

2023 CORPORATE GOVERNANCE STATEMENT

This Corporate Governance Statement sets out Aeon Metals Limited's (Company) current compliance with the 4th Edition of the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations (ASX Principles and Recommendations).

The ASX Principles and Recommendations are not mandatory. However, this Corporate Governance Statement discloses the extent to which the Company has followed the ASX Principles and Recommendations.

This Corporate Governance Statement is current as at 20 October 2023 and has been approved by the Board of the Company (Board).

ASX Principles and Recommendations

Comply

(Yes/No) **Explanation**

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.

Yes

The Company has adopted a Board Charter which sets out the specific roles and responsibilities of the Board and its management.

The Board Charter outlines the membership and operation of the Board, composition of the Board, delegation and establishment of Board committees and manner in which the Board's and management's powers and responsibilities will be exercised and discharged, having regard to principles of good corporate governance and applicable laws.

A copy of the Company's Board Charter is available on the Company's website at:

https://www.aeonmetals.com.au/about-us/#corporategovernace

- 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 reelect a director.

Yes

The Company ensures that appropriate checks are undertaken before a person is appointed as a Director or senior executive, or before a person is put forward to shareholders as a candidate for election as a Director. If the Board concludes that it would be appropriate to consider the appointment of an additional Director, an extensive process is undertaken to identify suitable candidates.

The process involves identifying the skills and experience required of the candidate, compiling lists of potential candidates, identifying a short list of candidates to be interviewed, conducting interviews, obtaining and checking information in relation to the character, experience, education, criminal record and bankruptcy history of the short listed candidates, and selecting a recommended candidate.

The Company provides shareholders with all material

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ASX	Principles and Recommendations	Comply (Yes/No)	Explanation
			information relevant to a decision on whether or not to elect or re-elect a Director by providing all material information concerning the proposed Director in the Notice of Meeting at which candidates are proposed for election or re-election.
1.3.	A listed entity should have a written agreement with each director and senior executive setting out the terms of their appointment.	Yes	Directors and Senior Executives of the Company are given letters of appointment and/or service agreements prior to their engagement with the Company.
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.	Yes	The appointment and removal of the Company Secretary is a matter for the Board as a whole. The Company Secretary is accountable to the Board, through the Chairperson, on all matters to do with the proper functioning of the Board.





ASX Principles and Recommendations	Comply (Yes/No)	Explanation
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.	Partly complied	The Board and the Company's employees have diverse skills, backgrounds, perspectives and experiences and the Company is committed to promoting and fostering inclusion at all levels of its organisation by (amongst other things) actively promoting a corporate culture that supports diversity and inclusion in the workplace and in the composition of its Board and at all levels of the workforce. The Company has adopted a formal Diversity Policy which supports and facilitates this commitment. The Board has not yet set measurable objectives for achieving diversity and the Board has made this election having regard to the size of the Company and its operations. Notwithstanding the absence of set measurable diversity objectives, the Company is, and will continue to be, cognisant of promoting an inclusive and diverse workforce in the Company. A copy of the Company's Diversity Policy is available on the Company's website at: https://www.aeonmetals.com.au/about-us/#corporate-governace
 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. 	Yes	The Company is responsible for evaluating the performance of Board members both individually and collectively. A review of the Company's board skills matrix was undertaken during the reporting period. As of the date of this Statement, an informal performance review of the Board has been undertaken.
1.7. A listed entity should:	Yes	





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ASX Pr	inciples and Recommendations	Comply (Yes/No)	Explanation
2.	 (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. Structure the board to be effective add very senior or the period of the period. 		Members of the Senior Management are evaluated annually by the Managing Director and the Exploration Manager. The Company does not seek external expertise in making these performance evaluations. A performance evaluation for the reporting period has occurred.
2.1.	The board of a listed entity should:	Partly	During the reporting period, the functions of the Namination
	(a) have a nomination committee which:	complied	During the reporting period, the functions of the Nomination Committee were discharged by the full Board.
	 (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; 		The Company's priority project is the advancement of Walford Creek and the Board's prism is to anticipate the particular additional skills the Board may require to discharge its responsibilities effectively in that regard.
	(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.		
2.2.	A listed entity should have and disclose a board skills matrix setting out the mix of skills and that the board currently has or is looking to achieve in its membership.	No	The Board strives to ensure that it is comprised of Directors with a blend of skills, experience and attributes appropriate for the Company and its business. The principal criterion for the Board for the appointment of any Director is their ability to add value to the Company and its business. In light of this the Board has not deemed it necessary to adopt a formal board skills matrix. As the Company develops, the Board may review its current position regarding the adoption of a formal board skills matrix.

