

Appendix 4G

Key to Disclosures

Corporate Governance Council Principles and Recommendations

Name of entity

Flagship Minerals Limited

ABN/ARBN

169 357 242

Financial year ended:

31 December 2025

Our corporate governance statement¹ for the period above can be found at:²

- ☐ These pages of our annual report:
- ☒ This URL on our website: <https://flagshipminerals.com/leadership-governance/>

The Corporate Governance Statement is accurate and up to date as at 20 March 2026 and has been approved by the board.

The annexure includes a key to where our corporate governance disclosures can be located.³

Date: 31 March 2026

Name of authorised officer authorising lodgement: Paul Lock

¹ "Corporate governance statement" is defined in Listing Rule 19.12 to mean the statement referred to in Listing Rule 4.10.3 which discloses the extent to which an entity has followed the recommendations set by the ASX Corporate Governance Council during a particular reporting period.

Listing Rule 4.10.3 requires an entity that is included in the official list as an ASX Listing to include in its annual report either a corporate governance statement that meets the requirements of that rule or the URL of the page on its website where such a statement is located. The corporate governance statement must disclose the extent to which the entity has followed the recommendations set by the ASX Corporate Governance Council during the reporting period. If the entity has not followed a recommendation for any part of the reporting period, its corporate governance statement must separately identify that recommendation and the period during which it was not followed and state its reasons for not following the recommendation and what (if any) alternative governance practices it adopted in lieu of the recommendation during that period.

Under Listing Rule 4.7.4, if an entity chooses to include its corporate governance statement on its website rather than in its annual report, it must lodge a copy of the corporate governance statement with ASX at the same time as it lodges its annual report with ASX. The corporate governance statement must be current as at the effective date specified in that statement for the purposes of Listing Rule 4.10.3.

Under Listing Rule 4.7.3, an entity must also lodge with ASX a completed Appendix 4G at the same time as it lodges its annual report with ASX. The Appendix 4G serves a dual purpose. It acts as a key designed to assist readers to locate the governance disclosures made by a listed entity under Listing Rule 4.10.3 and under the ASX Corporate Governance Council's recommendations. It also acts as a verification tool for listed entities to confirm that they have met the disclosure requirements of Listing Rule 4.10.3.

The Appendix 4G is not a substitute for, and is not to be confused with, the entity's corporate governance statement. They serve different purposes and an entity must produce each of them separately.

² Tick whichever option is correct and then complete the page number(s) of the annual report, or the URL of the web page, where your corporate governance statement can be found. You can, if you wish, delete the option which is not applicable.

³ Throughout this form, where you are given two or more options to select, you can, if you wish, delete any option which is not applicable and just retain the option that is applicable. If you select an option that includes "OR" at the end of the selection and you delete the other options, you can also, if you wish, delete the "OR" at the end of the selection.

See notes 4 and 5 below for further instructions on how to complete this form.

ANNEXURE – KEY TO CORPORATE GOVERNANCE DISCLOSURES

Corporate Governance Council recommendation		Where a box below is ticked, ⁴ we have followed the recommendation in full for the whole of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are: ⁵
PRINCIPLE 1 – LAY SOLID FOUNDATIONS FOR MANAGEMENT AND OVERSIGHT			
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.	☒ and we have disclosed a copy of our board charter at: https://flagshipminerals.com/leadership-governance/	
1.2	A listed entity should: (a) undertake appropriate checks before appointing a director or senior executive or putting someone forward for election as a director; and (b) provide security holders with all material information in its possession relevant to a decision on whether or not to elect or re-elect a director.	☒	
1.3	A listed entity should have a written agreement with each director and senior executive setting out the terms of their appointment.	☒	
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.	☒	

⁴ Tick the box in this column only if you have followed the relevant recommendation **in full** for the **whole** of the period above. Where the recommendation has a disclosure obligation attached, you must insert the location where that disclosure has been made, where indicated by the line with “*insert location*” underneath. If the disclosure in question has been made in your corporate governance statement, you need only insert “our corporate governance statement”. If the disclosure has been made in your annual report, you should insert the page number(s) of your annual report (eg “pages 10-12 of our annual report”). If the disclosure has been made on your website, you should insert the URL of the web page where the disclosure has been made or can be accessed (eg “www.entityname.com.au/corporate governance/charters/”).

⁵ If you have followed all of the Council’s recommendations **in full** for the **whole** of the period above, you can, if you wish, delete this column from the form and re-format it.

Key to Disclosures Corporate Governance Council Principles and Recommendations

Corporate Governance Council recommendation	Where a box below is ticked, ⁴ we have followed the recommendation in full for the whole of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are: ⁵
1.5 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: (A) 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 (B) 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. If the entity was in the S&P / ASX 300 Index at the commencement of the reporting period, the measurable objective for achieving gender diversity in the composition of its board should be to have not less than 30% of its directors of each gender within a specified period.	We have disclosed a copy of our diversity policy at: https://flagshipminerals.com/leadership-governance/	☒ set out in our Corporate Governance Statement
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.	☒ and we have disclosed the evaluation process referred to in paragraph (a) at: in our Corporate Governance Statement. and whether a performance evaluation was undertaken for the reporting period in accordance with that process at: in our Corporate Governance Statement.	

Key to Disclosures Corporate Governance Council Principles and Recommendations

Corporate Governance Council recommendation		Where a box below is ticked, ⁴ we have followed the recommendation <u>in full</u> for the <u>whole</u> of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are: ⁵
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.	☒ and we have disclosed the evaluation process referred to in paragraph (a): in our Corporate Governance Statement and whether a performance evaluation was undertaken for the reporting period in accordance with that process: in our Corporate Governance Statement.	

