

# RISK MANAGEMENT COMMITTEE CHARTER



## 1.0 ROLE OF THE RISK MANAGEMENT COMMITTEE AND ITS AUTHORITY

- (a) The Risk Management Committee (**Committee**) assists the board of directors (**Board**) of Arafura Rare Earths Limited (**Arafura or Company**) in fulfilling its responsibilities for:
- (i) corporate governance (other than those relating to financial matters);
  - (ii) oversight of the Company's risk management systems;
  - (iii) and internal control structure.
- In doing so, the Committee has the responsibility to maintain free and open communication with the external auditor and the Company's management.
- (b) The Committee is empowered to investigate any matter, with full access to all books, records, company operations, and people of the Company and the authority to engage independent accounting, legal, compliance, risk management or other professional advisers as it determines necessary to carry out its duties.
- (c) The Committee is a committee of the Board established in accordance with the Company's constitution (**Constitution**) and authorised by the Board to assist it in fulfilling its statutory and regulatory responsibilities. It has the authority and power to exercise the role and responsibilities set out in this Charter and granted to it under any separate resolutions of the Board from time to time.

## 2.0 MEMBERSHIP

- (a) The Committee should to the extent practicable given the size and composition of the Board and nature and scope of the operations of the Company from time to time, comprise of:
- (i) at least three members;
  - (ii) non-executive directors; and
  - (iii) a majority of directors who are independent (and it must satisfy this description if required by statute or regulation).
- (b) All Committee members should have a reasonable understanding of the Company's business and the industry in which it participates.
- (c) The Board will appoint the chair of the Committee (**Committee Chair**). The Committee Chair should be an appropriately qualified independent non-executive director.

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- (d) Committee members will be appointed for a fixed period of no more than three years, with Committee members generally being eligible for re-appointment for so long as the Committee will meet the relevant criteria established in paragraph (a) above.
- (e) The appointment and removal of Committee members is the responsibility of the Board.
- (f) A Committee member may resign as a member of the Committee upon reasonable notice in writing to the Committee Chair.
- (g) If a Committee member ceases to be a director of the Board, their appointment as a member of the Committee is automatically terminated with immediate effect.
- (h) The Company Secretary of is secretary to the Committee.

## 3.0 MEETINGS

- (a) The Committee will meet at least two times annually or as frequently as is required to undertake its role effectively.
- (b) Any Committee member may, and the Company Secretary must upon request from any member, convene a meeting of the Committee.
- (c) The Committee may invite any executive director, other staff member or external auditor to attend all or part of a meeting of the Committee. There is an open invitation for all other non-executive directors to attend all meetings of the Committee.
- (d) The proceedings of all meetings will be minuted by the Company Secretary. All minutes of the Committee are available for inspection by any director.
- (e) A quorum for any meeting will be at least two Committee members.

## 4.0 DUTIES AND RESPONSIBILITIES

- (a) The Committee's key responsibilities and functions are to assist the Board in discharging its responsibilities:
  - (i) to oversee the establishment of and approving the Company's risk management framework (for both financial and non-financial risks) including its strategy, policies, procedures, and systems for the purposes of the overall risk management framework, with assistance from the Audit Committee;
  - (ii) to review and monitor the effectiveness of the Company's risk management framework in accordance with the Company *Risk Management Policy* to satisfy itself that it continues to be sound, and the Company is operating with due regard to the risk appetite set by the Board;
  - (iii) to review and monitor the effectiveness of the Company's risk management strategy, policies, procedures, and systems in relation to non-financial risks;
  - (iv) to review the Enterprise Risk Register on a periodic basis and report the results back to the Board;

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- (v) to review the *Code of Conduct* and *Whistleblower Protection Policy* periodically to ensure that it is operating effectively and whether any changes are required;
- (vi) to oversee (with the assistance of the Audit Committee) the Company's internal controls and systems;
- (vii) to assist the Audit Committee, in an internal audit function is not required, in ensuring that the Company discloses the processes it employs to evaluate and improve its risk management and internal control process; and
- (viii) in relation to the entry into, approval or disclosure of related party transactions (if any);

## 5.0 REPORTING

- (a) The Committee will:
  - (i) regularly report to the Board on all matters relevant to the Committee's role and responsibilities;
  - (ii) advise the Board in a timely manner of risk management and compliance matters which may significantly impact upon the Company;
  - (iii) report and, as appropriate, make recommendations to the Board after each Committee meeting on matters dealt with by the Committee;
  - (iv) as and when appropriate, seek guidance from the Audit Committee on audit, financial and compliance matters; and
  - (v) as and when appropriate, seek direction and guidance from the Board on risk management and compliance matters.
- (b) Minutes of Committee meetings will be included in the papers of a meeting of the full Board as soon as practically possible.

