the Company Secretary (if relevant).

- 9.4. Consider whether executive directors should be required to hold a minimum number of shares for a further period after vesting or exercise, including a period after leaving the Company.
- 9.5. Consider and determine the malus and clawback provisions to apply to the annual bonus scheme and share based remuneration schemes.
- 9.6. Ensure that remuneration schemes and policies enable the use of discretion to override formulaic outturns, and exercise independent judgement and discretion when authorising remuneration outcomes, taking account of Company and individual performance and wider circumstances.
- 9.7. 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.
- 9.8. Be exclusively responsible for establishing the selection criteria, selecting, appointing and setting the terms of reference of any external consultants who advise the Committee. The Committee shall use independent judgement when considering advice provided by any external consultants.
- 9.9. Review the design of, and determine targets for, any performance-related pay schemes operated by the Company and approve total annual payments made under such schemes.
- 9.10. 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 and to approve the individual awards to members of senior management and the Company Secretary (if relevant) and, if relevant, the performance targets to be used. The Committee shall review dilution limits and headroom prior to granting any awards under the Company's various share schemes.
- 9.11. Determine the policy for, and scope of, pension arrangements for each executive director and approve the policy for senior management and the Company Secretary (if relevant) and consider the pension consequences and associated costs to the Company of basic salary increases and other changes in remuneration.
- 9.12. Ensure that contractual arrangements for termination and any payments made, are fair both to the individual and the Company, that failure is not rewarded and that the duty to mitigate loss is fully recognised.
- 9.13. Oversee any major changes in employee benefit structures throughout the Company.
- 9.14. Agree the policy for authorising claims for expenses from the executive directors and chairman of the Board. The policy for authorising claims for expenses from other non-executive directors shall be agreed by the Board.
- 9.15. Monitor and review periodically the terms of any proposed letter of appointment or contract or termination arrangements relating to any executive director or the chairman of the Board.

- 9.16. Work and liaise as necessary with all other Board Committees.
- 9.17. Consider any other matters related to the remuneration of directors which the Board may ask it to consider.
- 9.18. Ensure, where relevant, that any payments made are permitted under the latest shareholder approved remuneration policy and, if not, that either a revised remuneration policy or the proposed payment is submitted for shareholder approval.

10. REPORTING RESPONSIBILITIES

- 10.1. The Committee chairman shall report to the Board after each meeting on all matters within its duties and responsibilities.
- 10.2. The Committee shall make recommendations to the Board where it deems appropriate on any areas within its remit.
- 10.3. The Committee shall ensure that (i) provisions regarding disclosure of information on directors' remuneration as set out in the Large and Medium-sized Companies and Groups (Accounts and Reports) (Amendment) Regulations 2013 and the Code, are fulfilled in a directors' remuneration report (comprising an annual statement, annual report on remuneration and, where shareholder approval is being sought, a remuneration policy report) within the Company's annual report; and (ii) the annual statement and annual report on remuneration are put to shareholders for AGM approval annually and the remuneration policy is put to shareholders for AGM approval at least every three years.

If the Committee has appointed remuneration consultants, the directors' remuneration report shall identify such consultants, the fees paid for services in respect of the financial year under review and state whether they have any other connection with the Company.

- 10.4. Through the chairman of the Board, ensure that the Company maintains contact as required with its principal shareholders about remuneration.
- 10.5. The Committee will make available to shareholders these terms of reference by placing them on the Company's website.

11. OTHER MATTERS

The Committee shall:

- 11.1. have access to sufficient resources in order to carry out its duties and responsibilities, including access to the Company secretariat for assistance as required;
- 11.2. be provided with appropriate and timely training, both in the form of an induction programme for new members and on an on-going basis for all members;
- 11.3. give due consideration to laws, 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 not limited to the provisions of the Code, the requirements of the UK Listing Authority's Listing, Prospectus, Disclosure Guidance and Transparency Rules as well as guidelines published by the Pensions and Lifetime Savings Association and Investment Association and any other applicable rules, as appropriate; and

- 11.4. arrange for periodic reviews of its own performance and, at least annually, review its constitution and terms of reference to ensure it is operating effectively and recommend any changes it considers necessary to the Board for approval.

12. AUTHORITY

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. The Committee shall be responsible for appointing any consultants in respect of executive directors' remuneration.

Approved and adopted by the Board on 26 February 2019.