

Quarterly Activities Report

For the period ending 30 September 2024



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Key Highlights

Alara's 51% held JV company Al Hadeetha Resources LLC achieved a significant improvement in copper and gold production at its flagship Wash-hi Majaza mine in Oman since the end of the September quarter.

- Seventh concentrate shipment, estimated to contain 1150 metric tons (MT) of copper, scheduled to leave port around 10 November¹.
- Sixth concentrate shipment containing 186 MT copper and 5 Kg gold shipped to Trafigura on 29 October², reflecting an improved shipping cycle of 2 weeks.
- Fifth concentrate shipment containing 167 MT copper and 7.1 Kg gold shipped 14 October³ after a shut-down for TFP improvement works.
- Fourth concentrate shipment containing 124 MT copper and 4 Kg gold shipped 14 August.
- Third concentrate shipment containing 119 MT copper and \succ 4 Kg gold shipped 18 July.
- Block 8 Exploration Agreement signed⁴. Field work is \triangleright expected to commence imminently.



1 After the reporting period.

- 2 See footnote 1.
- 3 See footnote 1.
- 4 See footnote 1.

Panoramic view of Wash-hi Copper-Gold Mine



Wash-hi Majaza Copper-Gold Project – Oman

(Alara – 51%: Al Hadeetha Investments LLC – 30%; Al Tasnim Infrastructure Services LLC – 19%)

Copper concentrate production improvements at Wash-hi mine

AHRL has shipped six consignments of copper-gold concentrate from Sohar Port since the Wash-hi Majaza copper-gold mine commenced operations. A seventh shipment, estimated to contain 1150 MT copper, is scheduled to leave port around 10 November. Summaries of shipments during and since the reporting period are set out in the table at the end of this section.

Improvements in the floatation circuit at the plant resulted in a notable increase in both process efficiency and production levels in the first shipping cycle since those works were completed. 186 metric tons (MT) of copper metal was produced over the sixth, two-week, shipping cycle, compared to 124 MT copper produced in the fourth, four-week, cycle. (This comparison omits the fifth shipping cycle, which was extended due to a plant shutdown for improvements to the tailing filter press).

Images: Loading copper concentrate shipment for delivery to Sohar Port



Specific process improvements included optimising reagent dosage and concentration in the floatation circuit and air flow rate modifications, resulting in increased copper liberation in the grinding circuit. As a result, increased metal recovery of 8 to 10% was obtained. Feeding freshly mined ore with a higher copper grade to the plant was also a key factor in the improved production result.

The throughput of the tailing filter press has also improved following the shutdown in September for modifications to this equipment. This has resulted in the plant running for longer continuous periods between interruptions. (The replacement of the tailing filter press, as previously announced, is still required to enable the plant to run continuously and reach its maximum rated capacity). Concentrate production is expected to continue at a similar rate until further improvements are achieved upon tailing filter press replacement.

As a result of TFP rectification works and other process improvements, the shipping cycle has been reduced from three weeks to two, which is expected to be maintained or bettered going forward, before further expected improvements are achieved by the TFP replacement.

Table: Recent copper and gold production at Al Wash-hi Majaza Mine							
	Parcel 3: 18 July	Parcel 4: 14 Aug	Parcel 5: 14 Oct	Parcel 6: 29 Oct			
Dispatch cycle	3 weeks	4 weeks	8.5 weeks⁵	2 weeks			
Copper concentrate WMT*	821	855	1168	1252			
Copper concentrate DMT*	751	762	1048	1121			
Copper MT*	119	124	167	186			
Gold Kg [*]	4	4	7.1	5			

⁵ The longer interval between the fourth and fifth shipments resulted from a suspension of operations for tailing filter press (**TFP**) improvement works, detailed elsewhere in this announcement and as previously announced.





Mineral tenement status

The Al Wash-hi–Majaza/Mullaq prospects are located approximately 160km south-southwest of Muscat (the capital of Oman) and the Al Ajal Prospect is located about 65km southwest of the capital. This project is located close to a high-quality bitumen road.