Key to Disclosures Corporate Governance Council Principles and Recommendations

Corporate Governance Council recommendation		Where a box below is ticked, ⁴ we have followed the recommendation <u>in full</u> for the <u>whole</u> of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are: ⁵
PRINCIPLE 2 - STRUCTURE THE BOARD TO BE EFFECTIVE AND ADD VALUE			
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.	☒ we have disclosed the fact that we now do not have a nomination committee and the processes we employ 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 at: in our Corporate Governance Statement.	
2.2	A listed entity should have and disclose a board skills matrix setting out the mix of skills that the board currently has or is looking to achieve in its membership.	☒ and we have disclosed our board skills matrix at: in our Corporate Governance Statement	
2.3	A listed entity should disclose: (a) the names of the directors considered by the board to be independent directors; (b) if a director has an interest, position, affiliation or relationship of the type described in Box 2.3 but the board is of the opinion that it does not compromise the independence of the director, the nature of the interest, position or relationship in question and an explanation of why the board is of that opinion; and (c) the length of service of each director.	☒ and we have disclosed the names of the directors considered by the board to be independent directors at: in our Corporate Governance Statement and the length of service of each director at: in our Corporate Governance Statement	
2.4	A majority of the board of a listed entity should be independent directors.	☒	

Key to Disclosures Corporate Governance Council Principles and Recommendations

Corporate Governance Council recommendation		Where a box below is ticked, ⁴ we have followed the recommendation in full for the whole of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are: ⁵
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 CEO of the entity.		☒ set out in our Corporate Governance Statement
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.	☒	
PRINCIPLE 3 – INSTIL A CULTURE OF ACTING LAWFULLY, ETHICALLY AND RESPONSIBLY			
3.1	A listed entity should articulate and disclose its values.	☒ and we have disclosed our values at: in our Corporate Governance Statement	
3.2	A listed entity should: (a) have and disclose a code of conduct for its directors, senior executives and employees; and (b) ensure that the board or a committee of the board is informed of any material breaches of that code.	☒ and we have disclosed our code of conduct at: https://flagshipminerals.com/leadership-governance/	
3.3	A listed entity should: (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.	☒ and we have disclosed our whistleblower policy at: https://flagshipminerals.com/leadership-governance/	
3.4	A listed entity should: (a) have and disclose an anti-bribery and corruption policy; and (b) ensure that the board or committee of the board is informed of any material breaches of that policy.	☒ and we have disclosed our anti-bribery and corruption policy at: https://flagshipminerals.com/leadership-governance/	

Key to Disclosures Corporate Governance Council Principles and Recommendations

Corporate Governance Council recommendation		Where a box below is ticked, ⁴ we have followed the recommendation in full for the whole of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are: ⁵
PRINCIPLE 4 – SAFEGUARD THE INTEGRITY OF CORPORATE REPORTS			
4.1	The board of a listed entity should: (a) have an audit committee which: (1) has at least three members, all of whom are non-executive directors and a majority of whom are independent directors; and (2) is chaired by an independent director, who is not the chair of the board, and disclose: (3) the charter of the committee; (4) the relevant qualifications and experience of the 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 (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.	☒ and we have disclosed a copy of the charter of the committee at: https://flagshipminerals.com/leadership-governance/ and we have disclosed the fact that we do not have an audit committee and the processes we employ that independently verify and safeguard the integrity of our corporate reporting, including the processes for the appointment and removal of the external auditor and the rotation of the audit engagement partner at: in our Corporate Governance Statement.	
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.	☒	
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.	☒	

Key to Disclosures Corporate Governance Council Principles and Recommendations

Corporate Governance Council recommendation		Where a box below is ticked, ⁴ we have followed the recommendation in full for the whole of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are: ⁵
PRINCIPLE 5 – MAKE TIMELY AND BALANCED DISCLOSURE			
5.1	A listed entity should have and disclose a written policy for complying with its continuous disclosure obligations under listing rule 3.1.	☒ and we have disclosed our continuous disclosure compliance policy at: https://flagshipminerals.com/leadership-governance/	
5.2	A listed entity should ensure that its board receives copies of all material market announcements promptly after they have been made.	☒	
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.	☒	
PRINCIPLE 6 – RESPECT THE RIGHTS OF SECURITY HOLDERS			
6.1	A listed entity should provide information about itself and its governance to investors via its website.	☒ and we have disclosed information about us and our governance on our website at: https://flagshipminerals.com/leadership-governance/	
6.2	A listed entity should have an investor relations program that facilitates effective two-way communication with investors.	☒	
6.3	A listed entity should disclose how it facilitates and encourages participation at meetings of security holders.	☒ and we have disclosed how we facilitate and encourage participation at meetings of security holders: in our Corporate Governance Statement	
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.	☒	
6.5	A listed entity should give security holders the option to receive communications from, and send communications to, the entity and its security registry electronically.	☒	

Key to Disclosures Corporate Governance Council Principles and Recommendations

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PRINCIPLE 7 – RECOGNISE AND MANAGE RISK			
7.1	The board of a listed entity should: (a) have a committee or committees to oversee risk, each of 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 risk committee or committees that satisfy (a) above, disclose that fact and the processes it employs for overseeing the entity's risk management framework.	☒ and we have disclosed a copy of the charter of the committee at: https://flagshipminerals.com/leadership-governance/ and we have disclosed the fact that we do not have a risk committee or committees that satisfy (a) and the processes we employ for overseeing our risk management framework at: in our Corporate Governance Statement	
7.2	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.	☒ and we have disclosed whether a review of the entity's risk management framework was undertaken during the reporting period: in our Corporate Governance Statement	
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, that fact and the processes it employs for evaluating and continually improving the effectiveness of its governance, risk management and internal control processes.	☒ and we have disclosed the fact that we do not have an internal audit function and the processes we employ for evaluating and continually improving the effectiveness of our risk management and internal control processes: in our Corporate Governance Statement	

Key to Disclosures Corporate Governance Council Principles and Recommendations

Corporate Governance Council recommendation		Where a box below is ticked, ⁴ we have followed the recommendation <u>in full</u> for the <u>whole</u> of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are: ⁵
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.	☒ and we have disclosed whether we have any material exposure to environmental and social risks at: in our Corporate Governance Statement and, if we do, how we manage or intend to manage those risks at: in our Corporate Governance Statement	

