

## KENMARE RESOURCES PLC

### TERMS OF REFERENCE FOR THE AUDIT AND RISK COMMITTEE

#### 1. Constitution

- 1.1 The audit and risk committee (the “**Committee**”) has been constituted as a committee of the board of directors (the “**Board**”) of Kenmare Resources plc (the “**Company**”) in accordance with the articles of association of the Company.
- 1.2 The Committee has the delegated authority of the Board in respect of the functions and powers set out in these terms of reference.
- 1.3 The Committee may sub-delegate any or all of its powers and authority as it thinks fit to one or more of its members or the company secretary, including, without limitation, the establishment of sub-committees which are to report back to the Committee.

#### 2. Role

- 2.1 The role of the Committee is to assist the Board in fulfilling its oversight responsibilities by reviewing and monitoring:
  - (a) the integrity of the financial information provided to shareholders;
  - (b) the Company’s system of internal controls and risk management;
  - (c) the internal and external audit process and auditors; and
  - (d) the processes for compliance with laws, regulations and ethical codes of practice.

#### 3. Duties and terms of reference

- 3.1 The Committee shall carry out the following duties for the Company and its subsidiaries (the “**Group**”) as appropriate.

##### **Financial reporting**

- 3.2 The Committee shall:
  - (a) monitor the integrity of the financial statements of the Company and the Group, including:
    - (i) the annual and half-yearly reports;
    - (ii) preliminary results announcements; and
    - (iii) any other formal announcement relating to its financial and operational performance.
  - (b) review and report to the Board significant financial reporting issues and judgements which the financial statements, preliminary announcements and related formal statements contain having regard to matters communicated to it by the external auditor;

- (c) review and challenge where necessary:
  - (i) the consistency, quality and appropriateness of the accounting policies, including any changes to accounting policies both on a year on year basis and across the Company and the Group;
  - (ii) whether the Company has made appropriate estimates and judgements, taking into account the external auditor's views;
  - (iii) the clarity and completeness of financial reporting disclosures and any changes to those disclosures, including the review of any correspondence between the Company and the external auditor;
  - (iv) the methods used to account for significant or unusual transactions (including any off balance sheet arrangements) where different approaches are possible;
  - (v) significant adjustments resulting from the external audit;
  - (vi) any other statements requiring Board approval which contain financial information first, where to carry out a review prior to Board approval would be practicable and consistent with any prompt reporting requirements under any law or regulation including the listing rules or market abuse and transparency rules; and
  - (vii) the assumptions or qualifications in support of the going concern statement (including any material uncertainties as to the Company's ability to continue as a going concern over a period of at least twelve months from the date of approval of the financial statements) and the longer-term viability statement (including an assessment of the prospects of the Company and the Group looking forward over an appropriate and justified period);
- (d) review the basis of preparation, adequacy and consistency of any non-financial disclosures - including but not limited to sustainability, climate and related disclosures- as required by legislation or Listing Rules and the adequacy of the external assurance processes supporting such disclosure;
- (e) monitor compliance with financial reporting standards and other financial and governance reporting requirements;
- (f) review all material information presented with the financial statements, such as the strategic report and the corporate governance statements, insofar as it relates to audit and risk management; and
- (g) where the Committee is not satisfied with any aspect of the proposed financial reporting by the Company, report its views to the Board.

#### **Narrative reporting**

- 3.3 Where requested by the Board, the Committee shall review the content of the annual report and accounts and advise the Board on whether, taken as a whole, it is fair, balanced and understandable and provides the information necessary for shareholders to assess the Company's performance, business model and strategy.

## **Risk management systems, internal controls and internal audit**

### **3.4 The Committee shall:**

#### **general risk management**

- (a) consider the appropriate risk appetite for the Group, taking into account the overall strategy of the Group, its future plans and other internal information, as well as the external environment, including economic, political and industry information;
- (b) oversee the current and prospective risks faced by the Group and its strategy in relation to future risks;
- (c) review the Group's overall risk management framework and processes;
- (d) review the methodology for reporting risk to the Board, including both quantitative and qualitative measures;
- (e) set triggers for identification, reporting and escalation of significant emerging risks which may be critical to the Group and assess the Group's ability to identify and manage new risks.
- (f) ensure the risk management function is properly resourced, with adequate information rights and sufficient independence such that it is free from management interference;

#### **risk management and internal controls**

- (g) on behalf of the Board (which retains overall responsibility for risk management), review and monitor the Company's internal financial controls and internal control and risk management systems and, at least annually, carry out a review of their effectiveness, and review and approve the statement to be included in the annual report concerning internal risk management and the viability statement;
- (h) where requested by the Board, ensure that a robust assessment of the principal risks facing the Company has been undertaken (including those risks that would threaten the Company's business model, future performance, solvency or liquidity or reputation), that procedures are in place to identify emerging risks and provide advice on the management and mitigation of those risks;
- (i) review the Company's internal financial controls and internal control systems and carry out a review of its effectiveness and approve the statement to be included in the annual report concerning internal control;

