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ASX CXO

CORE LITHIUM

24 September 2026

ASX: CXO Announcement

2026 Corporate Governance Statement and Appendix 4G

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Core Lithium Ltd (**ASX:CXO**) (**Core** or **Company**) includes its Appendix 4G and 2026 Corporate Governance Statement in accordance with Listing Rules 4.7.3, 4.7.4 and 4.10.3.

This announcement has been approved for release by the Core Lithium Board.

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About Core

Core Lithium Ltd (**ASX: CXO**) (**Core or Company**) is an Australian hard-rock lithium company that owns the Finniss Lithium Operation on the Cox Peninsula, south-west and 88km by sealed road from the Darwin Port, Northern Territory. Core's vision is to generate sustained value for shareholders from critical minerals exploration and mining projects underpinned by strong environmental, safety and social standards.

For further information about Core and its projects, visit www.corelithium.com.au

CORE LITHIUM

Corporate Governance Statement 2026

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Core Lithium is committed to conducting business in accordance with high standards of corporate governance. Our governance practices are designed to support the delivery of our strategy, manage risk effectively, and ensure compliance with legal and regulatory obligations. We aim to foster stakeholder confidence and trust by maintaining transparency, accountability, and ethical conduct across all aspects of our business.

In an environment of rising expectations regarding corporate responsibility, sustainability and ethical conduct, Core Lithium recognises the importance of aligning our strategic director with evolving stakeholder expectations, regulatory developments and global best practice.

Our Board has implemented a comprehensive system of internal controls, a robust risk management framework, and a suite of governance policies and standards that promote responsible management and oversight of our business. This includes enhanced oversight of climate-related risks, cybersecurity, supply chain integrity, sustainability performance and operational readiness, reflecting the Company's transition toward long-term production and growth.

Core Lithium's governance practices are aligned with the ASX Corporate Governance Council's Principles and Recommendations, which are available at www.asx.com.au. Additional information, including governance charters, policies and standards, can be accessed via the Corporate Governance section of our website: corelithium.com.au/about/corporate-governance.

This Corporate Governance Statement outlines Core Lithium's governance framework, policies and practices for the financial year ended 30 June 2026, and is current as of 30 June 2026. It has been approved by the Board.

Core Lithium Board

Core Lithium is governed by a highly credentialed Board that brings a diversity of backgrounds, skills and perspectives. This diversity is essential to fostering an environment that supports effective governance and strategic oversight.

The Board is committed to appointing Directors based on merit, with a focus on broad experience and expertise. Core continues to evaluate opportunities to expand the skills and diversity of its Board membership, as appropriate to the evolving needs of the business.

In accordance with ASX Corporate Governance Council Recommendation 2.3, all members of Core's Board are considered independent other than the Managing Director. Each Director is independent of management and free from any business or other relationship that could materially interfere, or be perceived to interfere, with their ability to exercise independent judgement.

As Core's business continues to grow and evolve, the Board recognises that changes or additions to its composition may be warranted. The Board also considers emerging skill requirements in areas such as cyber security, digital transformation, operational readiness, and sustainability, consistent with contemporary expectations from mining companies.

Details of each Director's experience and qualifications are provided in the Directors' Report section of Core's FY26 Annual Report and on the "Board and Our Leadership" page of the Company's website.

Our management and oversight foundations

The Core Lithium Board plays a central role in maintaining and enhancing the Company's ability to deliver sustainable total shareholder return in a manner that reflects Core's values and long-term strategic objectives.

The Board is responsible for overseeing the Company's governance framework and ensuring that management operates within a system of accountability, transparency and ethical conduct. These responsibilities are outlined in detail in the Board Charter and include the following key functions:

