

## BOARD CHARTER

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### 1. INTRODUCTION

This Board Charter sets out the principles for the operation of the board of directors (**Board**) of Lincoln Minerals Limited (**Company**) and describes the functions of the Board.

This Board Charter and the charters adopted by the Board for committees have been adopted on the basis that good corporate governance adds to the performance of the Company and creates shareholder value and engenders the confidence of the investment market.

The Board is accountable to shareholders for the performance of the Company and is responsible for the corporate governance of the Company and its related bodies corporate (**Group**).

The purpose of this charter is to:

- (i) promote high standards of corporate governance;
- (ii) clarify the role and responsibilities of the board; and

enable the board to provide leadership and guide the Company's strategic direction, driving its performance and overseeing the activities of management and the operation of the Company.

In carrying out the responsibilities and powers set out in this Charter, the board of directors of the Company (the Board):

- (a) recognises its overriding responsibility to act honestly, fairly, diligently and in accordance with the law in serving the interests of its shareholders; and
- (b) recognises its duties and responsibilities to its employees, customers and the community.

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### 2. COMPANY VALUES

- (a) Operating with health and safety as a priority and being environmentally responsible.
- (b) Employing the right people to achieve superior business results.
- (c) Acting with respect and integrity.
- (d) Doing what we have committed to do.

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### 3. THE SPECIFIC RESPONSIBILITIES OF THE BOARD

In addition to matters it is expressly required by law to approve, the Board has the following specific responsibilities:

- (a) approving the Company's statement of values and code of conduct to underpin the desired culture within the Company;
- (b) appointment of the Chairman, Chief Executive Officer / Managing Director, other senior executives and the Company Secretary and the determination of their terms and conditions including remuneration and termination;
- (c) driving the strategic direction of the Company, ensuring appropriate resources are available to meet objectives and monitoring management's performance and holding management to account;
- (d) satisfying itself that the Company's remuneration policies are aligned with the Company's purpose, values, strategic objectives and risk appetite;
- (e) overseeing management in its implementation of the entity's strategic objectives, instilling of the Company's values and performance;
- (f) reviewing and ratifying systems of risk management and internal compliance and control, codes of conduct and legal compliance;
- (g) approving and monitoring the progress of major capital expenditure, capital management and significant acquisitions and divestitures;
- (h) approving and monitoring the budget and the adequacy and integrity of financial and other reporting;
- (i) approving the annual, half yearly and quarterly accounts;
- (j) approving significant changes to the organisational structure;
- (k) approving the issue of any shares, options, equity instruments or other securities in the Company (subject to compliance with the ASX Listing Rules if applicable);
- (l) ensuring a high standard of corporate governance practice and regulatory compliance and promoting ethical and responsible decision making;
- (m) overseeing the Company's process for making timely and balanced disclosure of all material information concerning the Company that a reasonable person would expect to have a material effect on the price or value of the Company's securities;
- (n) recommending to shareholders the appointment of the external auditor as and when their appointment or re-appointment is required to be approved by them (in accordance with the ASX Listing Rules if applicable); and
- (o) overseeing the integrity of the Company's accounting and corporate reporting systems and meeting with the external auditor, at their request, without management being present.

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#### 4. COMPOSITION OF THE BOARD

- (a) The composition of the Board is to be reviewed regularly to ensure the appropriate mix of skills and expertise is present to facilitate successful strategic direction.
- (b) In appointing new members to the Board, consideration is given to the ability of the appointee to contribute to the ongoing effectiveness of the Board, to exercise sound business judgement, to commit the necessary time to fulfil the requirements of the role effectively and to contribute to the development of the strategic direction of the Company.
- (c) Where practical, the majority of the Board is comprised of non-executive Directors. Where practical, at least 50% of the Board will be independent, although it is agreed that this will take some time to achieve given the present size of the Company. An independent Director is one who is independent of management and free from any business or other relationship, which could, or could reasonably be perceived to, materially interfere with, the exercise of independent judgement. Independent Directors should meet the definition of what constitutes independence as set out in the ASX Corporate Governance Council's *Corporate Governance Principles and Recommendations*.
- (d) Directors must disclose their interests. The independence of the Directors should be regularly assessed by the Board in light of the interests disclosed by them.
- (e) Directors are expected to bring their independent views and judgement to the Board and must declare immediately to the Board any potential or active conflicts of interest.
- (f) Directors must declare immediately to the Board, and the Board will determine whether to declare to the market, any loss of independence.
- (g) No member of the Board, except the Managing Director, may serve for more than three years or past the third annual general meeting following their appointment, whichever is the longer, without being re-elected by the shareholders.
- (h) Prior to the Board proposing re-election of non-executive Directors, their performance will be evaluated by the People Remuneration and Nomination Committee (or in that Committees absence, the Board) to ensure that they continue to contribute effectively to the Board.
- (i) The Board should comprise Directors with a mix of qualifications, experience and expertise which will assist the Board in fulfilling its responsibilities, as well as assisting the Company in achieving growth and delivering value to shareholders.

