

Palace Capital plc

Audit and Risk committee terms of reference

1. CONSTITUTION

- 1.1. The Committee was constituted by the board of directors in accordance with the articles of association of the Company.

2. ROLE

The role of the Committee is to assist the board in fulfilling its oversight responsibilities by reviewing and monitoring:

- 2.1. The integrity of the financial and narrative statements and other financial information provided to shareholders.
- 2.2. The Company's system of internal controls and risk management.
- 2.3. The internal and external audit process and auditors.
- 2.4. The process for compliance with laws, regulations and ethical codes of practice.

3. DUTIES AND TERMS OF REFERENCE

3.1. Financial Reporting

The Committee shall:

- a) monitor the integrity of the financial statements of the Company, including its annual and half yearly reports, interim management statements (if produced), preliminary results announcements and any other formal announcement relating to its financial performance, reviewing significant financial reporting issues and judgements which they contain having regard to matters communicated to it by the external auditor.
- b) review and challenge where necessary:
- i. the application and appropriateness of significant accounting policies, and any changes to them both on a year on year basis and across the Company;
 - 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. 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 looking forward over an appropriate and justified period);

- vii. monitor compliance with financial reporting standards and any recognised investment exchange and other financial and governance reporting requirements;
- viii. 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;
- ix. review first any other statements that contain financial information and require board approval, if carrying out a review before board approval would be practicable and consistent with any prompt reporting requirements under any law or regulation including the Listing Rules or Disclosure Guidance and Transparency Rules sourcebook; and
- x. where the Committee is not satisfied with any aspect of the proposed financial reporting by the Company, report its views to the board.

3.2. Narrative Reporting

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 and whether it informs the board's statement in the annual report on these matters that is required under the UK Corporate Governance Code (2018).

3.3. Risk management systems and internal controls

The Committee shall:

- a) on behalf of the board (which retains overall responsibility for risk management), review and monitor the Company's internal financial controls systems that identify, assess, manage and monitor financial risks, and other 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;
- b) on behalf of the board, ensure that a robust assessment of the emerging and principal risks facing the Company has been undertaken (including those risks that would threaten the Company's business model, future performance, solvency or liquidity and reputation), that procedures are in place to identify emerging risks and provide advice on the management and mitigation of those risks;
- c) oversee and advise the board on the Company's current risk exposure and future risk strategy and consider how the remuneration of executives shapes their view of risk;
- d) review the Company's internal financial controls and internal control systems and, at least annually, carry out a review of its effectiveness and approve the statement to be included in the annual report concerning internal control;
- e) 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;

- f) review the assurance reports from management on the effectiveness of the internal control and risk management systems and from the external auditor and others on the operational effectiveness of matters related to risk and control. The Committee should satisfy itself that these sources of assurance and information are sufficient and objective and are enough to enable the board to satisfy itself that they are operating effectively;
- g) review the timeliness of, and reports on, the effectiveness of corrective action taken by management in response to any material external audit recommendation;
- h) 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; and
- i) 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.

3.4. Internal audit

Where the Company has no internal audit function, the Committee shall consider at least annually the need for an internal audit function, make any recommendation to the board and explain in the annual report the reasons for the absence of such a function, how internal assurance is achieved and how this affects the external audit work. The Committee shall assess whether the processes applied by management to ensure that the internal controls systems are functioning as intended provide sufficient and objective assurance.

3.5. External audit

The Committee shall, taking into account any applicable law and legislation, other professional requirements and the Financial Reporting Standard's Revised Ethical Standard 2016 (Ethical Standard):

- 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, 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 external auditor resigns, investigate the issues leading to this and decide whether any action is required;

