



WILDCAT RESOURCES LIMITED  
(ACN 098 236 938)

## BOARD CHARTER

ADOPTED BY THE BOARD 18 JUNE 2025

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## 1 INTRODUCTION

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- 1.1 This charter sets out the principles for the role of the board of directors (**Board**) of Wildcat Resources Limited ACN 098 236 938 (**Company**) and governs the ongoing operation of the Board (**Charter**).
- 1.2 The Board is responsible for the governance of the Company and this Charter sets out how the Board will uphold its governance responsibilities.

## 2 ROLE OF THE BOARD

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- 2.1 The Board derives its authority from the Company's constitution (**Constitution**). The Constitution provides that the business and affairs of the Company shall be managed and all corporate powers shall be exercised by or under the direction of the Board.
- 2.2 The role of the Board is to set overarching strategic guidance, oversee operations and management staff and manage the Company's finances in the interests of growth and profitability. In addition, the Board recognises that it has responsibilities to the Company's employees, customers, and suppliers and to the welfare of the communities in which the Company operates.
- 2.3 The Board ensures that it and the Company complies with the Constitution and all applicable legal and regulatory obligations including, but not limited to, the Corporations Act and the ASX Listing Rules.

## 3 RESPONSIBILITIES OF THE BOARD

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- 3.1 The responsibilities of the Board pertain to matters of strategy, appointment, management, performance monitoring, governance and risk management and are set out in detail in clauses 3.2 to 3.7 below.

### Strategy

- 3.2 The Board is responsible for:
- (a)** setting the strategic objectives or direction of the Company;
  - (b)** evaluating, providing input into, and approving, budgets and business plans developed by management;
  - (c)** directing, monitoring and assessing the Company's performance against ongoing strategies, budgets and business plans;
  - (d)** evaluating, providing input into, approving and monitoring capital management, major capital expenditure and all acquisitions, divestments or other corporate transactions, including the issue of securities; and
  - (e)** determining the Company's dividend policy, including the amount and timing of all dividend payments.

## Appointments

3.3 The Board is responsible for:

- (a)** appointing the Company's board chair (**Chair**);
- (b)** appointing, and where appropriate, removing the Company's Chief Executive Officer (**CEO**);
- (c)** appointing, and where appropriate, removing the Company's Managing Director (**Managing Director**);
- (d)** approving the appointment, and where appropriate, the removal of any other officer or executive the Board has discretion to appoint in accordance with the Constitution; and
- (e)** approving the appointment, removal or replacement of any other senior executive.

## Management

3.4 The Board is responsible for:

- (a)** approving the Company's employee remuneration policies and framework;
- (b)** evaluating, assessing and approving the remuneration of senior executives;
- (c)** where required, challenging management and holding it to account;
- (d)** establishing and monitoring executive succession planning; and
- (e)** delegating day to day administration and the implementation of strategies approved by the Board to the Managing Director.

## Monitoring Performance

3.5 The Board is responsible for:

- (a)** approving criteria to assess the performance of senior executives and monitoring and, where necessary, evaluating senior executives against that criteria;
- (b)** developing and implementing a process for periodically evaluating the performance of the Board, any committees and individual directors;
- (c)** developing and implementing a skills matrix setting out the mix of skills and diversity that the Board has or is looking to achieve in its membership and consider this skills matrix when reviewing, proposing or appointing directors to the Board;
- (d)** where appropriate, engaging external consultants to conduct independent performance evaluations of the Board;

- (e) periodically, and in any event at least once annually review and evaluate the Board's compliance with this Charter and amend this Charter and the Company's other governance policies to meet the goals and objectives of the Board as they develop over time.

## Governance

3.6 The Board is responsible for:

- (a) ensuring the Company complies with the Constitution and all legal and regulatory obligations, including under the Corporations Act and the ASX Listing Rules;
- (b) ensuring ethical conduct within the Company and compliance with the Company's corporate governance policies;
- (c) overseeing the integrity of the Company's accounting and corporate reporting systems;
- (d) overseeing the Company's continuous disclosure process and compliance with the Company's Disclosure Policy;
- (e) monitoring and reviewing the ongoing performance and compliance of the Company's corporate governance practices, policies and procedures; and
- (f) preparation of an annual corporate governance statement in accordance with the ASX Listing Rules.

## Audit and Risk Management

3.7 The Board is responsible for:

- (a) with the recommendation of the Audit and Risk Committee, appointing the external auditor and determine its remuneration and terms of appointment;
- (b) ensuring that the Company establishes and maintains a risk management framework or policy appropriate to the Company's profile and operations;
- (c) identifying principal risks to the Company's business and establishing acceptable levels of risk within which the Board expects and permits the executive management of the Company to operate; and
- (d) reviewing and approving the Company's internal compliance and control, risk management and legal compliance systems to determine the integrity and effectiveness of those systems and to continually improve those systems.