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Key Responsibilities

- **Health, Safety, Environment and Community** Oversight to ensure systems are in place to meet obligations and standards relating to health, safety, environmental stewardship and community engagement. Oversight includes leading indicators, incident trends and the effectiveness of critical control management.
- **Executive Management Appointments** Appointment and oversight of senior executives, and determining their terms of engagement, including the remuneration framework.
- **Strategic Oversight** Monitoring and assessing management's implementation of strategies, business plans, budgets and objectives, and ensuring adequate resources are available. The Board also oversees long-term strategic positioning in the lithium market, including project execution, operational readiness and capital allocation discipline.
- **Risk Management** Ensuring effective systems are in place to identify and manage the Company's principal risks. This includes oversight of Core Lithium's risk management framework, risk appetite, emerging risks and operational controls.
- **Internal Controls and Compliance** Overseeing financial and operational controls, codes of conduct, and legal compliance systems. Monitor the effectiveness of internal control testing, external reviews and compliance.
- **Capital and Financial Oversight** Approving and monitoring major capital expenditure, capital management initiatives, and material acquisitions or divestitures. The Board oversees funding strategy and financial resilience in the context of the lithium market.
- **Financial Integrity** Safeguarding the Company's financial position and ensuring it can meet its obligations.
- **Financial Reporting** Ensuring financial statements comply with relevant accounting standards and present a true and fair view.
- **Performance Monitoring** Approving business plans and budgets, and monitoring performance against them including delivery milestones, cost performance and sustainability outcomes.
- **Continuous Disclosure and Communication** Overseeing disclosure practices to ensure timely and balanced communication with shareholders, stakeholders and the public. Oversight of market announcements, investor engagement, and the integrity of sustainability and ESG reporting.
- **Director Independence** Conducting annual assessments of Director independence in line with ASX Corporate Governance Principles and Recommendations. The Board also considers tenure, diversity of thought and emerging skill requirements in its independence assessments.
- **Securities Issuance** Approving the issue of shares or other securities in Core Lithium.
- **Governance Effectiveness** Monitoring and reviewing the effectiveness of governance practices across the Company including annual Board, Committee and Director evaluations, external governance reviews where appropriate, and ongoing Director development.

The Board Chair

During the reporting period, the Board of Core Lithium was chaired by Greg English, an independent non-executive director who has never held the position of Managing Director or Chief Executive Officer of the Company.

The Chair's responsibilities, as outlined in the Board Charter, include:

- **Agenda Setting and Meeting Oversight** Approving the agenda for Board meetings and convening them as necessary to address strategic and operational matters. The Chair ensures that meeting agendas reflect the Company's strategic priorities, emerging risks and operational performance.
- **Meeting Management** Ensuring Board meetings are conducted efficiently and effectively, with appropriate frequency and duration to maintain a deep understanding of Core's performance, opportunities, and strategic challenges.
- **Facilitating Communication** Promoting constructive and respectful dialogue among Directors and between the Board and executive management. The Chair also fosters a culture of transparency, accountability and continuous improvement, ensuring all Directors can contribute.
- **Board Performance Review** Leading the annual evaluation of the Board's overall performance to ensure continuous improvement in governance practices.

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Election, Appointment and Reappointment of Directors

Core Lithium maintains a rigorous and transparent process for the appointment and reappointment of Board members and senior executives. This process includes:

- **Due Diligence** Protocols prior to any appointment, the Company conducts thorough checks on a candidate's character, qualifications, experience, education, criminal record, and bankruptcy history. Additional due diligence may be undertaken for candidates with international experience or where regulatory, ESH or technical expertise is critical to the Company's strategic direction.
- **Shareholder Transparency** Before nominating a candidate for election or re-election as a Director, Core Lithium ensures shareholders are provided with all relevant material information that informed the Company's decision.
- **Ongoing Commitment to Integrity** In alignment with Core Lithium's governance policies, the Company will continue to perform appropriate checks to ensure that all future Board members possess the integrity, expertise, and background necessary to support the Company's strategic objectives. The Board also considers succession planning needs when assessing potential candidates.

Core Lithium ensures that all newly appointed Directors receive a comprehensive induction to support their transition into the role. This process includes:

- **Executive Engagement** Introductory meetings with the Chief Executive Officer and relevant senior executives to gain insight into the Company's operations, strategy, and culture.
- **Governance Materials** Provision of key documents including Board and Company policies, governance frameworks, strategic plans, and other relevant materials to ensure Directors are well-informed from the outset.

Each Director and senior executive at Core Lithium has entered into an individual written agreement with the Company that sets out the key terms and conditions of their appointment including their duties, rights and responsibilities.

The experience of the Directors is further included in their biographies in the Directors' Report section of Core's FY26 Annual Report as well as on the Board and Our Leadership page on the Company website.

Greg English

Non-Executive Chair

Mr English has served as Core Lithium's Chair since 10 September 2010. He is an independent director who is not and has previously not held the role of Managing Director or CEO of the Company.

Paul Brown

Managing Director

Mr Brown has been the Managing Director at Core Lithium since 2 March 2026. He was appointed Chief Executive Officer of the Company upon commencement on 4 June 2024 and is consequently not an independent director.

Malcolm McComas

Non-Executive Director

Mr McComas has been a Non-Executive Director at Core Lithium since 17 October 2019. He is an independent director and chair of the Audit Committee.

Heath Hellewell

Non-Executive Director

Mr Hellewell has been a Non-Executive Director at Core Lithium since 15 September 2014. He is an independent director and chair of the Nomination and Remuneration Committee.

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Mark Hine

Non-Executive Director

Mr Hine has been a Non-Executive Director at Core Lithium since 2 March 2026. He is an independent director and a member of all the Company's committees.

