

Corporate Governance Statement

Horizon Minerals Limited (“Horizon” or the “Company”) and its controlled entities (“Group”) have implemented and is committed to maintaining a high standard of corporate governance to comply with the ASX Corporate Governance Council’s *Corporate Governance Principles and Recommendations – 4th Edition*. All the practices outlined in this statement unless otherwise stated, have been in place for the full reporting period.

The Corporate Governance Principles and related charters and policies for the management and operation of the Group are available for review on the Corporate Governance section of the Group’s website: <https://horizonminerals.com.au/corporate-governance/>

This document is current as at 20 October 2025. The information in this statement should be read in conjunction with the Company’s Annual Report 2025 and has been approved by the Board of the Company.

PRINCIPLE 1 LAY SOLID FOUNDATIONS FOR MANAGEMENT AND OVERSIGHT

Recommendation 1.1 Role of Board and management

COMPLY: YES

The primary responsibility of the Board is to represent and advance shareholders' interests and to protect the interests of all stakeholders. To fulfill this role the Board is responsible for the overall corporate governance of the Company including its strategic direction, establishing goals for management and monitoring the achievement of these goals.

The responsibilities of the Board include:

- approving the Company's strategy, business plans and policies;
- approving and monitoring the progress of major capital expenditure, capital management, capital raising initiatives, acquisitions and divestments;
- monitoring the Company's performance in delivering its strategic plans;
- monitoring financial performance and approving the annual and half-year financial reports;
- appointing, re-appointing or removing the Company's external auditors;
- approving the Company's system of corporate governance, including formation of Board Committees and the terms of applicable governing charters and monitoring their effectiveness;
- determining the size, composition and structure of the Board and process for evaluating its performance;
- approving the overall remuneration policy including remuneration for non-executive Directors, executive Directors and senior executives;
- appointment, performance assessment, determining remuneration and, if necessary, removal of the Managing Director;
- approving and reviewing senior management succession plans and significant changes to the organisational structure;
- reviewing, approving and monitoring the Company's risk management systems; and
- enhancing and protecting the reputation of the organisation.

The Board Charter sets out matters including the specific roles and responsibilities of the Board and management requirements as to the Board's composition, the roles and responsibilities of the Chair and Company Secretary and the establishment, operation and management of Board Committees.

The Company's Board Charter is available on the Company's website.

Recommendation 1.2 Information regarding election and re-election of Director candidates

COMPLY: YES

The Company undertakes checks on any person who is being considered as a Director. These checks may include good fame and character, experience, education and financial history and background.

All material information relevant to a decision on whether or not to elect or re-elect a Director will be provided to security holders in a Notice of Meeting pursuant to which the resolution to elect or re-elect a Director will be voted on.

Recommendation 1.3 Written contracts of appointment

COMPLY: YES

New Directors consent to act as a Director and receive a formal letter of appointment which sets out duties and responsibilities, rights and remuneration entitlements. Senior Executives either have a written agreement or a letter of engagement with the Company setting out the terms of their appointment.

Recommendation 1.4 Company Secretary

COMPLY: YES

The Company Secretary is responsible for ensuring the Company operates within a robust corporate governance framework. The Board Charter provides for the Company Secretary to have a direct reporting line to the Chair of the Board. The Company Secretary is also responsible for compliance with Board and Committee procedures and for providing advice to the Board in relation to Horizon’s constitution, governance matters and related regulatory requirements. The Company Secretary is responsible for supporting the effectiveness of the Board by ensuring that policies and procedures are followed and co-ordinating the completion and dispatch of the Board agendas and papers. The Company Secretary is appointed by the Board and a biography is included within the Annual Report.

Recommendation 1.5 Diversity and Inclusion

COMPLY: YES

The Company values diversity and recognises the benefits it can bring to the organisation’s ability to achieve its goals. Diversity is not limited to gender, age, ethnicity and/or cultural backgrounds.

The Company has adopted a formal Diversity Policy that includes, but is not limited to, factors such as gender, age, ethnicity and cultural background. Appointments are made on ability and availability.

The policy can be viewed on the Company’s website.

The Board did not set measurable gender diversity objectives for the past financial year because the Board considered the application of a measurable gender diversity objective requiring a specified proportion of women on the Board and in senior executive roles would, given the small size of the Company and the Board, unduly limit the Company from applying the Diversity Policy as a whole and the Company’s policy of appointing based on skills and merit.