Key to Disclosures Corporate Governance Council Principles and Recommendations

Corporate Governance Council recommendation		Where a box below is ticked, ⁴ we have followed the recommendation <u>in full</u> for the <u>whole</u> of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are: ⁵
PRINCIPLE 8 – REMUNERATE FAIRLY AND RESPONSIBLY			
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.	☒ and we have disclosed the fact that we do not have a remuneration committee and the processes we employ for setting the level and composition of remuneration for directors and senior executives and ensuring that such remuneration is appropriate and not excessive: in our Corporate Governance Statement	
8.2	A listed entity should separately disclose its policies and practices regarding the remuneration of non-executive directors and the remuneration of executive directors and other senior executives.	☒ and we have disclosed separately our remuneration policies and practices regarding the remuneration of non-executive directors and the remuneration of executive directors and other senior executives: in our Corporate Governance Statement	
8.3	A listed entity which has an equity-based remuneration scheme should: (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 scheme; and (b) disclose that policy or a summary of it.		☒ we do not have an equity-based remuneration scheme and this recommendation is therefore not applicable

Key to Disclosures Corporate Governance Council Principles and Recommendations

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ADDITIONAL RECOMMENDATIONS THAT APPLY ONLY IN CERTAIN CASES			
9.1	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.		☒ we do not have a director in this position and this recommendation is therefore not applicable
9.2	A listed entity established outside Australia should ensure that meetings of security holders are held at a reasonable place and time.	☒	
9.3	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.	☒	
ADDITIONAL DISCLOSURES APPLICABLE TO EXTERNALLY MANAGED LISTED ENTITIES			
-	<i>Alternative to Recommendation 1.1 for externally managed listed entities:</i> The responsible entity of an externally managed listed entity should disclose: (a) the arrangements between the responsible entity and the listed entity for managing the affairs of the listed entity; and (b) the role and responsibility of the board of the responsible entity for overseeing those arrangements.		
-	<i>Alternative to Recommendations 8.1, 8.2 and 8.3 for externally managed listed entities:</i> An externally managed listed entity should clearly disclose the terms governing the remuneration of the manager.		

Corporate Governance Statement

1. Background

Flagship Minerals Limited (“Flagship Minerals” or “the Company”) is committed to adopting best practice in corporate governance where these practices are appropriate for the business.

The Board is committed to maintaining and enhancing a strong corporate governance framework for Flagship Minerals and is responsible for the overall corporate governance of the Company. It monitors the operational and financial position of the Company and its performance, and oversees its business strategy, including approving its strategic goals. The Board is committed to maximising performance, generating appropriate levels of shareholder value and financial returns, and sustaining the growth and success of Flagship Minerals. The Board believes that good corporate governance helps ensure the future success of the Company, adds value to stakeholders and enhances investor confidence.

The corporate governance arrangements for Flagship Minerals Limited are set by the Board having regard to the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations (4th Edition), the governance standards adopted generally by companies of a similar size to Flagship Minerals and in the best interests of Flagship Minerals and its shareholders. The principal features of Flagship Minerals' governance framework are set out in this Corporate Governance Statement together with the extent to which Flagship Minerals follows the recommendations set by the ASX Corporate Governance Council.

2. ASX Corporate Governance Principles and Recommendations

The ASX Corporate Governance Council has developed and released its fourth edition of the corporate governance recommendations for Australian listed entities (**ASX Recommendations**) in order to promote investor confidence and to assist companies to meet stakeholder expectations.

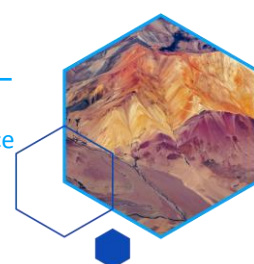
The recommendations are not prescriptions, but guidelines. However, under the ASX Listing Rules, Flagship Minerals is required to provide a statement annually disclosing the extent to which it has followed the ASX Recommendations in the relevant reporting period. Where Flagship Minerals does not follow a recommendation, it must identify the recommendation that has not been followed and give reasons for not following it and must also disclose what (if any) alternative governance practices it adopted in lieu of the recommendation during that period.

The key aspects of the Board's governance practices are summarised below. These charters and policies referred to in this statement are available on Flagship Minerals' website at: <https://flagshipminerals.com/leadership-governance/>.

Flagship Minerals Limited

Singapore: 36 Robinson Road #20-01 City House Singapore 068877 | Santiago: Cerro Colorado 5858, Office 208, Las Condes, Santiago, Chile | Sydney: Level M, 388 George Street, Sydney, NSW, 2000

ASX: flagshipminerals.com



3. Board of Directors

The Directors bring to the Board relevant experience and skills, including industry and business knowledge, financial management and corporate governance experience. Each Director has confirmed to the Company that they anticipate being able to perform their duties as a Non-Executive Director or Executive Director, as the case may be, without constraint having regard to their other commitments.

3.1 Directors

Flagship Minerals undertakes appropriate checks before appointing a director or senior executive or putting someone forward for election as a director. Flagship Minerals provides shareholders with all material information in its possession relevant to a decision on whether or not to elect or re-elect a director.

Flagship Minerals has a written agreement with each director and senior executive setting out the terms of their appointment. It also has a program for inducting new directors and 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.

Details of current directors are listed below:

Mr. Paul Lock; Chairman and Managing Director

MBA, BBus, MPE, M.I.S., MComLaw, MAusIMM

Appointed: 11 October 2017

Paul is a former advisor and financier, working with companies across a wide range of industries including the mining sector. Paul also has extensive experience as a physical commodities trader and a derivatives trader, including options and high yield bonds. Paul has had a focus on Southeast Asia for over 10 years and South America since 2022.

Before Flagship Minerals Paul was a corporate adviser at Everspring Partners, a boutique Sydney based advisory firm that he founded. Before Everspring Paul worked in corporate advisory and leveraged/project finance roles at one of Australia's leading commercial banks, often acting in lead arranger roles. Paul initially focused on corporate and single asset project finance in the resource sector before moving into leveraged finance for private equity initiatives and then into a corporate advisory role where he was sector agnostic and focused on generating corporate transactions.

Prior to banking Paul worked for Rothschild & Co in Australia where he was a derivatives trader and a high yield bond investor focusing on a variety of asset classes, generally distressed or complex assets. Paul also had some involvement in structuring derivatives solutions for resource companies in conjunction with Rothschild's corporate advisory team. Prior to Rothschild Paul worked for Japanese trading conglomerate Marubeni Corporation in the soft commodity trading division.