The recently awarded concession over Block 22-B lies about 120km southwest of Muscat and covers both older Wash-hi and Majaza exploration licenses.

The current status of all licenses/applications for these projects are presented in the table below:

License N	lame License Own	er Alara JV Interest	Area	Date of Grant	Status	Minin g Area	Date Applied / Status
Wash-hi – Ma ML 10003075		ces LLC 51%	39km ₂	Jan-08	Active	3km₂	2013 Active
Mullaq	Al Hadeetha Resour	ces LLC 51%	41km ₂	Oct-09	Active	1km ₂	Included in 22B
Al Ajal	Al Hadeetha Resour	ces LLC 51%	25km2	Jan-08	Active	1.5km2	Included in 22B
Block 22B	New JV Company	27.5%	1452 km2	May 2024	NA	NA	NA

Awtad Copper-Gold Project – Oman

(Awtad Copper LLC: Alara 10% with an earn-in right up to 70%+; Power Metal with earn-in right of up to 12.5%; Local shareholders 90%, subject to dilution)

Block 8 exploration agreement signed

The Awtad Project (Block 8) comprises an area of approximately 497 km² and is located immediately adjacent to the Block 7 (Daris Copper-Gold Project).

Earlier Alara signed a non-binding Heads of Terms (**HoT**) with London-listed exploration company Power Metal Resources PLC (AIM:POW, OTCQB:POWMF) (**Power Metal**) and Awtad Copper LLC (**Awtad Copper**) for the parties to negotiate and execute a legally binding agreement (**Formal Agreement**) for Power Metal to spend up to US\$740,000 to earn a 12.5% stake in the Block 8 concession in Oman (**Block 8**).

After the reporting period the Formal Agreement was executed, containing the detailed terms and conditions foreshadowed by the HoT. There are no material differences between the commercial terms in the Formal Agreement and those foreshadowed by the HoT.

Key commercial terms of the Formal Agreement are:

- Power Metal is manager of the exploration program for Block 8 for one year.
- Power Metal will provide all management, planning, execution, interpretation and reporting on exploration activities and consult Awtad and Alara during program development and implementation.
- Power Metal will provide funding of up to US\$740,000 for exploration activities. It will contribute an initial amount of US\$500,000 to cover the period up until the renewal date of the existing licence (due 30 April 2025), with the balance to be contributed following successful renewal.
- Following the US\$500,000 initial expenditure milestone, Power Metal will earn a 10% interest in Block 8 and a further 2.5% interest on expenditure of a further US\$240,000.
- Upon Power Metal expending US\$740,000, a joint funding program covering future expenditure and specifying Power Metal's ongoing percentage interest in the project will be negotiated.
- Awtad Copper is responsible to maintain and hold the licence throughout the period in which the above work is carried out. Power Metal has a first right of refusal to acquire Block 8 if Awtad Copper wishes to sell it.
- Awtad Copper is responsible for seeking all required approvals for the exploration program.





Some historic copper exploration has been conducted in the central area of Block 8, both by Alara and others prior to its involvement in the project. Exploration previously undertaken at this project by Alara includes:

- 86-line kilometres of airborne VTEM, 14-line kilometres of ground IP, 169-line kilometres of ground magnetics and 202-line kilometres of high-resolution ground magnetics.
 - 76 RAB drill holes totalling 1,747m and 11 core drill holes totalling 299m.

Drilling results (including some undertaken across the Al Mansur Prospect) were low grade in general and inconclusive. Previous exploration identified anomalies worthy of further exploration, however. The fact that prospective geological formations within the license area are under cover of alluvial and aeolian deposits enhances the chances of further copper mineralisation.

