

AVEVA GROUP PLC
(the "Company")

NOMINATION AND GOVERNANCE COMMITTEE TERMS OF REFERENCE

1. MEMBERSHIP

- 1.1 The committee shall comprise a total of four members (at least one of whom shall be a Schneider Director, (being a non-executive director nominated by Schneider Electric in accordance with the terms of the Relationship Agreement entered between the Company and Schneider Electric (a "**Schneider Director**")). The other three shall be independent non-executive directors.
- 1.2 Only members of the committee have the right to attend committee meetings. However, other individuals such as the chief executive, the head of human resources, the chief sustainability officer and external advisers may be invited to attend for all or part of any meeting, as and when appropriate and necessary.
- 1.3 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 further periods of up to three years, provided the director still meets the criteria for membership of the committee.
- 1.4 The board shall appoint the committee chair who should be either the chair of the board or 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 from those who would qualify under these terms of reference to be appointed to that position by the board. The chair of the board shall not chair the committee when it is dealing with the matter of succession to the chair.

2. SECRETARY

The company secretary or his or her nominee shall act as the secretary of the committee.

3. QUORUM

The quorum necessary for the transaction of business shall be two, one of whom must be an independent non-executive director and one of whom must be a Schneider Director, provided that if no quorum is present a Schneider Director need not be present at any adjourned or reconvened meeting to consider the same business and the quorum for such adjourned or reconvened meeting shall be two, both of whom must be independent non-executive directors. 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. FREQUENCY OF MEETINGS

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.
- 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, 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.

- 5.3 Shorter notice and/or late submission of supporting papers will be permitted at the discretion of the committee chair.
- 5.4 Notices, agendas and supporting papers can be sent in electronic form instead of in hard copy where the recipient has agreed to receive documents electronically and where circumstances permit such delivery.
- 5.5 The committee may hold meetings by telephone or using any other method of electronic communication whereby the participants are able to communicate effectively with each other, and may take decisions without a meeting by unanimous written consent, when deemed necessary or desirable by the committee chair.

6. **MINUTES OF MEETINGS**

- 6.1 The committee chair shall nominate a minute taker, the minute taker 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 unless in the opinion of the committee chair it would be inappropriate to do so.

7. **ANNUAL GENERAL MEETING**

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

8. **DUTIES**

The committee should carry out the duties below for the parent company, major subsidiary undertakings and the group as a whole, as appropriate.

Taking into account recommendations of the Executive ESG Committee where appropriate, the committee shall:

- 8.1 regularly review the structure, size and composition (including the skills, knowledge, experience and diversity) of the board and make recommendations to the board with regard to any changes;
- 8.2 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, the skills and expertise needed on the board in the future and the development of a diverse pipeline for succession;
- 8.3 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;
- 8.4 keep up to date and fully informed about strategic issues and commercial changes affecting the Company and the market in which it operates;
- 8.5 be responsible for identifying and nominating for the approval of the board, candidates to fill board vacancies as and when they arise (taking into account the right of Schneider Electric to nominate non-executive director(s) for appointment to the board as detailed in the Relationship Agreement);
- 8.6 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) use open advertising or the services of external advisers to facilitate the search;
- (b) consider candidates from a wide range of backgrounds; and
- (c) 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;

- 8.7 for the appointment of a chair, the committee should prepare a job specification, including the time commitment expected. A proposed chair's other significant commitments should be disclosed to the board before appointment and any changes to the chair's commitments should be reported to the board as they arise;
- 8.8 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;
- 8.9 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, committee service and involvement outside board meetings;
- 8.10 review the results of the board performance evaluation process that relate to the composition of the board;
- 8.11 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;
- 8.12 oversee the group's environmental, social, governance ("**ESG**") and sustainability strategy and priorities, framework and roadmap and review progress updates from the Executive ESG Committee as appropriate;
- 8.13 assess the group's performance against relevant ESG and sustainability measures and targets; and
- 8.14 work and liaise as necessary with all other board committees.

Taking into account recommendations from the Executive ESG Committee where appropriate, the committee shall also make recommendations to the board concerning:

- 8.15 formulating plans for succession for both executive and non-executive directors and in particular for the key roles of chair of the board and chief executive;
- 8.16 suitable candidates for the role of senior independent director;
- 8.17 membership of the audit and remuneration committees, and any other board committees as appropriate, in consultation with the chairs of those committees;
- 8.18 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 the knowledge, skills and experience required;
- 8.19 the re-election by shareholders of directors under the annual re-election provisions of the UK Corporate Governance 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, the

need for progressive refreshing of the board (particularly in relation to directors being re-elected for a term beyond six years), and the requirement under the Relationship Agreement for the Company to procure, so far as it is legally able to do so, that each Schneider Director be recommended for re-election at each general meeting of the Company at which that Schneider Director is required to retire and seek re-election;

- 8.20 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;
- 8.21 the appointment of any director to executive or other office;
- 8.22 the group's ESG and sustainability strategy and priorities, framework and roadmap including, where appropriate, suggesting relevant measures of performance and changes to the group's ESG governance principles;
- 8.23 changes to engagement mechanisms with the workforce and other key stakeholders as well as to workforce policies and practices;
- 8.24 the content of the Company's Modern Slavery Act 2015 statement, the group's sustainability report and other ESG-related statements and disclosures; and
- 8.25 the content of the group's ESG-related policies.

9. **REPORTING RESPONSIBILITIES**

- 9.1 The committee chair shall report to the board on its proceedings after each meeting on all matters within its duties and responsibilities.
- 9.2 The committee shall make whatever recommendations to the board it deems appropriate on any area within its remit where action or improvement is needed.
- 9.3 The committee shall produce a report to be included in the Company's annual report about its activities, the process used in relation to appointments, its approach to succession planning and how both support developing a diverse pipeline, how the board evaluation has been conducted, the nature and extent of an external evaluator's contact with the board and individual directors, the outcomes and actions taken, and how it has or will influence board composition, the policy on diversity and inclusion, its objectives and linkage to Company strategy, how it has been implemented and progress on achieving the objectives and the gender balance of those in the senior management and their direct reports.
- 9.4 If an external search consultancy has been engaged, it shall be identified in the annual report alongside a statement about any other connection it has with the Company or with individual directors.

10. **OTHER MATTERS**

The committee shall:

- 10.1 have access to sufficient resources in order to carry out its duties, including access to the company secretariat for assistance as required;
- 10.2 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;
- 10.3 give due consideration to laws and regulations, the provisions of the UK Corporate Governance Code and the requirements of the Financial Conduct Authority's Listing Rules, Prospectus Rules and Disclosure Guidance and Transparency Rules and any other applicable rules, as appropriate;

- 10.4 give due consideration to the Relationship Agreement; and
- 10.5 arrange for periodic reviews of its own performance and, 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.

11. **AUTHORITY**

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.