

# BOARD CHARTER

## 1 PURPOSE

This Charter sets out the principal role, responsibilities, structure and processes of the Board of Directors of Perseus Mining Limited (**Company**).

The Board is constituted and empowered pursuant to the Company's Constitution and the *Corporations Act 2010* (Cth) (**Corporations Act**).

## 2 ROLE AND RESPONSIBILITIES OF THE BOARD

The role of the Board is to approve the overall strategy of the Company and its controlled entities (**Perseus Group**) and guide and monitor the senior leadership team of the Perseus Group (**Senior Leadership Team**) in achieving that strategy for the benefit of the Company's shareholders and within a framework of good corporate governance. The Board recognises the interests of, and its responsibilities to, the employees of the Perseus Group, the environment, communities and host governments in which the Perseus Group operates and other stakeholders.

The following is a summary of the matters reserved to the Board as a general guide:

- a. Demonstrate leadership and promote ethical, responsible and lawful decision-making;
- b. Approve the mission, strategy and business plans of the Perseus Group and monitor the Perseus Group's performance in delivering those plans;
- c. Approve the corporate policies of the Perseus Group including, without limitation, the Company Values, Code of Conduct, the Trading in Securities Policy and the Disclosure and Communication Policy;
- d. Oversee the Senior Leadership Team in its implementation of the Company's strategic objectives, instilling of the Company's values and performance generally;
- e. Approve investments, divestments, major capital and operating expenditures and major funding activities proposed by the Senior Leadership Team;
- f. Upon the recommendation of the Audit and Risk Committee and the Sustainability Committee, approve the annual report, financial statements and sustainability report of the Company;
- g. Develop and promote a system of corporate governance which ensures the Perseus Group is properly managed and controlled and approve the annual corporate government statement;
- h. Upon the Audit and Risk Committee's recommendation, approve, re-appoint or remove the Company's external auditors and approve the auditor's remuneration;
- i. Develop, implement and oversee the Company's governance and sustainability performance framework which sets out how the Company will address environmental and social issues including, but not limited to, diversity, emissions, energy, waste and water management;
- j. Upon the Remuneration Committee's recommendation, approve the overall remuneration policy, including, without limitation, Director and Senior Leadership Team remuneration, and employee incentive plans and ensure they are aligned with the Company's purpose, values, strategic objectives and risk appetite;

- k. Upon the Audit and Risk Committee's recommendation, review, monitor and approve the Perseus Group enterprise risk management framework (including technical, non-technical, financial, non-financial, social and environmental risks), including internal compliance and control mechanisms and satisfy itself that the Company is operating within the risk appetite set by the Board;
- l. Satisfy itself that an appropriate framework exists for relevant information to be reported by the Senior Leadership Team to the Board;
- m. Whenever required, challenge the Senior Leadership Team and hold it to account;
- n. Appoint and, when necessary, replace the Managing Director & Chief Executive Officer (MD&CEO) and oversee the performance review of the MD&CEO;
- o. Approve the appointment and, when necessary, replacement of the Company Secretary;
- p. Establish and appoint members of Board Committees; and
- q. Appoint and, when necessary, replace the Chair.

### **3 ROLE OF THE CHAIR**

The Board must appoint a Chair in accordance with the Company's Constitution.

The Chair must be a non-executive Director and satisfy the criteria for independence set out in clause 5 of this Charter.

The role of Chair must not be performed by someone who is performing the role of MD&CEO or chair of the Audit and Risk Committee.

The Chair's main responsibilities are:

- a. Maintain effective communication between the Board and the Senior Leadership Team;
- b. Lead the Board;
- c. Ensure effective contribution by all Directors; and
- d. Chair general meetings of the Company.

### **4 ROLE OF EXECUTIVE MANAGEMENT**

Subject to the powers reserved to the Board set out in clause 2 of this Charter, the MD&CEO, supported by other members of the Senior Leadership Team, is responsible for the day-to-day management of the Perseus Group. The Board may approve specific delegations of authority to the MD&CEO.