Alicia Sherwood

Non-Executive Director

Ms Sherwood has been a Non-Executive Director at Core Lithium since 1 December 2024. She is an independent director and chair of the Risk and Sustainability Committee.

Company Secretary

Mr Jarek Kopias continued to serve as Company Secretary during the reporting period, a role he has held since 2011. Mr Kopias:

- Reports directly to the Chair of the Board
- Supports the Board and its committees in day-to-day governance
- Ensures compliance with policies, procedures, and charters
- Coordinates timely distribution of Board agendas and papers
- Advises on governance matters and assists with Director induction and development

Appointments

During the reporting period, Core Lithium welcomed:

Mr Mark Hine Mr Hine is a highly experienced mining engineer and company director with more than 35 years' experience in the resources industry across Australia and internationally. His career spans executive leadership, operational management, and board governance roles, with extensive expertise in the development and operation of both open pit and underground mining operations.

Board Committees

Audit Committee

- **Chair:** Malcolm McComas (Independent Non-Executive Director)
- **Members:** Heath Hellewell, Greg English, Alicia Sherwood, Mark Hine
- **Meetings Held:** 4

Director	Attendance
Heath Hellewell	4 of 4
Greg English	4 of 4
Malcolm McComas	4 of 4
Alicia Sherwood	3 of 4
Mark Hine	1 of 1

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Key Responsibilities:

- Oversee the integrity of financial statements
- Ensure compliance with legal and regulatory requirements
- Review internal controls and audit processes
- Evaluate external auditor selection, independence, and performance

Nomination and Remuneration Committee

- **Chair:** Heath Hellewell (Independent Non-Executive Director)
- **Members:** Greg English, Malcolm McComas, Alicia Sherwood, Mark Hine
- **Meetings Held:** 4

Director	Attendance
Heath Hellewell	4 of 4
Greg English	4 of 4
Malcolm McComas	4 of 4
Alicia Sherwood	3 of 4
Mark Hine	2 of 2

Key Responsibilities:

- Review and recommend remuneration levels across the Company
- Engage external advisors for market benchmarking
- Overseeing Board and executive succession planning, including diversity and capability development
- Oversee equity-based remuneration schemes
- Monitoring workplace culture, leadership effectiveness and employee engagement
- Ensure compliance with the Securities Trading Policy, including restrictions on hedging unvested equity interests

Risk and Sustainability Committee

- **Chair:** Alicia Sherwood (Independent Non-Executive Director)
- **Members:** Heath Hellewell, Greg English, Malcolm McComas, Mark Hine, Paul Brown
- **Meetings Held:** 2

Director	Attendance
Heath Hellewell	2 of 2
Greg English	2 of 2
Malcolm McComas	2 of 2
Alicia Sherwood	1 of 2
Mark Hine	2 of 2
Paul Brown	2 of 2

Key Responsibilities:

- Oversee risk management frameworks, risk appetite and emerging risks
- Monitor sustainability initiatives and ESG performance
- Oversight of critical control management for material safety and operational risks
- Review ESG data quality and reporting processes and external assurance outcomes
- Ensure alignment with stakeholder expectations and regulatory standards

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Board, Committee and Executive Performance

Corporate Governance Statement

Core Lithium is committed to the ongoing evaluation of the performance of its Board, Board Committees, and individual Directors to ensure effective governance and strategic oversight.

Board and Committee Performance Evaluation

Annual self-assessment evaluations are conducted under the direction of the Chair and facilitated by the Company Secretary. These evaluations assess the effectiveness of the Board and its Committees in fulfilling their responsibilities and contributing to the Company's strategic objectives.

Where appropriate, and at the discretion of the Chair, Core Lithium may engage an external, qualified service provider to facilitate the performance evaluation process, ensuring objectivity and benchmarking against best practice.

The evaluation process also considers Directors' access to continuing education and professional development opportunities, enabling them to maintain and enhance the skills required to support the Company's evolving strategy.

During the reporting period, the Board undertook a formal evaluation of its composition and effectiveness and assessed that the current governance structure, committee composition and Director capabilities remain appropriate for the Company' strategic direction.

Senior Executive Performance

The Board acknowledges the need for flexibility in defining performance objectives, reflecting Core Lithium's current status as a lithium developer and explorer. Performance benchmarks are set where appropriate, and individual achievements are assessed against strategic goals.

The Chief Executive Officer conducts regular performance reviews of senior executives, with formal evaluations occurring at least annually. These reviews assess progress toward Company objectives, leadership effectiveness, and business performance.

Board Skills and Experience Matrix

To ensure the Board maintains the right mix of capabilities, Core Lithium regularly evaluates Directors' skills, experience and diversity. The skills matrix assesses each Director's proficiency across key governance and strategic areas using the following framework:

Skill Level	Definition	Score
Knowledgeable	Demonstrates understanding and relevant experience in the area through prior Non-Executive or Executive roles.	
Skilled	Possesses expertise and has held responsibility or oversight in the area during current or past executive roles.	
Highly Skilled	Holds deep expertise and a proven track record of delivering objectives with full responsibility and oversight in the area.	