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#### 5. THE ROLE OF THE CHAIRMAN

In the event of a conflict of interest or where a potential conflict of interest may arise, the involved director will (unless the remaining directors resolve otherwise in accordance with the *Corporations Act 2001 (Cth)*):

- (a) withdraw from deliberations concerning the matter;
- (b) abstain from voting on any motion relating to the matter; and
- (c) not receive any board papers bearing on the matter, at a directors' meeting where that matter is being considered

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**6. THE ROLE OF THE CHAIRMAN**

- (a) Vision/Strategy - Ensuring leadership in setting and reviewing vision;
- (b) Board meetings - Setting the agenda with the Managing Director/Company Secretary, ensuring directors receive all relevant information, chairing meetings and dealing with conflicts;
- (c) AGM - Chairing the AGM and ensuring shareholders as a whole have an opportunity to speak on relevant matters, and ensuring audit partner attends;
- (d) External matters - Being spokesperson with the Managing Director, on company matters;
- (e) Managing Director - Being the primary point of contact between the Board and the Managing Director.
- (f) Being kept fully informed on major matters by the Managing Director, reviewing the performance appraisal of the Managing Director, and providing mentoring;
- (g) Initiating Board and committee performance appraisal and ensuring agreed Board composition is maintained and director induction plans are in place.

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**7. THE ROLE OF THE MANAGING DIRECTOR**

- (a) Vision/Strategy. Formulating with the Board the vision and strategy, developing action plans to achieve the vision and reporting regularly to the Board on progress.
- (b) Management team and employees. Providing leadership, appointing and negotiating terms of employment of senior executives (with Board approval where necessary), developing a succession plan, ensuring procedures are in place for education and training to ensure compliance with laws and policies.
- (c) Successful implementation of the Company's exploration and development program and ensuring that all statutory obligations are met.
- (d) Responsible for bringing all matters requiring review/approval to the Board, advising on the changes in risk profile, providing certification regarding the financial statements for the half-year and full year, reporting to the Board on a monthly basis the performance of the Company and for ensuring education of Directors on relevant matters.

- (e) Providing day-to-day management of the Company and preparing/managing budgets.

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## **8. BOARD COMMITTEES**

- (a) Once the Board is of a sufficient size and structure, and the Company's operations are of a sufficient magnitude, to assist the Board in fulfilling its duties, the Board will establish the following committees:

- (i) Audit and Risk Committee; and
- (ii) People Remuneration and Nomination Committee.

The charter of the Committees is approved by the Board and reviewed following any applicable regulatory changes.

- (b) The Board will ensure that the Committees are sufficiently funded to enable them to fulfil their roles and discharge their responsibilities.
- (c) Members of Committees are appointed by the Board. The Board may appoint additional Directors to Committees or remove and replace members of Committees by resolution.
- (d) The minutes of each Committee meeting shall be provided to the Board at the next occasion the Board meets following approval of the minutes of such Committee meeting.
- (e) Where the Board does not consider that the Company will gain any benefit from a particular separate committee, the full Board will carry out the duties that would ordinarily be assigned to that committee under the written terms of reference for that committee.

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## **9. BOARD MEETINGS**

- (a) There must be two Directors present at a meeting to constitute a quorum.
- (b) The Board will schedule formal Board meetings at least quarterly and hold additional meetings, including by telephone, as may be required.
- (c) Non-executive Directors may confer at scheduled times without management being present.
- (d) The minutes of each Board meeting shall be prepared by the Company Secretary, approved by the Chairman and circulated to Directors after each meeting.
- (e) The Company Secretary shall distribute supporting papers for each meeting of the Board as far in advance as practicable.
- (f) Minutes of meetings must be approved at the next Board meeting.
- (g) Further details regarding Board meetings are set out in the Company's Constitution.

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**10. THE COMPANY SECRETARY**

- (a) 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.
- (b) The Company Secretary is to facilitate the induction of new Directors.
- (c) The Company Secretary is to facilitate the implementation of Board policies and procedures.
- (d) 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.
- (e) All Directors have access to the advice and services provided by the Company Secretary.
- (f) The Board has the responsibility for the appointment and removal of the Company Secretary.

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**11. ACCESS TO ADVICE**

- (a) All Directors have unrestricted access to company records and information except where the Board determines that such access would be adverse to the Company's interests.
- (b) All Directors may consult management and employees as required to enable them to discharge their duties as Directors.
- (c) The Board, Committees or individual Directors may seek independent external professional advice as considered necessary at the expense of the Company, subject to prior consultation with the Chairman. A copy of any such advice received is to be made available to all members of the Board.

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**12. THE BOARD'S RELATIONSHIP WITH MANAGEMENT**

- (a) The Board shall delegate responsibility for the day-to-day operations and administration of the Company to the Chief Executive Officer / Managing Director.
- (b) In addition to formal reporting structures, members of the Board are encouraged to have direct communications with management and other employees within the Group to facilitate the carrying out of their duties as Directors.

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**13. PERFORMANCE REVIEW**

The People Remuneration and Nomination Committee shall conduct a performance review of the Board, at times that it considers appropriate, that:

- (a) compares the performance of the Board with the requirements of its Charter;

- (b) critically reviews the mix of the Board; and
- (c) suggests any amendments to the Charter as are deemed necessary or appropriate.

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**14. DISCLOSURE POLICY**

The Board should ensure that the Company has in place effective disclosure policies and procedures so that shareholders and the financial market are fully informed to the extent required by the applicable disclosure rules and legislation on matters that may influence the share price of the Company or its listed debt securities (if any).

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**15. REVIEW, APPROVAL AND ADOPTION**

This charter will be reviewed periodically as required.

The charter was reviewed updated and adopted by the board in August 2022