The MD&CEO's main responsibilities are:

- a. Manage and administer the day-to-day operations of the Perseus Group in accordance with the strategy, business plans and policies approved by the Board;
- b. Develop the strategy for the Perseus Group and its operations and make recommendations to the Board in relation to that strategy;
- c. Develop the Perseus Group annual budget and conduct the Perseus Group activities in accordance with that budget;
- d. Develop and maintain the Perseus Group risk management systems, including, without limitation, internal compliance and control mechanisms;
- e. Assess the health, safety, environmental, social, reputational, political, legal and financial consequences of decisions and actions and the impact on the achievement of the Group's strategic objectives;
- f. Ensure compliance with the Company's continuous disclosure obligations in accordance with the Company's Disclosure and Communication Policy;

- g. Assign responsibilities to the Senior Leadership Team and supervise and report on their performance to the Board;
- h. Recommend to the Board significant operational changes, major capital and operational expenditures, and investments and divestments which are beyond delegated authority; and
- i. Report regularly to the Board to keep the Board fully informed to discharge its duties effectively.

## 5 COMPOSITION OF THE BOARD

### COMPOSITION

The Board must ensure that it is constituted in accordance with the Company's Constitution and the Corporations Act with the appropriate mix of skills, knowledge, experience and diversity necessary to discharge its duties effectively. The majority of Directors must satisfy the criteria for independence set out below in this clause. The Board will develop and disclose a skills matrix in accordance with the ASX Corporate Governance Council Principles and Recommendations.

### INDEPENDENCE

Directors are considered independent if they are independent of Executive Management and free from any business or other relationship that could materially interfere with – or could reasonably be perceived to materially interfere with – the exercise of their unfettered and independent judgement. In considering whether a Director is independent, the Board will have regard to the factors relevant to assessing the independence of a director set out in the ASX Corporate Governance Council Principles and Recommendations and Canadian National Instrument 58-101 – *Disclosure of Corporate Governance Practices*. In the context of Director independence, "materiality" is considered from both the Company's and the Director's perspective. The determination of materiality requires consideration of both quantitative and qualitative elements. Qualitative factors to be considered include, without limitation, whether a relationship is strategically important, the competitive landscape, the nature of the relationship and the contractual or other arrangements governing it and other factors that point to the actual ability of the Director in question to shape the direction of the Perseus Group's loyalty.

### TERM

The term of appointment of non-executive directors is limited to 10 years and directors are expected to resign after 10 years unless the Board determines otherwise, which would only be considered in exceptional circumstances, e.g. if a major transaction potentially affecting Board composition is in progress or if the composition of the Board at the time raises serious corporate memory loss concerns.

### REVIEW

The Board reviews its composition and performance on an annual basis and will make adjustments if required. Performance is measured by the efficiency and effectiveness with which the Company goes about achieving its objectives. The review may be a peer review process on an individual basis, evaluation as a group or a combination of both and will be conducted by an independent external consultant at least every two years.

In the event of an evaluation of individual Directors, before discussion at Board level, relevant results are first discussed by the Chair and the individual Director.

As part of the evaluation process, more subjective appraisal of the overall Board's performance as gathered by the Chair based on contacts with shareholders and other key stakeholders, may also be considered.

### VACANCIES

If a vacancy occurs or it is considered that the Board would benefit from a new Director with particular skills, the Board's Nomination Committee will select appropriate candidates with relevant qualifications, skills and experience. External advisors may be used to assist in such a process. Appropriate checks as to a candidate's character, experience, education, criminal record and bankruptcy history will be conducted as part of the selection process. The Board, on recommendation of the Nomination Committee, will then

appoint the most suitable candidate who must stand for election at the next general meeting of the Company. New Directors must sign a letter of appointment which sets out the key terms and conditions of their appointment.

