

REMUNERATION & NOMINATION COMMITTEE CHARTER

1. ROLE OF COMMITTEE

The role of the Remuneration and Nomination Committee (**Committee**) is to assist the Board of Directors (**Board**) in establishing policies and practices which:

- Enable Cirrus to attract and retain capable Directors and employees who achieve operational excellence and create value for shareholders;
- Assist the Board to meet its oversight responsibilities in relation to Corporate Governance practices; and
- Reward employees fairly and responsibly, regard being had to the results of the Cirrus Group, individual performance and general remuneration conditions.

In relation specifically to the latter point, the Committee is charged with the responsibility to review overall remuneration philosophy, strategy, plans, policies and practices (including performance management methodology) for the recruitment, retention and termination of Company Directors and executives, and motivating the long-term growth and success of the Company.

The Committee shall ensure there is a clear link between performance and remuneration, balancing salaries and other emoluments with variable rewards to reflect short and long-term performance of the Directors and executives and the Company.

Both the Committee and the Board recognise that remuneration is a key driver of culture which is linked to the Company's reputation and standing in the community. The Company should always strive to avoid reward of conduct contrary to the Company's values and risk appetite.

2. DUTIES

General Duties

The Committee will:

- Review and make recommendation to the Board on the Company's remuneration policies, including short-term incentives and equity awards;
- Oversee the formulation and review of the Company's organisational development, and succession planning for the Chairman, Managing Director ("MD") and senior executives;
- Review the Board's size and composition, its committees and committee charters;
- Evaluate Board candidates and recommend to the Board individuals for Board appointment/shareholder election;
- Consider whether, and if so when, shareholder approval of aspects of the remuneration policy is required; and
- Ensure that the Company meets its disclosure obligations in respect of remuneration matters and Corporate Governance as required under the ASX Listing Rules and the Corporations Act.

Direct reports to the MD

The Committee will have the power to approve, or if it considers appropriate, review and refer to the Board for final decision:

- The appointment and the removal of senior executives who report directly to the MD; and
- The specific remuneration (including base pay, incentive payments, bonuses, equity awards, superannuation, retirement rights, termination payments, services contracts) of the direct reports to the MD.

Executive Directors/MD

The Committee will review and make recommendations to the Board on:

- The specific remuneration (including base pay, incentive payments, bonuses, equity awards, superannuation, retirement rights, termination payments, services contracts) of the MD and any other Executive Directors;
- The criteria for, and the evaluation of, the performance of the MD and any other Executive Director; and
- Succession plans for the MD and any other Executive Director.

Employee Equity-Based Plans

The Committee will:

- Monitor and make recommendations to the Board in respect of the design and implementation of all equity-based plans, including performance hurdles and incentive pool amounts vesting terms and company contributions (if any);
- Review these plans at least annually; and
- In relation to each equity-based plan, consider from time to time whether awards should be made under it and the amount thereof.

Remuneration of Non-Executive Directors

The Committee will:

- Review annually the compensation of the Chairman and non-executive Directors and for that purpose obtain external advice either directly or through management on market practice for the remuneration of Directors;
- Consider whether there are circumstances in which compensation or additional remuneration may be appropriate in the case of any particular non-executive Director;
- Ensure that the total remuneration paid to non-executive Directors each year inclusive of superannuation contributions does not exceed the fee ceiling limit approved by shareholders in general meeting (\$400,000 as at May 2021 (per resolution passed at 2019 AGM)); and
- Ensure that the remuneration of non-executive Directors and disclosure relating to that remuneration complies with the requirements of the ASX Listing Rules and the Corporations Act.

Board Nominations

The Committee will:

- Assess the necessary and desirable competencies of Board members;
- On an annual basis, review the current Board composition to ensure it consist of members with appropriate qualifications and a broad range of experience that support the Company's wider objectives and strategies;
- Ensure that potential Board members have the ability to commit the appropriate amount of time to the Company;
- Monitor and review the workload of individual Board members, and provide recommendations to the Board for any exertion allowance to be paid to Board members;
- Ensure that there is a Succession Plan to maintain an appropriate balance of skills, experience and expertise on the Board;
- Evaluate the Board's performance; and
- Make recommendations for the appointment and removal of Directors.

Corporate Governance

The Committee will review and make recommendations to the Board on:

- The completeness and accuracy the reporting of the Company's corporate governance practices as required under the Australian Stock Exchange Listing Rules; and
- On an annual basis, review the corporate governance policies and practices adopted by the Board.

Other Duties

The Committee will:

- At least annually review this Charter and will then consider whether any changes are appropriate;
- Participate in an annual review of its performance and effectiveness;
- Review the Company's annual Remuneration Report to ensure it complies with the ASX Principles of Good Corporate Governance and Best Practice Recommendations;
- Review all reporting by the Company of its remuneration policies and practices including valuations applied to equity plans; and
- Undertake any other duties and activities that the Board may consider appropriate.

3. BOARD COMPOSITION

Board Composition

In assessing the composition of the Board, the Committee will have regard to the following policies:

- The Chairman should be non-executive, independent and an Australian citizen or permanent resident;
- The MD should be a full-time employee of the Company;
- More than half of the Board should comprise Directors who are both non-executive and independent;
- The Board should represent a broad range of qualifications, experience and expertise considered of benefit to the Company; and
- The Board should ideally comprise at least four non-executive Directors and the MD. This number may be increased where it is felt that additional expertise is required in specific areas, where an outstanding candidate is identified or to ensure a smooth transition between outgoing and incoming non-executive Directors.

Diversity in the Board

In considering overall Board balance, the Committee will give due consideration to the value of a diversity of backgrounds and experiences among the members, having regard to the Company's Diversity Policy.

4. CRITERIA FOR ELEVATING BOARD CANDIDATES

Criteria for Evaluation of Candidates

In its evaluation of candidates for the Board, the Committee will have regard to normally accepted nomination criteria including:

- The ability to exercise sound business judgement;
- A position of leadership or prominence in a specified field;
- Absence of conflicts of interest or other legal impediments to serving on the Board;
- Willingness to devote the required time;
- Availability to attend Board and Committee meetings;
- Appropriate experience and/or professional qualifications;
- Integrity or moral reputation; and
- The satisfactory completion of appropriate background checks.

5. MEMBERSHIP

The Committee must consist of at least 3 Non-Executive Directors (with a majority of independent Directors) one of whom will chair the Committee.

The Committee may invite the MD, CFO or any Executive or any other individual to attend a meeting as they consider appropriate.

6. MEETINGS

Meeting frequency

The Committee will meet as frequently as required but not less than twice each year. Any member of the Committee or the Secretary to the Committee may call a meeting of the Committee.

Quorum

All members of the Committee must attend to form a quorum.

Committee Agenda and Papers

Committee agendas should be settled by the Chairman in conjunction with the Company Secretary, and Committee papers should be provided to Committee members sufficiently far in advance of scheduled meetings to permit adequate preparation.

Professional Advice

The Committee may have access where necessary to professional advice from external advisers and may meet with external advisers without management being present.

7. REPORTING

The Committee Chairman will:

- Report to the Board on the proceedings of each Committee meeting (to the next Board meeting); and
- Attend the Annual General Meeting and be available to respond to any shareholder questions on the Committee's activities and areas of responsibility.

8. ASSESSMENT

At least once each year the Committee and the Board will review the performance of the Committee, including the performance of individual Committee members.

At least once each year the Committee will review this Charter and make recommendations to the Board in relation to any proposed change to this Charter.

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