## 6.0 RISK MANAGEMENT POLICY, PROCEDURES AND SYSTEMS

- (a) The Committee will oversee the risk management function (as detailed below) and evaluate the structure and adequacy of the group's insurance coverage periodically.
- (b) The risks faced by Arafura may, without limitation, regulatory and compliance risk, investment risk, legal risk, economic risk, environmental risk, social sustainability risk, occupational health and safety risk, financial risk, reputation risk, operational and execution risk, and strategic risk. Such risks may change from time to time.
- (c) Responsibility for risk management is shared across the organisation which is detailed in the Company's Risk Management Policy. The Board is responsible for overseeing the:
  - (i) Establishment of and approving the Company's risk management framework (for both financial and non-financial risks) including its strategy, policies, procedures, and systems; and

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- (ii) Disclosure of any material exposure that the Company has to environmental or social risks and how the Company intends to manage those risks.
- (d) The Committee will assist the Audit Committee to oversee the effectiveness of the Company's financial controls and systems and the Company's tax compliance and tax risk management.
- (e) The Company's management team is responsible for establishing the Company's risk management framework, including identifying major or potentially major risk areas and developing the Company's policies and procedures, which are designed effectively to identify, treat, monitor, report and manage key business risks.
- (f) the Board has delegated to the Committee responsibility for:
  - (i) identifying major or potentially major risk areas;
  - (ii) reviewing and monitoring the Company's risk management framework to provide assurance that major business risks (including contemporary and emerging risks) are identified, consistently assessed and appropriately addressed. In addition, the Committee should undertake a review of the Company's risk management framework in accordance with the Company's *Risk Management Policy* to satisfy itself that the Company's risk management framework continues to be sound including whether there have been any changes in the material business risks and whether the Company is operating within the risk appetite set by the Board. The Committee should ensure that the Board discloses whether such a review has taken place in the Company's annual report;
  - (iii) considering the Company's approach to occupational health and safety, economic, environmental, and social sustainability risks, including the benchmarks the Company uses to measure performance on issues of sustainability and their achievements against those benchmarks;
  - (iv) ensuring that risk considerations are incorporated into strategic and business planning;
  - (v) providing risk management updates to the Board and any supplementary information required to provide the Board with confidence that key risks are being appropriately managed;
  - (vi) reviewing any material incident involving fraud or a break-down of the risk management framework and identifying "lessons learned" (including in conjunction with the Audit Committee if the matter is financial or tax related);
  - (vii) reviewing reports from management concerning compliance with key laws, regulations, licences, and standards which the Company is required to satisfy to operate;
  - (viii) reviewing any significant findings of any examinations by regulatory agencies.
- (g) each employee and contractor are expected to understand and manage the risks within their responsibility and boundaries of authority when making decisions and undertaking day to day activities.

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- (h) It is the responsibility of the Committee to report to the Board about the Company's adherence to policies and guidelines approved by the Board for the management of risks. This includes bringing to the Board's attention any instances where the Company either has or may need to operate outside the current risk appetite set by the Board or where disclosure to the market might be required.
- (i) The Managing Director and Chief Financial Officer are each responsible for reporting to the Committee on:
  - (i) any proposed changes to the risk management framework and to that committee and to the Board any exposures or breaches of key policies, procedures or systems, or incidence of risks, where significant (including any material incidents reported under the Company's *Code of Conduct*, *Anti-Bribery and Corruption Policy* and *Whistleblower Protection Policy*);
  - (ii) new and emerging sources of risks (including the risk controls and mitigation measures that have been or are being put in place by management to deal with those risks);
  - (iii) any disclosure-related considerations; and
  - (iv) proposed changes to the Company's risk management framework.

## 7.0 ACCESS TO INFORMATION AND INDEPENDENT ADVICE

- (a) The Committee may seek any information or advice it considers necessary to fulfil its responsibilities.
- (b) The Committee has access to:
  - (i) the Company's management, to seek explanations and information from them;
  - (ii) external and internal auditors to seek explanations and information, without the Company's management being present.
- (c) The Chief Financial Officer and Company Secretary shall have free and unfettered access to the Committee.
- (d) The Committee may seek professional advice from appropriate external advisers, at the Company's cost. The Committee may meet with these external advisers without the Company's management being present.

## 8.0 REVIEWS AND CHANGES TO THIS CHARTER

- (a) The Committee will review this charter annually or as often as it considers necessary.
- (b) The Committee will make recommendations to the Board on changes to the Company's risk management framework or the risk appetite set by the Board.
- (c) The Board may change this charter (including the responsibilities of the Committee) from time to time by resolution.

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## 9.0 COMMITTEE PERFORMANCE

- (a) The Board will, at least once in each year, review the membership of the Committee to determine its adequacy for current circumstances and the Committee may make recommendations to the Board in relation to the Committee's membership, responsibilities, functions or otherwise.
- (b) The Committee shall make an evaluation of its performance at least once every two years to determine whether it is functioning effectively by reference to current best practice.