Significant potential exists to develop new targets and understand the full geological potential of the Block. As such, a multi-pronged initial exploration program has been planned by Power Arabia, a majority held subsidiary of Power Metal. Four main workstreams are planned:

- Stream and wadi sampling program across the southern outcropping ophiolite sequence combined with initial mapping and rock chip sampling.
- Orientation soil sampling across a known copper anomaly using the ionic leach method of sampling and analysis to determine the efficiency and accuracy of such a method for possible future use in the Block.
- Reconnaissance traverses of the northern area of the block that is covered by more recent sediments and sands to identify any geological information visible at surface in any outcropping units.

Initial trenching over the Al Mansur and another copper target identified by Power Arabia from satellite data will be reviewed to test for copper mineralisation. Trenching will use a locally sourced excavator with trenches planned for 2m depth cross cutting regional trends over potential mineralised targets.

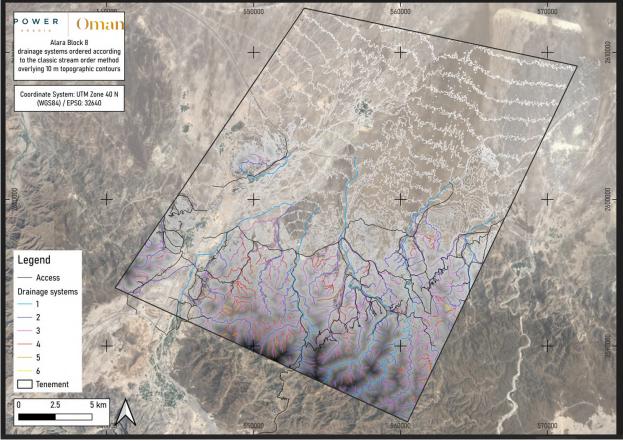
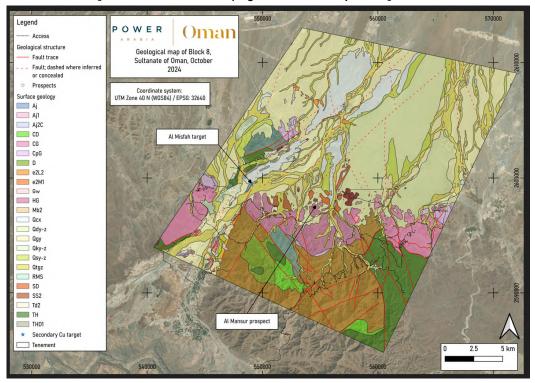


Figure 2. Provisional Drainage channel map, Block 8, Power Arabia, October 2024





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Figure 1: Provisional Geological map of Block 8 with 2 copper targets, Power Arabia, October 2024

Mineral resource exploration is uncertain. There is no assurance that exploration of Block 8 will result in the identification of an economically mineable quantity of any mineral.

The current status of the mineral tenement for the Awtad Project is presented in the table below:

Block	Licence	cence Alara IV		Exploration Licence		М	ning Licences wi	thin EL	
Name	Owner	Interest	Area	Date of Grant	Date of Expiry	Status	Area	Date of Application	Status
Block 8	Awtad Resources LLC	10% (earn in to 70%)	597km ²	Nov 2009	Oct 2013	Active	NA	NA	NA

Daris Copper-Gold Project – Oman

Alara – 50%: Al Tamman Trading Establishment LLC – 50% of Daris Resources LLC (DRL))

The Daris project comprises two high-grade copper deposits within the 587km² exploration license, which includes two mining license applications covering 4.5km². The Daris Copper-Gold Project is located approximately 150km west of Muscat, near a high-quality bitumen ride. This project fits well with Alara's preferred "hub and spoke" model, which provides for processing of any mineable ore at Daris at the Wash-hi–Majaza copper concentration plant under construction.

The Daris East Mining License application, which covers an area that includes measured, indicated and inferred copper resources, was opposed by the Ministry of Housing due to its proximity to recently allotted land.

Review of a petition supporting the application lodged by Daris is now underway at the Ministry of Energy and Minerals and survey work has been proposed to resolve the objection from the Ministry.

