



NEW FOUND GOLD CORP.

NOMINATING AND COMPENSATION COMMITTEE CHARTER

1. ROLE AND OBJECTIVES

The Nominating and Compensation Committee (the “**Committee**”) is appointed by and reports to the board of directors (the “**Board**”) of New Found Gold Corp. (the “**Company**”). The Committee shall assist the Board in discharging the Board’s oversight responsibilities relating to:

- Attracting, compensating, evaluating and retaining key senior management personnel, and in particular the Chief Executive Officer (the “**CEO**”), and ensuring that they have the skills and expertise needed to enable the Company to achieve its goals and strategies at fair and competitive compensation and appropriate performance incentives; and
- Identifying qualified candidates and recommending nominees for director and Board committee appointments.

The Committee and its membership shall to the best of its ability, knowledge and acting reasonably, meet all applicable legal, regulatory and listing requirements, including, without limitation, those of any stock exchange on which the Company’s shares are listed, the *Business Corporations Act* (British Columbia) and all applicable securities regulatory authorities.

2. COMPOSITION

- The Committee shall consist of three or more directors, a majority of whom shall qualify as “independent” (as such term is defined in National Policy 58-101 - *Corporate Governance Guidelines*, or as under other applicable securities laws and exchange requirements).
- Members of the Committee (the “**Members**”) shall be appointed at a meeting of the Board, typically held following the annual shareholders’ meeting. Each Member shall serve until his/her successor is appointed unless he shall resign or be removed by the Board or he/she shall otherwise cease to be a director of the Company. Any Member may be removed or replaced at any time by the Board. A Member will automatically cease to be a Member upon either ceasing to be a director of the Board or ceasing to meet the requirements established by applicable legislations, regulations and policies.
- Where a vacancy occurs at any time in the membership of the Committee, it may be filled by a vote of a majority of the Board.
- The chair of the Committee (the “**Chair**”) may be designated by the Board or, if it does not do so, the Members of the Committee may elect a chair by vote of a majority of the full Committee membership. The Chair of the Committee shall be an independent director (as described above).

- If the Chair is not present at any meeting of the Committee, one of the other Members of the Committee present at the meeting shall be chosen by the Committee to preside by a vote of a majority of the full Committee membership.
- The Chair presiding at any meeting shall not have a casting vote.
- The Committee shall appoint a secretary (the “**Secretary**”) who need not be a member of the Committee or a director of the Company. The Secretary shall keep minutes of the meetings of the Committee. This role is normally filled by the Secretary of the Company.

3. MEETINGS

- The Committee shall meet at least semi-annually at the request of the Chair. In addition, a meeting may be called by any director.
- Notice of the time and place of every meeting may be given orally, in writing, by facsimile or by e-mail to each Member, when possible at least 48 hours prior to the time fixed for such meeting. Members shall receive a meeting agenda reasonably in advance of each meeting to allow for adequate review and preparation.
- A Member may in any manner waive notice of the meeting. Attendance of a Member at the meeting shall constitute waiver of notice of the meeting, except where a Member attends a meeting for the express purpose of objecting to the transaction of any business on the grounds that the meeting was not lawfully called.
- Any Member of the Committee may participate in the meeting of the Committee by means of conference telephone or other communication equipment, and the Member participating in a meeting pursuant to this paragraph shall be deemed, for purposes hereof, to be present in person at the meeting.
- A majority of Committee Members, present in person, by video-conference, by telephone or by a combination thereof, shall constitute a quorum.
- If within one hour of the time appointed for a meeting of the Committee, a quorum is not present, the meeting shall stand adjourned to the same hour on the next business day following the date of such meeting at the same place. If at the adjourned meeting a quorum as hereinbefore specified is not present within one hour of the time appointed for such adjourned meeting, such meeting shall stand adjourned to the same hour on the next business day following the date of such meeting at the same place. If at the second adjourned meeting a quorum as hereinbefore specified is not present, the quorum for the adjourned meeting shall consist of the Members then present.
- If and whenever a vacancy shall exist, the remaining Members of the Committee may exercise all of its powers and responsibilities so long as a quorum remains on the Committee.
- At all meetings of the Committee, every question shall be decided by a majority of the votes cast. In case of an equality of votes, the matter will be referred to the Board for

decision. Any decision or determination of the Committee reduced to writing and signed by all of the Members of the Committee shall be fully as effective as if it had been made at a meeting duly called and held.

