

BOARD CHARTER

CONTENTS

Introduction.....	1
Size and composition.....	1
Functions and responsibilities.....	2
Board independence.....	3
Chair.....	4
Meetings.....	4
Board committees.....	4
Management.....	4
Company Secretary.....	4
Performance evaluation.....	5
Access and advice.....	5
Term of office.....	5
Changes to the charter.....	5

1. INTRODUCTION

In carrying out its responsibilities and exercising its powers, the Board will at all times recognise its overriding responsibility to act honestly, fairly, diligently and in accordance with the law in serving the interests of Eastern Metals Limited (the Company) as well as its shareholders, employees, customers and the community. It will promote and maintain an environment within the Company that will establish these principles as basic guidelines for all of its employees and representatives at all times.

2. SIZE AND COMPOSITION

The Company's constitution requires that the Board shall consist of between 3 and 9 Directors.

- At least half of Directors will be non-executive Directors
- At least one third of the non-executive Directors will be independent Directors.
- The criteria for independence are set out in section 4 below. The Chair will be elected by the full Board.
- The Chief Executive may be an Executive Chair with executive authority conferred by the full Board; or alternatively

- The Chief Executive(s) may be one or more Managing Directors who will be executive Directors appointed by the full Board.

3. FUNCTIONS AND RESPONSIBILITIES

The functions and responsibilities of the Board are to:

- a) Set the strategic direction and financial objectives of the Company and its subsidiaries (the Group) and approve the annual strategic plan and the annual budget.
- b) Monitor management's implementation of the strategic plan and the budget and the achievement of the Board's financial objectives.
- c) Ensure the Company complies with all applicable work, health, safety and environmental laws.

Maintain and promote safe and healthy workplaces by leading and encouraging a safety culture, by example.

Ensure achievement of the Company's objective of an injury and incident free workplace.

- d) Confer on and where appropriate extinguish executive authority to the Chair;
- e) Appoint, and where appropriate remove, one or more Managing Directors and determine their conditions of employment, including remuneration.
- f) Ratify the appointment of, and where appropriate removal of, the Chief Financial Officer, the Chief Operating Officer and the Company Secretary.
- g) Approve the remuneration and conditions of service of the Chief Financial Officer, Chief Operating Officer, Company Secretary and other senior executives reporting to the Chief Executive.
- h) Review and ratify systems of risk management and internal compliance and control.
- i) Approve and monitor the progress of major capital expenditure projects and business acquisitions and divestments.
- j) Approve the issue of any shares, options, equity instruments or other securities of the Company.
- k) Approve the Company's delegation of authority policy for commitment to new expenditure, execution of contracts, acquisition and divestment of businesses, capital expenditure, treasury arrangements and any other matters which the Company commits to in the normal course of conducting its business operations.
- l) Approve expenditure and other matters for which the Company's delegation of authority policy requires Board approval.
- m) Approve all half yearly and annual financial reports for issue to the regulatory authorities, shareholders and the financial markets.
- n) Establish written policies and procedures designed to ensure compliance with ASX Listing Rule disclosure and to ensure accountability at a senior management level for that compliance.
- o) Maintain a code of conduct to guide compliance with legal obligations to all stakeholders.
- p) Maintain and review at least every 3 years the charters which govern the activities and

responsibilities of the Board and its committees.

- q) Monitor the activities and performance of Board committees.
- r) Evaluate at least annually the performance of the Chief Executive and the senior management team in achieving the strategies and budgets approved by the Board.
- s) Undertake an annual review of the structure and performance of the Board and make decisions on new appointments to the Board.
- t) Monitor executive succession planning (in particular for the Chief Executive and direct reports) and executive development activities.

4. BOARD INDEPENDENCE

A Director shall be regarded as independent if that Director is a non-executive Director and:

- a) Is not a substantial shareholder of the Company, or otherwise associated directly or indirectly with a substantial shareholder of the Company.
- b) Has not been employed in an executive capacity by the Company or one of its subsidiaries within the last three years, and did not become a Director within three years of being so employed.
- c) Within the last three years, has not been a material professional adviser to the Company or one of its subsidiaries either as a principal, a material consultant or an employee materially associated with the service provided.
- d) Is not a partner in or controlling shareholder or executive officer of a material supplier or customer of the Company or any of its subsidiaries, and is not otherwise associated directly or indirectly with such a supplier or customer.
- e) Has no material contractual relationship with the Company or any of its subsidiaries other than as a Director of the Company.
- f) Has not served on the Board for a period which could, or could reasonably be perceived to, materially interfere with the Director's ability to act in the best interests of the Company.
- g) Is free from any interest and any business or other relationship which could, or could reasonably be perceived to, materially interfere with the Director's ability to act in the best interests of the Company.