This structured approach ensures the Board remains equipped to guide Core Lithium through its strategic growth and operational challenges.

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Leadership and Governance		The number below represents the number of Directors in each Score		
Board of Director Experience	Held a non-executive director role in a listed and/or medium-sized complex organisation.	5		1
Leadership	Held a senior executive role in a large/medium sized complex organisation.			6
Governance, Legal and Regulatory	Experience in governance of listed and/or mining organisations, legal and regulatory compliance, and stakeholder management.			6

Industry				
Mining and resources	Experience in managing exploration, development and operations (including underground mining and/or capital projects) in the mining and resources industry or professional qualifications in geology, metallurgy, mining and/or engineering.	4		2
Capital projects	Experience in delivering both greenfields and brownfields capital projects.	4		2
Marketing/Commodity	Experience in marketing, commercial management, markets and commercial relationships.	4	1	1

Commercial Capability				
Corporate Strategy	Experience in executing strategic business outcomes.			6
Corporate Development	Experience in business development, investment decisions and corporate transactions.	5		1
Transformation	Personal capabilities in managing organisations through change and periods of challenge. This includes experience in constructive challenge to new ideas and coaching executives to achieve more ambitious outcomes (aligned to the corporate strategy or corporate goals). Experience in designing and embedding enterprise systems of work and new operating models.			6
Risk Management	Experience in identifying, assessing and managing systemic, existing and emerging financial and non-financial risks, and understanding, implementing and overseeing risk management frameworks and controls.	3		3

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Finance				
Financial Acumen/ Capital Management	Proficiency in financial accounting and reporting, corporate finance and capital management/markets, internal controls, treasury and associated risk management and understanding the key financial drivers of the business.	1	4	1
Accounting and Audit	Professional qualifications in accounting and finance disciplines and/or experience in overseeing a corporate finance function.	1		5

People and Culture				
People and Remuneration	Experience in overseeing people management, workplace culture and remuneration frameworks.		5	1
Health and Safety	Experience in complex workplace health and safety (physical, mental and psycho-social) risks and management.	3		3

Sustainability			
Social Responsibility	Experience in managing the social impact of the business on communities, including local communities, traditional owners and pastoralists.	3	3
Environmental and Climate Change	Experience in managing the environmental impacts of the business and climate change threats and opportunities, including low-carbon transition.	3	3

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A Culture of Lawful, Ethical and Responsible Action

Corporate Governance Statement

Core Lithium is committed to fostering a corporate culture grounded in lawful, ethical and responsible conduct. This culture is integral to our long-term performance and the creation of sustainable shareholder value.

The Board sets the tone for ethical behaviour, transparency and accountability, and expects all employees, contractors and partners to uphold the highest standards of integrity, safety and environmental stewardship. Core Lithium recognises that strong culture is a key enabler of operational excellence, social licence and long-term resilience.

Purpose and Vision

PURPOSE

To operate safely, responsibly and sustainably.

VISION

To generate long-term value for shareholders and stakeholders though the sustainable development of ethical production of Australian critical minerals, underpinned by strong governance, responsible operations, and partnerships.

Core Values

Value	Description
People	Our people are our greatest asset. We prioritise wellbeing, capability development and a culture of respect.
Safety	We are focussed on the safety and health of our people, the environment and community. We apply critical control management and continuous improvement to eliminate harm.
Community	We are proud members of the communities in which we operate. We engage transparently and respectfully with local communities and stakeholders.
Integrity	We act with integrity, transparency and responsibility in all interactions.
Partnership	We are committed to fair dealing with partners and contractors, and positive engagement with the community. We aim to build long term relationships based on trust, accountability and shared value.

Core Lithium's governance framework includes key policies that reinforce our ethical standards:

- **Code of Conduct** Sets out the expected standards of behaviour for all employees, directors, officers, contractors and consultants.
- **Whistleblower Policy** Provides a secure mechanism for reporting misconduct. All material incidents are reported to the Board.
- **Anti-Bribery and Corruption Policy** Establishes clear expectations for ethical conduct and prohibits corrupt practices. Material incidents are reported to the Board.

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Modern Slavey and Ethical Supply Chain Governance

Core Lithium is committed to identifying, assessing and mitigating modern slavery risks across its operations and supply chain. The Company undertakes supplier due diligence, risk screening and contractual controls to ensure responsible and ethical labour practices.

