

CORPORATE GOVERNANCE STATEMENT FOR THE FINANCIAL YEAR ENDING 30 JUNE 2025

The Board of Chilwa Minerals Limited ACN 656 965 589 (**Company**) is committed to ensuring that the Company's obligations and responsibilities to its various stakeholders are fulfilled through its corporate governance practices.

The Board of Directors (**Board**) undertakes to perform their duties with honesty, integrity, care and due diligence, to act in good faith in the best interests of the Company in a manner that reflects the highest standards of corporate governance.

The Company's Board is committed to implementing sound corporate governance practices, ensuring that the Company complies with the *Corporations Act 2001* (Cth), ASX Listing Rules, the Company's Constitution and other applicable laws and regulations.

Corporate Governance Compliance

For the year ended 30 June 2025 (**Reporting Period**) the Company followed the 4th edition of the ASX Corporate Governance Council's Principles and Recommendations (**Principles and Recommendations**) where the Board has considered the recommendations to be an appropriate benchmark for its corporate governance practices.

Where, after due consideration, the Company's corporate governance practices depart from a recommendation, the Board has offered full disclosure and reason for adoption of its own practice, in compliance with the "if not, why not" regime.

This statement was approved by the Board on 24 September 2025.



Recommendations (4 th Edition)	Conform (Y/N)	Disclosure		
Principle 1: Lay solid foundations for management and oversight				
Recommendation 1.1 A listed entity should have and disclose a board charter setting out: a) the respective roles and responsibilities of its board and management; and b) those matters expressly reserved to the board and those delegated to management.	Y	The Board Charter details the functions and responsibilities of the Board and management, including matters reserved for the Board. The Board Charter is included in the <i>Corporate Governance</i> section of the Company's website here, https://www.chilwaminerals.com.au/corporate-governance .		
Recommendation 1.2 A listed entity should: a) undertake appropriate checks before appointing a	Y	The full Board undertakes the duties that fall to the nomination committee under the Company's Nomination Committee Charter, which is included in the <i>Corporate Governance</i> section of the Company's website.		
director or senior executive or putting someone forward for election as a director; and b) provide security holders with all material information in its		The role of the Nomination Committee is to identify and recommend candidates to fill casual vacancies and to determine the appropriateness of director nominees for election to the Board.		
possession relevant to a decision on whether or not to elect or re-elect a Director.		The Nomination Committee Charter requires the Board to make appropriate background checks prior to recommending a candidate for election or re-election as a director, including checks regarding their character, expertise, education, criminal record and bankruptcy history.		
		The Board must identify and recommend candidates only after considering the necessary and desirable competencies of new Board members to ensure the appropriate mix of skills and experience and after an assessment of how the candidate can contribute to the strategic direction of the Company.		
		All material information relevant to whether or not to elect or re-elect a director is provided to the Company's shareholders as part of the Notice of Meeting and explanatory statement to ensure shareholders can make a fully informed decision.		
Recommendation 1.3 A listed entity should have a written agreement with each director and senior executive setting out the terms of their appointment.	Y	The Company has a written agreement with each Director and senior executive setting out the terms of their engagement and the Company's expectations.		



