



ABN 39 151 155 207
ASX: ESR

15 June 2026

Letter from the Managing Director

Dear Fellow Shareholders,

It is a privilege to write to you for the first time as Managing Director of Estrella Resources Limited. I am honoured to take on this role, and I do so with genuine excitement about what lies ahead for our company and for the opportunity we hold to become the pre-eminent mineral exploration and development company in Timor-Leste.

Before looking forward, I want to acknowledge my predecessor, Chris Daws. The strong foundation on which Estrella stands today is a direct result of his energy, hard work and vision. On behalf of the Board and shareholders, I thank him sincerely for his leadership and welcome his continued involvement in the role of Business Development Manager.

It is also worth briefly touching on my own background and why I am so excited about the future of our company. I am a qualified Mining Engineer with more than 30 years' experience across mining, industrial minerals, fertiliser, and logistics sectors. My career features the successful delivery of multiple projects from funding through to construction and steady-state operations. This includes serving as Managing Director at Ironclad Mining, Chief Executive Officer for RONPHOS Corp., the Republic of Nauru's Phosphate company, where I was responsible for production, marketing and export of phosphate throughout the Indo-Pacific region and I have also held senior leadership roles at ASX-listed companies such as Centrex Metals, Valence Industries, Normandy Mining and WMC Limited.

Where is the opportunity?

What attracted me to Estrella was the rare combination of high-quality assets and a supportive operating jurisdiction.

In a world of increasing abundance, true strategic advantage comes from holding something genuinely scarce and difficult to replicate. For Estrella, that scarcity is clear: a first-mover position over the most prospective ground in one of the world's last under-explored frontiers. This is coupled with proximity to the large and growing markets of our region.

This places us in a unique position to unearth virgin discoveries with the potential to deliver grade and scale that can compete with projects anywhere in the world. The opportunity for Estrella is to identify precisely where we hold genuine advantage and to pursue it with conviction, while leaving alone the contests we are not positioned to win.



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Our vision and competitive position

Our vision is clear and ambitious: to be the leading mineral explorer in Timor-Leste — owning the most prospective landholding, supported by the best, most active, most successful exploration team in the country, and underpinned by the best mineral project development team.

Estrella's strategic advantages are real and difficult to replicate: our first-mover ground position, our deep and long-standing relationships with government, communities and our Indonesian partners, and the in-country knowledge and track record of our technical team.

These advantages give us a genuine head start, and my task is to convert them into discoveries, projects and, ultimately, returns.

Importantly, our ambitions are not confined to manganese and limestone: Timor-Leste is also highly prospective for copper and gold, and we see meaningful potential to make and advance discoveries in these commodities as part of our broader exploration strategy.

Manganese

For our manganese projects, our objective is clear: to explore for and discover a JORC-compliant manganese resource of more than 2 million tonnes. This is a defined and measurable goal, and our exploration activities are focused squarely on achieving it. A resource of this scale would provide a strong foundation for a long-term manganese mining operation and deliver tangible value to shareholders.

Progressing this objective, we have recently completed a detailed MTd survey over our Iri Miri project and expect to commence an IP survey over the area in July. The results of both geophysical surveys will be used to identify new drill targets in readiness for the September quarter. We are finalising detailed design for a greater regional EM survey, currently planned for August. The aim of this regional work is to identify additional Mn targets.

In the meantime, we have recently completed the Expression Of interest (EOI) process for the purchase of our initial ~27,000 tonne manganese trial parcel. We are currently evaluating submissions with the aim of identifying, and working with, those parties that have the greatest long-term "value in use" for our product. We expect to finalise the sale of the product shortly, with final delivery subject to customer and shipping schedules.

Limestone

For our limestone project, our priority is to add value to our existing resource base of more than 600 million tonnes by developing a realistic and achievable development plan. We will pursue this through three concurrent workstreams:



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- first, focusing on an initial very high-grade product that can generate early revenue and establish our position in the market;
- second, working closely with our Indonesian partners to secure a long-term, large cornerstone customer on which to underpin and support scale; and
- third, developing a common-user port facility that will provide the logistics backbone for the project and create shared infrastructure value.

Together, these steps provide a clear and staged pathway from resource to revenue.

How we will create value

Above all, my focus will be on creating shareholder value, and I bring a clear-eyed and disciplined approach to that task. We will be ruthless in our focus on value — quick to assess opportunities on their merits, equally quick to back the ones that warrant it, and disciplined enough to set aside those that do not.

Our corporate philosophy is straightforward: we create value where we hold genuine competitive advantage, whether that advantage lies in our technical ability, our proximity to market, or the grade of our resources.

That same discipline shapes how we think about growth beyond our own portfolio. Estrella is open to new opportunities, joint ventures and partnerships where they make sense. We will approach such opportunities on the same clear-eyed basis as everything else: ambitiously, but realistically, and always with shareholder value as the test.

While Timor-Leste is the centre of our growth ambitions, we remain firmly committed to continuing to generate value from our Australian assets. These assets are an important part of the company, and we will manage them with the same focus on disciplined, value-accretive outcomes — advancing them directly, or through partnerships and joint ventures, wherever doing so best serves shareholders.

The organisation we are building

Finally, I care deeply about the kind of organisation we build. I want Estrella to have a just safety and operating culture, but importantly to be also a curious organisation — one that asks questions, tests its assumptions and continually seeks better ways of working. A company where every employee understands clearly how their activities contribute and add value to the operation of the organisation.

Timor-Leste is one of the world's most under-explored frontiers, and Estrella has the assets, the people and the determination to lead the way. My focus as Managing Director will be on



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disciplined execution, transparent communication with shareholders, and the responsible development of our projects in close partnership with the communities and government of Timor-Leste.

I am deeply grateful for the confidence the Board has placed in me, and for your continued support as shareholders. I look forward to keeping you informed as we work to deliver on the substantial potential of our portfolio and to create lasting value for all stakeholders.

Yours sincerely,

Robert Mencil
Managing Director
Estrella Resources Limited

ENDS

This announcement has been authorised for release to the ASX by the Managing Director.

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Forward Looking Statements

This announcement contains certain forward-looking statements which have not been based solely on historical facts but, rather, on ESR's current expectations about future events and on a number of assumptions which are subject to significant uncertainties and contingencies many of which are outside the control of ESR and its directors, officers and advisers.