Safety and Environmental Oversight

The Company maintains an ongoing review of safety and environmental risks, with monthly reporting to the Board. This ensures proactive risk management and alignment with our sustainability commitments. Core Lithium applies a critical control management approach to material safety and environmental risks, consistent with best practice. The Board receives regular reporting on leading indicators, incident investigations, and environmental compliance.

Board Composition and Oversight

The Board continues to assess its composition to ensure it reflects the skills, experience and independence required to support Core Lithium's strategic direction. Recruitment of additional independent Non-Executive Directors is considered as appropriate.

Inclusion and Diversity

Corporate Governance Statement

Core Lithium is committed to fostering an inclusive and diverse workplace where all individuals are treated with fairness, dignity and respect. The Company believes that diversity enhances decision-making, drives innovation, and strengthens organisational performance.

Core values difference and actively promotes a culture where varied perspectives are welcomed and encouraged. This inclusive approach is fundamental to Core Lithium's ability to meet business challenges, deliver on strategic objectives, and create long-term shareholder value.

The Board oversees the Company's Diversity Policy and monitors progress against measurable objectives, including gender representation, leadership diversity, cultural diversity and inclusive work practices.

Gender Diversity

Core Lithium strives to provide equitable opportunities for employees of all backgrounds across every level of the organisation. The Company's approach to gender diversity reflects the principles and spirit of its Diversity Policy and is aligned with its commitment to responsible governance and sustainable growth.

The Board conducts an annual review of gender representation across the Company, assessing the relative proportion of gender employed or appointed within the Core Lithium group. Measurable gender diversity objectives have been established, tailored to the Company's size and its current status.

These objectives are designed to promote balanced representation, support inclusive recruitment and advancement practices, and contribute to the Company's broader goals of performance and value creation.

Gender diversity report – total roles during the year

As at 30 June 2026	Total Positions	Held by Women
Board	5	1
Senior Management roles	9	2
Other employees	85	27
Total Organisation	99	30
Total Organisation (%)		30%

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Objective 1

25%

Minimum female Board representation at all times by 30 June 2027 – at least two of six directors.

FY26 female board representation: 17% for the year and 20% at 30 June 2026.

Objective 2

>20%

Minimum female representation across workforce by 30 June 2027

FY26 female workforce: 30% at 30 June 2026.

Update post 30 June 2026

Subsequent to 30 June 2026, the composition of the Board changed with the retirement of Heath Hellewell and Greg English, and the appointment of Anna Neuling as an Independent Non-Executive Director. Following these changes, the Board comprises five directors, of whom two are women, representing female Board representation of 40%. This represents an increase from the 17% female Board representation reported for FY26 and reflects the Company's continued focus on Board renewal, diversity and maintaining an appropriate mix of skills, experience and perspectives to support Core Lithium's strategic direction.

Shareholder Communications

Corporate Governance Statement

Core Lithium is committed to maintaining transparent, timely, and balanced communication with shareholders and the broader market. The Company's approach to disclosure and engagement is guided by its Continuous Disclosure and Communications Policy, ensuring compliance with ASX Listing Rules and high standards of corporate governance.

The Board recognises that clear and consistent communication supports market confidence, enhances investor understanding of the Company's strategy and performance, and contributes to long-term value creation.

Timely and Balanced Disclosure

- All Company announcements are automatically disseminated via ASX Online to ensure immediate and equal access to market-sensitive information.
- Investor presentations are released on the ASX Market Announcements Platform prior to each public presentation, ensuring shareholders receive timely updates.
- The Company's disclosure practices are designed to uphold market integrity and support informed investment decisions.
- The Company also monitors emerging disclosure expectations relating to climate, sustainability and ESG reporting.

Integrity of Financial Reports

- Prior to Board approval of financial statements, the CEO and CFO must certify that financial records have been properly maintained and that the statements comply with applicable accounting standards, presenting a true and fair view of Core Lithium's financial position and performance.
- Any periodic corporate report not subject to external audit is reviewed by the Company's CFO to ensure accuracy and reliability.

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Communicating with Shareholders

- The Investor Centre on Core Lithium's website (www.corelithium.com.au) serves as the central hub for shareholder communications, offering access to current and meaningful information.
- Shareholders are encouraged to receive and send communications electronically, in line with the Company's Continuous Disclosure & Communications Policy and in partnership with its security registry.
- Core Lithium actively promotes email correspondence as a convenient and efficient channel for shareholder engagement. The Company also utilises digital channels, webcasts and virtual meeting capabilities to broaden access to investor information and engagement opportunities.
- The Continuous Disclosure and Communication Policy also sets out the Company's policies and processes in order to facilitate and encourage participation at meetings of security holders.
  - The Company encourages shareholders to cast their proxies prior to a General Meeting if they are unable to attend the meeting.
  - The Company ensures that all substantive resolutions at a meeting of security holders are decided by a poll rather than by a show of hands.
  - The Company gives security holders the option to receive communications from, and send communications to, the Company and its security registry electronically, as provided for in the Company's Shareholder Communications Policy.
  - Core Lithium is committed to transparent engagement with investors, analysts and stakeholders, ensuring that all interactions comply with continuous disclosure obligations.