Recommendations	Conform	Disclosure
(4 th Edition)	(Y/N)	Disclosure
Recommendation 1.4 The company secretary of a listed entity should be accountable directly to the board, through the chair, on all matters to do with the proper functioning of the board.	Y	The Company Secretary is accountable to the Board, through the Chair, on all governance matters and reports directly to the Chair as the representative of the Board. The Company Secretary has primary responsibility for ensuring that the Board processes and procedures run efficiently and effectively. Further details are contained in Clause 7 of the Board Charter which is included in the <i>Corporate Governance</i> section of the Company's website.
Recommendation 1.5		The Company has adopted a Diversity Policy which is included in the Corporate Governance section
A listed entity should: a) have and disclose a diversity policy; b) through its board or a committee of the board set measurable objectives for achieving gender diversity in the composition of its board, senior executives, and workforce generally; and c) disclose in relation to each reporting period: 1) the measurable objectives set for that period to achieve gender diversity; 2) the entity's progress towards achieving those objectives; and 3) either: i. the respective proportions of men and women on the board, in senior executive positions and across the whole workforce (including how the entity has defined "senior executive" for these purposes); or ii. if the entity is a "relevant employer" under the Workplace Gender Equality Act, the entity's most recent "Gender Equality Indicators", as defined in and published under that Act.	Z	of the Company's website. The Company recognises that a diverse and talented workforce is a competitive advantage and encourages a culture that embraces diversity. Due to the size, scale, and activities of the Company at the current time, no measurable objectives have been set for gender diversity, noting that the Company currently has only one full-time staff member who is female (excluding directors). The Board is currently comprised of all male directors. The Company is a not a 'relevant employer' under the Workplace Gender Equality Act 2012.
Recommendation 1.6 A listed entity should: a) have and disclose a process for periodically evaluating the performance of the board, its committees, and individual directors; and b) disclose for each reporting period whether a performance evaluation has been undertaken in accordance with that process during or in respect of that period.	Y	The role of the Nomination Committee, as detailed in the Nomination Committee Charter, which is included in the <i>Corporate Governance</i> section of the Company's website, includes establishing a process for evaluating the Board, its Committees, and individual Directors. The assessment process which may be used by the Board is that each director completes a questionnaire relating to the role, composition, procedures, practices and behaviour of the Board and its members. An independent third-party consultant may be used to facilitate the assessment. A Board performance review was not undertaken in the 2025 financial year.



Recommendations	Conform	n Disclosure	
(4 th Edition)	(Y/N)	Disclosure	
Recommendation 1.7 A listed entity should: a) have and disclose a process for evaluating the performance of its senior executives at least once every reporting period; and b) Disclose for each reporting period whether a performance evaluation has been undertaken in accordance with that process during or in respect of that period.	Y	Senior executive numbers during the Reporting Period were limited to less than 5 and at most times during the year were 2 (including the Managing Director). Given the limited employee numbers, performance evaluation is a process undertaken informally. Staff matters (including performance) are discussed on a regular basis and at a minimum, annually.	
Principle 2: Structure the board to be effective and add	l value		
Recommendation 2.1 The board of a listed entity should: a) Have a nomination committee which: 1) Has at least three members, a majority of whom are independent directors; and 2) Is chaired by an independent director, And disclose: 3) The charter of the committee; 4) The members of the committee; and 5) As at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or b) If it does not have a nomination committee, disclose that fact and the processes it employs to address board succession issues and to ensure that the board has the appropriate balance of skills, knowledge, experience, independence, and diversity to enable it to discharge its duties and responsibilities effectively.	N	Due to the small size of the Board and the Company's current level of operations, the Company does not have a separate Nomination Committee. The role of the Nomination Committee is undertaken by the full Board. The Board has decided that no efficiencies will be achieved by establishing a separate nomination committee. The Board carries out the duties that would otherwise be undertaken by the nomination committee, in accordance with the Nomination Committee Charter, which is included in the Corporate Governance section of the Company's website.	



