

Dated 12 December 2025

TERMS OF REFERENCE – AUDIT AND RISK  
COMMITTEE

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## ULTIMATE PRODUCTS PLC

### TERMS OF REFERENCE FOR THE AUDIT AND RISK COMMITTEE

#### 1 CONSTITUTION

- 1.1 The audit and risk committee (**Committee**) was constituted as a committee of the board of directors (board) of Ultimate Products plc (**Company**) at a full meeting of the board held on .....2025 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 to one or more of its members or the company secretary, including, without limitation, the establishment of sub-committees which are to report back to the Committee.

#### 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; and
- 2.4 the processes for compliance with laws, regulations and ethical codes of practice.

#### 3 DUTIES AND TERMS OF REFERENCE

The Committee shall carry out the following duties for the Company and its subsidiaries (**Group**) as appropriate:

##### 3.1 Financial reporting

The Committee shall:

- 3.1.1 monitor and discuss with management the integrity of the financial statements of the Company and the Group, including:
- 3.1.1.1 the annual and half-yearly reports;
  - 3.1.1.2 preliminary results announcements; and
  - 3.1.1.3 any other formal statements relating to its financial performance.
- 3.1.2 review and report to the board on significant financial reporting issues and judgements which the financial statements, interim reports, preliminary announcements and related formal statements contain having regard to matters communicated to it by the external auditor;
- 3.1.3 review and challenge where necessary:
- 3.1.3.1 the application, consistency, quality and appropriateness of the accounting policies, including any changes to accounting policies both on a year on year basis and across the Company and the Group;

- 3.1.3.2 whether the Company has made appropriate estimates and judgements, taking into account the external auditor's views;
  - 3.1.3.3 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;
  - 3.1.3.4 the methods used to account for significant or unusual transactions (including any off balance sheet arrangements) where different approaches are possible;
  - 3.1.3.5 significant adjustments resulting from the external audit; and
  - 3.1.3.6 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 and the Group looking forward over an appropriate and justified period);
- 3.1.4 monitor compliance with financial reporting standards and any recognised investment exchange and other financial and governance reporting requirements;
  - 3.1.5 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;
  - 3.1.6 review the disclosures in the annual report concerning the Group's pension funds if not reviewed by the board as a whole;
  - 3.1.7 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 AIM Rules for Companies and the UK version of the EU Market Abuse Regulation (2014/596) which is part of UK law by virtue of the European Union (Withdrawal) Act 2018, as amended and supplemented from time to time including by the Market Abuse (Amendment) (EU Exit) Regulations 2019; and

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 Principle 10 of the QCA Corporate Governance Code.

### 3.3 **Risk management systems and internal controls**

The Committee shall:

#### 3.3.1 **Risk management**

- 3.3.1.1 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.

3.3.1.2 Where requested by the board, ensure that a robust assessment of the principal risks facing the Company has been undertaken (including those risks that would threaten its business model, future performance, solvency or liquidity) and provide advice on the management and mitigation of those risks.

3.3.1.3 Oversee and advise the board on the Company's and the Group's current risk exposure and future risk strategy and annually consider how the remuneration of executives shapes their view of risk.

### 3.3.2 **Internal controls**

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.

### 3.3.3 **On-going viability**

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.

### 3.3.4 **Management and internal and external audit reports**

3.3.4.1 Review the assurance reports from management on the effectiveness of the internal control and risk management systems and from the internal audit, 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.

3.3.4.2 Review the timeliness of, and reports on, the effectiveness of corrective action taken by management in response to any material external or internal audit recommendation.

### 3.3.5 **Disclosures**

3.3.5.1 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.

3.3.5.2 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 the reasons for the absence of such a function to the board for disclosure in the annual report. 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 Council's Revised Ethical Standard (December 2019) (**Ethical Standard**):

#### 3.5.1 Appointment, reappointment and resignation

3.5.1.1 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 auditors.

3.5.1.2 Ensure that: (i) at least once every 10 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, oversee the selection process and ensure that all tendering firms have such access as is necessary to information and individuals during the tendering process; and (ii) at least every 20 years, the auditors of the Company are changed.

3.5.1.3 If any auditor resigns, investigate the issues leading to this and decide whether any action is required.

3.5.1.4 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 auditor from the market in that evaluation.

#### 3.5.2 Terms of engagement

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 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.