#### **on-going viability**

- (j) where requested by the Board, provide advice on how, taking into account the Company's position and principal risks, the Company's prospects have been assessed, over what period and why the period is regarded as appropriate. The Committee shall also advise on whether there is a reasonable expectation that the Company will be able to continue in operation and meet its liabilities as they fall due over the said period, drawing attention to any qualifications or assumptions as necessary;

### **management and internal and external audit reports**

- (k) review the assurance reports from management on the effectiveness of the internal control and risk management systems and from the internal audit, the external auditor and others on the operational effectiveness of matters related to risk and control;

### **disclosures**

- (l) consider any necessary disclosure implications of the process that has been applied by the Board to deal with material internal control aspects of any significant problems disclosed in the annual report and accounts;
- (m) consider the major findings of any relevant internal investigations into risk and control weaknesses, fraud, or misconduct and management's response, and also consider whether any such failings or weaknesses are significant and therefore require disclosure, the basis and accuracy of explanations given as to what actions are being taken to address them, and whether the level of disclosure of such actions is appropriate;

### **internal audit**

- (n) approve the appointment and removal of the head of the internal audit function;
- (o) review and approve the role and mandate of the internal audit function and monitor and review the effectiveness of its work and annually approve the internal audit charter ensuring that it is appropriate for the Company's current needs;
- (p) review and approve the annual internal audit plan to ensure it is aligned to business's key risks and receive regular reports on work carried out;
- (q) ensure that the internal audit function has unrestricted scope, necessary resources and appropriate access to information to enable it to perform its function effectively and in accordance with appropriate professional standards for internal auditors. The Committee shall also ensure that the function has adequate standing and is free from management or other restrictions;
- (r) ensure the internal audit function has direct access to the Board chairman and to the Committee chairman; and is accountable to the Committee;
- (s) review and assess the annual internal audit plan and be advised of the reasons for any change or delay in the plan and ensure co-ordination between the internal and external auditors;
- (t) receive a report on the results of the internal auditor's work on a periodic basis;
- (u) determine whether it is satisfied that the quality, experience and expertise of internal audit are appropriate for the business;
- (v) review and monitor management's responsiveness to the internal auditors' findings and recommendations and management's actions to support the effective working of the internal audit function;

- (w) monitor and review the role and effectiveness of the Company's internal audit function in the context of the Company's overall risk management system, and the work of compliance, finance and the external auditor, ensuring that the internal audit plan is aligned to the business's key risks;
- (x) ensure that there is open communication between the different functions and that the internal function evaluates the effectiveness of risk, compliance and finance functions as part of its internal audit plan;
- (y) ensure that the Committee meets with the head of internal audit to discuss effectiveness of the internal audit function, without management present, at least once per year; and
- (z) consider whether an independent, third party review of internal audit effectiveness and processes is required.

#### **External audit**

3.5 The Committee shall, taking into account any applicable law and legislation and other professional requirements:

- (a) consider and make recommendations to the Board, to be put to shareholders for approval at the Company's AGM, on the appointment, reappointment or removal of the Company's external auditor;
- (b) ensure that at least once every ten years the audit services contract is put out to tender to enable the Committee to compare the quality and effectiveness of the services provided by the incumbent auditor with those of other audit firms and, in respect of such tender, conduct such tender process and develop and oversee the selection process, ensuring that all tendering firms have such access as is necessary to information and individuals during the tendering process;
- (c) if any auditor resigns, investigate the issues leading to this and decide whether any action is required; and
- (d) evaluate the risks to the quality and effectiveness of the financial reporting process in light of the external auditor's communications with the Committee and consider the need to include the risk of the withdrawal of the external auditor from the market in that evaluation.

3.6 The Committee shall:

- (a) oversee the relationship with the external auditor and negotiate and agree their terms of engagement, including any engagement letter issued at the start of each audit, the scope of the audit and, in consultation with the executive directors, agree their remuneration (including fees for both the audit and non-audit services) to ensure that the level of fees is appropriate to enable an effective and high-quality audit to be undertaken;
- (b) review and assess on an annual basis:
  - (i) the external auditor's independence and objectivity taking into account the relevant legal, professional and regulatory requirements and the relationship

with the auditor as a whole, including the provision of any non-audit services;  
and