Mr. David Hobby; Technical Director & Chief Geologist

B.App Sci (Geology), MAusIMM, Competent Person under the JORC Code

Appointed: 11 October 2017

David is an Economic Geologist with 30+ years experience. David has worked in a variety of geological terrains across Asia, Australia, South America, USA and Africa. David is experienced in all facets of the minerals project cycle.

David is an Economic geologist and has been involved in the minerals industry for over 30 years. Since graduating from the University of Canberra in 1989 David has worked in a variety of geological terrains in Australia, Asia, South America, USA and Africa, and has experience in all facets of the minerals project cycle with a focus on exploration and evaluation.

David has held senior geological management and consulting positions with listed and private companies and progressed several projects through to feasibility and pre-production, including the Adelong Gold Project, Broula King Gold Project, Webb's Silver Project and the Woodlawn Zn-Cu project.

David has been focused on SE Asia since 2013. His geological qualifications and experience are complimented with skills in project management, environmental management, Occupational Health and Safety, contractor, government and stakeholder management.

Mr. David Docherty; Non-Executive Director

Appointed: 11 October 2017

David focused on the Australian resource sector during his time in stockbroking and with investment bank, Slater Walker, in London. David moved to Sydney in 1968 to oversee major investments he earlier established for Slater Walker clients in BHP (Bass Strait oil) and Western Mining (nickel) and to provide equity finance for emerging miners which included arranging finance for Poseidon to drill its Mt Windarra nickel discovery in 1969. Later, David became CEO of Slater Walker sponsored Mining Finance Corporation.

From 1984-87 David successfully guided Sedimentary Holdings as CEO to joint ownership and open-pit development of the old Cracow Gold Mine (Qld).

In 1987 David became an equity partner in the Thai resource sector after the Government deregulated gold exploration and mining. Thereafter, he jointly financed a team of geologists responsible for the discovery of what is now the Chatree Gold Mine.

In 2002 David became a foundation director and CEO of Thai Goldfields NL, an unlisted public company holding Thai SPL applications in a variety of gold and copper prospects, and including land tenure containing a minimum 100,000ozs gold at shallow depth located within 2km of the recently re-opened Chatree Gold Mine.

Mr. Thanasak (Frank) Chanyapoon; Non-Executive Director

LL.M., LL.B. (Hons), Certificate of American and International Law

Appointed: 11 October 2017

Frank is a Partner at The Capital Law Office, a leading Bangkok based legal practice. Frank's area of expertise is tax laws for more than 25 years. Prior to joining Capital Law Office, he has worked with Baker & McKenzie, Bangkok, and Linklaters, Bangkok. He was also the co-founder of LawAlliance Limited specializing in Thailand tax laws including double tax treaties made with Thailand.

Since 2008 he has been a special lecturer in tax law at Chulalongkorn and Kasetsart Universities, serves on the Prime Minister's Office subcommittee for Law Reform for Ease of Doing Business in Thailand, and is an advisor to the Chairman of the Tourism Commissioner in Thailand's House of Representatives.

4. Lay Solid Foundations for Management and Oversight

The Role of the Board

The Board is accountable to the Company's shareholders. The role of the Board is to approve the strategic direction of the Company, guide and monitor the management of the Company and its businesses, and oversee the implementation of appropriate corporate governance frameworks with respect to the Company's affairs. The Board aims to protect and enhance the interests of its shareholders, while taking into account the interests of other stakeholders, including employees, customers, suppliers and the wider community. The Board discharges its duties in accordance with applicable laws and the Company's Constitution.

The Company has established the respective roles and responsibilities of its Board and management in accordance with Board approved delegations of authority, and those matters expressly reserved for the Board and those delegated to management and has documented these roles and responsibilities in its Board Charter which is available on the Company website.

The Board maintains ultimate responsibility for the strategy, control and risk profile of the Company.

Role and Responsibility of Management

The Board has delegated the day-to-day management of the Company and the implementation of approved strategies and business plans to the Managing Director who in turn delegates to the executive management team subject to the financial and other limits set by the Board. The Managing Director is accountable to the Board for the authority delegated to all levels of management.

The Managing Director's key responsibilities are to: develop the Company's strategic objectives; execute the Board-approved strategy and ensure the day-to-day management and operations of the Company are consistent with policies and procedures adopted by the Board; implement necessary or appropriate processes, policies, systems and controls; and provide timely presentation of information to the Board to enable the Board to fulfil its responsibilities.

Executive Performance Evaluation

Flagship Minerals has a process for evaluating the performance of its senior executives at least once every year having regard for the strategic objectives approved by the Board. The Managing Director is responsible for setting goals for each executive having regard to those objectives and the accountabilities of the executive's role.

Due to the small size of the Company executive reviews are informal and constant as there is a direct line of communication between the Managing Director and the executives.

Board Committees

Given the current size and composition of the Board, the Board considers it more effective for all directors to collectively oversee audit, risk, remuneration and nomination matters.

The Board keeps the establishment of formal committees under active review and expects to establish one or more committees as the Company's scale, complexity or regulatory obligations increase.

Board Meetings

The Board meets as often as considered necessary to fulfil their respective roles. Directors are required to allocate sufficient time to perform their responsibilities effectively, including adequate time to prepare for Board meetings.

Details of the Board meetings held during the reporting period and director attendances at those meetings are set out in the table below.

Director	Board Meetings	
	Held	Attended
Paul Lock	8	8
David Hobby	8	7
David Docherty	8	7
Thanasak Chanyapoon	8	8

5. Structure the Board to be Effective and Add Value

Board Composition

The Board currently comprises four directors, two of whom are independent, non-executive directors, and two executive directors.

The names, qualifications and tenure of each director is set out above (and on the Company's website).

Director Independence

Flagship Minerals recognises that having independent directors helps ensure that the decisions of the Board reflect the best interests of the Company and its shareholders generally, and that those decisions are not biased towards the interest of management or any other internal or external group. Flagship Minerals also considers that having independent directors supports the Board challenge and hold management to account.

In determining whether a director is independent, the Board considers whether the director is free of interests other than their shareholding that could be perceived to interfere with the independent exercise of the director's judgement and the capacity to act in the best interests of the Company and its shareholders as a whole, rather than of an individual security holder or other party.