The Daris 3A5 Mining License application is progressing with the Government.





Mineral tenement status

The current status of mineral tenements and applications for the Daris Project is presented in the table below:

Exploration Licence Mining Licences within EL Block Licence Alara JV Date of Date of Date of Name Owner Interest Status Status Area Area Grant Expiry Application 587km² Nov 2009 Feb 2016 Block 7 Al Tamman 50% Pending* Daris 3A5 Resubmitted Pendina & Fast 2018 Trading and (earn in Est. LLC to 70%)

Expenditure Summaries

Mining Tenements

During the quarter, the consolidated entity incurred expenditure of \$1.79 million on mining production and development activities.

Mining exploration

During the quarter, the consolidated entity incurred expenditure of \$nil on mining exploration activities.

Related Party Payments

Directors' Renumeration

During the quarter, the consolidated entity made payments totalling \$170,000 to related parties, as disclosed in item 6.1 in the Company's Appendix 5B, being for Directors' remuneration. No other payment was made to any related party or the associate of a related party.

Expected Developments – December 2024 Quarter

Expected developments in the current quarter include:

- Continued production of copper-gold concentrate at increased rate to the earlier stage post commissioning, resulting from recent tailing filter press and process improvements.
 - Power Metal to commence and progress exploration of the Block-8 concession.
 - Finalise the Block 22B Concession Agreement with the Omani Ministry of Energy and Minerals.

Additional Tenement Information

Mining tenement disposals and acquisitions

The consolidated entity did not acquire or dispose of any interest in any mineral tenement during the quarter.

Farm in and farm-out agreements

Aside from the expansion of the Block 8 joint venture to include Power Metal, as referred to above, the Alara consolidated entity did not enter or terminate any farm-in or farm-out agreement during the quarter. The consolidated entity holds its percentage interests in the mineral tenements disclosed under the heading Daris and Awtad Copper-Gold Projects under farm-in agreements with the respective license owners disclosed there.





Forward-looking statements

This report contains 'forward-looking statements' and 'forward-looking information', including statements and forecasts which include without limitation, expectations regarding future performance, costs, production levels or rates, mineral resources, and studies. Often, but not always, forward-looking information can be identified by the use of words such as 'plans', 'expects', 'is expected', 'is expecting', 'budget', 'scheduled', 'estimates', 'forecasts', 'intends', 'anticipates', 'believes' or variations (including negative variations) of such words and phrases, or state that certain actions, events or results 'may', 'could', 'would', 'might', or 'will' be taken, occur or be achieved. Such information is based on assumptions and judgements of management regarding future events and results.

The purpose of forward-looking information is to provide readers with information about management's expectations and plans. Readers are cautioned that forward-looking information involves known and unknown risks, uncertainties and other factors which may cause the actual results, performance or achievements of Alara and/or its subsidiaries to be materially different from any future results, performance or achievements expressed or implied by the forward-looking information. Such factors include, among others, changes in market conditions, future prices of gold and copper, the actual results of current production, development and/or exploration activities, changes in project parameters as plans continue to be refined, variations in grade or recovery rates, plant and/or equipment failure and the possibility of cost overruns.

Forward-looking information and statements are based on the reasonable assumptions, estimates, analysis and opinions of management made in light of its experience and its perception of trends, current conditions and expected developments, as well as other factors that management believes to be relevant and reasonable in the circumstances at the date such statements are made, but which may prove to be incorrect. Alara believes that the assumptions and expectations reflected in such forward-looking statements and information are reasonable.

Readers are cautioned that the foregoing list is not exhaustive of all factors and assumptions which may have been used. Alara does not undertake to update any forward-looking information or statements, except in accordance with applicable securities laws.

This announcement is authorised by:

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Dinesh Aggarwal	T +61 8 9240 4211
Company Secretary	E cosec@alararesources.com

About Alara Resources

Alara Resources Limited (ASX: AUQ) is an Australian headquartered precious and base metals producer and explorer with projects in Oman.