Recommendations	Conform			Dicalo		
(4 th Edition)	(Y/N)			Disclo	sure	
Recommendation 2.2 A listed entity should have and disclose a board skills matrix setting out the mix of skills and diversity that the board currently has or is looking to achieve in its membership.	Y	dive com Boa	ersity in areas of exp npanies, and equity ma ard members, including	oloration and geology, orkets.	corporate governance tors of other ASX-listed	tors with a mix of skills and e, finance, listed resource d companies, together have
			Commercial	Е	Business development	
			Corporate Governa	ince F	Risk management	
			Legal	N	lineral exploration	
			Investor relations	C	Seographic experience	
			Capital raising	N	/lineral development	
			Corporate strategy	N	Mining Operations	
			Leadership	A	Accounting	
Recommendation 2.3		As a	at 30 June 2025 the Bo	pard consisted of:		
A listed entity should disclose: a) The names of the directors considered by the board to be	Y		Name	Role	Independent	Date of Appointment
independent;			Alexander Shaw	Non-Executive Cha	ir No	1 February 2022
b) If a director has an interest, position, association or relationship of the type described in Box 2.3 (Factors			Cadell Buss	Managing Director	No	1 February 2022
relevant to addressing the independence of a director) but the board is of the opinion that it does not compromise the			Manuel Mota	Non-Executive Direct	tor No	5 April 2023
			Dennis Wilkins	Non-Executive Direct	tor Yes	19 October 2023
independence of the director, the nature of the interest, position, association or relationship in question and an explanation of why the board is of that opinion; and c) The length of service of each director.						
Recommendation 2.4 A majority of the board of a listed entity should be independent.	N		Company does not ependent.	meet this recommenda	ation since only one	of the four directors are
		dire peri	ctors as well as a co odically review the n	mplementary mix of ski	lls and experience. T al directors in the fu	ecutive and non-executive The Board will continue to sture, after considering its and any skills gap.



Recommendations	Conform	Disalesson
(4 th Edition)	(Y/N)	Disclosure
Recommendation 2.5 The chair of the board of a listed entity should be an independent director, and in particular, should not be the same person as the	N	Mr Shaw, who is a non-executive director, is the Chair of the Company and is deemed not independent by the Board (see disclosure at 2.3). He does not perform the role of CEO of the Company (which position is currently held by Cadell Buss).
CEO of the entity.		The Board believes given the current skills and experience of the directors, the size and development of the Company, it is appropriate that the Chair is not independent.
		As the Company grows in scale, this matter will be monitored and amended as appropriate. Sourcing alternative directors to strictly comply with this Principle has been considered and deemed not appropriate at this stage of the Company's development.
Recommendation 2.6 A listed entity should have a program for inducting new directors and for periodically reviewing whether there is a need for existing directors to undertake professional development to maintain the skills and knowledge needed to perform their role as directors effectively.	Y	Induction and professional development form part of the responsibilities of the Nomination Committee as noted in the Nomination Committee Charter, which is included in the <i>Corporate Governance</i> section of the Company's website.
		Induction documents are provided with a written engagement letter and the Company Secretary is available to assist with the process of new Directors familiarising themselves with the Company.
		Directors undertake their own continuing professional development as circumstances require. The Board is in regular communication, as is necessary, with respect to briefing on material developments in laws, regulations and any accounting standards which may affect the Company.
Principle 3: Instil a culture of acting lawfully, ethically,	and respo	nsibly
Recommendation 3.1 A listed entity should articulate and disclose its values.	Y	The Company has formulated core Values and a general Code of Conduct which all employees and directors are expected, at a minimum, to follow.
·		The core Values are included in the <i>Our Mission and Values</i> section of the Company's website here, https://www.chilwaminerals.com.au/our-mission-and-values .
		The Code of Conduct is included in the Corporate Governance section of the Company's website.
Recommendation 3.2 A listed entity should:	Y	The Company has formulated a general Code of Conduct which all employees and directors are expected, at a minimum, to follow.
a) have and disclose a code of conduct for its directors, senior	'	The Code of Conduct is included in the <i>Corporate Governance</i> section of the Company's website.
executives, and employees; andb) ensure that the board or a committee of the board is informed of any material breaches of that code.		Any material breach of the Code of Conduct is to be reported to the full Board.



