



TERMS OF REFERENCE FOR THE CORPORATE GOVERNANCE AND NOMINATION COMMITTEE

Adopted by the Board of Meridian Mining plc on 24 April 2026

1 CONSTITUTION

- 1.1 The Corporate Governance and Nomination Committee (**Committee**) was constituted as a committee of the board of directors (**Board**) of Meridian Mining plc (**Company**) at a full meeting of the Board held on 24 April 2026 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, including, without limitation, the establishment of sub-committees which are to report back to the Committee.
- 1.4 The Committee shall recommend the composition of the Committee (including the Committee chair) to the Company's Board, who shall oversee the formal appointment of Committee members and the Committee chair.

2 ROLE

The role of the Committee is to:

- 2.1 Ensure that there is a formal, rigorous and transparent procedure for appointments to the Board.
- 2.2 Lead the process for appointments and make recommendations to the Board.
- 2.3 Assist the Board in ensuring its composition is regularly reviewed and refreshed, taking into account the length of service of the Board as a whole, so that it is effective and able to operate in the best interests of shareholders.
- 2.4 Ensure plans are in place for orderly succession to positions on the Board and to senior management positions, including the Chief Executive Officer, Chief Financial Officer, and Company Secretary.
- 2.5 Oversee the development of a diverse pipeline for succession.
- 2.6 Work and liaise with other Board committees, as appropriate, including the Audit and Risk Committee, the Remuneration Committee, and the Disclosure Committee, in respect of any remuneration package to be offered to any new appointee to the Board, and ensure that the interaction between committees and between the Committee and the Board is reviewed regularly.

3 DUTIES AND TERMS OF REFERENCE

The Committee shall carry out the following duties for the Company and its subsidiaries (**Group**) and advise the Board appropriately:

- 3.1 **Composition of the Board and senior management**

- (a) regularly review the structure, size and composition (including the skills, experience, independence, knowledge, and diversity) of the Board and its committees, taking account of the Company's strategic priorities and the matters affecting the Company in paragraph 3.1(c), and make recommendations to the Board with regard to any changes that are deemed necessary;
- (b) keep under review the leadership needs of the organisation, relating both to the Board and senior management, with a view to ensuring the continued ability of the organisation to compete effectively in the global mining and resources market;
- (c) keep up to date and fully informed about the strategic and commercial issues and priorities and main trends and factors affecting the long-term success and future viability of the Company and the markets in which it operates, including mineral exploration and development, environmental and social governance, health and safety, community relations, commodity price cycles, regulatory developments affecting the mining sector, and geopolitical considerations relevant to the jurisdictions in which the Group operates; and
- (d) set measurable objectives for diversity, equal opportunity and inclusion in relation to the Board and senior management positions, prepare a policy on the promotion of diversity, equal opportunity and inclusion on the Board and in senior management, and work to increase the gender and ethnic diversity balance of those in senior management and their direct reports to meet those objectives. When setting such objectives, the Committee shall have regard to the diversity targets set out in the UK Listing Rules, including the targets that at least 40% of Board members are women, at least one senior Board position is held by a woman, and at least one Board member is from a minority ethnic background.

3.2 **Succession planning**

- (a) in the course of its work, ensure plans are in place for orderly succession to both the Board and senior management positions, based on merit and objective criteria and taking into account the challenges and opportunities facing the Company in the mining sector, the skills, experience, independence, knowledge, and diversity needed on the Board in the future, the length of service of the Board as a whole and the need for its membership to be regularly refreshed;
- (b) oversee the development of a diverse pipeline for succession, having regard to diversity, inclusion and opportunity;
- (c) in conjunction with human resources, set diversity, inclusion and opportunity objectives and strategies for the Company as a whole, monitor the impact and outcome of these initiatives, and report to the Board on progress against such objectives.