Risk Management

Core Lithium undertakes mineral exploration, development and production activities and, as such, faces risks inherent to its business, including economic, operational, environmental and social sustainability risks, which may materially impact the Company's ability to create or preserve value for security holders over the short, medium or long term.

Core is committed to understanding and managing risk and establishing an organisational culture that ensures risk management is incorporated into its activities, decision making and business processes.

The Board is responsible for overseeing the Company's risk management framework, including the identification of significant areas of business risk and the implementation of appropriate processes to assess, monitor and manage those risks.

During the year, Core progressed the restart of the Finniss Lithium Operation following the period of care and maintenance. Following the Final Investment Decision and completion of the associated funding arrangements, restart activities commenced and mining operations recommenced at Finniss prior to 30 June 2026. Accordingly, the Company's risk management activities during the year increasingly focused on the transition from care and maintenance to project execution, operational readiness and the safe and disciplined ramp-up of mining and processing activities, with ongoing review of the risk management framework to accommodate the expanding operations.

The Board considers and monitors material business risks on an ongoing basis, including risks associated with health and safety, environmental performance, social licence, project execution and operational ramp-up, commodity prices and market conditions, funding and liquidity, financial and operational controls, cybersecurity and information technology, regulatory compliance and the Company's broader growth and strategic activities. The Company's environmental and social risk exposure is customary for projects of this type in Australia, and the risks are managed effectively through the Company's risk management framework.

The Company does not maintain a formal internal audit function. The Board considers that the current approach remains appropriate having regard to the Company's size, structure and stage of operations. The Board meets regularly and, together with management, reviews and monitors the Company's material risks and the effectiveness of the processes and controls in place to manage those risks.

The Company's Risk Management Policy establishes the framework for the identification, assessment, management and monitoring of risk. The Company also maintains ongoing review and reporting processes in relation to key operational, safety, environmental, financial and strategic risks, with material matters reported to the Board on a regular basis.

Risk Governance and Oversight

The Board oversees risk management through the Risk and Sustainability Committee, which monitors principal risks, emerging risks, climate related risks, ESG performance and the effectiveness of the risk management framework.

Operational, financial, legal, compliance, strategic and reputational risks continue to be managed primarily by the CEO and the CFO as a part of the day-to-day management of the Company's affairs. Where appropriate, these risks are managed with the support of relevant external professional advisers.

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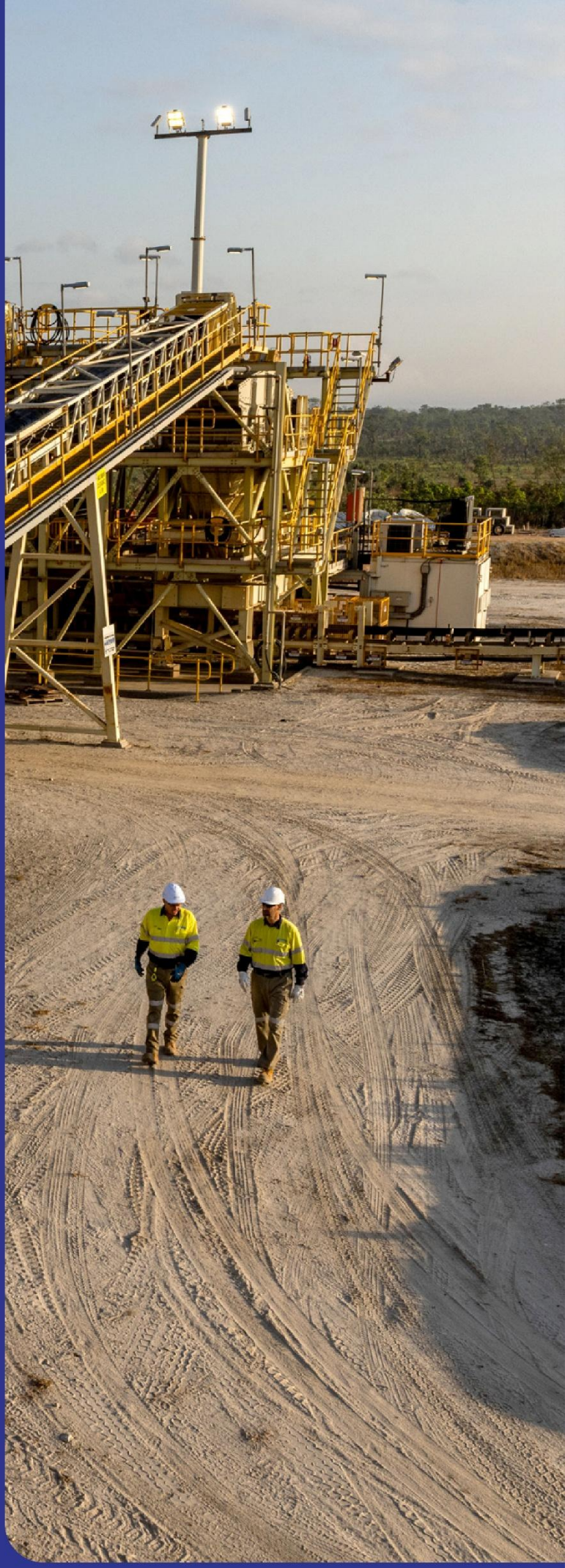