Recommendations	Conform	Disclosure
(4 th Edition)	(Y/N)	Disciosure
Recommendation 3.3 A listed entity should:	Y	The Company has formulated a Whistleblower Policy, which is included in the <i>Corporate Governance</i> section of the Company's website.
a) have and disclose a whistleblower policy; and b) ensure that the board or a committee of the board is informed of any material incidents reported under that policy.		Any material breaches of the Whistleblower Policy are required to be reported to the Board or a committee of the Board.
Recommendation 3.4 A listed entity should:		The Company has established an Anti-Bribery and Corruption Policy which is included in the Corporate Governance section of the Company's website.
 a) have and disclose an anti-bribery and corruption policy; and b) ensure that the board or a committee of the board is informed of any material breaches of that policy. 	Y	Any material breaches of the Anti-Bribery Policy are required to be reported to the Board or a committee of the Board.
Principle 4: Safeguard the integrity of corporate report	s	
Recommendation 4.1 The board of a listed entity should:		Due to the small size of the Board and the Company's current level of operations, the Company does not have a separate Audit Committee.
a) Have an audit committee which:	N	The role of the Audit Committee is undertaken by the full Board.
 Has at least three members, all of whom are non-executive directors and a majority of whom are independent directors; and Is chaired by an independent director, who is not the chair of the board, 		The Board has decided that no efficiencies will be achieved by establishing a separate audit committee. The Board carries out the duties that would otherwise be undertaken by the audit committee, in accordance with the Audit and Risk Committee Charter, which is included in the Corporate Governance section of the Company's website.
And disclose: 3) The charter of the committee; 4) The relevant qualifications and experience of the		The Board's responsibilities include reviewing and evaluating the external audit function, the Company's financial reporting, the internal control system, the assessment of risk and compliance with legislation.
members of the committee; and 5) In relation to each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or		The Board's has the power to communicate directly with the appointed auditor, the right to meet the auditors without management being present and the authority to take independent professional advice as it considers necessary.
b) If it does not have an audit committee, disclose that fact and the processes it employs that independently verify and safeguard the integrity of its corporate reporting, including the processes for the appointment and removal of the external auditor and the rotation of the audit engagement partner.	Y	



Recommendations	Conform		
(4 th Edition)	(Y/N)	Disclosure	
Recommendation 4.2 The board of a listed entity should, before it approves the entity's financial statements for a financial period, receive from its CEO and CFO a declaration that, in their opinion, the financial records of the entity have been properly maintained and that the financial statements comply with the appropriate accounting standards and give a true and fair view of the financial position and performance of the entity and that the opinion has been formed on the basis of a sound system of risk management and internal control which is operating effectively.	Y	The Board receives the required CEO and CFO declaration for each financial period.	
Recommendation 4.3 A listed entity should disclose its process to verify the integrity of any periodic corporate report it releases to the market that is not audited or reviewed by an external auditor.	Y	 Chilwa is a public company registered in Australia, and complies with these matters under the Corporations Act as follows: All reports are initially prepared by qualified executives; Reports are then subject to a peer review process where a number of executives within the Company participate; and A final verification by the Managing Director is conducted for all reports before they are issued. Copies of all market announcements are required to be circulated to the Board in draft and promptly on release to ensure that the Board has timely oversight of the nature and quality of information being disclosed to the market that is not audited or reviewed by an external auditor. 	
Principle 5: Make timely and balanced disclosure			
Recommendation 5.1 A listed entity should have and disclose a written policy for complying with its continuous disclosure obligations under listing rule 3.1.	Y	The Company has established written policies and procedures for complying with its continuous disclosure obligations under the ASX Listing Rules. The Company's Continuous Disclosure Policy is included in the <i>Corporate Governance</i> section of the Company's website.	
Recommendation 5.2 A listed entity should ensure that its board receives copies of all material market announcements promptly after they have been made.	Y	Under the Company's Continuous Disclosure Policy, which is included in the <i>Corporate Governance</i> section of the Company's website, all members of the Board will receive material market announcements promptly after they have been made.	