## INDUCTION AND CONTINUING EDUCATION

The Company Secretary must put in place and implement an induction program for new Directors. Directors will be given access to continuing education to update and enhance their skills and knowledge. The Company Secretary will keep the Board informed of developments in corporate governance requirements and best practices.

## 6 BOARD COMMITTEES

The Board may from time to time establish and delegate certain powers to a Board Committee in accordance with the Company's Constitution. The Board is responsible for the approval and review of the charters and membership of Board Committees.

The Board has established an Audit and Risk Committee, a Sustainability Committee, a Remuneration Committee, a Nomination Committee and a Technical Committee.

Directors may attend meetings of Board Committees where there is no conflict of interest.

## 7 COMPANY SECRETARY

The Board will appoint at least one company secretary in accordance with the Company's Constitution. The Company Secretary is appointed and, when necessary, replaced by Board resolution.

The Company Secretary is directly accountable to the Board, through the Chair, on all governance matters.

All Directors have access to the advice and services provided by the Company Secretary at all times.

The Company Secretary will attend all Board and Board Committee meetings and is responsible for preparing the minutes of those meetings. The Company Secretary may be required to leave a Board or Committee meeting where matters are discussed in which the Company Secretary has a material personal interest or on other highly sensitive matters.

## 8 BOARD MEETINGS AND RESOLUTIONS

The Board will meet as often as the Directors determine necessary to fulfil their duties to the Company.

The non-executive Directors will meet as required without members of the Senior Leadership Team present.

Written resolutions made outside a Board meeting (**Circular Resolutions**) are acceptable in circumstances where there is no real division of opinion and where no discussion of the matter is required or the matter has been discussed at a previous Board meeting and otherwise in accordance with the Company's Constitution. A proposed Circular Resolution must be accompanied by an explanatory note and other relevant materials as required. The Company Secretary must convene a Board meeting if:

- a. Any Director is against the Circular Resolution; or
- b. Any Director requests (further) discussion on the matter.

## 9 ACCESS TO INFORMATION AND INDEPENDENT ADVICE

The Board and Board Committees may seek advice from independent experts whenever it is considered appropriate. With the consent of the Chair, individual Directors may seek independent professional advice at the Company's expense on any matter connected with the discharge of their duties.

Each Director has the right of access to all relevant Perseus Group information and to the Senior Leadership Team.

## 10 DIRECTORS' DEALINGS IN COMPANY SHARES

Directors must ensure that any dealings in Company securities are in strict compliance with the Company's Trading in Securities Policy.

## 11 CONFLICTS OF INTEREST

Directors must keep the Board advised, on an ongoing basis, of any interest that could potentially conflict with those of the Company. All Directors must disclose to the Board details of transactions which may create a conflict of interest for them in the decisions placed before the Board in accordance with the Corporations Act. The Company Secretary will keep a conflicts of interest register which will be on the agenda of Board meetings as a standing item (other than Board meetings that are convened at short notice for a specific purpose).

Directors must abstain from voting and, unless the Board specifically determines otherwise, may not participate in discussions on any decisions in which they have or may be perceived to have a material personal interest.

## 12 CONFIDENTIALITY

The Directors acknowledge that all proceedings of the Board and the Board Committees are confidential and will not be disclosed to any person except as agreed by the Board or as required by law.

## 13 APPROVAL AND REVIEW

This Charter is to be reviewed annually to ensure that it meets best practice standards, taking into account the size and activities of the Company and the needs of the Company and the Board.

REV. NO.	PREPARED/ UPDATED BY	REVIEWED	APPROVED	DATE	DESCRIPTION/ CHANGE EFFECTED
1	General Counsel & Company Secretary	Managing Director & CEO	Perseus Board	29/06/2021	Revision
2	General Counsel & Company Secretary	Managing Director & CEO	Perseus Board	30/08/2023	Minor amendments
3	General Counsel & Company Secretary	Executive Chairman	Perseus Board	24 November 2023	Minor amendments