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Appendix 4G

Key to Disclosures
Corporate Governance Council Principles and Recommendations

Name of entity

Core Lithium Ltd

ABN/ARBN

80 146 287 809

Financial year ended:

30 June 2026

Our corporate governance statement[1] for the period above can be found at:[2]

☐ These pages of our annual report:

☒ This URL on our website: https://www.corelithium.com.au/corporate-governance

The Corporate Governance Statement is accurate and up to date as at 30 June 2026 and has been approved by the board.

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

Date: 24 September 2026

Name of authorised officer authorising lodgement: Jaroslaw Kopias, Company Secretary

[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.

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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://www.corelithium.com.au/corporate-governance	☐ set out in our Corporate Governance Statement **OR** ☐ we are an externally managed entity and this recommendation is therefore not applicable
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.	☒	☐ set out in our Corporate Governance Statement **OR** ☐ we are an externally managed entity and this recommendation is therefore not applicable
1.3	A listed entity should have a written agreement with each director and senior executive setting out the terms of their appointment.	☒	☐ set out in our Corporate Governance Statement **OR** ☐ we are an externally managed entity and this recommendation is therefore not applicable
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.	☒	☐ set out in our Corporate Governance Statement **OR** ☐ we are an externally managed entity and this recommendation is therefore not applicable

[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.

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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.	☒ and we have disclosed a copy of our diversity policy at: https://www.corelithium.com.au/corporate-governance and we have disclosed the information referred to in paragraph (c) at: our Corporate Governance Statement. and if we were included in the S&P / ASX 300 Index at the commencement of the reporting period our measurable objective for achieving gender diversity in the composition of its board of not less than 30% of its directors of each gender within a specified period. The Company's gender diversity target for the year was 25% - at least two of six directors by 30 June 2027.	☐ set out in our Corporate Governance Statement **OR** ☐ we are an externally managed entity and this recommendation is therefore not applicable
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: our Corporate Governance Statement. and whether a performance evaluation was undertaken for the reporting period in accordance with that process at: our Corporate Governance Statement.	☐ set out in our Corporate Governance Statement **OR** ☐ we are an externally managed entity and this recommendation is therefore not applicable

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]**
1.7	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) at: our Corporate Governance Statement. and whether a performance evaluation was undertaken for the reporting period in accordance with that process at: our Corporate Governance Statement.	☐ set out in our Corporate Governance Statement **OR** ☐ we are an externally managed entity and this recommendation is therefore not applicable

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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.	☒ *[If the entity complies with paragraph (a):]* and we have disclosed a copy of the charter of the committee at: https://www.corelithium.com.au/corporate-governance and the information referred to in paragraphs (4) and (5) at: our Corporate Governance Statement and Annual Report. *[If the entity complies with paragraph (b):]* and we have disclosed the fact that we 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: Not applicable.	☐ set out in our Corporate Governance Statement **OR** ☐ we are an externally managed entity and this recommendation is therefore not applicable
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: our Corporate Governance Statement.	☐ set out in our Corporate Governance Statement **OR** ☐ we are an externally managed entity and this recommendation is therefore not applicable
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: our Corporate Governance Statement. and, where applicable, the information referred to in paragraph (b) at: our Corporate Governance Statement. and the length of service of each director at: our Corporate Governance Statement.	☐ set out in our Corporate Governance Statement

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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]
2.4	A majority of the board of a listed entity should be independent directors.	☒	☐ set out in our Corporate Governance Statement **OR** ☐ we are an externally managed entity and this recommendation is therefore not applicable
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 **OR** ☐ we are an externally managed entity and this recommendation is therefore not applicable
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.	☒	☐ set out in our Corporate Governance Statement **OR** ☐ we are an externally managed entity and this recommendation is therefore not applicable
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: Code of Conduct found at https://corelithium.com.au/corporate-governance	☐ set out 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://corelithium.com.au/corporate-governance	☐ set out in our Corporate Governance Statement
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://corelithium.com.au/corporate-governance	☐ set out in our Corporate Governance Statement
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://corelithium.com.au/corporate-governance	☐ set out in our Corporate Governance Statement

