

Nomination Committee Terms of Reference

ATLAS MARA LIMITED

(THE "COMPANY")

Amendments approved by the board on 22 March 2016

1. OVERVIEW

The nomination committee is a Board (defined below) committee, to which is delegated the responsibility to lead the process for Board appointments and to ensure that the Board and its committees have an appropriate balance of skills, experience, availability, independence and knowledge of the Company to enable them to discharge their respective responsibilities effectively.

2. MEMBERSHIP

2.1 The committee shall comprise at least three members - the majority of whom shall be independent non-executive directors.

2.2 Only members of the committee have the right to attend committee meetings. However, other individuals such as the chief executive, other members of the board of the Company (the "**Board**"), the head of human resources and external advisers may be invited to attend for all or part of any meeting, as and when appropriate and necessary.

2.3 Appointments to the committee are made by the Board and shall be for a period of up to three years, which may be extended for two further periods of up to three years, provided the director still meets the criteria for membership of the committee.

2.4 The Board shall appoint the committee chairman who should be either the chairman of the Board or an independent non-executive director. In the absence of the committee chairman and/or an appointed deputy, the remaining members present shall elect one of themselves to chair the meeting from those who would qualify under these terms of reference to be appointed to that position by the Board.

2.5 The chairman of the Board shall not chair the committee when it is dealing with the matter of succession to the chairmanship.

2.6 The chairman and the members of the nomination committee should be identified in the Company's annual report.

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. QUORUM

4.1 The quorum necessary for the transaction of business shall be two members. 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.

- 4.2 Where deemed appropriate by the committee chairman, meetings of the committee may be held telephonically or electronically by circulation or by any other means whereby the participants are able to communicate effectively with each other.

5. **FREQUENCY OF MEETINGS**

The committee shall meet at least twice a year and otherwise as required and at such other times as the chairman of the committee shall determine.

6. **NOTICE OF MEETINGS**

- 6.1 Meetings of the committee shall be called by the Company Secretary at the request of the committee chairman.

- 6.2 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, 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 be sent to committee members and to other attendees as appropriate, at the same time.

- 6.3 Papers required by the committee may be provided electronically.

7. **MINUTES OF MEETINGS**

- 7.1 The secretary shall minute the proceedings and resolutions of all committee meetings, including 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 should be circulated to all other members of the Board unless in the opinion of the committee chairman it would be inappropriate to do so.

8. **ANNUAL GENERAL MEETING**

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

9. **DUTIES OF THE NOMINATION COMMITTEE**

- 9.1 The committee should carry out the duties below for the Company and its subsidiaries from time to time (the "**Group**") and major subsidiary undertakings as a whole, as appropriate.

- 9.2 The committee shall:

9.2.1 in consultation with Board, have responsibility for setting and reviewing the nomination policy for all executive and non-executive directors nominated to the Board, including the Company's chairman. In determining the nomination policy, the committee shall take into account all factors which it deems necessary including relevant legal and regulatory requirements, the provisions and recommendations of the UK Corporate Governance Code (the "**Code**") and associated guidance, views of shareholders and other stakeholders, and the Company's long term strategic goals. The overall objective of such policy shall be to ensure that competent candidates are nominated to the Board.

- 9.2.2 regularly review the structure, size and composition (including the skills, knowledge, experience and diversity, including gender) of the Board and make recommendations to the Board with regard to any changes;
- 9.2.3 give full consideration to succession planning for directors and other senior executives in the course of its work, taking into account the challenges and opportunities facing the Company, and the skills and expertise needed on the Board in the future;
- 9.2.4 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;
- 9.2.5 keep up to date and fully informed about strategic issues and commercial changes affecting the Company and the market in which it operates;
- 9.2.6 be responsible for identifying and nominating for the approval of the Board, candidates to fill Board vacancies as and when they arise;
- 9.2.7 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. In identifying suitable candidates the committee shall:
 - (a) consider candidates from a wide range of backgrounds;
 - (b) consider candidates on merit and against objective criteria and with due regard for the benefits of diversity on the Board, including gender, taking care that appointees have enough time available to devote to the position,

The Committee may use open advertising or the services of external advisers to facilitate such searches.

- 9.2.8 for the appointment of a chairman, the committee should prepare a job specification, including the time commitment expected. A proposed chairman's other significant commitments should be disclosed to the Board before his or her appointment and any changes to the chairman's commitments should be reported to the Board as they arise;
- 9.2.9 prior to the appointment of a director, the proposed appointee should be required to disclose any other business interests that may result in a conflict of interest and be required to report any future business interests that could result in a conflict of interest;
- 9.2.10 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, service on committees of the Board and other involvement outside Board meetings, and a satisfactory and appropriate induction programme is available;
- 9.2.11 review the results of the Board performance evaluation process that relate to the composition of the Board;

- 9.2.12 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; and
 - 9.2.13 work and liaise as necessary with all other Board committees.
- 9.3 The committee shall also make recommendations to the Board concerning:
- 9.3.1 formulating plans for succession for both executive and non-executive directors and in particular for the key roles of chairman and chief executive;
 - 9.3.2 suitable candidates for the role of senior independent director;
 - 9.3.3 membership of the audit and remuneration committees, and any other Board committees as appropriate, in consultation with the chairman of those committees;
 - 9.3.4 the re-appointment of any non-executive director 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;
 - 9.3.5 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 association, having due regard to their performance and ability to continue to contribute to the Board in the light of the knowledge, skills and experience required and the need for progressive refreshing of the Board (particularly in relation to directors being re-elected for a term beyond six years);
 - 9.3.6 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; and
 - 9.3.7 the appointment of any director to executive or other office.

10. **REPORTING RESPONSIBILITIES**

- 10.1 The committee chairman shall report to the Board on its proceedings after each meeting on all matters within its duties and responsibilities.
- 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.
- 10.3 The committee shall produce a report to be included in the Company's annual report about its activities and the process used to make appointments and whether external advice was used. Where an external search agency has been used, it shall be identified in the annual report and a statement made as to whether it has any connection with the Company.
- 10.4 The report referred to in paragraph 10.3 above should include a statement of the Board's policy on diversity, including gender, any measurable objectives that it has set for implementing the policy, and progress on achieving the objectives.

11. OTHER MATTERS

11.1 The committee shall:

- 11.1.1 have access to sufficient resources in order to carry out its duties, including access to the Company Secretary for assistance as required;
- 11.1.2 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; and
- 11.1.3 give due consideration to laws and regulations, the provisions of the UK Corporate Governance Code, the requirements of the UK Listing Authority's Listing, Prospectus and Disclosure and Transparency Rules and any other applicable rules, as appropriate.

12. AUTHORITY

- 12.1 The committee is authorised by the Board to obtain outside legal or other professional advice on any matters within its terms of reference. Any such appointment shall be made through the General Counsel, who shall be responsible for the contractual arrangements and payment of fees by the Company on behalf of the committee.
- 12.2 The committee is authorised to seek any information it requires from any employee of the Company or the Group in order to perform its duties and to request the attendance of any employee at a meeting of the committee as and when required.
- 12.3 The committee is authorised to perform each of the specific duties and undertake each of the reporting responsibilities contained in these terms of reference and has the power to delegate authority to any sub-committees or individuals, as it deems appropriate.

13. AMENDMENTS TO THE TERMS OF REFERENCE

The committee shall review its terms of reference on an annual basis to ensure that it is operating with maximum effectiveness any may recommend any changes it considers necessary to the Board for approval.

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