## Code of Conduct

3.8 The Board is responsible for:

- (a) adopting and applying appropriate ethical standards in relation to the management of the Company and the conduct of the business; and

- (b)** monitoring compliance with the Company's Code of Conduct and other policies, including the Whistleblower Policy and Anti-bribery and Anti-Corruption Policy.

## People

3.9 The Board is responsible for:

- (a)** promoting and demonstrating the Company's desired culture, and satisfy itself that the culture is aligned with:
  - (i)** its purpose and values;
  - (ii)** acting lawfully, ethically, and responsibly; and
  - (iii)** relevant risk mitigation that supports the achievement of strategic objectives; and
- (b)** enhancing the contributions of the Company's people to support and further corporate objectives, including development, diversity and employment engagement.

## Health, Safety, Environment and Community

3.10 The Board is responsible for:

- (a)** promoting and demonstrating the Company's health, safety, environmental and community policies; and
- (b)** providing oversight and monitoring compliance with the health and safety policies and considering social, environmental and climate change impacts of the Company's activities.

## 4 BOARD COMPOSITION

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### Composition

4.1 The Board or the Company's shareholders may determine the size of the Board via resolution in accordance with the Constitution. The Board should be of sufficient size so that the Board's responsibilities may be comfortably met and that changes to the Board's composition can be managed without undue disruption while not being so large as to be unwieldy.

4.2 The Board should be comprised of:

- (a)** to the extent practicable given the size and composition of the Board from time to time, a majority of people who are independent directors; and
- (b)** a mix of executive and non-executive directors with a broad range of skills, expertise, experience and diversity of backgrounds.

### Independent Directors

4.3 All directors, whether independent or not, are expected to bring an independent judgement to bear on any Board matter.

- 4.4 An independent director is a director as determined by the Board.
- 4.5 For the purposes of this Charter, including clause 4.4, the Board will conduct a holistic assessment when determining whether a director is an "independent director".
- 4.6 The Board should periodically assess whether a director has remained or has become an independent director in accordance with the criteria outlined above.

### Appointing Directors

- 4.7 When considering the appointment of an individual to the Board or the proposed nomination of an individual for election, the Board will undertake appropriate checks before appointing the individual as a director or nominating the individual for election as a director. These checks will include enquiries regarding the individual's character, experience, education, criminal record and bankruptcy history.
- 4.8 When nominating an individual for election, the Company should provide its shareholders with all material information in its possession relevant to a decision as to elect or re-elect a director or not. Such material information may include, but is not limited to:
- (a)** biographical details (including relevant qualifications, skills and experience);
  - (b)** any other material directorships held by the individual;
  - (c)** a statement whether the Board does or does not support the election or re-election of the individual;
  - (d)** a statement whether the Board considers the individual is an independent director;
  - (e)** for candidates standing for election for the first time, a statement regarding:
    - (i)** whether any materially adverse information was revealed in the course of background checks referred to above; and
    - (ii)** any actual or prospective conflict of interest or material circumstances that may influence or reasonably be perceived to influence or impact upon the candidate's capacity to bring independent judgement and act in the best interests of the Company as a whole rather than in the interests of an individual security holder or other party; and
  - (f)** for directors standing for re-election:
    - (i)** the term of office currently served by the director; and
    - (ii)** any other material information likely to be relevant to shareholders.

## 5 Directors' Responsibilities

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- 5.1 Directors are at all times expected to:
- (a)** monitor the effectiveness of, and comply with, all the Company's corporate governance policies;
  - (b)** act in accordance with legal and statutory requirements; and
  - (c)** discharge their duties as directors in a manner which is consistent with the best interests of the Company as a whole, free of any actual or possible conflicts of interest;
  - (d)** maintain the confidentiality of all information acquired in the course of conducting their role and not make improper use of, or disclose to third parties, any confidential information unless that disclosure has been authorised by the Board or is required by law or by the ASX Listing Rules;
  - (e)** observe the principles of independence, accuracy and integrity in dealings with the Board, board committees, internal and external auditors, senior management and employees within the Company;
  - (f)** act in accordance with this Board Charter and disclose to the Board any actual or perceived conflicts of interest, whether of a direct or indirect nature, of which the director becomes aware and which the director reasonably believes is material, in that it may or may be perceived to influence their vote or compromise the reputation or performance of the Company; and
  - (g)** set a standard of honesty, fairness, integrity, diligence and competency in respect of the position of director.

