

Ashmore Group plc (the "Company")

Nominations Committee - Terms of Reference

The Board of the Company (the "**Board**") resolved to establish a committee known as the Nominations Committee (the "**Committee**") and approved the following terms of reference for the Committee at a meeting held on 3 July 2006 (as amended at a meeting held on 21 August 2008 , 10 September 2009 and 30 June 2010).

Membership

The Committee shall have not less than three members appointed by the Board, the majority of whom shall be independent non-executive directors. The independent non-executive directors shall be free from any relationship that may interfere with the exercise of his or her judgement as a member of the Committee and shall meet the independence requirements of applicable law, regulations and the listing rules of the UK Listing Authority. All appointments to the Committee shall be made by the Board.

The chairman of the Committee shall be the chairman of the Company or an independent non-executive director, as appointed by the Board. However, the chairman of the Company shall not chair the Committee when it is dealing with the appointment of a successor to the chairmanship of the Company. In the absence of the chairman and/or an appointed deputy, the remaining members shall elect one of themselves to chair the meeting from those who would qualify under the terms of reference to be appointed to that position by the Board.

The company secretary or his nominee shall act as the secretary of the Committee and shall normally attend Committee meetings. All appointments to the Committee shall be made by the Board.

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 for all or part of any meeting, as and when appropriate.

Appointments to the Committee shall be for a period of up to three years, extendable by no more than two additional three-year periods provided that the majority of the Committee members remain independent.

Procedure

Quorum

The quorum for meetings of the Committee shall be two members present in person or by telephone both of whom should be an independent non-executive director. 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.

Operation

The Committee shall meet at least twice a year and at such other times as the chairman of the Committee shall require.

Notice

Meetings of the Committee shall be summoned by the secretary of the Committee at the request of the chairman of the Committee. 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 or invited to attend and all other non-executive directors, no later than 5 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.

Interests

Each member of the Committee shall disclose to it:

- any personal financial interest (other than as a shareholder) in any matter to be decided by the Committee; or
- any potential conflict arising from a cross-directorship.

Any such member shall abstain from voting on resolutions of the Committee in relation to which such interest exists and from participating in discussions concerning such resolutions.

The Committee shall:

- as part of the process for nominating candidates for appointment, obtain details of and review any interests the candidate may have which conflict or may conflict with the interests of the Company.
- consider whether, despite any such conflict, there are nevertheless grounds for recommending the candidate for appointment and for the Board to authorise the relevant conflict.
- as part of any proposal to the Board for appointment of the relevant candidate, explain these grounds and make recommendations as to the terms and conditions on which any authorisation of the conflict should be given by the Board.

Reporting

The secretary shall minute the proceedings and resolutions of all Committee meetings, including the names of those present and in attendance. The secretary shall ascertain, at the beginning of each meeting, the existence of any conflicts of interest and minute them accordingly. Minutes of Committee meetings shall be circulated promptly to all members of the Committee and the chairman of the Board and, once agreed, to all other members of the Board, unless a conflict of interest exists.

The Committee chairman shall report formally to the Board on its proceedings after each meeting on all matters within its duties and responsibilities. The Committee shall make

whatever recommendations to the Board it deems appropriate on any area within its remit where action or improvement is needed.

The Committee shall make a statement in the Company's annual report about its activities, the process used to make appointments and explain if external advice or open advertising has not been used, the membership of the Committee, the number of Committee meetings and attendance over the course of the year.

The chairman of the Committee shall attend the Annual General Meeting, prepared to respond to any Shareholder questions on the Committee's activities.

The Committee shall make available its terms of reference upon request and display them on the Company's website.

Duties

The primary role of the Committee is to consider and make recommendations to the Board concerning the composition of the Board, including proposed appointees to the Board, whether to fill any vacancies that may arise or to change the number of Board members.

In particular, the Committee shall:

- regularly review the structure, size and composition (including the skills, experience, independence and knowledge of the Company) of the Board, with a view to ensuring the continued ability of the Board to discharge its duties and responsibilities effectively and the Company to compete effectively in the marketplace, and make recommendations to the Board with regard to any changes;
- be responsible for identifying and nominating, for the approval of the Board, appropriate individuals to fill Board vacancies as and when they arise;
- evaluate the balance of skills, experience, independence and knowledge on the Board and, in the light of this evaluation, prepare a description of the role and capabilities required for particular appointments;
- in identifying suitable candidates, where appropriate, to review internal candidates through a process of succession planning and/or:
 - (i) use open advertising or the services of external advisers to facilitate the search;
 - (ii) consider candidates from a wide range of backgrounds;
 - (iii) consider candidates on merit and against objective criteria, taking care that appointees have enough time available to discharge their responsibilities effectively:
and
 - (iv) have a due regard for the benefits of diversity on the board, including gender.

- 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;
- keep up to date and fully informed about strategic issues and commercial changes affecting the Company and the market in which it operates;
- review annually the time required from each non-executive director, using performance evaluation to assess whether the non-executive director is giving sufficient commitment to the role;
- when seeking a chairman of the Board, prepare a job specification, including an assessment of the time commitment expected, recognising the need for availability in the event of crises;
- give full consideration to succession planning in the course of its work, taking into account the challenges and opportunities facing the Company and what skills and expertise are therefore needed on the Board in the future; and
- 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.

The Committee shall make recommendations to the Board concerning:

- plans for succession for both executive and non-executive directors and, in particular, for the key roles of chairman and chief executive officer;
- suitable candidates for the role of senior independent non-executive director;
- membership of the audit and remuneration committees, in consultation with the chairman of each of those committees;
- 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 skills, experience, independence and knowledge of the Company required to enable the Board to discharge its duties and responsibilities effectively;
- the re-election by shareholders of any director under 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 skills, experience, independence and knowledge of the Company required to enable the Board to discharge its duties and responsibilities effectively;
- the appointment of any director to executive or other officer other than to the positions of chairman and chief executive officer, the recommendation for which would be considered at a meeting of the full Board;

- 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.

Self-review

The Committee shall, at least once a year, review its own performance, 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.

Authority

The Committee is authorised to seek any information it requires from any employee of the Company in order to perform its duties.

The Committee is authorised to obtain, at the Company's expense, outside legal or other professional advice on any matters within its terms of reference.