Alara is focused on operating its recently completed 1Mtpa⁶ Al Wash-hi Majaza copper-gold mine and concentrate plant in Oman, in which it holds a 51% stake through its joint venture company Al Hadeetha Resources LLC. The Company is also continuing exploration activities at its other Omani projects, the Block 8 exploration license under the Awtad Copper-Power Metal JV, the Block 7 exploration licence under the Daris JV and the Mullaq and Al Ajal exploration licences under the Al Hadeetha JV.

⁶ Alara's ASX Announcements dated 1 April 2016 (Definitive Feasibility Study Results initial announcement), 24 January 2017 (Definitive Feasibility Study update), 28 June 2018 (Project Net Present Value update) and 29 March and 7 April 2021 (Project Net Present Value NPV update) contain the information required by ASX Listing Rule 5.16 regarding the stated production target. All material assumptions underpinning the production target as announced on those dates continue to apply and have not materially changed, except to the extent that a relevant assumption in an earlier announcement referred to above has been updated by an assumption in a later announcement referred to.





Alara's mission is to become a mid-tier minerals producer which will deliver maximum shareholder value through profitable growth driven by low-cost, sustainable operations.

To learn more, please visit: www.alararesources.com.



Appendix 5B

Mining exploration entity or oil and gas exploration entity quarterly cash flow report

Name of entity

ALARA RESOURCES LIMITED

27 122 892 719

ABN

Quarter ended ("current quarter")

30 September 2024

Consolidated statement of cash flows		Current quarter \$A'000	Year to date (3 months) \$A'000
1.	Cash flows from operating activities		
1.1	Receipts from customers	3,773	3,773
1.2	Payments for		
	(a) exploration & evaluation	-	-
	(b) development	-	-
	(c) production	(1,799)	(1,799)
	(d) staff costs	(1,970)	(1,970)
	(e) administration and corporate costs	(384)	(384)
1.3	Dividends received (see note 3)	-	-
1.4	Interest received	4	4
1.5	Interest and other costs of finance paid	-	
1.6	Income taxes paid	-	
1.7	Government grants and tax incentives	-	
1.8	Other (provide details if material)	-	-
1.9	Net cash from / (used in) operating activities	(376)	(376)

2.	Cash flows from investing activities		
2.1	Payments to acquire or for:		
	(a) entities	-	-
	(b) tenements	-	-
	(c) property, plant and equipment	(14)	(14)
	(d) exploration & evaluation	-	-
	(e) investments	-	-
	(f) other non-current assets	-	-

Con	solidated statement of cash flows	Current quarter \$A'000	Year to date (3 months) \$A'000
2.2	Proceeds from the disposal of:		
	(a) entities	-	-
	(b) tenements	-	-
	(c) property, plant and equipment	-	-
	(d) investments	294	294
	(e) other non-current assets	-	-
2.3	Cash flows from loans to other entities	(1)	(1)
2.4	Dividends received (see note 3)	-	-
2.5	Other (provide details if material)	-	-
2.6	Net cash from / (used in) investing activities	279	279

3.	Cash flows from financing activities		
3.1	Proceeds from issues of equity securities (excluding convertible debt securities)	-	-
3.2	Proceeds from issue of convertible debt securities	-	-
3.3	Proceeds from exercise of options	-	-
3.4	Transaction costs related to issues of equity securities or convertible debt securities	-	-
3.5	Proceeds from borrowings	(410)	(410)
3.6	Repayment of borrowings	-	-
3.7	Transaction costs related to loans and borrowings	-	-
3.8	Dividends paid	-	-
3.9	Funds introduced by Minority Shareholders	-	-
3.10	Net cash from / (used in) financing activities	(410)	(410)