### Director Agreements

- 5.2 The Company requires that all directors enter into a written agreement setting out the terms of their appointment. Directors are expected to participate in induction or orientation programs upon their election or appointment, and any continuing education or training arranged by the Company for them from time to time.

## 6 BOARD POSITIONS

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### Chair

- 6.1 The Chair of the Board should, where practicable, be an independent non-executive director.
- 6.2 The roles of the Chair and CEO (if any) will be exercised by separate individuals. The Chair is responsible for:
- (a)** leading the Board in reviewing and discussing Board matters;
  - (b)** chairing Board meetings and general meetings of the Company;

- (c) ensuring the efficient organisation and conduct of the Board's function;
- (d) facilitating effective contribution by all members of the Board and monitoring Board performance;
- (e) promoting constructive and respectful relationships between Board members and between the Board and the Company's executives;
- (f) managing and liaising with the Secretary; and
- (g) exercise of such specific and express powers as are delegated to the Chairman by the Board from time to time.

## Secretary

6.3 The Secretary is:

- (a) appointed and removed by the Board; and
- (b) reports and is accountable to the Board, through the Chair, on all matters to do with the proper function of the Board and any committee, including the obligations to:
  - (i) keep or cause to be kept a minute book of all minutes relating to the Board and any committee;
  - (ii) keep or cause to be kept a minute book of all minutes relating to general meetings of the Company;
  - (iii) keep or cause to be kept the Company's share register;
  - (iv) give or cause to give notice of all Board meetings and general meetings of the Company; and
  - (v) manage communications with the ASX about listing rule matters, including making disclosures to the ASX in accordance with the Company's Disclosure Policy.

## 7 BOARD MEETINGS

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### Overview

7.1 The Board will meet in accordance with the Constitution from time to time and as determined by the Board and, preferably will meet at least four times per year, and otherwise as often as the directors consider necessary to enable the directors and the Board to fulfil their duties and responsibilities to the Company (**Meeting**).

### Director's Obligations

7.2 Directors must:

- (a) if practicable, attend every Meeting, via any means permitted in accordance with the Constitution;
- (b) debate all issues arising at Meetings openly and constructively and utilise their particular skills, experience and expertise when discussing or debating issues;

- (c) keep all Meeting discussions and resolutions confidential, except where they are otherwise required or permitted to disclose them; and
- (d) diligently prepare for and participate in Meetings.

#### Advisors

- 7.3 The Board may require or invite the Company's executives, including the CEO or third-party consultants and advisors to attend Meetings, where necessary or desirable and to the extent prescribed by the Board at any time.

## 8 COMMITTEES

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### Overview

- 8.1 The Constitution permits the Board to designate one or more committees and delegate responsibility to these committees to consider and manage certain issues in further detail (**Committee**).
- 8.2 Subject to any resolution of the Board, a Committee may:
- (a) exercise any power or authority of the Board in the management of the business and affairs of the Company to the extent set out in the Constitution as prescribed by the Board; or
  - (b) consider specific issues or a particular remit, prepare reports and advise the Board.
- 8.3 Although the Board may delegate powers and responsibilities to Committees in accordance with the above, the Board remains ultimately accountable for discharging its duties.

### Composition

- 8.4 Committees must be comprised of one or more directors. Any appointment to or removal from a Committee must be resolved by the Board from time to time. When appointing Committee members the Board will consider a nominee's skills, experience and expertise as relevant to the Committees' remit.

### Committees

- 8.5 The Board has established the following Committees:
- (a) the Audit and Risk Committee, which is delegated the authority and tasked with considering the remit set out in the Company's Audit and Risk Committee Charter; and
  - (b) the Remuneration and Nomination Committee, which is delegated the authority and tasked with considering the remit set out in the Company's Remuneration and Nomination Committee Charter, and may establish other Committees from time to time by resolution as it sees fit.
- 8.6 The role and responsibilities of each Committee are set out in a charter for each Committee, which is approved by the Board, and available on the Company's website.