- (ii) the qualifications, expertise and resources of the auditor and the effectiveness of the audit process, which shall include a report from the external auditor on their own internal quality procedures;
- (c) seek reassurance from the external auditor and satisfy itself that they have no relationships with the Company (other than in the ordinary course of business) which could adversely affect the auditor's independence and objectivity;
- (d) seek information from the external audit firm about, and monitor, the external audit firm's policies and processes for maintaining independence and its compliance with relevant law, regulation and other professional requirements, including guidance on the rotation of the audit partner and staff;
- (e) agree with the Board the Company's policy on employment of former employees of the Company's external auditor, taking into account the legal and regulatory requirements and monitor the application of this policy;
- (f) monitor the level of fees paid by the Company to the external auditor compared to the overall fee income of the firm or relevant part of it and assess these in the context of the legal, professional and regulatory requirements and guidance;
- (g) develop and recommend to the Board, and implement, the Company's formal policy on the external auditor's provision of non-audit services, including the Committee's approval of non-audit services and the types of non-audit service to be pre-approved, and assessment of whether non-audit services have a direct or material effect on the audited financial statements;
- (h) ensure that the provision of non-audit services does not impair the external auditor's independence or objectivity, satisfying itself that there are no relationships between the auditor and the Company outside the ordinary course of business (including the level of non-audit fees) that could adversely affect the auditor's independence and objectivity, or the audit process and keep the policy for the provision of non-audit services under review;
- (i) review and approve the annual audit plan at the start of the audit cycle and ensure it is consistent with the scope of the audit engagement, having regard to the seniority, expertise and experience of the audit team;
- (j) meet regularly with the external auditor (including once at the planning stage before the audit and once after the audit at the reporting stage) and at least once a year, without the executive directors or management being present, to review and discuss the auditor's remit and the findings of the audit including (but not limited to) any major resolved or unresolved issues that arose during the audit, the auditor's explanation of how risks to audit quality were addressed, key accounting and audit judgements, the auditor's view of their interactions with senior management and levels of errors identified during the audit;
- (k) consider communications from the external auditor on audit planning and findings on material weaknesses in accounting and internal control systems that come to the

auditor's attention, including a review of material items of correspondence between the Company and the external auditor;

- (l) review any representation letter(s) requested by the external auditor before they are signed by management and consider whether, based on its knowledge, the information provided is complete and appropriate.
- (m) review, prior to its consideration by the Board, the external auditor's report to the directors and their management letter, including management's response to the auditor's findings and recommendations;
- (n) at the end of the audit cycle, assess the effectiveness of the audit process; and
- (o) be responsible for the co-ordination between the activities of the external auditor and the internal audit function.

#### **Whistleblowing**

- 3.7 The Committee shall review the adequacy and security of the Company's arrangements for its workforce to raise concerns, in confidence and anonymously, about possible wrongdoing in financial reporting or other matters. The Committee shall ensure that these arrangements allow proportionate and independent investigation of such matters and appropriate follow-up action.

#### **Fraud**

- 3.8 The Committee shall annually review the Company's procedures for detecting fraud.

#### **Compliance**

- 3.9 The Committee shall:
- (a) review the Company's systems and controls for ethical behaviour and the prevention of bribery; and
  - (b) keep under review the adequacy and effectiveness of the Company's compliance function.

#### **4. Membership**

- 4.1 The Committee shall comprise a minimum of three members and meet the composition requirements prescribed by section 167 of the Companies Act 2014. Each Committee member shall be an independent non-executive director as determined by the Board (in accordance with the principles of the UK Corporate Governance Code), at least one of whom shall have recent and relevant experience working with financial and accounting matters. It is recognised that the number of members may fall below three for temporary periods due to departures pending new appointments.
- 4.2 The Board shall appoint members of the Committee.
- 4.3 The chairman of the Board shall not be a Committee member unless exceptional circumstances apply such as when there is a vacancy among the non-executive directors but

may be invited to attend its meetings. The chairman of the Board shall not chair the Committee.

- 4.4 Appointments to the Committee shall be for a period of up to three years, extendable by no more than two additional three-year periods, so long as members continue to be independent.
- 4.5 The Board shall appoint the chairman of the Committee from among the independent non-executive directors. In the absence of the Committee chairman and/or an appointed deputy, the remaining members present at a meeting shall elect one of their number present to chair the meeting.
- 4.6 The Committee chairman shall review membership of the Committee annually, as part of the annual performance evaluation of the Committee.
- 4.7 The company secretary, or his or her nominee, shall act as the secretary of the Committee and provide all necessary support to the Committee, including the recording of Committee minutes and ensuring that the Committee receives information and papers in a timely manner to enable full and proper consideration of the relevant issues.

## **5. Attendance at meetings**

- 5.1 The Committee shall meet at least three times a year at appropriate times in the Company's financial reporting and audit cycle.
- 5.2 Only Committee members have the right to attend and vote at Committee meetings. However, the external auditor, finance director, head of internal audit and other non-members may be invited to attend all or part of any meetings as and when appropriate and with the agreement of the Committee chairman. Members' and other participants' attendance through telephone or video-link is permissible.
- 5.3 The company secretary shall ascertain, at the beginning of each meeting, the existence of any conflicts of interest and minute them accordingly.