The Board assesses the independence of its directors annually. Flagship Minerals considers Mr. David Docherty and Mr. Thanasak Chanyapoon to be independent directors.

Chair

While the Chair, Mr. Paul Lock, is not independent and also serves as Managing Director, the Board has implemented mitigating governance arrangements and will formally review the separation of the Chair and Managing Director roles upon the occurrence of any of the following triggers: material

asset development milestones, significant capital raising, or an increase in operational complexity.

Company Secretary

The Company Secretaries are accountable directly to the Board, through the chair, on all matters to do with the proper function of the Board.

Elissa Hansen

Australian Company Secretary

Elissa has over 20 years' experience advising boards and management on corporate governance, compliance, investor relations and other corporate related issues. She has worked with boards and management of a range of ASX listed companies. Elissa is a Chartered Secretary who brings best practice governance advice, ensuring compliance with the Listing Rules, Corporations Act and other relevant legislation.

Elissa holds a Bachelor of Commerce and a Graduate Diploma in Applied Corporate Governance. She is a fellow of the Governance Institute of Australia and graduate member of the Australian Institute of Company Directors.

Nor Hafiza Alwi, FCIS

Singapore Company Secretary

Hafiza holds a Bachelor of Law (Hons) degree and is also a fellow of the Chartered Secretaries Institute of Singapore and a Practising Chartered Secretary.

Hafiza is a Director of ZICO Corporate in Singapore. She has over 25 years of experience and acts as Company Secretary to a diversified range of local and foreign listed and non-listed companies. In her role as Company Secretary, Hafiza advises and provides guidance to her clients and the Boards on corporate transactions, procedures and practices, code of corporate governance, compliances and regulatory requirements including listing rules of the SGX-ST.

Director Election and Board Renewal

The Company recognises that an effective Board facilitates the efficient discharge of the duties imposed on directors and contributes to the delivery of the Company's strategic objectives. The Company has structured its Board so that it has a comprehensive understanding of, and the skills, experience and competencies to deal with, the current and emerging issues of the Company's strategic direction and business.

As the Company does not have a Nominations Committee, the Board as a whole is responsible for director nomination and selection.

When considering the suitability of a person as a Director, the Board undertakes appropriate checks before appointing the person or putting the person forward to shareholders as a candidate for election as a director. These checks usually include reviewing the candidate's character, experience, education, criminal record and bankruptcy history. The Board also seeks confirmation from the candidate that they will have sufficient time to fulfil their responsibilities as a director of Flagship Minerals.

The Board provides shareholders with all material information relevant to a decision on whether or not to elect or re-elect a director.

Director and Senior Executive Appointment

Upon appointment, each director signs a letter of appointment which sets out the formal terms of

their appointment. Directors also receive a deed of indemnity, insurance and access. All directors have a current letter of appointment and deed of indemnity, insurance and access.

Senior executives also sign a written contract with the Company, setting out the terms of their appointment, including remuneration entitlements and performance requirements.

Diversity

Flagship Minerals believes that a Company is only as good as its people. Flagship Minerals promotes a workplace environment that offers equality, diversity and which is inclusive. Open and respectful collaboration allows the best ideas to bubble to the top. The Board has adopted a Diversity Policy which details its commitment to supporting and developing diversity through attracting, recruiting, engaging and retaining diverse talent and aligning Flagship Minerals's culture and management systems with this commitment.

Flagship Minerals is committed to providing and promoting a culture which embraces diversity in line with its Diversity Policy, and aims to do so by:

- promoting the principles of merit and fairness when making decisions about recruitment, development, promotion, remuneration and flexible work arrangements for employees at all levels;
- having an overall transparent process for the review and appointment of senior management positions and Board members;
- considering a range of facets of diversity in addition to gender when considering the composition of the Board, including age, ethnicity and background;
- recruiting from a diverse pool of qualified candidates, where appropriate engaging a professional search / recruitment firm, advertising vacancies widely, making efforts to identify and consider prospective employees who have diverse attributes, ensuring diversity of members on the selection / interview panel when selecting and appointing new employees (including senior management) and new Board members, and generally structuring recruitment and selection practices at all levels to guard against any conscious or unconscious biases that might discriminate against certain candidates;
- embedding the importance of diversity within the Company's culture by encouraging and fostering a commitment to diversity by leaders at all levels whilst recognising that diversity is the responsibility of all employees;
- recognising that employees may have family responsibilities;
- reinforcing with our people that in order to have an inclusive workplace, discrimination, harassment, vilification and victimisation will not be tolerated within the Company; and
- continuing to review and develop policies and procedures to ensure diversity within the organisation, including with the adoption of key performance indicators for senior executives to measure the achievement of diversity objectives under the Company's diversity policy.

At the date of this Corporate Governance Statement, the Board is comprised of 100% males and of senior managers the respective proportion is 60% male and 40% female; and of the whole Company the proportion is 66% male and 34% female. The Company defines "senior executive" as roles that are accountable and responsible for the entire business – they are required to influence across functions.

While the Board has not set formal measurable diversity objectives at this stage, it recognises the benefits of increased diversity at Board and senior management levels. The Board will consider setting measurable objectives as the Company grows and when Board renewal or senior appointments are contemplated.

Board skills, performance and development

The Board is comprised of experienced business leaders with a variety of professional backgrounds and with extensive experience.

The Board has developed a Board Skills Matrix to capture the current mix of skills, knowledge and experience on the Board. The Board uses the Skills Matrix as a forward-looking tool to inform succession planning and identify capability gaps that may emerge as the Company transitions from exploration to development and production. The Board's current assessment of its skills coverage is set out in the Skills Matrix below.

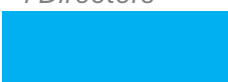
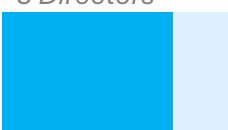
The Board considers that its current mix of skills, experience and expertise is appropriate for it to discharge its obligations effectively.

As the Company has not established a Nomination Committee, the full Board is responsible for reviewing and recommending to the Board executive and non-executive director professional development programs and for regularly reviewing the effectiveness of the programs. When reviewing the Board Skills Matrix, the Board considers areas identified for further professional development or consideration in identifying candidate directors.