As at 20 October 2025, the proportion of women employed in the Group was:

Level	Number of Women	Proportion of Women
Board	0 of 4	0%
Senior Executives	1 of 3	33%
Whole organisation	17 of 39	44%

*Senior executives include, Chief Executive Officer, Chief Geologist, Group Mining Engineer. Grant Haywood is Managing Director and Chief Executive Officer of the Group, and is reflected in both the Board and Senior Executive levels.

Recommendation 1.6 Board reviews

COMPLY: YES

The performance of the Board is reviewed annually against appropriate measures in a manner that the Board deems appropriate. The review has regard to various matters including those set out in the Board Charter. The Remuneration and Nomination Committee will assist the Board as required in evaluations of the performance of Directors (including the Managing Director).

During the reporting period, the Company did not undertake a formal performance evaluation.

Recommendation 1.7 Management reviews

COMPLY: YES

The Remuneration and Nomination Committee is responsible for evaluating the performance of senior executives. The Committee is to arrange an annual performance evaluation of the senior executives.

The Remuneration and Nomination Committee is required to disclose whether or not performance evaluations were conducted during the relevant reporting period.

PRINCIPLE 2 STRUCTURE THE BOARD TO BE EFFECTIVE AND ADD VALUE

Recommendation 2.1 Nomination Committee

COMPLY: NO

The Company has established a Remuneration and Nomination Committee (RANC) and has a Remuneration and Nomination Committee Charter which sets out the role, structure and responsibilities of the RANC. A copy of the Remuneration and Nomination Committee Charter is available on the Company's website.

During the reporting period, the RANC comprised of the full Board. Due to the composition of the Board during that time, it was not possible to achieve a majority of independent committee members.

Subsequent to the end of the reporting period, the Company revised the composition of the RANC. As at 20 October 2025, the RANC members are Warren Hallam (Chair), Ashok Parekh, and Robert Waugh.

The Company now complies with the relevant recommendation, with the Remuneration and Nomination Committee comprises of a majority of independent Directors. The Chair of the Committee is an independent Non-Executive Director who is not the Chair of the Board.

The Company will report on the meetings and attendance of the Remuneration and Nomination Committee. Two meetings of the Remuneration and Nomination Committee were held during the year.

Recommendation 2.2 Board Skills

COMPLY: YES

The Board regularly evaluates the mix of skills, experience and diversity at the Board level. The Board believes that a highly credentialed Board, with a diversity of background, skills and perspectives, will be effective in supporting and enabling delivery of good governance for the Company and value for the Company's shareholders. The mix of skills comprised in the current Board, and that the Board would look to maintain, and to build on, includes:

Element	Skills
Leadership	Executive leadership
	Health, Safety and environment
Portfolio	Strategy / Mergers and Acquisitions
	Financial acumen
	Risk management
	Mining industry expertise
	Metallurgy and metals expertise
	Geo-science and exploration
	Experience in dealing with joint ventures and high levels of government and regulators
	Market knowledge
	Innovation
	Change and transition
People	Information technology
	Organisational sustainability
Governance	Remuneration and rewards
	Governance and regulation
	Compliance
	Board experience

The Board aspires to have a Board comprised of individuals' diverse experience and expertise and will be mindful of this when making appointments which will also be based on merit. The Company considers that each of the Directors possess skills and experience suitable for building the Company. A profile of each Director containing their skills, experience and expertise is set out in the Directors' Report.

Recommendation 2.3 Disclose Independence and length of service

COMPLY: YES

As at 20 October 2025, the Board comprises of four Directors, of which two are considered independent.

Director	Independent	Not Independent	Length of service
Ashok Parekh*		✓	Appointed Non-executive Director on 14 June 2019 and Chair on 1 July 2020.
Warren Hallam	✓		Appointed 1 September 2024
Grant Haywood**		✓	Appointed CEO on 1 July 2023 and Managing Director on 18 June 2024.
Robert Waugh	✓		Appointed 1 May 2025

* The Company does not consider Mr Ashok Parekh to be independent, as he has served as a Director of the Company and its associated entities for over 10 years.

**Mr Grant Haywood is not independent as he is the Managing Director & CEO of the Company.

Recommendation 2.4 Majority of Directors independent

COMPLY: NO

The Board currently comprises four Directors, two are independent. The Board believes that its composition is appropriate at this time given the size of the Company and current stage of activities.