3.3 **Appointments to the Board**

- (a) be responsible for identifying and nominating for the Board's approval, candidates from diverse backgrounds to fill Board vacancies as and when they arise.
- (b) consider proposals for the re-appointment or promotion of directors and also any proposal for their dismissal, retirement, non-reappointment or any substantial change in their duties or responsibilities or the term of their appointment;
- (c) before the Board makes any appointment, evaluate the balance of skills, experience, independence, knowledge, and diversity on the Board, and the future challenges affecting the Company, including challenges specific to the mining sector, and, in light of this evaluation, prepare a description of the role and capabilities and time commitment required for a particular appointment and set the process to identify, sift

and interview suitable candidates. In identifying suitable candidates, the Committee shall:

- (i) use such methods as it deems appropriate, including the use of open advertising or the services of external advisers to facilitate the search;
 - (ii) consider candidates from diverse backgrounds;
 - (iii) consider candidates on merit, against objective criteria and with due regard for promoting the benefits of diversity, inclusion and equal opportunity on the Board, including of gender, social and ethnic backgrounds, and cognitive and personal strengths, taking care that appointees have enough time available to devote to the position;
- (d) for the appointment of a chair of the board, prepare a job specification, including the time commitment expected;
 - (e) before appointment, require proposed appointees, including the chair, to disclose other significant commitments to the Board indicating the time involved;
 - (f) 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, involvement outside Board meetings and the induction process;
 - (g) ensure that all directors offer themselves for annual re-election by shareholders in accordance with Provision 18 of the UK Corporate Governance Code (**Code**), having regard to their performance and ability to continue to contribute to the Board and the Company's long-term sustainable success, in the light of the knowledge, skills and experience required and the length of service of the Board as a whole and its membership being regularly refreshed;
 - (h) keep under review the number of external appointments held by each director, consider setting any limits on such appointments that may be held by the chair of the Board and non-executive directors, and ensure that any new additional external appointments are approved in advance by the Board before being accepted. Full-time executive directors should not take on more than one non-executive directorship in a FTSE 100 company or other significant appointment.

3.4 Induction and training

- (a) ensure that all new directors undertake an appropriate induction programme to ensure that they are fully informed about the Company's business model, its purpose and values, its strategy in the mining and resources sector, risk management and internal controls framework and principal risks of the Company (including risks specific to mineral exploration and development), main areas of business activity, commercial issues affecting the Company and the markets in which it operates, their rights, duties and responsibilities as a director, and the role of the Company's committees; and
- (b) consider any training requirements for the Board as a whole, having particular regard to the technical knowledge required for effective oversight of the Company's mining operations and compliance with applicable laws and regulations in the jurisdictions in which the Group operates.

3.5 Conflicts of interest

- (a) before appointment of a director, require the proposed appointee to disclose any other business interests that may result in a conflict of interest and to report any future

business interests that could result in a conflict of interest, noting that such business interests must not be undertaken without prior approval by the Board;

- (b) keep under review at least annually potential conflicts of interest of directors disclosed to the Company and develop appropriate processes for managing such conflicts if the Committee considers this to be necessary, and ensure that the influence of third parties does not compromise or override independent judgement;
- (c) at all times take care to minimise the risk of any conflict of interest within the Committee that might be seen to give rise to an unacceptable influence;
- (d) instruct the secretary of the Committee to ascertain, at the beginning of each meeting, the existence of any conflicts of interest and minute them accordingly; and
- (e) where directors have concerns about the operation of the Board or the management of the Company that cannot be resolved, ensure their concerns are recorded in the Board minutes. On resignation, a non-executive director should provide a written statement to the chair, for circulation to the Board, if they have any such concerns.

3.6 Board evaluation

- (a) assist the chair of the Board and the Senior Independent Director with the implementation of an annual Board performance review process to assess the overall and individual performance and effectiveness of the Board and its committees, including consideration of balance of skills, experience, independence and knowledge of the Company, its diversity and inclusion, how the Board works together as a unit, and other factors relevant to the Board's effectiveness;
- (b) review the results of the Board performance review process that relate to the Board's performance, its composition, succession planning, its diversity and how effectively the members of the Board work together to achieve objectives;
- (c) ensure that the Board performance review is externally facilitated at least every three years, and that any external evaluator is identified in the Company's annual report together with a statement about any other connection it has with the Company or individual directors;
- (d) review the results of the performance review of the Committee; and
- (e) review annually the time required from non-executive directors, including the chair and Senior Independent Director. Performance reviews should be used to assess whether the non-executive directors are spending enough time to fulfil their duties.

3.7 Corporate governance

- (a) ensure that the Company complies with, and has the policies in place to ensure compliance with, the UK Corporate Governance Code, the Canadian corporate governance guidelines and any other corporate governance codes, rules or regulations to which the Company is, or may become, subject to; and
- (b) review annually the Company's corporate governance policies.

