

ELEMENTIS PLC
REMUNERATION COMMITTEE TERMS OF REFERENCE
(Adopted by the Board on 3 December 2025)

1. SUB-COMMITTEE OF THE BOARD

- 1.1 The Remuneration Committee (the “Committee”) has been established by the Board under the Company’s Articles of Association.

2. MEMBERSHIP

- 2.1 The Committee shall consist of at least three Non-Executive Directors of the Company. As permitted under the UK Corporate Governance Code, the Chair of the Board may become an additional member of the Committee provided they were independent on appointment, although may not chair the Committee.
- 2.2 It should be confirmed that all of its members are independent.
- 2.3 Committee appointments shall be made by the Board on the recommendation of the Nomination Committee and in consultation with the Committee Chair.
- 2.4 The Chair of the Committee shall be appointed from time to time by the Chair of the Board in consultation with other Board members. Before appointment, the Committee Chair should have served on a listed company remuneration committee for at least 12 months.
- 2.5 No one other than the Committee Chair and members have the right to be present at a meeting of the Committee, but others may attend at the invitation of the Committee. A standing invitation is in place for the Chair of the Board, CEO, CHRO and external advisers to attend all or part of any Committee meetings, although this may be amended or withdrawn at any time by the Committee Chair in consultation with the Committee.

3. SECRETARY

- 3.1 The Company Secretary, or their 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.
- 3.2 The Secretary shall prepare the agenda, papers and minutes of meetings of the Committee for circulation to all members of the Committee, the Chair of the Board, the CEO and the CHRO. The rights of attendance or to receive papers of any Director who is not a member of the Committee or other guest or adviser shall be in accordance with the procedures and rules established by the Board from time to time.

4. FREQUENCY OF MEETINGS

- 4.1 Meetings will be held at least three times per annum and a quorum for each meeting shall be two members.

5. NOTICE OF MEETINGS

- 5.1 Meeting of the Committee shall be called by the Secretary of the Committee at the request of 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, in sufficient time to allow the Committee to consider the papers.

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 shall minute the proceedings and decisions of all committee meetings, including recording the names of those present and in attendance.
- 6.2 The Secretary shall ascertain at the beginning of each meeting of the committee, the existence of any conflicts of interest and minute them accordingly.
- 6.3 Draft minutes of committee meetings shall be circulated to all members of the committee. Once approved, minutes should be circulated to all other members of the Board and the Company Secretary unless, exceptionally, it would be inappropriate to do so.

7. RELATIONSHIP WITH THE BOARD

- 7.1 The Board shall determine the role of the Committee and review its authority, terms of reference and scope of activity.
- 7.2 The Board shall review the effectiveness of the Committee and the terms of reference on an annual basis
- 7.3 Where there is an disagreement between the Committee and the Board, adequate time should be made available for discussion of the issue with a view to resolving the disagreement. Where any such disagreements cannot be resolved, the Committee shall have the right to report the issue to the shareholders as part of the report on its activities in the annual report.

8. ENGAGEMENT WITH SHAREHOLDERS

- 8.1 The Chair of the Committee shall attend the AGM and shall answer questions, through the Chair of the Board, on the Committee's activities, decisions and their responsibilities.
- 8.2 The Committee Chair should seek engagement with shareholders on significant matters related to the Committee's area of responsibility.

9. DUTIES

- 9.1 The Committee should carry out the duties detailed below for the parent company, major subsidiary undertakings and the group as a whole, as appropriate.
- 9.2 The Committee shall be authorised by the Board to investigate any activity within its terms of reference.
- 9.3 No director should be involved in any decisions as to his/her own remuneration.
- 9.4 The specific responsibilities of the Committee are:-
 - 9.4.1 To determine the Remuneration Policy for all Executive Directors, Chair, Executive Leadership Team (ELT) and Company Secretary and ensure it is aligned with the Company's long-term strategic goals.
 - 9.4.2 In determining the Remuneration Policy, take into account all factors which it deems necessary including relevant legal and regulatory requirements, the provisions, recommendations of the UK Corporate Governance Code (the "Code") and associated guidelines and relevant institutional shareholder guidelines.