Recommendation 2.5 Chair independent

COMPLY: NO

The Chairman of the Board, Mr Ashok Parekh, is a non-executive Director. The Company does not consider Mr Parekh to be independent, as he has served as a Director of the Company and its associated entities for over 10 years and was previously a substantial shareholder of the Company. The Board believes that its composition is appropriate at this time given the size of the Company and current stage of activities.

Recommendation 2.6 Induction and professional development

COMPLY: YES

Management, with the Board, provides an orientation program for new Directors.

The program includes:

- briefings from executives and management, including detailed introductions to Horizon's business and strategy implementation, history, culture, industry and key risks and opportunities;
- an introduction to Horizon's regulatory environment (including legal duties and responsibilities of Horizon Directors, and accounting matters where the Director requests additional background);
- the provision of induction materials such as the Strategic Plan and governance charters and policies;
- site visits to some of Horizon's key operations and discussions with other Directors.

All Directors are expected to maintain the skills required to effectively discharge their obligations to the Company.

Directors are encouraged to undertake continuing professional education and, if this involves industry seminars and approved education courses, where appropriate, this is paid for by the Company. The Company Secretary under the guidance of the full Board oversees the induction program for new Directors.

PRINCIPLE 3 INSTIL A CULTURE OF ACTING LAWFULLY, ETHICALLY AND RESPONSIBLY

Recommendation 3.1 Values

COMPLY: YES

The Company is committed to conducting all its business activities fairly, honestly with a high level of integrity, and in compliance with all applicable laws, rules and regulations. The Board, management and employees are dedicated to high ethical standards and recognise and support the Group's commitment to compliance with these standards. The Company expects to develop a formal values statement by early 2026.

Recommendation 3.2 Code of Conduct

COMPLY: YES

The Board has adopted a Code of Conduct, available on the Company's website, for Directors and key executives (that is, officers and employees who have the opportunity to materially influence the integrity, strategy and operation of the business and its financial performance) and encourage the observance of those standards. The Code of Conduct also establishes guidelines for their conduct in matters such as ethical standards and the disclosure and management of conflicts of interests.

The Board supports the following Code of Conduct issued by the Australian Institute of Company Directors:

- A Director must act honestly, in good faith and in the best interests of the Group as a whole;
- A Director has a duty to use due care and diligence in fulfilling the functions of office and exercising the powers attached to that office;
- A Director must use the powers of office for a proper purpose, in the best interests of the Group as a whole;
- A Director must recognise that the primary responsibility is to the Company's shareholders as a whole but should, where appropriate, have regard for the interests of all stakeholders of the Group;
- A Director must not make improper use of information acquired as a Director;
- A Director must not take improper advantage of the position of Director;
- A Director must not allow personal interests, or the interests of any associated person, to conflict with the interests of the Group;
- A Director has an obligation to be independent in judgement and actions and to take all reasonable steps to be satisfied as to the soundness of all decisions taken by the Board of Directors;
- Confidential information received by a Director in the course of the exercise of directorial duties remains the property of the Group from which it was obtained and it is improper to disclose it, or allow it to be disclosed, unless that disclosure has been authorised by that Group, or the person from whom the information is provided, or is required by law;
- A Director should not engage in conduct likely to bring discredit upon the Group;

A Director has an obligation, at all times, to comply with the spirit, as well as the letter, of the law and with the principles of this Code.

Recommendation 3.3 Whistleblower Policy

COMPLY: YES

The Company's Whistleblower Policy is disclosed on the Company's website. Any material incidents of the Whistleblower Policy are reported to an officer, Director or senior manager of the Group, internal or external auditors or any other person authorised by the Company to receive disclosures.

Recommendation 3.4 Anti-bribery and Corruption Policy

COMPLY: NO

During the reporting period, the Company had no formal Anti-bribery and Corruption Policy in place. The Company has formulated internal controls to ensure payments are only made after all controls and authorisation procedures have been completed. The Board is informed of any fraudulent/corrupt activities identified by its independent auditors during the half-yearly review and year end audit.

Subsequent to the end of the reporting period, the Company adopted an Anti-Bribery and Corruption Policy. The policy sets out the Company's expectations and procedures for preventing, detecting, and responding to bribery and corruption across all its operations and applies to all directors, executives, employees, contractors, consultants, secondees and agents of the Company. A copy of the policy is available on the Company's website. The Company maintains a zero-tolerance approach to bribery and corruption.

The Company now complies with this recommendation.