Having regard to the Company's current scale and stage of development, performance evaluation processes are conducted through a combination of ongoing feedback and structured annual internal reviews. The Board is satisfied that this approach provides effective oversight while remaining proportionate to the Company's scale.

Flagship Minerals 's Board Skills Matrix is set out below:

Skill and Experience Criteria	Number of Directors
South American (Chile) Experience Senior management or equivalent experience in South America (Chile): familiarity with national and regional political, cultural, regulatory and business environments	2 Directors 
South-East Asia Experience Senior management or equivalent experience in South-East Asia: familiarity with national and regional political, cultural, regulatory and business environments	4 Directors 
Battery Metal Industry Experience Senior executive experience in the battery metal industry including in-depth knowledge of strategy, markets, competitors, operational issues, technology and regulatory concerns	2 Directors 
Precious Metals Experience Senior executive experience in the battery metal industry including in-depth knowledge of strategy, markets, competitors, operational issues, technology and regulatory concerns	4 Directors 

Skill and Experience Criteria	Number of Directors
Capital Projects - Financing / Project Management Experience in an industry with projects involving large-scale capital outlays and long-term investment horizons	3 Directors 
Corporate Social Responsibility/ESG Experience related to workplace health and safety, environment, social responsibility, governance and community	2 Directors 
Strategy Senior executive experience in defining strategic objectives, constructively questioning business plans and implementing strategy using commercial judgement	4 Directors 
Finance & Accounting Senior executive or equivalent experience in financial accounting and reporting, corporate finance and internal financial controls, including ability to probe the adequacies of financial and risk controls	1 Director 
Risk Management Experience working with and applying broad based risk management frameworks in various countries, regulatory or business environments	4 Directors 
Remuneration (People & Nominations) Board or Committee membership or management experience in relation to talent management, remuneration and contractual framework governing remuneration	4 Directors 
Capital Markets Experience related to capital markets and the listed equity environment	4 Directors 
Capital Management Experience in capital management strategies including debt financing and capital raisings	3 Directors 
Investor Relations Experience related to investor relations	3 Directors 
Stakeholder Management Development, management and/or oversight of relationships with stakeholders	3 Directors 
Legal / Regulatory Compliance Experience related to the management of legal and regulatory compliance matters	4 Directors 
International / Global Experience Senior management or equivalent experience in global locations, exposed to a range of political, cultural, regulatory and business environments	4 Directors 
Listed Company Board Experience Director (executive or non-executive) of an ASX listed company, resulting in familiarity with ASX rules, including the requirement for continuous disclosure	3 Directors 

Conflicts of Interest

Directors are required to disclose all interests that may conflict with their duties as a director at the beginning of each Board and Committee meeting.

If a director has a material personal interest in a matter being considered by a Board or Committee, they must not be present during the consideration of that matter or vote on the matter, unless approved by other directors who do not have a material personal interest in the matter.

Access to Information and Advice

Directors have unrestricted access to all staff and all relevant records they consider necessary to fulfil their obligations (including access to members of the external auditor without management present). They also have the right to seek explanations and additional information from management and auditors.

Directors are also entitled, with the approval of the Chair, to obtain independent professional advice at the Company's expense relating to their role as a director.

6. Instil a Culture of Acting Lawfully, Ethically and Responsibly

Flagship Minerals is committed to behaving with honesty, trust and integrity and developing market-leading services which will be achieved through its people.

Values

The Company actively promotes ethical and responsible behaviour and decision-making. The Company's core values are acting with honesty, integrity and in a manner that is consistent with the reasonable expectations of investors and the broader community. It includes being, and being seen to be, a 'good corporate citizen', for example by:

- dealing fairly and honestly with customers, suppliers and the community
- understanding and comply with legal requirements and Flagship Minerals' policies
- avoiding actual or potential conflicts of interest and declare any actual or potential conflicts that may arise
- never giving or receiving bribes or kickbacks or any other similar inducements
- declining gifts or other benefits that will compromise their independence
- only trading in Flagship Minerals shares in the approved 'trading windows' and in accordance with Flagship Minerals' Share Trading Policy
- maintaining the confidentiality of business information that they have access to in their work
- respecting the privacy of individuals and the privacy laws in relation to the collection, use and handling of other people's personal information
- using Flagship Minerals information and communication tools in an effective, ethical and lawful manner.
- protecting Flagship Minerals' property and the belongings of others from theft, misappropriation and misuse

These values underpin everything that Flagship Minerals does and are central to its Code of Conduct. The Company encourages reporting of concerns of suspected or actual wrongdoing openly or anonymously and have adopted a Whistleblower Policy.



The Company's Board and Management is responsible for instilling these values across the organisation.

Code of Conduct

Flagship Minerals is committed to instilling and continually reinforcing a culture across the organisation of acting lawfully, ethically and responsibly in all business practices. Accordingly, the Company has adopted a formal Code of Conduct which outlines the manner in which the Company expects its Directors and employees to behave and conduct business in the workplace. It also provides a framework for the identification and resolution of issues concerning the conduct of employees at the Company. The Code of Conduct applies to all staff, officers, Directors, associates, contractors, consultants and relevant third parties of the Company.

The Code of Conduct deals with various areas such as Flagship Minerals' business ethics and integrity. All suspected breaches of the Code of Conduct are investigated by the Company and appropriate and proportionate disciplinary and remedial action will be taken.

The Code of Conduct is available on the Company's website.

Whistleblower Protection Policy

Flagship Minerals has adopted a Whistleblower Policy to further demonstrate that the Company is committed to the highest standards of conduct and ethical behaviour in all of its business activities. The Company supports a culture of honest and ethical behaviour in ensuring good corporate compliance and governance. The policy sets out, amongst other things, instances of suspected misconduct which can be reported to the internal and external parties and summarises the protections offered to whistleblowers.

Any material breach of the Company's policies, including matters raised through the Whistleblower Policy, is reported and reviewed at each Board Meeting.

The Whistleblower Policy is available on the Company's website.

