KMD BRANDS LIMITED
Risk Management Policy

This Policy is in accordance with the Corporate Governance Standards of KMD Brands Limited (the "Company") and its related companies (the "Group") and outlines ethical values and principles, which are essential to the Company's continued success. The Policy reflects the direction and approach that should be taken in the conduct of the Group's business activities.

1. Purpose

Risk identification and management are viewed by the Company as integral to its objectives of creating and maintaining shareholder value, and to the successful execution of the Group's strategies.

The purpose of the risk management policy is to support the establishment of:

a) appropriate systems are in place to identify, to the extent reasonably practicable, all material risks that may impact the achievement of the Group's objectives;

b) the impact, both financial and where applicable non-financial, of identified risks is understood, and appropriate internal control systems are in place to limit the Group's exposure to such risks;

c) appropriate responsibilities are delegated to control the identified risks effectively; and

d) any material changes to the Group's risk profile are disclosed in accordance with the Company's Continuous Disclosure Policy where required.

2. Scope

This Policy applies to all of the Group's business activities including the activities of each subsidiary in the Group. All employees in the Group, and to the extent relevant, contractors, have a responsibility to manage risk in accordance with this Risk Management Policy and the internal Group Risk Management Framework.

3. Definition of Risk

For the purpose of this Policy, risk is defined as the potential impact of events, decisions or other uncertainties on the Group's financial performance, assets, reputation, people or the environment.

4. Responsibilities

The Board is responsible for overseeing and guiding the development and continuous improvement of the Group's risk management and internal control processes by which risk is considered for both ongoing operations and prospective actions. As a minimum, the Board is required to:

a) oversee the establishment and implementation of the Group Risk Management Framework;

b) review and accept risks assessed as critical using the risk assessment process described in the Risk Management Framework; and

c) review the effectiveness of the Group's Risk Management Framework, in relation to the processes, structures and culture established to identify, assess, treat and monitor risk to support the achievement of the Group's objectives.

In specific areas, the Board is assisted by the Audit and Risk Committee. The Audit and Risk Committee is responsible for establishing procedures which seek to provide assurance that major business risks are identified, consistently assessed and appropriately addressed.

Not all aspects of risk management can be formalised, and the Company places considerable reliance on the skill, experience and judgment of its people to take risk-aware decisions in line with this Risk Management Policy and to communicate openly on all risk related matters.

Risk management is an ongoing journey, and we recognise that our practices will continue to evolve over time. All employees in the Group have a responsibility for identifying risks as part of their everyday activities. Where a risk is identified, employees must ensure it is brought to the attention of the relevant senior leader and, as necessary, assessed and managed in line with the Group Risk Management Framework as further described in section 5.2.

Policy

5.1 Risk is inherent in the Group's activities

There are a number of risks which are inherent to the business activities which the Group undertakes. The Company accepts some degree of commercial risk in order to attain the Group's strategic objectives.

These risks may change over time as the external environment changes and as the Group expands its operations. The risk management process requires the Board to consider regular reviews of the Group's existing risks and the identification of any new and emerging risks facing the Group, including financial and non-financial matters and matters in relation to occupational health and safety. It also requires the management, including mitigation where appropriate, of these risks.

Notwithstanding the application of these processes, the Group acknowledges that it is not possible to eliminate all risks. Risk management activities are therefore focused on mitigating risks to acceptable levels consistent with the Group's risk appetite and strategic objectives.

5.2 Risk Management Framework

Risk management will progressively be embedded into our business activities, functions and processes. In order to properly identify and develop strategies and actions to manage business risks, the Company has put in place a Risk Management Framework. This is based on the following key elements:

a) an Audit and Risk Committee which meets periodically to review the effectiveness of processes for the identification, assessment and management of specific risks. The Audit and Risk Committee should have experience in all of the Company's activities and should be conversant with the Group's business plans, objectives and values;

b) an assessment of the potential impact of identified business risks and the likelihood of occurrence, with a resulting Group risk profile developed;

c) an assessment of the acceptability of each identified risk in line with the Group's risk appetite and defined tolerances;

d) a consideration and decision on the proposed actions to appropriately treat each material risk; and

e) an assignment of the responsibilities for the management of each risk, including regular monitoring and reporting.

Risk management encompasses all areas of the Company's activities. Once a business risk is identified, the risk management processes and systems implemented by the Company are aimed at providing a consistent approach to the management of risks.

The results of these assessments are regularly presented to the Board, in oral and written form, by the Chair of the Audit and Risk Committee, and updated as needed.

The Board regularly reviews the Company's Risk Management Framework, and where required, makes improvements to its risk management and internal compliance and control systems.

5.3 Additional Risk Management Procedures and Practices

In addition to the specific risk management process outlined in this Policy, the Company has the following procedures and practices which are designed to manage specific business risks:

a) an insurance program which is reviewed annually by the Board;

b) annual budgeting, reforecasting and regular financial and operational reporting;

c) the Group's business plan, reviewed annually by the Board;

d) corporate strategy guidelines and procedures to review and approve the Group's strategic plans;

e) legal commitment and expenditure exceeding certain levels must be submitted to the Board for approval in accordance with the Delegated Authority Policy;

f) procedures/controls to manage financial exposures and operational risks;

g) procedures/controls to manage environmental and occupational health and safety matters;

h) oversight of the Group's financial affairs by the Audit and Risk Committee;

i) regular performance reporting enabling the identification of performance against targets and evaluation of trends;

j) a health and safety policy and management standards which seek to ensure that the Group complies with its obligations and responsibilities in relation to health and safety, environmental issues, and the communities in which it operates;

k) a cyber security framework, including regular awareness training, to manage cyber exposures and protect the Group's networks, information and data;

l) ongoing training and development programmes; and

m) On-going climate risk assessment process, with the aim to identify, adapt to, and integrate emerging climate-related risks into the broader Risk Management Framework.

Additionally, all other significant areas of the Group's operations are subject to regular reporting to the Board, including exploration, development, finance, legal, safety, environment, government and investor relations.

This Risk Management Policy is reviewed at least every three years by the Audit and Risk Committee.

This policy was last reviewed and approved by the Board on 23 June 2026