- 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;
- e) 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 and approve 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;
- f) review and assess on an annual basis:
 - i. the external auditor's independence and objectivity taking into account the relevant UK law, the Ethical Standard and other professional and regulatory requirements and the relationship with the auditor as a whole, including any threats to the auditor's independence and the safeguards to mitigate those threats including the provision of any non-audit services; and
 - ii. the qualifications, expertise and resources of the external auditor and, taking into account relevant UK professional and regulatory requirements, the effectiveness of the external audit process, which shall include a report from the external auditor on their own internal quality procedures;
 - iii. seek reassurance from the external auditor and their staff 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;
 - iv. annually, 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 the relevant UK law, regulation and other professional requirements and the Ethical Standard, including guidance on the rotation of the audit partner and staff;
 - v. agree with the board the Company's policy on employment of former employees of the Company's external auditor, taking into account the Ethical Standard and legal requirements and monitor the application of this policy;
- g) monitor the level of fees paid by the Company to the external auditor compared to the overall fee income of the firm, office and partner and assess these in the context of the legal, professional and regulatory requirements, guidance and the Ethical Standard;
- h) 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. The policy should include assessment of:
 - i. threats to the external auditor's independence and objectivity and any safeguards in place to eliminate or reduce threats;
 - ii. the nature of the non-audit services;
 - iii. in light of the external audit firm's skills and experience, whether it is the most suitable supplier of the non-audit service;

- iv. the fees for the non-audit services, both for individual services and in aggregate, relative to the audit fee, including special terms and conditions; and
- v. the criteria governing compensation of the individuals performing the audit;
- i) 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;
- j) keep the policy for the provision of non-audit services under review;
- k) 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;
- l) 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 and levels of errors identified during the audit;
- m) 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;
- n) 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.
- o) review, before 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;
- p) at the end of the audit cycle, assess the effectiveness of the audit process including:
 - i. reviewing whether the auditor has met the agreed audit plan and whether the external auditor identified any risks to audit quality and, if so, how these were addressed;
 - ii. understanding reasons for changes to the audit plan;
 - iii. considering the external auditor's robustness and perceptiveness in handling key accounting and audit judgements and responding to the Committee's questions;
 - iv. obtaining feedback from key people on the conduct of the audit; and
 - v. reviewing and monitoring the content of the external auditor's management letter and reporting to the board on the effectiveness of the audit process.

3.6. Whistleblowing, fraud and Compliance

The Committee shall:

- 3.7. review the adequacy and security of the Company's arrangements for its employees to raise concerns, in confidence, 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;
- 3.8. annually review the Company's procedures for detecting fraud; and
- 3.9. review the Company's systems and controls for ethical behaviour and the prevention of bribery and modern slavery and receive reports on non-compliance.

4. MEMBERSHIP

- 4.1. The Committee shall comprise a chair who shall be an Independent Non-Executive with such qualifications and experience of financial and accounting matters and the sector in which the Company operates, in line with the UK Corporate Governance Code (2018). Other members shall be appointed as appropriate.
- 4.2. Each Committee member shall ordinarily 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. If any member of the Committee is deemed not to be independent, then the board shall provide an explanation as to why they consider it appropriate for such director to be a member of the Committee.
- 4.3. The board shall appoint members of the Committee, on the recommendation of the Nomination Committee, in consultation with the Committee chair.
- 4.4. The Executive Chairman shall not be a Committee member unless exceptional circumstances apply such as when there is a vacancy among the non-executive directors. The Executive Chairman shall not chair the Committee.
- 4.5. 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.
- 4.6. 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. Outside of the formal meeting programme, the Committee chairman will maintain a dialogue with key individuals involved in the company's governance, including the chairman, chief financial officer, and the external audit lead partner.
- 5.3. Only Committee members have the right to attend and vote at Committee meetings. However, the chief financial officer, external audit lead partner and other non-members

shall attend meetings of the Committee by invitation as and when appropriate and necessary.

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 or external audit lead partner.
- 6.2.** Unless the Committee otherwise agrees, 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, any other person required to attend and all other non-executive directors, no later than three 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.

7. QUORUM

- 7.1.** The quorum necessary for the transaction of business at a Committee meeting shall be one member. When appropriate, other Directors may be co-opted as members for individual meetings.
- 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.** 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.
- 8.2.** Except where he or she has a personal interest, the Committee chair shall have a casting vote.

9. ANNUAL GENERAL MEETING

- 9.1.** The Committee chair shall attend the annual general meeting to answer shareholder questions on the Committee's activities and shall make a statement on the Committee's activities and achievements over the year (including details on engagement with shareholders on significant matters).