## **6. Notice of Meetings**

- 6.1 Meetings of the Committee shall be called by the secretary of the Committee at the request of any of its members or at the request of the finance director, external audit lead partner or head of internal audit.
- 6.2 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 calendar 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, but Committee papers may be forwarded at shorter notice with the approval of the Committee chairman.
- 6.3 Notices, agendas and supporting papers can be sent in electronic form where the recipient has agreed to receive documents in such a way.



**7. Quorum**

- 7.1 The quorum necessary for the transaction of business at a Committee meeting shall be two members.
- 7.2 A duly convened Committee meeting 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.

**8. Voting arrangements**

- 8.1 Each Committee member shall have one vote which may be cast on matters considered at the meeting. Votes can only be cast by members attending a Committee meeting.
- 8.2 If a matter that is considered by the Committee is one where a Committee member, either directly or indirectly has a personal interest, that member shall not be permitted to vote at the meeting.
- 8.3 Except where he has a personal interest, the Committee chairman shall have a casting vote.
- 8.4 The Committee chairman may ask any attendees of a Committee meeting to leave the meeting to allow discussions of matters relating to them.

**9. Minutes of meetings**

- 9.1 The company secretary (or his or her nominee) shall minute the proceedings and resolutions of all Committee meetings, including the names of those present and in attendance.
- 9.2 Draft minutes of Committee meetings shall be circulated promptly to all Committee members. Once approved, minutes shall be circulated to all other non-executive directors and, at the discretion of the Committee chairman, to all other board members unless in the opinion of the Committee chairman it would be inappropriate to do so.
- 9.3 A resolution in writing and signed by all Committee members will be as effective as a resolution passed at a Committee meeting. Any written resolution shall be tabled and noted at the next meeting of the Committee.

**10. Annual general meeting**

- 10.1 The Committee chairman shall attend the annual general meeting to answer shareholder questions on the Committee's activities and areas of responsibility.

**11. Reporting responsibilities**

- 11.1 The Committee shall:
- (a) report to the Board on its proceedings after each meeting on all matters within its duties and responsibilities;
  - (b) prepare a report to shareholders on its activities to be included in the Company's annual report, which shall include:

- (i) details of the membership of the Committee, number of meetings held and attendance over the course of the year;
  - (ii) a summary of the role and work of the Committee;
  - (iii) the significant issues that the Committee considered in relation to the financial statements and how these issues were addressed;
  - (iv) confirmation that the Board has carried out a robust assessment of the principal risks facing the Company, a description of its principal risks, the procedures in place to identify risks and an explanation as to how they are being managed and mitigated;
  - (v) an explanation of its assessment of the independence and effectiveness of the external audit process (including the provision of non-audit services and an explanation of how, if the auditors provide non-audit services to the Company and the Group, auditor objectivity and independence is safeguarded) and its approach taken to the appointment or reappointment of the external auditor, including length of incumbent auditor's tenure, when a tender was last conducted, advance notice of any retendering plans; and
  - (vi) all other information requirements set out in the UK Corporate Governance Code;
- (c) make whatever recommendations to the Board it deems appropriate on any area within its remit where action or improvement is needed; and
- (d) if the Board does not accept the Committee's recommendation regarding the appointment, reappointment or removal of the external auditors, include a statement explaining its recommendation and reasons why the Board has taken a different position.

## 12. General matters

### 12.1 The Committee shall:

- (a) have access to sufficient resources in order to carry out its duties, including access to the company secretary as required;
- (b) be provided with appropriate and timely training, both in the form of an induction programme for new members and on an on-going basis for all members;
- (c) give due consideration to all applicable laws and regulations, in particular the directors' duties contained in the Companies Act 2014, the provisions of the UK Corporate Governance Code and the requirements of the UK and Irish Listing Rules and any other applicable rules as appropriate;
- (d) work and liaise as necessary with all other Board committees; and.
- (e) 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.

**13. Authority**

13.1 The Board authorises the Committee to:

- (a) carry out all duties set out in these terms of reference, to have unrestricted access to the Company's documents and information;
- (b) to obtain, at the Company's expense, appropriate professional advice on any matter within its terms of reference as it considers necessary;
- (c) seek any information it requires from any employee of the Group to perform its duties;
- (d) secure the attendance of external advisers at its meetings if it considers this necessary, at the Company's expense; and
- (e) publish in the Company's annual report, details of any issues that cannot be resolved between the Committee and the Board.

Adopted at the Board meeting of the Company on 2 October 2019 and amended by the Board on 25 January 2024.