#### 3.5.3 Independence and expertise

3.5.3.1 Review and assess on an annual basis:

3.5.3.1.1 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

- 3.5.3.1.2 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;
  - 3.5.3.2 Seek reassurance from the external auditor and their staff that they have no relationships with the Company which could adversely affect the auditor's independence and objectivity;
  - 3.5.3.3 At least 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;
  - 3.5.3.4 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.
- 3.5.4 **Fees of external auditor**

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.
- 3.5.5 **Non-audit services**
  - 3.5.5.1 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:
    - 3.5.5.1.1 threats to the external auditor's independence and objectivity and any safeguards in place to eliminate or reduce threats;
    - 3.5.5.1.2 the nature of the non-audit services;
    - 3.5.5.1.3 in light of the external audit firm's skills and experience, whether it is the most suitable supplier of the non-audit service;
    - 3.5.5.1.4 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
    - 3.5.5.1.5 the criteria governing compensation of the individuals performing the audit.
  - 3.5.5.2 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.

3.5.5.3 Keep the policy for the provision of non-audit services under review.

### 3.5.6 **Audit cycle**

3.5.6.1 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.

3.5.6.2 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.

3.5.6.3 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.

3.5.6.4 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.

3.5.6.5 Review, prior to 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.

3.5.6.6 At the end of the audit cycle, assess the effectiveness of the audit process including:

3.5.6.6.1 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;

3.5.6.6.2 understanding reasons for changes to the audit plan;

3.5.6.6.3 considering the external auditor's robustness and perceptiveness in handling key accounting and audit judgements and responding to the Committee's questions;

3.5.6.6.4 obtaining feedback from key people on the conduct of the audit; and

3.5.6.6.5 reviewing and monitoring the content of the external auditor's management letter and reporting to the board on the effectiveness of the audit process.

### 3.5.7 **Other matters**

- 3.5.7.1 Be responsible for the co-ordination between the activities of the external auditor and the internal audit function.
- 3.5.7.2 Assess and make recommendations through the board to the shareholders on whether the Company should enter into a liability limitation agreement with its external auditor.

### 3.6 **Whistleblowing**

The Committee shall review the adequacy and security of the Company's arrangements for its employees and contractors 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.

### 3.7 **Fraud**

The Committee shall annually review the Company's procedures for detecting fraud.

### 3.8 **Compliance**

The Committee shall, in conjunction with the Environmental, Social and Governance Committee:

- 3.8.1 review the Company's systems and controls for ethical behaviour and the prevention of bribery and modern slavery and receive reports on non-compliance;
- 3.8.2 review regular reports from the money laundering reporting officer and the adequacy and effectiveness of the Company's anti-money laundering systems and controls; and
- 3.8.3 keep under review the adequacy and effectiveness of the Company's compliance function.

## 4 **MEMBERSHIP**

- 4.1 The Committee shall comprise a chair and a minimum of two members and the Committee as a whole shall have competence relevant to the section in which the Company operates. Each Committee member shall be an independent non-executive director as determined by the board (in accordance with the principles of the QCA Corporate Governance Code), at least one of whom shall have recent and relevant experience working with financial and accounting matters, ideally with a professional qualification from one of the professional accountancy bodies and experience of preparing financial statements under IFRS. 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.
- 4.2 The board shall appoint members of the Committee, on the recommendation of the Nomination Committee, in consultation with the Committee chair. It is recognised that the number of members may fall below two for temporary periods due to departures pending new appointments.
- 4.3 The chair of the board shall not be a Committee member.
- 4.4 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.
- 4.5 The board shall appoint the chair of the Committee from among the independent non-executive directors and shall determine the period for which the chair of the Committee will hold office. In

the absence of the Committee chair and/or an appointed deputy, the remaining members present at a meeting shall elect one of their number present to chair the meeting.

- 4.6 The Committee chair shall review membership of the Committee annually, as part of the annual performance evaluation of the Committee.
- 4.7 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 four 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 chair shall maintain a dialogue with key individuals involved in the Company's governance, including the board chair, the chief executive, the Chief Financial Officer, the external audit lead partner and the head of internal audit.
- 5.3 Only Committee members have the right to attend and vote at Committee meetings. However, the external auditor, Chief Financial Officer and head of internal audit (if applicable) shall be invited to attend and address meetings of the Committee at least once a year and other non-members may be invited to attend all or part of any meetings as and when appropriate and necessary and with the Committee chair's agreement. The Committee chair shall have the discretion to decide who, other than the Committee members, shall attend and address Committee meetings.
- 5.4 The secretary of the Committee shall ascertain, at the beginning of each meeting, the existence of any conflicts of interest and minute them accordingly.
- 5.5 Meetings of the Committee may be conducted when the members are physically present together or in the form of either video or audio conferences.