PRINCIPLE 4 SAFEGUARD THE INTEGRITY OF CORPORATE REPORTS

Recommendation 4.1 Audit Committee

COMPLY: NO

The Company has established an Audit and Risk Committee (ARC) and has an Audit and Risk Committee Charter which sets out the role, structure and responsibilities of the ARC. A copy of the Audit and Risk Committee Charter is available on the Company's website.

During the reporting period, the ARC comprised of the full Board. Due to the composition of the Board during that time, it was not possible to achieve a majority of independent committee members.

Subsequent to the end of the reporting period, the Company revised the composition of the ARC. As at 20 October 2025, the ARC members are Warren Hallam (Chair), Ashok Parekh, and Robert Waugh.

The Company now complies with the relevant recommendation, with the ARC comprising of a majority of independent Directors. The Chair of the Committee is an independent Non-Executive Director who is not the Chair of the Board.

The Audit and Risk Committee did not meet during the reporting period.

The skills, experience and expertise relevant to each member of the Audit and Risk Committee is included in the Directors Report. Details of the number of meetings of the committee held during the year and the attendees at those meetings are available in the Directors Report.

The main responsibilities of the Audit and Risk Committee are to:

- review and report to the Board on the annual report and financial statements;
- provide assurance to the Board that it is receiving adequate, up to date and reliable information;
- assist the Board in reviewing the effectiveness of the organisation's internal control environment covering;
 - effectiveness and efficiency of operations;
 - reliability of financial reporting;
 - compliance with applicable laws and regulations; and
 - coordination with the external auditors.

The Audit and Risk Committee is also charged with the responsibilities of recommending to the Board the appointment, removal and remuneration of the external auditors, reviewing the terms of their engagement and the scope and quality of the audit.

In fulfilling its responsibilities, the committee receives regular reports from external auditors. The external auditors have a clear line of direct communication at any time to the Chairman of the Audit and Risk Committee.

The Audit and Risk Committee has authority, within the scope of its responsibilities, to:

- seek any information it requires from any employee or external party, and
- obtain external legal or other independent professional advice.

The Audit and Risk Committee reports to the full Board after each committee meeting and relevant papers are provided to all Directors.

Recommendation 4.2 CEO and CFO certification of financial statements

COMPLY: YES

Before approving the Company's financial statements the Board receives from the Managing Director & CEO and Chief Financial Officer (or, if none, the person(s) fulfilling those functions) 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 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.

The Company has obtained a sign off on these terms for each of its financial statements in the past financial year.

Recommendation 4.3 Verification of corporate reports

COMPLY: YES

The Company is committed to providing clear, concise, timely and effective disclosure. This procedure applies to any report produced by the Company and is as follows:

- each report is prepared by, or under the supervision of subject-matter experts;
- material statements in each report are reviewed by the relevant functional and divisional heads to ensure that they are accurate, not misleading, and meet the Company's corporate policy and regulatory requirements, and that the report contains no material omissions;
- information about the Company's resources is only included in a report if the information complies with the ASX Listing Rules;
- information in a report that relates to financial projections, statements as to future financial performance or changes to the policy or strategy of the Company (taken as a whole) must be approved by the Board; and
- each draft report is reviewed by the by entire Board and senior executives before its release.

The Audit and Risk Committee Charter provides that the Committee must ensure the Company's external auditor attends its AGM and is available to answer questions from security holders relevant to the audit.

PRINCIPLE 5 MAKE TIMELY AND BALANCED DISCLOSURE

Recommendation 5.1 Disclosure and Communications Policy

COMPLY: YES

The Company has a Continuous Disclosure and Market Communications Policy that outlines the processes followed by the Company to ensure compliance with its continuous disclosure obligations and the corporate governance standards applied by the Company in its market communications.

The Continuous Disclosure and Market Communications Policy is available on the Company's website.

Recommendation 5.2 Material market announcements

COMPLY: YES

All material market announcements are circulated to the Board upon release on the ASX Market Platform..

Recommendation 5.3 Presentations

COMPLY: YES

Substantive investor and/or analyst presentations are released on the ASX Market Platform ahead of the presentation.

PRINCIPLE 6 RESPECT THE RIGHTS OF SECURITY HOLDERS

Recommendation 6.1 Information on website

COMPLY: YES

The Company's website www.horizonminerals.com.au provides various information about the Company including:

- overviews of the Company's operating businesses, divisions and structure;
- biographical information for each Director;
- biographical information for members of the Senior Management team;
- copies of Board and Committee Charters;
- Corporate Governance Policies;
- Annual Reports and Financial Statements;
- announcements to ASX;
- security price information;
- contact details for the Company's Share Registry; and
- details concerning the date of the Annual General Meeting including the Notice of Meeting, when available.