10. AUTHORITY

The board authorises the Committee to:

- 10.1.** 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.
- 10.2.** Access independent advice and seek any information it requires from any employee of the Company to perform its duties and secure the attendance of external advisers at its meetings if it considers this necessary, at the Company's expense.

- 10.3. Commission, at the Company's expense, any reports or surveys which it deems necessary to help it fulfil its obligations.
- 10.4. Collectively and individually have direct access to the group finance director and the Company's external auditors.

11. REPORTING RESPONSIBILITIES

The Committee shall:

- 11.1. Report 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.
- 11.2. Prepare a formal report on its activities and how the Committee has discharged its responsibilities to be included in the Company's annual report, which shall include:
 - a) details of the membership of the Committee, number of meetings held and attendance over the course of the year;
 - b) a summary of the role and work of the Committee;
 - c) how the Committee's performance evaluation has been conducted;
 - d) the significant issues that the Committee considered in relation to the financial statements and how these issues were addressed, having regard to matters communicated to it by the external auditor, the nature and extent of any interaction with the Financial Reporting Council's Corporate Reporting Review team and any significant findings of a review of the Company's audit conducted by the Financial Reporting Council's Audit Quality Review team;
 - e) confirmation that the board has carried out a robust assessment of the principal and emerging risks facing the Company, a description of those risks, the procedures in place to identify emerging risks and an explanation as to how they are being managed and mitigated;
 - f) 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, auditor objectivity and independence is safeguarded) and its approach taken to the appointment or reappointment of the external auditor, length of incumbent auditor's tenure, when a tender was last conducted, advance notice of any retendering plans (and reasons why completing the process in that proposed financial year is in the best interests of the Company's members) and any contractual provisions restricting the Committee's choice of auditor, and the amount of fees paid to the auditor for any of its services;
 - g) the Committee's policy for approval of non-audit services, how auditor objectivity and independence is safeguarded, the audit fees for the statutory audit for audit related services and other non-audit services, including the ratio of audit to non-audit work, and for each significant engagement, or category of engagements, what the services are and why the Committee concluded that it was in the Company's interests to purchase them from the external auditor;

- h) an explanation of how the Committee has addressed the effectiveness of the internal audit process and if there is no internal audit function, an explanation for the absence, how internal assurance is achieved and how this affects the work of external audit;
 - i) all other information requirements set out in the UK Corporate Governance Code; and
 - j) any other issues on which the board has requested the Committee's opinion.
- 11.3.** In compiling the report referred to in Paragraph 11.2, exercise judgement in deciding which of the issues it considers in relation to the financial statements are significant, but include at least those matters that have informed the board's assessment of whether the Company is a going concern and the longer term viability statement.
- 11.4.** Make whatever recommendations to the board it deems appropriate on any area within its remit where action or improvement is needed.
- 11.5.** Where disagreements between the Committee and the board cannot be resolved, report the issue to the shareholders as part of the report on the Committee's activities in the annual report referred to in Paragraph 11.2.
- 11.6.** 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 stance in the annual report referred to in Paragraph 11.2.
- 11.7.** Make available to shareholders these terms of reference by placing them on the Company's website.

12. GENERAL MATTERS

The Committee shall:

- 12.1.** Consider other duties determined by the board from time to time.
- 12.2.** Have access to sufficient resources to carry out its duties, including access to the company secretary for assistance, as required.
- 12.3.** 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. Any individual training to be discussed and agreed with the company secretary.
- 12.4.** Give due consideration to all applicable laws and regulations, in particular the directors duties contained in the Companies Act 2006, the provisions of the UK Corporate Governance Code and the requirements of the Listing Rules, Prospectus Rules and Disclosure Guidance and Transparency Rules published by the Financial Conduct Authority and any other applicable rules, as appropriate.
- 12.5.** Arrange for periodic reviews of its own performance and, at least annually review its terms of reference to ensure it is operating at maximum effectiveness and recommend any changes it considers necessary to the board for approval.