4 BOARD RECOMMENDATIONS

The Committee shall make recommendations to the Board, as appropriate, on the following:

4.1 Nominations and succession planning

- (a) proposed changes to the succession planning process if the Committee's periodic assessment of the process indicates that the desired outcome has not been achieved;
- (b) the appointment of suitable candidates as new directors;
- (c) the appointment of any director to executive or other office other than to the positions of chair and Chief Executive Officer, the recommendation for which is to be considered at a meeting of the full Board;
- (d) the chair of the Board, having assessed every three years whether the present incumbent shall continue in post, taking into account the need for continuity versus freshness of approach. The chair should not remain in post beyond nine years from the date of their first appointment to the Board;
- (e) suitable candidates for the role of Senior Independent Director from among the independent non-executive directors;
- (f) membership and chair of the Audit and Risk Committee, the Disclosure Committee and the Remuneration Committee, and any other Board committees, as appropriate, in consultation with the chair of those committees;
- (g) formulating succession plans for both executive and non-executive directors and in particular for the key roles of chair and chief executive.

4.2 Re-appointment of directors

- (a) 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 and the Company's long-term sustainable success, in the light of the knowledge, skills and experience required and the length of service of the Board as a whole and its membership being regularly refreshed; and
- (b) re-election by shareholders of directors in accordance with Provision 18 of the Code or the retirement by rotation provisions in the articles of association, having regard to their performance, ability and commitment to the role and their contribution to the Company's long-term sustainable success in the light of the knowledge, skills and experience required and the length of service of the Board as a whole and its membership being regularly refreshed.

4.3 Continuation of office

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.

4.4 Corporate governance

- (a) the adoption of amendments the Company's corporate governance policies, or the adoption of new corporate governance policies in substitution for existing policies; and
- (b) action(s) to be taken in connection with any breaches of the Company's corporate governance policies, the UK Corporate Governance Code, the Canadian corporate governance guidelines or any other corporate governance codes, rules or regulations to which the Company is subject.

5 MEMBERSHIP

- 5.1 At all times the Committee shall comprise a minimum of three members (inclusive of the Committee chair), the majority of whom shall be independent non-executive directors, as determined by the Board (in accordance with the Code).
- 5.2 The Board shall appoint members of the Committee on the recommendation of the Committee, in consultation with the Committee chair.
- 5.3 Appointments to the Committee shall be for a period of up to three years, which may be extended for two further periods of up to three years, provided the member still meets the criteria for membership of the Committee.
- 5.4 The Board shall appoint the chair of the Committee, who shall be either the chair of the Board or an independent non-executive director, provided that the chair of the Board shall not chair the Committee when the Committee is dealing with the appointment of their own successor. The Board shall determine the period for which the chair of the Committee shall hold office. In the absence of the Committee chair or an appointed deputy, the remaining members present at the meeting 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.
- 5.5 The Committee chair shall review membership of the Committee annually, as part of the annual performance review of the Committee.
- 5.6 The Company Secretary, or their 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. All directors should have access to the advice of the Company Secretary, who is responsible for advising the Board on all governance matters. Both the appointment and removal of the Company Secretary should be a matter for the whole Board.

6 ATTENDANCE AT MEETINGS

- 6.1 The Committee shall meet at least twice a year and otherwise as required or as the Committee chair shall determine or as may be requested by any member of the Committee.
- 6.2 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 and necessary and with the agreement of the Committee chair. The Committee chair shall have the discretion to decide who, other than Committee members, shall attend and address Committee meetings.
- 6.3 Meetings of the Committee may be conducted when the members are physically present together or in the form of either audio or video conference.

7 NOTICE OF MEETINGS

- 7.1 Meetings of the Committee shall be called by the secretary of the Committee at the request of the Committee chair or any member of the Committee.
- 7.2 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 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, but Committee papers may be forwarded at shorter notice with the approval of the Committee chair.

8 QUORUM

- 8.1 Where there are two members present at a meeting, the quorum necessary for the transaction of business at a Committee meeting shall be that both of them must be independent non-executive directors to ensure a majority of independent non-executive directors. Where there are more than two members present, the quorum requirement is that the majority must be independent non-executive directors, present in person or by audio or video conference. If there is difficulty in achieving a quorum, independent non-executive directors who are not members of the Committee may be co-opted as members for individual meetings.
- 8.2 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.