Generally, the Board Member Attributes the Company considers important are listed below:



		M E T A L S
ASX Principles and Recommendations	Comply (Yes/No)	Explanation
		 International business experience; Financing and accounting experience; Operational (including exploration) experience in the resources industries; Strategy and strategic marketing experience; Corporate governance and risk management experience; and Project planning and development experience.
2.3. A listed entity should disclose:	Yes	
(a) the names of the directors considered by the board to be independent directors; (b) if a director has an interest, position, association 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.		The Board assesses the independence of new Directors upon appointment and reviews their independence, and the independence of the other directors as appropriate. In the reporting period, the Board consisted of four Directors, as follows: Mr Paul Harris (Chairperson, Non-Executive Director) Appointed on 17 December 2014 Length of service: approximately 8 and a half years Mr Ivan Wong (Non-Executive Director) Appointed on 1 July 2016 Length of service: approximately 7 years Dr Fred Hess (Managing Director & CEO) Non-Executive Director, appointed on 2 July 2019 Interim Managing Director, appointed on 12 March 2021 Permanent Managing Director, appointed on 25 June 2021 Length of service: approximately 4 years Mr Andrew Greville (Non-Executive Director) Appointed on 15 May 2020 Resignation 12 April 2023 Length of service: approximately 2-3 years
2.4. A majority of the board of a listed entity should be independent directors.	No	The Board considers that only one of the four Directors was independent during the balance of the reporting period. The Board does not believe that this impacts its ability to operate effectively to discharge its duties and operate the Company. As the business develops to and/or further appointments to the Board may be warranted and the Board will consider the need to appoint further independent Directors.
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.	No	The Chairman of the Company, Mr Paul Harris is not an Independent Director and is not the same person as the CEO.



ASX P	rinciples and Recommendations	Comply (Yes/No)	Explanation
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.	Yes	The Company has an induction programme for each new Director upon appointment. This includes a site visit to Walford Creek, meeting with members of the existing Board and other relevant executives to familiarise themselves with the Company, its procedures and prudential requirements, and Board practices and procedures. The Board will periodically review the need for existing Directors to undertake professional development, and on an ongoing basis, and subject to approval of the Chairman, Directors may request and undertake training and professional development, as appropriate, at the Company's expense.



ASX Pr	rinciples and Recommendations	(Yes/No)	Explanation
3.	Instil a culture of acting ethically and res	ponsibly	
3.1.	A listed entity should articulate and disclose its values	Yes	The Company is committed to the establishment and maintenance of appropriate ethical standards in order to instil confidence in both clients and the community in the way the Company conducts its business.
			The Company has adopted a set of values and these are disclosed in the Company's Code of Conduct.
			A copy of the Company's Code of Conduct is available on the Company's website at: https://www.aeonmetals.com.au/about-us/#corporate-governace
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.	Yes	The Company is committed to the establishment and maintenance of appropriate ethical standards in order to instil confidence in both clients and the community in the way the Company conducts its business. These standards are encapsulated in the Code of Conduct which outlines how the Company expects each person who represents it to behave and conduct business. The Board will be notified of any breaches of the Code of Conduct. A copy of the Company's Code of Conduct is available on the Company's website at: https://www.aeonmetals.com.au/about-us/#corporate-
			governace
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.	Yes	The Company has adopted a Whistleblower Policy, a copy of which is available on the Company's website at http://www.aeonmetals.com.au/about-us/#corporate-governace . The Board and Company Secretary will be notified of any incident reported under the Company's Whistleblower Policy.
3.4.		Yes	
3.4.	A listed entity should: (a) have and disclose an anti-bribery and corruption policy; and (b) ensure that the board or a committee of the board is informed of any material breaches of that policy.	Tes	The Company has adopted an Anti-Bribery and Corruption Policy, a copy of which is available on the Company's website at http://www.aeonmetals.com.au/about-us/#corporate-governace . The Board will be notified of any breaches of the Anti-Bribery and Corruption Policy.
4.	Safeguard the integrity of corporate repo	orts	
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	Partly complied	The Company has established an Audit Committee, whose members during the reporting period were: Mr Wong Dr Hess; and Mr Greville