4.	Net increase / (decrease) in cash and cash equivalents for the period		
4.1	Cash and cash equivalents at beginning of period	4,356	4,356
4.2	Net cash from / (used in) operating activities (item 1.9 above)	(376)	(376)
4.3	Net cash from / (used in) investing activities (item 2.6 above)	279	279
4.4	Net cash from / (used in) financing activities (item 3.10 above)	(410)	(410)

Con	solidated statement of cash flows	Current quarter \$A'000	Year to date (3 months) \$A'000
4.5	Effect of movement in exchange rates on cash held	(126)	(126)
4.6	Cash and cash equivalents at end of period	3,723	3,723

5.	Reconciliation of cash and cash equivalents at the end of the quarter (as shown in the consolidated statement of cash flows) to the related items in the accounts	Current quarter \$A'000	Previous quarter \$A'000
5.1	Bank balances	3,716	3,716
5.2	Call deposits	-	-
5.3	Bank overdrafts	-	-
5.4	Other (Petty Cash)	6	6
5.5	Cash and cash equivalents at end of quarter (should equal item 4.6 above)	3,723	3,723

6.	Payments to related parties of the entity and their associates	Current quarter \$A'000
6.1	Aggregate amount of payments to related parties and their associates included in item 1	170
6.2	Aggregate amount of payments to related parties and their associates included in item 2	-
	if any amounts are shown in items 6.1 or 6.2, your quarterly activity report must include nation for, such payments.	e a description of, and an

1) The amount in 6.1 is comprised of Directors' salaries, fees and entitlements of A\$169,760

7. Financing facilities
Note: the term "facility' includes all forms of financing arrangements available to the entity.
Add notes as necessary for an understanding of the sources of finance available to the entity.

7.1 Loan facilities– Al Hadeetha Investments
LLC

Loan facilities – Sohar International Bank

Loan facilities – Trafigura PTE Ltd

- 7.2 Credit standby arrangements
- 7.3 Other (please specify)
- 7.4 Total financing facilities

Total facility amount at quarter end \$A'000	Amount drawn at quarter end \$A'000
2,888	942
92,682	87,027
5,419	5,419
	-
	-
100,989	93,388

7.5 Unused financing facilities available at quarter end

7,601

7.6 Include in the box below a description of each facility above, including the lender, interest rate, maturity date and whether it is secured or unsecured. If any additional financing facilities have been entered into or are proposed to be entered into after quarter end, include a note providing details of those facilities as well.

7.1. Pursuant to the Shareholders' Agreement with AI Hadeetha Investments LLC (AHI), AI Hadeetha Resources LLC (AHR) (a controlled entity of Alara Resources Limited) executed a Loan Agreement of up to USD 2 million with AHI on 16 April 2017. As at 30th September 2024, the Ioan balance was OMR 233,679 (A\$941,876). Under the Loan Agreement, interest accrues at a rate of LIBOR plus 2%. The Ioan is repayable (alongside the Ioan of OMR 5,464,872 (A\$21,378,471) from Alara Resources Limited and its controlled entities, has been eliminated on consolidation of these financial statements) from profits of AHR prior to any dividends being issued to the shareholders of AHR, or in the event that AHI ceases to be a shareholder of AHR. AHI and/or Alara Resources Limited may elect to convert all or part of the Ioan into equity in AHR.

7.2. The Company's 51% owned joint-venture vehicle AI Hadeetha Resources LLC (AHRL) has a loan agreement with Sohar International Bank for finance of OMR 24.78 million (AUD 87.02 million, as at 30th September 2024). The profit rate for the Sohar Loan is 6.5% per annum for amounts drawn in OMR and 5.15% per annum for amounts drawn in USD, variable. The Sohar Loan has a term of 9 years and 9 months, including a moratorium period of 2 years and 9 months in which only Interest payable is applicable and the same has been paid on monthly basis.

This loan is secured by a legal mortgage over AHR's assets including processing plant, land and buildings.