5. CHAIR

The Chair presides over Board and General Meetings of the Company. He is responsible for ensuring that meetings are conducted competently and ethically and for providing effective leadership in formulating and monitoring the strategic direction of the Company.

The Chair shall manage the conduct of Board meetings so as to provide Directors with the opportunity to gain a detailed understanding of issues affecting the Company's business operations, the Company's financial position and performance and any opportunities or challenges facing the Company.

The Chair shall ensure that new Board members are well briefed and have access to information on all aspects of the Company's operations. The Chair shall be the primary counsellor to any Managing Directors.

6. MEETINGS

The Board shall meet formally at least six times per annum and whenever necessary to deal with urgent matters which arise between scheduled meetings. The Board may invite senior officers of the Company to attend Board meetings to discuss matters within their areas of responsibility.

The non-executive Directors are encouraged to meet at least twice each year for private discussion of management issues or matters of a particularly sensitive nature. Board papers shall be provided to Directors at least two days prior to the relevant meeting.

7. BOARD COMMITTEES

The Board may from time to time establish committees to assist it in carrying out its responsibilities and shall adopt charters setting out matters relevant to the composition, responsibilities and administration of such committees and other matters that the Board may consider appropriate.

The Board has established the following committees:

- Audit and Risk Committee
- Corporate Governance and Nomination Committee

8. MANAGEMENT

The Board will delegate responsibility for day to day operations and administration of the Company to the CEO. This includes the authority to control the affairs of the Company in relation to all matters other than those responsibilities reserved to itself in this Board Charter.

The CEO has authority to sub-delegate to the senior management team.

The role of the senior management team is to support the CEO and facilitate the running of general operations and business of the Company.

9. COMPANY SECRETARY

When requested by the Board, the Company Secretary will facilitate the flow of information of the Board, between the Board and its committees and between senior executives and non-executive Directors.

The Company Secretary is accountable directly to the Board, through the Chairman, on all matters to do with the proper functioning of the Board.

The Company Secretary is to assist with Board effectiveness by monitoring the implementation of Board and Committee policies, procedures and charters.

The Company Secretary is to facilitate the induction and professional development of Directors.

The Company Secretary is to provide advice to the Board on corporate governance matters, the application of the Company's Constitution, the ASX Listing Rules and applicable other laws, and is to coordinate the timely completion and dispatch of Board agendas and papers.

The Board has the responsibility for the appointment and removal, by resolution, of the

Company Secretary.

10. PERFORMANCE EVALUATION

The Board shall undertake an annual performance evaluation of itself that:

- a) Compares the performance with the requirements of this charter.
- b) Establishes the goals and objectives of the Board, director, Chair and Committee (as relevant) for the next financial year.
- c) Effects any necessary improvements to this Board charter.

The performance evaluation shall be conducted in a manner determined as appropriate by the Board.

11. ACCESS AND ADVICE

Every Director has the right to seek independent professional advice where he or she considers it necessary to properly carry out his or her duties and responsibilities. Any costs incurred by a Director in consulting an independent expert shall be borne by the Company, subject to the prior approval of the Chair. Such approval shall not be unreasonably withheld.

All Directors have complete access to information in the Company. They have the right to discuss any issue with individual staff members with the knowledge of the Executive Chairman and to request their attendance at Board meetings to discuss specific agenda items. Significant items should only be discussed with the prior knowledge of the Executive Chairman.

12. TERM OF OFFICE

Directors must present themselves for periodic re-election in accordance with the constitution of the Company.

13. CHANGES TO THE CHARTER

The charters of the Board and each of its committees shall be reviewed at least every 3 years to ensure they are operating effectively.

Date adopted:

10 August 2021