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Comply (Yes/No)	Explanation
	The Board believes that the composition of the Committee is of sufficient size and independence to effectively discharge its mandate effectively, having regard to the available members of the Board and the Company's operations. On 12 April 2023, Mr Greville resigned and the function of the Audit Committee has been performed by the full Board. The Board believe this to be sufficient for the size of the Company at this time. A copy of the Company's Audit Committee Charter is available on the Company's website at: https://www.aeonmetals.com.au/about-us/#corporate-governace The number of Audit Committee meetings held during the reporting period is disclosed in the Company's Annual Report.
Yes	Before the Board approves the Group's financial statements for a financial period, the Board receives a declaration from the Managing Director in accordance with section 295A of the Corporations Act 2001 that, in his opinion, the financial records of the Group 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 Group, and that the opinion has been formed on the basis of a sound system of risk management and internal control which is operating effectively.
Yes	Where a report or information about the Company is not audited or reviewed by an external auditor, the Company will undertake appropriate verification processes where considered necessary and/or appropriate to ensure the integrity of the information contained within any such reports. Once satisfied with content and source of information the board approves the report for release to the market.
Yes	The Company is committed to providing timely, complete and accurate disclosure of information to allow a fair, and well-informed market in its securities and compliance with the continuous disclosure requirements imposed by law, including the Corporations Act and the ASX Listing Rules.
	Yes Yes



			M E T A L S
ASX Pr	rinciples and Recommendations	Comply (Yes/No)	Explanation
			A copy of the Company's Continuous Disclosure Policy is available on the Company's website at: https://www.aeonmetals.com.au/about-us/#corporate-governace
5.2.	A listed entity should ensure that its board receives copies of all material market announcements promptly after they have been made.	Yes	Under the Company's Continuous Disclosure Policy, the Board will receive 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.	Yes	All substantive investor or analyst presentations will be released on the ASX Market Announcements promptly after they have been made.
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.	Yes	The Company provides information about itself and its governance to its investors on the Company's website via the following URL: https://www.aeonmetals.com.au/ The Company will regularly update the website and contents therein as deemed necessary.
6.2.	A listed entity should have an investor relations program that facilitates effective two-way communication with investors.	Yes	The Company has an investor relations program to facilitate effective two-way communication with shareholders. The Company's investor relations program includes the following: (a) an email link on the Group's website for shareholders to ask questions; (b) actively engaging with shareholders at the AGM; (c) periodic meetings with institutional investors, analysts and financial media representatives; and (d) engagement of professional investor relations consultants to disseminate information.
6.3.	A listed entity should disclose how it facilitates and encourages participation at meetings of security holders.	Yes	 The Company has adopted a Shareholder Communication Policy, whereby information will be communicated to shareholders through: (a) continuous disclosure of all relevant financial and other information to the ASX; (b) periodic disclosure through the annual report (or concise annual report), half year financial report and quarterly reporting of corporate activities; (c) notices of meetings and explanatory material; (d) the annual general meeting; (e) periodic newsletters or letters from the Chairman or Managing Director; and (f) publishing information on the Company's website at http://www.aeonmetals.com.au A copy of the Company's Shareholder Communication Policy is available on the Company's website at: https://www.aeonmetals.com.au/about-us/#corporate-governace