7.3 In July 2023 the Company entered a loan agreement with Trafigura Pte Ltd for finance of USD 3.45 million (AUD 5.07 million, at a USD:AUD exchange rate of 1.48 at approximately the time of drawdown) (**Trafigura Loan**). The interest rate payable under the Trafigura Loan is SOFR +5.15% per annum. The Trafigura Loan has a maturity date of 30 June 2029 and a moratorium on principal payments until 30 September 2025.

8.	Estimated cash available for future operating activities	\$A'000	
8.1	Net cash from / (used in) operating activities (item 1.9)	(376)	
8.2	(Payments for exploration & evaluation classified as investing activities) (item 2.1(d))	-	
8.3	Total relevant outgoings (item 8.1 + item 8.2)	(376)	
8.4	Cash and cash equivalents at quarter end (item 4.6)	3,723	
8.5	Unused finance facilities available at quarter end (item 7.5)	7,601	
8.6	Total available funding (item 8.4 + item 8.5)	11,324	
8.7	Estimated quarters of funding available (item 8.6 divided by item 8.3)	30.11	
	Note: if the entity has reported positive relevant outgoings (ie a net cash inflow) in item 8.3 Otherwise, a figure for the estimated quarters of funding available must be included in ite		
8.8	If item 8.7 is less than 2 quarters, please provide answers to the following questions:		
	8.8.1 Does the entity expect that it will continue to have the current level of net operating cash flows for the time being and, if not, why not?		
	cash flows for the time being and, if not, why not?		
	Answer: NA		
	Answer: NA 8.8.2 Has the entity taken any steps, or does it propose to take any cash to fund its operations and, if so, what are those steps and ho		
	Answer: NA 8.8.2 Has the entity taken any steps, or does it propose to take any cash to fund its operations and, if so, what are those steps and ho that they will be successful?	w likely does it believe	
	Answer: NA 8.8.2 Has the entity taken any steps, or does it propose to take any cash to fund its operations and, if so, what are those steps and hor that they will be successful? Answer: NA 8.8.3 Does the entity expect to be able to continue its operations and	w likely does it believe	

Compliance statement

- 1 This statement has been prepared in accordance with accounting standards and policies which comply with Listing Rule 19.11A.
- 2 This statement gives a true and fair view of the matters disclosed.

Date: 31st October 2024

Authorised by:

Notes

y:(Name of body or officer authorising release – see note 4) Stephen Gethin - Chairman

- 1. This quarterly cash flow report and the accompanying activity report provide a basis for informing the market about the entity's activities for the past quarter, how they have been financed and the effect this has had on its cash position. An entity that wishes to disclose additional information over and above the minimum required under the Listing Rules is encouraged to do so.
- 2. If this quarterly cash flow report has been prepared in accordance with Australian Accounting Standards, the definitions in, and provisions of, *AASB 6: Exploration for and Evaluation of Mineral Resources* and *AASB 107: Statement of Cash Flows* apply to this report. If this quarterly cash flow report has been prepared in accordance with other accounting standards agreed by ASX pursuant to Listing Rule 19.11A, the corresponding equivalent standards apply to this report.
- 3. Dividends received may be classified either as cash flows from operating activities or cash flows from investing activities, depending on the accounting policy of the entity.
- 4. If this report has been authorised for release to the market by your board of directors, you can insert here: "By the board". If it has been authorised for release to the market by a committee of your board of directors, you can insert here: "By the [name of board committee eg Audit and Risk Committee]". If it has been authorised for release to the market by a disclosure committee, you can insert here: "By the Disclosure Committee".
- 5. If this report has been authorised for release to the market by your board of directors and you wish to hold yourself out as complying with recommendation 4.2 of the ASX Corporate Governance Council's *Corporate Governance Principles and Recommendations*, the board should have received a declaration from its CEO and CFO that, in their opinion, the financial records of the entity have been properly maintained, that this report complies with the appropriate accounting standards and gives a true and fair view of the cash flows of the entity, and that their opinion has been formed on the basis of a sound system of risk management and internal control which is operating effectively.