Anti-Bribery and Corruption Policy

Flagship Minerals has adopted an Anti-Bribery and Corruption Policy to further demonstrate that the Company is committed to maintaining high standards of integrity and accountability in conducting its business. The Company has adopted an Anti-bribery and Corruption Policy. This Policy is aimed at establishing controls to ensure compliance with all applicable anti-bribery and corruption regulations and to advocate for and adopt principles, practices and standards which contribute towards combating corruption. The Company's zero tolerance approach to bribery and corruption is reflected in its Anti-Bribery and Corruption Policy.

Any material breach of the Company's policies, including any breach of the Anti-Bribery and Corruption Policy, is reported at the Audit and Governance Committee level and/or Board level where appropriate.

The Anti-Bribery and Corruption Policy is available on the Company's website.

Securities Trading

Flagship Minerals has adopted a Securities Trading Policy that applies to directors and employees of the Company and its subsidiaries and their Closely Connected Persons, and restricts dealing in the Company's securities and securities of other companies. The Securities Trading Policy documents the procedures for dealing in securities. They are designed to help prevent directors and employees from contravening laws on insider trading.



Derivatives and hedging arrangements for unvested FLAGSHIP MINERALS securities, or vested Flagship Minerals securities subject to a holding lock, are prohibited.

The Securities Trading Policy is available on the Company's website.

7. Safeguard Integrity in Corporate Reporting

Flagship Minerals believes that accurate and timely corporate reporting underpins effective risk management and is key to executing the Company's strategy.

The Board is responsible for overseeing that appropriate monitoring and reporting mechanisms are in place. It is responsible for safeguarding the integrity of the Company's corporate reporting which includes reviewing Flagship Minerals' financial reports and the adequacies of the Company's corporate reporting processes.

Integrity of Reporting

The Board receives a declaration from the Managing Director that, in his opinion, the financial records of the Company have been properly maintained and that the financial statements comply with appropriate accounting standards and give a true and fair view of the financial position and performance of the Company and that his opinion has been formed on the basis of a sound system of risk management and internal control which is operating effectively prior to it approving the financial statements for the full and half years.

When a Chief Financial Officer (CFO) is appointed, the Company will seek a declaration from the CFO as well as the Managing Director.

External Auditor

The Company's external auditor is CLA Global TS.

Among its key responsibilities, CLA Global reviews Flagship Minerals' financial reporting and provides an opinion on whether the financial report gives a true and fair view of the Company's financial position and financial performance, and whether it complies with the Accounting Standards

CLA Global will be in attendance (either in person or via video/audio) at each Annual General Meeting and a representative available to answer shareholder questions about the conduct of the audit and the preparation and content of the auditor's report.

Verification of Announcements and Unaudited Corporate reports

The Company has implemented processes to verify the integrity of any periodic corporate report it releases to the market that is not audited or reviewed by an external auditor.

Where a corporate report has not been reviewed or audited by the Company's external auditor, the Company conducts internal verification processes to ensure that it is materially accurate and balanced.

8. Make Timely and Balanced Disclosures

Continuous and Periodic Disclosure

Flagship Minerals is committed to providing information to shareholders and to the market in a manner that is consistent with the meaning and intention of the ASX Listing Rules and the Corporations Act so that all investors have equal and timely access to material information concerning the Company.

To comply with these obligations, the Board has adopted a Continuous Disclosure Policy (Policy), which is available on the Company's website.

This Policy sets out the key obligations of directors and employees in relation to the Company's continuous disclosure requirements.

The Board has overarching responsibility for compliance with continuous disclosure obligations and Board approval is required for certain key matters (as set out in the Policy) and matters may be referred to the Board for approval by the Managing Director or the Company Secretary.

In accordance with continuous disclosure obligations under the ASX Listing Rules, the Company has procedures in place to ensure that all price sensitive information is identified, reviewed by management and disclosed to the ASX in a timely manner. The Company website will include a link to all information disclosed to the ASX.

Copies of Material Market Announcements to the Board

The Company Secretary ensures that the Board receives copies of all material market announcements immediately following each release to the market.

Investor/Analyst Presentations

Flagship Minerals ensures that all substantive presentations are released to the market to enable security holders the opportunity to access the material included in the presentation.

9. Respect the Rights of Security Holders

Website

The Company provides information about itself and its governance to investors via its website at <https://flagshipminerals.com>.

Two-way Investor Relations Communications

Flagship Minerals endeavours to communicate with shareholders and other stakeholders in an open, regular and timely manner so that the market has sufficient information to make informed investment decisions.

Through its shareholder communications, the Company aims to provide information that will allow existing shareholders, potential shareholders and financial analysts to make informed decisions about the Company's intrinsic value and meet its obligations under the ASX's continuous disclosure regime.

The Company's investor relations program includes:

- issuing regular written shareholder communications such as quarterly financial reporting and an Annual Report to address the Company's strategy and performance;
- sending and receiving shareholder communications electronically;
- maintaining the Board and corporate governance and investor sections on the Company's website including posting all announcements after they have been disclosed to the market;
- promoting two-way interaction with shareholders, by supporting shareholder participation at general meetings including encouraging shareholders to send their questions to the Company prior to the annual general meeting and responding to their questions and feedback; and
- ensuring that continuous disclosure obligations are understood and complied with throughout the Group.

The Shareholder Communications Policy is available on our website.

Participation at Shareholder Meetings

Shareholders are sent the Company's Annual Report, if requested (it is otherwise made available on the Company's website), and documents relating to each general meeting, being the notice of meeting, any explanatory memorandum and a proxy form and shareholders are invited to attend these meetings. In accordance with the Board Charter, all meetings of security holders will be held at a reasonable place and time, in order to maximise the chance of security holders being able to attend and vote at all meetings.

The Board regards each general meeting as an important opportunity to communicate with shareholders and it provides a key forum for shareholders to ask questions about the Company, its strategy and performance. At shareholder meetings, the Company provides an opportunity for shareholders and other stakeholders to hear from and put questions to the Board, management and if applicable the Company's external auditor.

The Company's Auditor will be in attendance(including via telephone or videoconference) at each Annual General Meeting and a representative is available to answer shareholder questions about the conduct of the audit and the preparation and content of the auditor's report.