Recommendations	Conform	Disclosure	
(4 th Edition)	(Y/N)	Disclosure	
Recommendation 5.3 A listed entity that gives a new and substantive investor or analyst presentation should release a copy of the presentation materials on the ASX Market Announcements Platform ahead of the presentation.	Y	Pursuant to the Company's Continuous Disclosure Policy, which is included in the <i>Corporate Governance</i> section of the Company's website, all substantive investor or analyst presentations will be released on the ASX Markets Announcement Platform ahead of such presentations.	
Principle 6: Respect the rights of security holders			
Recommendation 6.1 A listed entity should provide information about itself and its governance to investors via its website.	Y	The Company's website, <u>www.chilwaminerals.com.au/</u> , provides information about the Company, its projects, its Board and management and governance.	
		It is a platform to disclose official ASX releases of material information and periodic reports, press releases, notices, and presentations as well as a mechanism for shareholders to contact the Company via email.	
Recommendation 6.2 A listed entity should have an investor relations program that facilitates effective two-way communication with investors.	Y	The Company has designed and implemented an investor relations program to facilitate effective two-way communication with investors.	
		The program is set out in the Company's Shareholder Communication Policy which is included in the <i>Corporate Governance</i> section of the Company's website.	
Recommendation 6.3 A listed entity should disclose the policies and processes it has	Y	The Company has a Shareholder Communication Policy, which is included in the <i>Corporate Governance</i> section of the Company's website.	
in place to facilitate and encourage participation at meetings of security holders.		The Policy specifically encourages full participation of shareholders at the Annual General Meeting to ensure a high level of accountability and identification with the Company's strategy and goals and outlines the various ways in which the Company communicates with shareholders.	
Recommendation 6.4 A listed entity should ensure that all substantive resolutions at a meeting of security holders are decided by a poll rather than by a show of hands.	Y	In accordance with ASX guidance, all Listing Rule resolutions and all substantive resolutions are decided by a poll rather than by a show of hands.	



Recommendations	Conform	n Disclosure	
(4 th Edition)	(Y/N)		
Recommendation 6.5 A listed entity should give security holders the option to receive communications from, and send communications to, the entity	Y	Shareholders can register with the Company's share registrar to receive an email notification when an announcement is made by the Company to ASX, including the release of annual, half-yearly and quarterly reports.	
and its security registry electronically.		Further, the Company provides information through its website enabling security holders to email the Company. The share registrar also provides the ability to email the share registrar and to receive documents by email from the share registrar.	
Principle 7: Recognise and manage risk			
Recommendation 7.1 The board of a listed entity should:		Due to the small size of the Board and the Company's current level of operations, the Company does not have a separate Risk Committee.	
a) Have a committee or committees to oversee risk, each of	N	The role of the Risk Committee is undertaken by the full Board.	
 which: 1) Has at least three members, a majority of whom are independent directors; and 2) Is chaired by an independent director, And disclose: 		The Board has decided that no efficiencies will be achieved by establishing a separate risk committee. The Board carries out the duties that would otherwise be undertaken by the risk committee, in accordance with the Audit and Risk Committee Charter, which is included in the <i>Corporate Governance</i> section of the Company's website.	
 3) The charter of the committee; 4) The members of the committee; and 5) As at the end of each reporting period, the number of 		The Board's responsibilities include reviewing and evaluating the external audit function, the Company's financial reporting, the internal control system, the assessment of risk and compliance with legislation.	
times the committee met throughout the period and the individual attendances of the members at those meetings; or b) If it does not have a risk committee or committees that satisfy (a) above, disclose that fact and the processes it employs for overseeing the entity's risk management framework.	Y	The Board recognises its responsibility for identifying areas of significant business risk and for ensuring that arrangements are in place for adequately managing these risks. This issue is regularly reviewed at Board meetings and risk management culture is encouraged amongst employees and contractors.	
Recommendation 7.2		The Board is responsible for risk oversight and the management of the internal processes and	
The board or a committee of the board should: a) Review the entity's risk management framework at least annually to satisfy itself that it continues to be sound, and that the entity is operating with due regard to the risk appetite set by the board; and b) Disclose, in relation to each reporting period, whether such a review has taken place.	Y	controls for the consideration and monitoring of risk. In this regard, a risk register has been compiled and reviewed by the Board during the reporting period. Additionally, this issue is regularly tabled and discussed at Board meetings and a positive risk management culture is encouraged amongst employees and contractors	