## **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 Chief Financial Officer, external audit lead partner or head of internal audit.
- 6.2 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, any other person required to attend and all other non-executive directors, 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.
- 6.3 The Committee may send notices, agendas and supporting papers in electronic form where the recipient has agreed to receive documents in such a way.

## **7 QUORUM**

- 7.1 The quorum necessary for the transaction of business at a Committee meeting shall be two members (including, whenever possible, at least one member with recent and relevant financial experience) 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.

- 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 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).
- 8.2 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.
- 8.3 Except where he has a personal interest, the Committee chair shall have a casting vote.
- 8.4 The Committee chair may ask any attendees of a Committee meeting to leave the meeting to allow discussions of matters relating to them.

## **9 MINUTES OF MEETINGS**

- 9.1 The company secretary (or his or her nominee) shall minute the proceedings and resolutions of all Committee meetings, including the names of those present and in attendance.
- 9.2 Draft minutes of Committee meetings shall be circulated promptly to all Committee members. Once approved, minutes shall be circulated to all other board members unless in the opinion of the Committee chair it would be inappropriate to do so.
- 9.3 A resolution in writing and signed by all Committee members will be as effective as a resolution passed at a Committee meeting. Any written resolution shall be tabled and noted at the next meeting of the Committee.

## **10 ANNUAL GENERAL MEETING**

All Committee members shall attend the annual general meeting and the Committee chair (or other appropriate member) shall be available to respond to any shareholder questions on the Committee's activities.

## **11 REPORTING RESPONSIBILITIES**

The Committee shall:

- 11.1 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;
- 11.2 prepare a formal report to shareholders on its activities and how it has discharged its responsibilities to be included in the Company's annual report, which shall include:
- 11.2.1 details of the membership of the Committee, number of meetings held and attendance over the course of the year;
  - 11.2.2 a summary of the role and work of the Committee;
  - 11.2.3 how the Committee's performance evaluation has been conducted;
  - 11.2.4 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;

- 11.2.5 confirmation that the board has carried out a robust assessment of the principal risks facing the Company, a description of those risks and an explanation as to how they are being managed and mitigated;
- 11.2.6 an explanation of its assessment of the 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 and the Group, auditor objectivity and independence is safeguarded) and its recommendation on the appointment or reappointment of the external auditor, including 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;
- 11.2.7 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;
- 11.2.8 an explanation of how the Committee has addressed the effectiveness of the internal audit process;
- 11.2.9 all other information requirements set out in the QCA Corporate Governance Code; and
- 11.2.10 any other issues on which the board has requested the Committee's opinion;
- 11.3 in compiling the above report, 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;
- 11.6 if the board does not accept the Committee's recommendation regarding the appointment, re-appointment and 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; and
- 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 in order to carry out its duties, including access to the company secretary 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 QCA Corporate Governance Code and the requirements of the AIM Rules for Companies and the UK version of the EU Market Abuse Regulation (2014/596) which is part of UK law by virtue of the European Union (Withdrawal) Act 2018, as amended and supplemented from time to time including by the Market Abuse (Amendment) (EU Exit) Regulations 2019 and any other applicable rules as appropriate; work and liaise as necessary with all other board committees;
- 12.5 work and liaise as necessary with all other board committees, taking particular account of any delegation of the impact of risk management and internal controls to different committees; and
- 12.6 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.

### 13 **AUTHORITY**

The board authorises the Committee to:

- 13.1 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 professional advice on any matter within its terms of reference as it considers necessary;
- 13.2 seek any information it requires from any employee of the Company or any of the Company's subsidiaries to perform its duties;
- 13.3 secure the attendance of external advisers at its meetings if it considers this necessary, at the Company's expense;
- 13.4 call any employee to be questioned at a Committee meeting as and when required and all employees are directed to co-operate with any request made by the Committee;
- 13.5 have the right to publish in the Company's annual report details of any issues that cannot be resolved between the Committee and the board;
- 13.6 commission, at the Company's expense, any reports or surveys which it deems necessary to help it fulfil its obligations; and
- 13.7 collectively and individually have direct access to the group Chief Financial Officer, the head of internal audit (if applicable) and the Company's external auditors.

Adopted at the board meeting of the Company on 12 December 2025.