

SENIOR EXECUTIVE REWARD AND EVALUATION POLICY

- The Board will ensure that the structure of remuneration for the Group, including for the Managing Director & Chief Executive Officer (“CEO”), is aligned to business outcomes which deliver value to shareholders.
- The Board will ensure that performance requirements of the CEO and members of the Global Executive Team (GET) are aligned to business outcomes which deliver value to shareholders, and that systems of evaluation for the performance of the CEO and members of the GET are based on predetermined key performance indicators.
- The Chairman of the Board, with the support of the Board Human Resources Committee, will undertake on behalf of all the Non-Executive Directors an annual formal evaluation of the performance of the CEO.

April 2009