- 9.4.3 When determining Remuneration Policy and practices, review and take into account workforce remuneration and related policies, along with the views of the workforce.
- 9.4.4 Within the agreed Remuneration Policy, to set the remuneration, including on appointment and cessation of employment, of the Executive Directors, Chair, ELT and Company Secretary. No individual shall be involved in any decisions as to their own remuneration. Remuneration of the Non-Executive Directors should be dealt with by the Chair and Executive Directors.
- 9.4.5 To set the targets, including any non-financial ones, for any performance-related pay schemes operated by the Company where the Executive Directors, ELT or the Company Secretary are participants including selection of performance metrics and setting vesting scales, whilst having broad oversight for Group wide incentive structures.
- 9.4.6 To exercise, carry out and discharge all of the powers of the Board in connection with the operation and administration of all of the Company's share incentive schemes including the establishment of the Allotments and Transfer Committee, approving the grant of LTIP awards, setting performance conditions and exercising Board discretion in accordance with the rules of the relevant scheme. The objective of any long-term share schemes should be to promote long-term shareholdings that support long-term shareholder interests.
- 9.4.7 To ensure that there is adequate scope for discretion to override formulaic incentive outcomes and to ensure that there are robust malus and clawback provisions and practices in place and agree the circumstances when it would be appropriate to use such provisions. The Committee will also exercise any Board discretion in relation to the scaling back of incentive payments.
- 9.4.8 Approve a shareholding policy which covers building and maintaining a shareholding during employment, and its application post-employment as appropriate. Review annually the shareholdings of the Executive Directors, ELT and Company Secretary in the context of the shareholding policy.
- 9.4.9 To determine the policy and scope of pension arrangements for the Executive Directors, ELT members and the Company Secretary taking into account the pension arrangements for the wider workforce.
- 9.4.10 To ensure that on termination any contractual terms and payments made to a departing Executive Director, ELT member or Company Secretary are fair to the individual concerned, and to the Company. The Committee should also take a robust line to ensure that a departing Executive Director's failure is not rewarded and that the duty to mitigate loss has been recognised.
- 9.4.11 To review and agree a standard form of contract for the Executive Directors and make sure that new Executive Directors are offered and accept the agreed terms.
- 9.4.12 To make sure that provisions regarding disclosure of Directors' remuneration as set out in applicable regulations on Directors' remuneration reports and the Code are followed.
- 9.4.13 To agree the policy for authorising claims for expenses for the Chair and Executive Directors.
- 9.4.14 To be responsible for the appointment of any remuneration consultants who advise the Committee, establishing the selection criteria for the consultant and setting down the terms of reference for the same.
- 9.4.15 To agree with the Board a fair pay policy and principles for the whole of the Company's workforce and monitoring their implementation and alignment with culture, reporting to the

Board on an annual basis and meeting other corporate governance requirements as applicable.

10. REPORTING RESPONSIBILITIES

- 10.1 The committee chair shall report to the board after each meeting on the nature and content of its discussion, recommendations and action to be taken.
- 10.2 The committee 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 available for board discussion when necessary.
- 10.3 The committee shall provide a description of its work and the Company's malus and clawback provisions in the annual report in line with the requirements of the UK Corporate Governance Code.
- 10.4 The Committee shall ensure a Directors' remuneration report is prepared in accordance with applicable regulations and included in the annual report that will describe its duties and activities during the year and that the Report is presented to the Company's shareholders for approval at the AGM. The Committee will also ensure that the Directors' Remuneration Policy is taken to shareholders for approval at least every three years.
- 10.5 If the committee has appointed remuneration consultants, the consultant should be identified in the annual report alongside a statement about any other connection it has with the company or individual directors.
- 10.6 The Committee should make available its terms of reference, explaining its role and the authority delegated to it by the Board. These may be made available by placing the information available on the Company's website.

11. OTHER MATTERS

- 11.1 The Committee members shall conduct an annual review of their work and, on a periodic basis, these terms of reference and make recommendations to the Board, as appropriate.
- 11.2 The Committee shall have access to sufficient resources in order to carry out its duties, including access to the Company Secretariat for advice and assistance as required.
- 11.3 The Committee shall be provided with appropriate and timely training, both in the form of an induction programme for new members and on an ongoing basis for all members.
- 11.4 The Committee shall give due consideration to all relevant laws and regulations, the provisions of the Code and published guidelines or recommendations regarding the remuneration of company directors and the formation and operation of share incentive plans, the requirements of the FCA's Listing Rules, Prospectus Rules, Disclosure Guidance and Transparency Rules sourcebook, and any other applicable rules, as appropriate.

12. AUTHORITY

- 12.1 The Committee shall be authorised by the Board to obtain outside legal, financial or other independent professional advice on any matters within its terms of reference and to secure the attendance of outsiders with relevant experience and expertise if it considers this necessary.