- The CEO is expected to be available to attend meetings when requested, but a portion of every meeting will be reserved for in camera discussion without the CEO, any other member of management and non-independent directors, being present. The CEO must not be present during voting or deliberations in connection with compensation of the CEO.
- The Committee may by specific invitation have other resource persons in attendance, including such officers, directors and employees of the Company and its subsidiaries, and other persons as it may see fit.
- The Committee shall have the right to determine who shall and who shall not be present at any time during a meeting of the Committee.
- Minutes of Committee meetings shall be sent to all Committee members.
- The Chair of the Committee shall report periodically the Committee's findings, activities and recommendations to the Board.

4. RESOURCES AND AUTHORITY

- The Committee shall have access to such officers and employees of the Company and its subsidiaries and to such information with respect to the Company and its subsidiaries as it considers being necessary or advisable in order to perform its duties and responsibilities.
- The Committee shall have the authority to obtain advice and assistance from internal or external legal, accounting or other advisors and resources, as it deems advisable, at the expense of the Company.
- The Committee shall have the sole authority to retain and terminate any compensation specialist, search firms, counsel or other consultants and advisors (each an "**Advisor**") to be used to assist in the identification of potential director nominees and the evaluation of director, CEO or senior executive officer compensation and shall have the sole authority to approve the Advisor's fees, to be paid for by the Company, and other retention terms. The Committee will consider the following factors when selecting Advisors:
 - (a) Any business or personal relationship between an Advisor and a member of the Committee or an executive officer of the Company;
 - (b) The provision of other services to the Company by an Advisor;
 - (c) The provision of other services to the Company by an Advisor, as a percentage of the total revenue of the Advisor;

- (d) The policies and procedures of an Advisor that are designed to prevent conflicts of interests; and
- (e) Any shares of the Company owned by an Advisor.

5. RESPONSIBILITIES

A. Chair

To carry out its oversight responsibilities, the Chair of the Committee shall undertake the following:

- provide leadership to the Committee with respect to its functions as described in this Charter and as otherwise may be appropriate, including overseeing the logistics of the operations of the Committee;
- chair meetings of the Committee (unless not present, including in camera sessions), and report to the Board following each meeting of the Committee on the findings, activities and any recommendations of the Committee;
- ensure that the Committee meets on a regular basis and at least twice per year;
- in consultation with the Committee members, establish a calendar for holding meetings of the Committee;
- ensure that Committee materials are available to any director on request;
- report annually to the Board on the role of the Committee and the effectiveness of the Committee role in contributing to the objectives and responsibilities of the Board as a whole;
- foster ethical and responsible decision making by the Committee and its individual members;
- together with the Governance and Sustainability Committee, oversee the structure, composition, membership and activities delegated to the Committee from time to time;
- ensure that resources and expertise are available to the Committee so that it may conduct its work effectively and efficiently;
- encourage Committee members to ask questions and express viewpoints during meetings;
- attend each meeting of shareholders to respond to any questions from shareholders as may be put to the Chair; and
- perform such other duties and responsibilities as may be delegated to the Chair by the Board from time to time.

B. The Committee

To carry out its oversight responsibilities, the Committee shall undertake the following:

- identify qualified candidates, recommend and recruit new directors to the Board, recommend to the Board all nominees for election, appointment or re-election to the Board;
- recommend appropriate criteria for selection of new directors, including the desired skills, expertise and other qualities including independence and diversity;
- make recommendations to the Board, as necessary, regarding the establishment of new Board committees, including ad hoc committees;
- recommend membership of committees of the Board;
- review and make recommendations to the Board, on an annual basis, regarding succession planning, leadership development and related initiatives of the Company. This includes monitoring the progress and development of executive officers in accordance with the Company's succession plans, and annually reviewing the adequacy of succession candidates to ensure leadership continuity;
- annually oversee the evaluation of the effectiveness of the Board as a whole, the committees of Board (including this Committee) and the contribution of individual directors;
- annually review the size, composition and qualifications of the Board and the committees of the Board, including conducting an assessment and determination of desired skills, expertise and independence of each member, and ensure that an appropriate number of non-executive directors sit on the Board and its committees;
- annually review and approve corporate goals and objectives relevant to the CEO and senior executive officer compensation, evaluate the performance of the CEO and each senior executive officer's performance in light of those goals and objectives, and recommend to the Board for approval the compensation level for the CEO and each senior executive officer based on this evaluation. In determining such compensation, the Committee will consider the Company's performance and relative shareholder return and the compensation of CEOs and senior executive officers at comparable companies. Additionally, the Committee may consider input from the CEO on senior executive compensation, but the CEO may not provide input with respect to his or her own compensation;
- review and approve the perquisites and supplemental benefits granted to the CEO and senior executive officers;
- annually review the compensation systems that are in place for employees of the Company in order to ensure the fairness and appropriateness of the compensation of all employees, including incentive compensation plans and equity-based plans;

- administer and make recommendations to the Board regarding the adoption, amendment or termination of the Company's incentive compensation plans and equity-based plans (including specific provisions) in which the CEO and senior executive officers may participate;
- ensure that all necessary shareholder and regulatory approvals have been obtained for equity-based compensation plans;
- recommend to the Board compensation and expense reimbursement policies for directors, including annual Board and committee retainers, meeting fees, share-based grants and benefits conferred upon the Board;
- review and approve, management service agreements, employment agreements, severance arrangements and change in control agreements and other similar arrangements for the CEO and senior executive officers;
- compare on an annual basis the total remuneration (including benefits) and the main components thereof for the senior executive officers with the remuneration practices in the same industry;
- establish levels of director compensation, including retainers, meeting fees, equity-based plans and other similar components of director compensation for Board approval, based on reviews of director compensation of comparable companies;
- review and recommend to the Board for its approval disclosure regarding executive and director compensation in the management proxy circular and in any offering documents prior to their public release;
- review and reassess the adequacy of this Charter annually and recommend any proposed changes to the Governance and Sustainability Committee for its approval;
- review and make recommendations to the Board on the number and frequency of stock option grants to employees; and
- perform any other activities consistent with this Charter and governing law, as the Committee or the Board deems necessary or appropriate.

Original Approval Date: June 22, 2020

Amended: March 15, 2022; March 18, 2026; August 11, 2026

Approved by: Board of Directors

FORWARD AGENDA – NOMINATING AND COMPENSATION COMMITTEE

AGENDA ITEM	Q1	Q2	Q3	Q4
NOMINATING AND COMPENSATION COMMITTEE				
Approve minutes of last meeting	✓	✓	✓	✓
Recommend new director nominees	✓*			
Review the size, effectiveness, independence and qualifications of the Board				✓
Recommend membership of committees to the Board	✓*			
Review compensation policies, guidelines, and programs, including those relating to benefits, compensation issues and trends and recommend to Board				✓
Review CEO report on succession planning, as necessary, and recommend to Board	✓			
Performance review of CEO and President, and recommend to Board	✓			
Review and approve compensation for Senior Executives and recommend to Board	✓			
Approval of Short-term Incentive Plan awards and recommend to Board	✓			
Approval of Long-term Incentive Plan awards/stock options and recommend to Board	✓			
Review of objectives of CEO, President, and Senior Officers, and recommend to Board	✓			
Review of Directors' Compensation and recommend to Board	✓			
Compensation Benchmark exercise (conducted on a bi-annual basis by an independent compensation consultant)			✓	
Approve executive compensation disclosure, including Compensation Discussion and Analysis, for management information circular and annual report, and recommend to Board	✓*			
Review Nominating and Compensation Committee mandate and forward agenda				✓
Review of Board and NEO share ownership	✓			

*Subject to AGM date.