Resolutions by Poll

In order to ascertain the true will of the Company's security holders attending and voting at its security holder meetings, whether attendance is in person, electronically or by proxy or other representative, in situations where this can be achieved, the Company conducts the voting procedure by a poll.

Share Registry Communication

Shareholders are encouraged to take advantage of the benefits of electronic communications by electing to receive communication from the Company and its share registry electronically by visiting <https://au.investorcentre.mpms.mufig.com> . Shareholders will:

- Support the Company by reducing the cost of mailing/postage;
- Receive investor communications faster and in a more secure way; and
- Help the environment through the need for less paper

by signing up for electronic communication.

Shareholders can still elect to receive some or all of their communications in physical or electronic

form or elect not to receive certain documents such as annual reports. Shareholders can review their communications preferences, or sign up to receive shareholder communications via email at <https://au.investorcentre.mpms.mufg.com>.

Please note that the provider of shareholder registry services for the Company changed from Automic Pty Ltd to MUGF on 12 September 2024.

10. Board Committees

The Board may, from time to time, establish appropriate committees to assist in the discharge of its responsibilities. Membership of Board committees is based on the needs of the Company, relevant legislative and other requirements, and the skills and experience of individual Directors.

11. Recognise and Manage Risk

The full Board is responsible for corporate governance and overseeing the Company's financial reporting, internal control structure, risk management systems and internal and external audit functions. This includes confirming the quality and reliability of the financial information prepared by the Company, working with the external auditor and reviewing non-audit services provided by the external auditor to confirm they are consistent with maintaining external audit independence.

The Board's risk management process oversees risk management policies, procedures and systems and ensure that risks are identified, assessed and appropriately managed.

Risk

The Board reviews Flagship Minerals' risk management framework at least annually to satisfy itself that it continues to be sound and that Flagship Minerals is operating with due regard to the risk appetite set by the Board. A review of the Company's risk management framework to ensure it continues to be sound and the Company is operating with due regard to the risk appetite set by the Board was undertaken in 2024.

Review of Risk

The Risk Management Policy sets out the Company's system of risk oversight, management of material business risks and internal control. The Company's risk management framework including risk profile and risk registers are reviewed on a periodic basis.

The Risk Management Policy is available on the Company's website.

Internal Audit

Due to the current stage of the Company and taking into account cost/benefit considerations, Flagship Minerals does not currently have an internal audit function however, in the absence of a dedicated internal audit function, the Board relies on a combination of management reporting, external audit processes, and periodic external advice to assess the effectiveness of risk management and internal controls. The Board believes that this is appropriate in light of the Company's present scale of operations.

The Board oversees the evaluation and continual improvement of the effectiveness of the Company's risk management and internal control processes by closely monitoring these areas. The

Board may consider the use of external resources to assist as required.

Environmental and Social Risks

As an exploration and development company, Flagship Minerals faces inherent risks in its activities, including economic, environmental and social sustainability risks which may have a material impact on the Company's ability to create value for its shareholders. The Company is subject to a range of general economic risks, including macro-economic risks, government policy, general business conditions, changes in technology and many other factors.

The Board regularly monitors the operational and financial performance of the Company's activities. It monitors and receives advice on areas of operation and financial risks and considers strategies for appropriate risk management. However, the Directors recognise that natural resource exploration and evaluation is inherently risky.

12. Remunerate Fairly and Responsibly

Flagship Minerals aims to attract and retain high quality directors and to attract, motivate and retain high quality senior executives. The Board oversees executive remuneration and non-executive director remuneration arrangements.

Flagship Minerals has not established a committee to oversee remuneration at this time. The Board as a whole reviews and oversees:

- executive remuneration and incentive policies;
- the remuneration packages of senior management;
- incentive schemes;
- superannuation arrangements; and
- the remuneration framework for directors.

Remuneration Policies

The Company has a Remuneration Policy which establishes the framework for remuneration designed to:

- ensure that coherent remuneration policies and practices are observed which enable the attraction and retention of directors and management who will create value for shareholders;
- fairly and responsibly reward directors and senior management having regard to the Company's performance, the performance of the senior management and the general pay environment; and
- comply with all relevant legal and regulatory provisions.

The Policy sets out its remuneration packages for executive directors, senior executives and non-executive directors and is available on the Company's website.

Equity Based Remuneration Scheme

Flagship Minerals does not have an equity based remuneration scheme in place at this time, although may establish one.

13. Senior Executive Performance Review

Senior executives manage the day-to-day tasks of the Company under the guidance and direction of the Managing Director. Flagship Minerals recognises the importance of its senior executives to the Company's growth and performance. Accordingly, the Company undertakes regular evaluations of its senior executives to review their effectiveness and performance on an ongoing basis.

The Managing Director reviews the performance of senior executives annually. These evaluations assess the completeness and effectiveness of each senior executive in meeting their KPIs, whether the executive has the appropriate mix of skills and experience to allow the Company to meet its corporate goals and whether the executive provides a safe, secure, productive, harmonious and inclusive environment for their employees to perform at their best.

An informal performance review of senior executives was undertaken by the Managing Director this year.

14. Departure from ASX Recommendations

Through the corporate governance framework adopted by the Board (and summarised above), the Company is compliant with each of the ASX Recommendations other than Recommendations:

- 1.5. While the Board has adopted a Diversity Policy, it has not set measurable objectives to achieve gender diversity in the composition of its board, senior executives and workforce generally which is not consistent with Recommendation 1.5 of the ASX Recommendations. While the Board recognizes the benefits of diversity, given the Company's current diversity levels within the business, the Board is comfortable with this position. The Board will consider setting measurable objectives as the Company grows and when Board renewal or senior appointments are contemplated.
- 2.5 The Chair of the Board is not an independent director and is also the Company's Managing Director. This is not consistent with recommendations 2.5 however, the Board considers the Chairman is suitably skilled to perform this dual role at this time, due to his experience and expertise in the areas in which the Company operates and the size and complexity of the Company. The Board will formally review the separation of the Chair and Managing Director roles upon the occurrence of any of the following triggers: material asset development milestones, significant capital raising, or an increase in operational complexity.

Adopted by the Board on 20 March 2026.