### Delegated authority – Managing Director

- 9.1 The Board has delegated to the Managing Director authority to manage the day to day operations of the Company. The Managing Director may sub-delegate their powers to any other executives or senior management as they consider appropriate, however the responsibility for the exercise of any sub-delegation remains with the Managing Director.
- 9.2 This delegation of authority includes responsibility for:
- (a)** developing business plans, budgets and strategies for consideration by the Board and, to the extent approved by the Board, implementing those plans, budgets and strategies;
  - (b)** operating the Company's business within the parameters set by the Board from time to time and keeping the Board informed of material developments in the Company's business;
  - (c)** where proposed transactions, commitments or arrangements exceed threshold parameters set by the Board, referring the matter to the Board for its consideration;
  - (d)** identifying and managing operational and other risks and where those risks could have a material impact on the Company's business, formulating strategies for managing and mitigating those risks, including for consideration and endorsement by the Board, as applicable;
  - (e)** managing the Company's financial and other reporting mechanisms, and control and monitoring systems, to ensure that these mechanisms and systems capture all relevant material information on a timely basis, are functioning effectively and are founded on a sound basis of prudential risk management;
  - (f)** implementing the policies and processes of the Company and the Company's Code of Conduct and facilitating the monitoring and reviewing of, and reporting against, those policies, processes and code;
  - (g)** ensuring that the Board is regularly provided with sufficient and accurate information in regard to the Company's operations and affairs, and in particular with respect to the Company's performance, financial condition, operations and prospects;
  - (h)** ensure compliance with the Company's continuous disclosure obligations, in accordance with ASX Listing Rules and the Corporations Act; and
  - (i)** faithfully and diligently perform the duties and exercise the powers assigned by the Board consistent with the position of a Managing Director of the Company and consistent with the best interests of the Company.

- 9.3 In fulfilling these duties, the Managing Director:
- (a)** reports directly to the Board;
  - (b)** provides prompt and full information to the Board regarding the conduct of the business; and
  - (c)** complies with reasonable directions given by the Board.

#### Executive and Director Agreements

- 9.4 The Company requires that all senior executives and directors enter into a written agreement setting out the terms of their appointment.

#### Confidential Information and External Communication

- 9.5 The Board has established the following principles to apply in respect of information of the Company:
- (a)** generally, the Chair will speak for the Company. Individual Board members are expected not to communicate on behalf of the Board or the Company without prior consultation with the Chair;
  - (b)** any disclosure of information to a shareholder which is not disclosed to the market must be approved under the Disclosure Policy and must comply with the ASX Listing Rules; and
  - (c)** all directors are required to keep all information provided to them in their capacity as a director confidential, unless it is required by law or by the ASX Listing Rules.

## 10 CONFLICTS OF INTEREST

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### Obligation

- 10.1 The directors of the Company are required to act in a manner which is consistent with the best interests of the Company as a whole, free of any actual or possible conflicts of interest.

### Dealing with conflicts

- 10.2 If a director considers that they may be in a position where there is a reasonable possibility of conflict between their personal or business interests, the interests of any person associated with them, or their duties to any other company on the one hand and the interests of the Company or their duties to the Company on the other hand, the director must:
- (a)** fully and frankly inform the Board about the circumstances giving rise to the conflict; and
  - (b)** unless the Board otherwise determines, abstain from voting on any motion related to the matter and absent themselves from all board deliberations relating to the matter, including receipt of Board papers concerning the matter.

## Consultation

- 10.3 If a director believes they may have a conflict of interest in relation to a particular matter, the director should immediately consult with the Chair (or in the case of the Chair, the Chair should immediately consult with the non-executive directors).

## 11 REMUNERATION

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### Non-Executive Remuneration

- 11.1 The level of non-executive director remuneration will be set by the Board with consultation and recommendations provided by the Remuneration and Nomination Committee or by shareholders as the Company's constitution may require.

### Executive Remuneration

- 11.2 The level of executive director and executive remuneration will be set by the Board with consultation and recommendations provided by the Remuneration and Nomination Committee.

### Remuneration Factors

- 11.3 When considering the appropriate remuneration for executive directors, non-executive directors and executives the Company will have regard to the following factors:
- (a)** market and peer benchmarking;
  - (b)** organisational performance generally;
  - (c)** shareholder sentiment;
  - (d)** financial capacity;
  - (e)** workload and performance;
  - (f)** ensuring the incentives for non-independent directors do not conflict with their obligations to bring an independent judgement to matters before the Board; and
  - (g)** any other relevant matters.

## 12 RELATED PARTY TRANSACTIONS

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- 12.1 The Board has delegated to the Audit and Risk Committee responsibility for reviewing and monitoring related party transactions and investments involving the Company and its directors.

#### Independent Advice

- 13.1 The Board collectively, and each director individually, may obtain independent professional advice at the Company's expense, as considered necessary to assist in fulfilling their relevant duties and responsibilities. However, individual directors who wish to obtain independent professional advice should seek the approval of the Chair (or in the case of the Chair, the chair of the Audit and Risk Committee), who, acting reasonably, may approve or deny the request.

#### Inconsistency with the Constitution

- 13.2 To the extent that there is any inconsistency between this Charter and the Company's Constitution, the Constitution will prevail.

#### Review of Charter

- 13.3 The Board will review and amend this Charter periodically and will communicate any amendments as appropriate.