Recommendations	Conform	Disclosure	
(4 th Edition)	(Y/N)	Disclosure	
Recommendation 7.3 A listed entity should disclose: a) If it has an internal audit function, how the function is structured and what role it performs; or b) If it does not have an internal audit function, disclose that fact and the processes it employs for evaluating and continually improving the effectiveness of its risk management and internal control processes.	Y	Given the size and scale of the Company, it does not have an internal audit function. The responsibility for the monitoring of the internal control framework is performed by the Board. The Board considers that the combination of Board oversight and external financial audits is appropriate for a company of this size.	
Recommendation 7.4 A listed entity should disclose whether it has any material exposure to environmental or social risks and, if it does, how it manages or intends to manage those risks.	Y	. Whilst not materially exposed to environmental sustainability or social risks, the Company has an ESG Policy, which is included in the <i>Corporate Governance</i> section of the Company's website.	
Principle 8: Remunerate fairly and responsibly			
Recommendation 8.1 The board of a listed entity should: a) Have a remuneration committee which: 1) Has at least three members, a majority of whom are independent directors; and 2) Is chaired by an independent director, And disclose: 3) The charter of the committee; 4) The members of the committee; and 5) As at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or b) If it does not have a remuneration committee, disclose that fact and the processes it employs for setting the level and composition of remuneration for directors and senior executives and ensuring that such remuneration is appropriate and not excessive.	N	Due to the small size of the Board and the Company's current level of operations, the Company does not have a separate Remuneration Committee. The role of the Remuneration Committee is undertaken by the full Board. The Board has decided that no efficiencies will be achieved by establishing a separate remuneration committee. The Board carries out the duties that would otherwise be undertaken by the remuneration committee, in accordance with the Remuneration Committee Charter, which is included in the Corporate Governance section of the Company's website.	



Recommendations	Conform	Disclosure
(4 th Edition)	(Y/N)	Disclosure
Recommendations 8.2 A listed entity should separately disclose its policies and	Y	The Board disclosed details of the Company's policies and practices regarding the remuneration of
practices regarding the remuneration of non-executive directors and the remuneration of executive directors and other senior executives.		non-executive directors and the remuneration of non-executive directors and other senior management is in the Remuneration Report contained in the Company's 2025 Annual Report.
Recommendations 8.3		The Company has a Securities Trading Policy which is included in the Corporate Governance section
A listed entity which has an equity-based remuneration scheme should:		of the Company's website. This policy does not cover restrictions on transactions which limit the economic risk of participating in an equity-based remuneration scheme
 a) Have a policy on whether participants are permitted to enter into transactions (whether through the use of derivatives or otherwise) which limit the economic risk of participating in the 	N	
scheme; and b) Disclose that policy or a summary of it.	Y	
Additional recommendations that apply only in certain	cases	
Recommendation 9.1	N/A	N/A
A listed entity with a director who does not speak the language		
in which board or security holder meetings are held or key corporate documents are written should disclose the processes		
it has in place to ensure the director understands and can		
contribute to the discussions at those meetings and understands and can discharge their obligations in relation to those		
documents.		
Recommendation 9.2	N/A	N/A
A listed entity established outside Australia should ensure that		
meetings of security holders are held at a reasonable place and time.		
Recommendation 9.3	N/A	N/A
A listed entity established outside Australia, and an externally managed listed entity that has an AGM, should ensure that its external auditor attends its AGM and is available to answer questions from security holders relevant to the audit.		