

TORTILLA MEXICAN GRILL PLC

TERMS OF REFERENCE – REMUNERATION COMMITTEE

1. MEMBERSHIP

- 1.1 The committee shall comprise at least two members, all of whom shall be independent non-executive directors. The chair of the board may also serve on the committee if they were considered independent on appointment as chair.
- 1.2 Appointments to the committee are made by the board and in consultation with the chair of the remuneration committee and shall be for a period of up to three years which may be extended for up to two additional three-year periods, provided members (other than the chair of the board, if they are a member of the committee) continue to be independent.
- 1.3 Only members of the committee have the right to attend committee meetings. However, other individuals such as the Chief Executive Officer, the head of Human Resources and external advisers may be invited to attend and address a meeting for all or part of any meeting, as and when appropriate and necessary.
- 1.4 The board shall appoint the committee chair who shall be an independent non-executive director. In the absence of the committee chair and/or an appointed deputy, the remaining members present shall elect one of themselves to chair the meeting who would qualify under these terms of reference to be appointed to that position by the board. The chair of the board shall not be chair of the committee.

2. SECRETARY

- 2.1 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.
- 2.2 In the absence of the secretary of the committee, the members present at a meeting of the committee shall elect another person to act as the secretary for the purposes of that meeting.

3. QUORUM

- 3.1 The quorum necessary for the transaction of business shall be two members.
- 3.2 Meetings of the committee may be conducted when the members are physically present together or in the form of either video or audio conference.

4. FREQUENCY OF MEETINGS

- 4.1 The committee shall meet at least twice a year and otherwise as required.

5. NOTICE OF MEETINGS

- 5.1 Meetings of the committee shall be called by the secretary of the committee at the request of the committee chair or 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, 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. MINUTES OF MEETINGS

- 6.1 The secretary shall minute the proceedings and resolutions of all committee meetings, including the names of those present and in attendance.
- 6.2 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 and the company secretary unless, exceptionally, it would be inappropriate to do so.

7. VOTING

- 7.1 Each member of the committee shall have one vote which may be cast on matters considered at a meeting of the committee. Votes can only be cast by members attending a meeting of the committee.
- 7.2 Save where they have a personal interest, the chair of the committee will have a casting vote.

8. ENGAGEMENT WITH SHAREHOLDERS

- 8.1 The committee chair should attend the annual general meeting to answer any shareholder questions on the committee's activities. Where applicable, the committee chair should engage with shareholders on significant matters related to the committee's areas 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:
 - 9.2.1 have delegated responsibility for determining the policy for directors' remuneration and setting remuneration for the company's chair and executive directors and senior management, including the company secretary;
 - 9.2.2 establish remuneration schemes that promote long-term shareholding by executive directors that support alignment with long-term shareholder interests, with share awards subject to a total vesting and holding period of at least four years, and a formal policy for post-employment shareholding requirements encompassing both unvested and vested shares;
 - 9.2.3 design remuneration policies and practices to support strategy and promote long-term sustainable success, with executive remuneration aligned to company purpose and values, clearly linked to the successful delivery of the company's long-term strategy, and that enable the use of discretion to override formulaic outcomes and to recover and/or withhold sums or share awards under appropriate specified circumstances;
 - 9.2.4 when determining executive director remuneration policy and practices, consider the regulatory requirements and guidance for clarity, simplicity, risk mitigation, predictability, proportionality and alignment to culture;
 - 9.2.5 no director or senior manager shall be involved in any decisions as to their own remuneration outcome. The board itself, or where required by the Articles of Association, the shareholders should determine the remuneration of the non-executive directors within the limits set in the Articles of Association;

- 9.2.6 in determining remuneration policy, take into account all other factors which it deems necessary including relevant legal and regulatory requirements and associated guidance. The objective of such policy shall be to attract, retain and motivate executive management of the quality required to run the group successfully without paying more than is necessary, having regard to views of shareholders and other stakeholders;
- 9.2.7 review the ongoing appropriateness and relevance of the remuneration policy;
- 9.2.8 within the terms of the agreed policy and in consultation with the chair and/or Chief Executive Officer, as appropriate, determine the total individual remuneration package of each executive director, the company chair and senior managers (for the purposes of these terms of reference, 'senior managers' are defined as employees that report into one of the executive directors, or an employee that has a basic salary in excess of £80,000 per annum) including bonuses, incentive payments and share options or other share awards. The choice of financial, non-financial and strategic measures is important, as is the exercise of independent judgement and discretion when determining remuneration awards, taking account of company and individual performance, and wider circumstances;
- 9.2.9 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. However the committee should avoid designing pay structures based solely on benchmarking to the market or on the advice of remuneration consultants;
- 9.2.10 review the design of all share incentive plans for approval by the board and, where considered appropriate by the committee, 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 for executive directors and senior managers, and the performance targets to be used;
- 9.2.11 review workforce remuneration and related policies; and
- 9.2.12 work and liaise as necessary with other board committees, ensuring the interaction between committees and with the board is reviewed regularly.

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 a report on the directors' remuneration policy and practices in the annual report in line with applicable reporting requirements and guidance.
- 10.4 The committee chair shall attend the AGM of the Company and be prepared to respond to any shareholder questions on the committee's activities.
- 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.

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 advice and 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;
- 11.1.3 give due consideration to all relevant laws and regulations and published guidelines or recommendations regarding the remuneration of company directors and the formation and operation of share incentive plans, the requirements of the AIM Rules for Company and any other applicable rules, as appropriate;
- 11.1.4 ensure that a periodic evaluation of the committee's own performance is carried out; and
- 11.1.5 at least annually, review its constitution and terms of reference to ensure it is operating at maximum effectiveness and recommend any changes it considers necessary to the board for approval.

12. AUTHORITY

12.1 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.

30 November 2021