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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.	☒ [*If the entity complies with paragraph (a):*] and we have disclosed a copy of the charter of the committee at: https://corelithium.com.au/corporate-governance and the information referred to in paragraphs (4) and (5) at: our Corporate Governance Statement and Annual Report. [*If the entity complies with paragraph (b):*] 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: Not applicable.	☐ set out 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.	☒	☐ set out in our Corporate Governance Statement
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.	☒	☐ set out in our Corporate Governance Statement

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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 and Communications Policy at: https://corelithium.com.au/corporate-governance	☐ set out in our Corporate Governance Statement
5.2	A listed entity should ensure that its board receives copies of all material market announcements promptly after they have been made.	☒	☐ set out in our Corporate Governance Statement
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.	☒	☐ set out in our Corporate Governance Statement
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://corelithium.com.au/corporate-governance	☐ set out in our Corporate Governance Statement
6.2	A listed entity should have an investor relations program that facilitates effective two-way communication with investors.	☒	☐ set out in our Corporate Governance Statement
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 at: Continuous Disclosure and Communications Policy at https://corelithium.com.au/corporate-governance	☐ set out 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.	☒	☐ set out in our Corporate Governance Statement
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.	☒	☐ set out in our Corporate Governance Statement

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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.	☒ [*If the entity complies with paragraph (a):*] and we have disclosed a copy of the charter of the committee at: https://corelithium.com.au/corporate-governance and the information referred to in paragraphs (4) and (5) at: our Corporate Governance Statement and Annual Report. [*If the entity complies with paragraph (b):*] 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: Not applicable.	☐ set out 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 at: Risk Management Policy at https://corelithium.com.au/corporate-governance	☐ set out in our Corporate Governance Statement

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]**
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.	☒ *[If the entity complies with paragraph (a):]* and we have disclosed how our internal audit function is structured and what role it performs at: Not applicable. *[If the entity complies with paragraph (b):]* 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 at: our Corporate Governance Statement.	☐ set out in our Corporate Governance Statement
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: our Annual Report. and, if we do, how we manage or intend to manage those risks at: our Corporate Governance Statement and Annual Report.	☐ set out in our Corporate Governance Statement

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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.	☒ *[If the entity complies with paragraph (a):]* and we have disclosed a copy of the charter of the committee at: https://corelithium.com.au/corporate-governance and the information referred to in paragraphs (4) and (5) at: our Corporate Governance Statement and Annual Report. *[If the entity complies with paragraph (b):]* 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: Not applicable.	☐ set out in our Corporate Governance Statement **OR** ☐ we are an externally managed entity and this recommendation is therefore not applicable
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 at: our Corporate Governance Statement and Annual Report.	☐ set out in our Corporate Governance Statement **OR** ☐ we are an externally managed entity and this recommendation is therefore not applicable
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.	☒ and we have disclosed our policy on this issue or a summary of it at: Securities Trading Policy at https://corelithium.com.au/corporate-governance	☐ set out in our Corporate Governance Statement **OR** ☐ we do not have an equity-based remuneration scheme and this recommendation is therefore not applicable **OR** ☐ we are an externally managed entity and this recommendation is therefore not applicable

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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.	☐ and we have disclosed information about the processes in place at: …… [*insert location*]	☐ set out in our Corporate Governance Statement **OR** ☒ we do not have a director in this position and this recommendation is therefore not applicable **OR** ☐ we are an externally managed entity 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.	☐	☐ set out in our Corporate Governance Statement **OR** ☒ we are established in Australia and this recommendation is therefore not applicable **OR** ☐ we are an externally managed entity and this recommendation is therefore not applicable
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.	☐	☐ set out in our Corporate Governance Statement **OR** ☒ we are established in Australia and not an externally managed listed entity and this recommendation is therefore not applicable ☐ we are an externally managed entity that does not hold an AGM and this recommendation is therefore not applicable
ADDITIONAL DISCLOSURES APPLICABLE TO EXTERNALLY MANAGED LISTED ENTITIES			
-	*Alternative to Recommendation 1.1 for externally managed listed entities:* 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.	☐ and we have disclosed the information referred to in paragraphs (a) and (b) at: …….. [*insert location*]	☐ set out in our Corporate Governance Statement

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]**
-	*Alternative to Recommendations 8.1, 8.2 and 8.3 for externally managed listed entities:* An externally managed listed entity should clearly disclose the terms governing the remuneration of the manager.	☐ and we have disclosed the terms governing our remuneration as manager of the entity at: …….. [*insert location*]	☐ set out in our Corporate Governance Statement

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