9 VOTING ARRANGEMENTS

- 9.1 Subject to paragraph 9.2, 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, whether in person or by audio or video conference.
- 9.2 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.
- 9.3 The Committee chair may ask any attendees of a Committee meeting to leave the meeting to allow discussions of matters relating to them.

10 MINUTES OF MEETINGS

- 10.1 The secretary of the Committee shall minute the proceedings and resolutions of all Committee meetings, including recording the names of those present and in attendance.
- 10.2 Draft minutes of Committee meetings shall be circulated promptly to all Committee members. Once approved, minutes shall be circulated to all other Board members and the Company Secretary unless, exceptionally, in the opinion of the Committee chair it would be inappropriate to do so.

11 ENGAGEMENT WITH SHAREHOLDERS

The Committee chair should seek engagement with shareholders on significant matters related to the Committee's areas of responsibility.

12 ANNUAL GENERAL MEETING

The Committee chair shall attend the annual general meeting to answer shareholder questions on the Committee's activities.

13 REPORTING RESPONSIBILITIES

- 13.1 The Committee chair shall report formally to the Board on its proceedings after each meeting on all matters within its duties and responsibilities and the minutes of all Committee meetings shall be included in the Board papers for a subsequent Board meeting.
- 13.2 The Committee shall:
- (a) make whatever recommendations to the Board it deems appropriate on any area within its remit where action or improvement is needed;

- (b) produce a report to be included in the Company's annual report including any matters required by the Code, the Disclosure Guidance and Transparency Rules published by the Financial Conduct Authority and any matters required to be disclosed by the UK Listing Rules, and describing its work, including:
 - (i) its activities, the membership of the Committee, number of meetings and attendance over the course of the year;
 - (ii) the process used in relation to appointments, its approach to succession planning and how both support the development of a diverse pipeline;
 - (iii) identifying in the annual report any external search consultancy that has been engaged, together with a statement about any other connection it has with the Company or individual directors;
 - (iv) how the Board performance review has been conducted, the nature and extent of an external reviewer's contact with the Board and individual directors, the outcomes and actions taken, and how it has or will influence future Board composition; and
 - (v) identifying in the annual report any external evaluator engaged together with a statement about any other connection it has with the Company or individual directors;
 - (vi) a description of the Board's policy and any initiatives on diversity and inclusion, their objectives and link to company strategy, how they have been implemented and progress on achieving the objectives, including whether the Company has met the diversity targets set out in the UK Listing Rules;
 - (vii) the gender balance of those in the senior management and their direct reports;
- (c) ensure, through the chair of the Board, that the Company maintains contact and the Committee chair seeks engagement, as required, with the Company's major shareholders on significant matters related to the Committee's areas of responsibility; and
- (d) review and approve any corporate governance report to be made in accordance with applicable securities laws and stock exchange regulations for inclusion in the Company's management information circular, annual report and/or annual information form;
- (e) make publicly available the Committee's terms of reference by placing them on the Company's website.

14 GENERAL MATTERS

The Committee shall:

- 14.1 Have access to sufficient resources to carry out its duties, including access to the company secretary for advice and assistance as required.
- 14.2 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. Any individual training is to be discussed and agreed with the company secretary.
- 14.3 Give due consideration to all relevant laws and regulations, in particular, the directors' duties in the Companies Act 2006, the provisions of the Code and associated guidance and the requirements of the UK Listing Rules, Prospectus Rules and Disclosure Guidance and

Transparency Rules published by the Financial Conduct Authority and any other applicable rules, as appropriate.

- 14.4 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.

15 AUTHORITY

The Board authorises the Committee to:

- 15.1 Carry out all duties set out in these terms of reference, to have unrestricted access to the Company's documents and information and to obtain, at the Company's expense, appropriate independent legal or professional advice on any matter within its terms of reference as it considers necessary.
- 15.2 Seek any information it requires from any employee of the Group to perform its duties.
- 15.3 Call any employee of the Group to be questioned at a Committee meeting as and when required, and all such employees are directed to co-operate with any request made by the Committee.