Recommendation 6.2 Investor relations programs

COMPLY: YES

The Company has adopted a Shareholder Communications Policy which aims to promote and facilitate effective two-way communication with investors. The policy outlines a range of ways in which information is communicated to shareholders.

The Shareholder Communications Policy is available on the Company's website.

Recommendation 6.3 Facilitate participation at meetings of security holders

COMPLY: YES

The Shareholders Communication Policy sets out the policies and processes the Company has in place to facilitate and encourage participation at meetings of security holders. The Company permits shareholders to vote online (and by other methods) prior to an Annual General Meeting if they are unable to attend the meeting.

Recommendation 6.4 Facilitate resolutions to be decided by a poll

COMPLY: YES

At all meetings of security holders all resolutions are decided by a poll.

Recommendation 6.5 Facilitate electronic communications

COMPLY: YES

The Shareholders Communication Policy sets out the policies and processes the Company has in place to facilitate and encourage participation at meetings of security holders including receiving communications electronically.

Shareholders have the option of electing to receive communications from the Company and its share registry electronically.

PRINCIPLE 7 RECOGNISE AND MANAGE RISK

Recommendation 7.1 Risk Committee

COMPLY: NO

The Company has established an Audit and Risk Committee (ARC) and has an Audit and Risk Committee Charter which sets out the role, structure and responsibilities of the ARC. A copy of the Audit and Risk Committee Charter is available on the Company's website.

During the reporting period, the ARC comprised of the full Board. Due to the composition of the Board during that time, it was not possible to achieve a majority of independent committee members.

Subsequent to the end of the reporting period, the Company revised the composition of the ARC. As at 20 October 2025, the ARC members are Warren Hallam (Chair), Ashok Parekh, and Robert Waugh.

The Company now complies with the relevant recommendation, with the ARC comprising of a majority of independent Directors. The Chair of the Committee is an independent Non-Executive Director who is not the Chair of the Board.

The Audit and Risk Committee did not meet during the reporting period.

Recommendation 7.2 Annual risk review

COMPLY: YES

The Board will, at least annually, assisted by the Audit and Risk Committee, undertake a structured consideration and review of the risk management framework and the material risks faced by, and the risk attitude of the Company.

The Company will report on whether such a review has taken place.

Recommendation 7.3 Internal Control Framework

COMPLY: YES

The internal audit function is overseen by the Audit and Risk Committee pursuant to the Audit and Risk Committee Charter.

Recommendation 7.4 Environment and Sustainability

COMPLY: YES

The Company identifies and manages material exposures to economic, environmental and social sustainability risks in a manner consistent with its Audit and Risk Committee Charter.

PRINCIPLE 8 REMUNERATE FAIRLY AND RESPONSIBLY

Recommendation 8.1 Remuneration Committee

COMPLY: YES

The Company has a Remuneration and Nomination Committee which comprises a majority of independent Directors. The Chair of the Remuneration and Nomination Committee is an independent non-executive Director who is not the Chair of the full Board.

The Remuneration and Nomination Committee Charter is available in the Corporate Governance Plan on the Company's website.

As at 20 October 2025, the members of the Remuneration and Nomination Committee are:

- Warren Hallam (Independent Non-executive Director and Chair of the Committee);
- Ashok Parekh (Non-Independent Non-executive Director); and
- Robert Waugh (Independent Non-executive Director).

The Company will report on the meetings and attendance of the Remuneration and Nomination Committee in its Annual Report. During the reporting period, the Remuneration and Nomination Committee met twice.

Recommendation 8.2 Disclosure of Executive and Non-Executive Director remuneration policy

COMPLY: YES

The Company provides disclosure of all Directors and executives remuneration in its annual report.

Non-executive Directors are remunerated at a fixed fee for time, commitment and responsibilities. Remuneration for non-executive Directors is not linked to the performance of the Group. There are no documented agreements providing for termination or retirement benefits to non-executive Directors.

Executive Directors and senior executives are offered a competitive level of base pay at market rates and are reviewed annually to ensure market competitiveness. Performance incentives may include performance bonus payments, performance rights, shares and/or options granted at the discretion of the Board and subject to obtaining the relevant approvals.

Recommendation 8.3 Policy on equity-based remuneration schemes

COMPLY: YES

The Company has an employee incentive scheme and has adopted a policy that participants are not permitted to enter into transactions which limit the economic risk of participating in the scheme.