			M E I A L S
ASX Pr	rinciples and Recommendations	Comply (Yes/No)	Explanation
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.	Yes	The Company confirms that all substantive resolutions are decided based on a Poll.
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.	Yes	The Company provides shareholders the option to and encourages them to register for electronic receipt of announcements, updates and communications.
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.	No	 Whilst the Company does not have an established Risk Committee, the Company has established policies for the oversight and management of its material business risks as follows: (a) the Audit Committee oversees financial risks pursuant to the Audit Committee Charter. This includes internal controls to deal with both the effectiveness and efficiency of significant business processes, the safeguarding of assets, the maintenance of proper accounting records, and the reliability of financial information as well as non-financial considerations such as the benchmarking of operational key performance indicators; (b) management will oversee the Company's other material business risks at the relevant stage of the Company's development.
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.	Yes	The Board reviews the Company's risk management framework at least annually to satisfy itself that it continues to be sound and operates within the risk parameters set by the Board. The Board requires management to implement risk management, internal control systems to manage the Company's business risks and report on whether those risks are being managed effectively.
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	Yes	Due to the size of the Company, it does not have an internal audit function.

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ASX Principles and Recommendations	Comply (Yes/No)	Explanation
(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.		 The processes that the Group employs for evaluating and continually improving the effectiveness of its risk management and internal control processes include the following: (a) The Group's risk management framework addresses the roles and accountabilities of the Board, the Audit Committee and management; (b) The Board and Audit Committee oversee the Group's material business risks and governance; (c) The Managing Director is accountable for operational risk management, safety, health, environment and community matters; (d) The Audit Committee oversees financial risks pursuant to its Charter. This includes internal controls to deal with both the effectiveness and efficiency of significant business processes, the safeguarding of assets, the maintenance of proper accounting records, and the reliability of financial information as well as non-financial considerations such as the benchmarking of operational key performance indicators.
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.	Yes	The categories of risk to which the Group has exposure include economic, environmental and social sustainability risks. At this stage of the Group's development these risks are largely environmental and social. The Group manages these risks as follows: (a) The Group takes expert external advice on environmental issues which may impact on the development of its projects; (b) The Group fosters a mutually advantageous relationship with affected landholders and aboriginal interests; (c) The Group manages environmental risks by adopting environmental management programs for each of its sites; and (d) The Group recognises that a strong mutual relationship with each community in which it operates is necessary for successful operations. In addition, the Group recognises the importance of maintaining its reputation with all of its stakeholders including shareholders, regulatory authorities, communities, customers and suppliers. The Group strives to build relationships with each of the communities in which it operates.
8. Remunerate fairly and responsibly		
8.1. The Board of a listed entity should:	No	
(a) have a remuneration committee which:		During the reporting period, the functions of the Remuneration Committee were discharged by the full Board.





ASX Principles and Recommendations	(Yes/No)	Explanation
(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.		The determination of a Director's remuneration is considered and determined by the Board (in the absence of that Director) having regards to the inputs and value to the Company of the contribution by that Director. In addition the processes employed in setting remuneration is by reference to comparable companies in the market, particularly as informed by published remuneration surveys, always as tempered by the financial resources available to the Company. The Board may award additional remuneration to Directors called upon to perform extra services or make special exertions on behalf of the Company.
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.	Yes	Non-Executive Directors are remunerated by way of cash fees, superannuation contributions and non-cash benefits in lieu of fees. The level of remuneration reflects the anticipated time commitments and responsibilities of the position. Executive directors and other senior executives are remunerated using combinations of fixed and performance-based remuneration. Fees and salaries are set at levels reflecting market rates and performance-based remuneration is linked directly to specific performance targets that are aligned to both short and long term objectives. Further details in relation to the Company's remuneration policies are contained in the Remuneration Report, within the Directors' Report (which forms part of the Annual Report).
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.	Yes	The Group's equity-based remuneration arrangements are based on limited recourse, term loans to fund share placements at market prices on the date of allotment. Because these arrangements are essentially downside liability free for participants, the Group has no policy precluding participants entering into transactions in associated products which limit the economic risk of participating in unvested entitlements under this equity-based remuneration scheme. Dealing in shares under the scheme is otherwise regulated by the Group's share trading policy available on the Company's website.

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