

# CORPORATE GOVERNANCE STATEMENT

Pantoro Limited (**ASX:PNR**) (**Pantoro** or the **Company**) has adopted comprehensive Corporate Governance systems and processes through a variety of Governance Charters, Policies and Procedures which the Company makes available on its website at https://www.pantoro.com.au/about/corporate-governance/

This Corporate Governance Statement is current as of 26 September 2024 and approved by the Board of Directors.

The table below summarises the Company's compliance with the ASX Principles:

RECOMMENDATIONS (4TH EDITION)	EXPLANATION			
Principle 1: lay solid foundations for management and oversight				
Recommendation 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.	The Company has adopted a Board Charter that sets out the specific roles and responsibilities of the Board, the Chair and management and includes a description of those matters expressly reserved to the Board and those delegated to management.  The Board Charter sets out the role and specific responsibilities of the Board, requirements as to the Board's composition, the roles and responsibilities of individual Directors, the Chairman and Managing Director, as well as the roles and responsibilities of Executive Directors, Non-Executive Directors and management, details of the Board's relationship with management, details of the Board's performance review, and details of the Directors' right to seek independent advice.  The Company complied with this recommendation for the entirety of the period ending 30 June 2024.			
Recommendation 1.2  A listed entity should:  (a) undertake appropriate checks before appointing a person, or putting forward to security holders a candidate for election, as a Director; and  (b) provide security holders with all material information relevant to a decision on whether or not to elect or reelect a Director.	<ul> <li>(a) The Company has guidelines for the appointment and selection of the Board in its Nomination Charter. The Statement of Selection, Appointment and Re-Election of Directors Charter requires the Board to ensure appropriate checks are undertaken before appointing a Director (including a review of qualifications, capabilities, ability to serve, conflicts of interest and other relevant factors).</li> <li>(b) 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 the Notice of Meeting containing the resolution to elect or re-elect a Director.</li> <li>The Company complied with this recommendation for the entirety of the period ending 30 June 2024.</li> </ul>			
Recommendation 1.3  A listed entity should have a writter agreement with each Director and senior executive setting out the terms of their appointment.	The Company has written agreements with each of its Directors and Senior Executives.  The Company complied with this recommendation for the entirety of the period ending 30 June 2024.			
Recommendation 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.	The Board Charter sets out that the Company Secretary is accountable directly to the Board, through the Chair, on all matters to do with the proper functioning of the Board.  The Company complied with this recommendation for the entirety of the period ending 30 June 2024.			

# RECOMMENDATIONS (4TH EDITION)

# **EXPLANATION**

Recommendation 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:
  - the measurable objectives set for that period to achieve gender diversity;
  - (ii) the entity's progress towards achieving those objectives; and
  - (iii) either:
  - 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
  - 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.

- (a) The Company has adopted a Diversity Policy which provides a framework for the Company to establish and achieve measurable diversity objectives, including in respect of gender diversity. The Diversity Policy allows the Board to set measurable gender diversity objectives and to assess annually both the objectives if any have been set and the Company's progress in achieving them.
- (b) The Diversity Policy is available on the Company's website.
- (c) In relation to the reporting period ending 30 June 2024:
  - In August 2020 the Board set a measurable diversity target objective of 20% of the Directors, Senior Management and Workforce.
  - (ii) the respective proportions of men and women on the Board, in senior executive positions and across the whole organisation were:

Directors	17%
Senior Executives	25%
Head Office	38%
Entire Organisation	14%

Senior Executives are defined as direct reports to an Executive Director.

(iii) The Company will publish its Gender Equality Indicators on its website in 2024.

## Recommendation 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, in relation to each reporting period, whether a performance evaluation was undertaken in the reporting period in accordance with that process.
- (a) The Board is responsible for evaluating the performance of the Board, its committees and individual Directors on an annual basis. The process for this is set out in the Company's Board Performance Evaluation Policy, which is available on the Company's website.
- (b) The Company completed performance evaluations in respect of the Board this financial year in accordance with the above process.

The Company complied with this recommendation for the entirety of the period ending 30 June 2024.

## Recommendation 1.7

A listed entity should:

- (a) have and disclose a process for periodically evaluating the performance of its senior executives; and
- (b) disclose, in relation to each reporting period, whether a performance evaluation was undertaken in the reporting period in accordance with that process.
- (a) The Board is responsible for evaluating the performance of the Company's senior executives on an annual basis. The Remuneration Committee of the Board is responsible for evaluating the remuneration of the Company's senior executives on an annual basis. A senior executive, for these purposes, means key management personnel (as defined in the Corporations Act) other than a non executive Director. The applicable processes for these evaluations can be found in the Company's Board Performance Evaluation Policy and Remuneration Charter which are both available on the Company's website.
- (b) The Company completed performance evaluations in respect of senior executives for the financial year in accordance with the above process.

# RECOMMENDATIONS (4TH EDITION)

# **EXPLANATION**

## Principle 2: Structure the Board to add value

## Recommendation 2.1

The Board of a listed entity should:

- (a) have a nomination committee
  - (i) has at least three members, a majority of whom are independent Directors; and
  - (ii) is chaired by an independent Director,

#### and disclose:

- (iii) the charter of the committee:
- (iv) the members of the committee; and
- (v) 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, experience, independence and knowledge of the entity to enable it to discharge its duties and responsibilities effectively.

- (a) The Company does not have a Nomination Committee.
- (b) The Company does not have a Nomination Committee as the Board considers the Company will not currently benefit from its establishment. In accordance with the Company's Board Charter, the Board carries out the duties that would ordinarily be carried out by the Nomination Committee under the Nomination Charter, including the following processes to address succession issues and to ensure the Board has the appropriate balance of skills, experience, independence and knowledge of the entity to enable it to discharge its duties and responsibilities effectively:
  - devoting time at least annually to discuss Board succession issues and updating the Company's Board skills matrix; and
  - (ii) all Board members being involved in the Company's nomination process, to the maximum extent permitted under the Corporations Act and ASX Listing Rules.

The Company complied with this recommendation for the entirety of the period ending 30 June 2024.

# Recommendation 2.2

A listed entity should have and disclose a Board skill matrix setting out the mix of skills and diversity that the Board currently has or is looking to achieve in its membership.

The Company discloses a Board Skills Matrix on its website. The Board Skills Matrix was updated and approved during the year by the Board. The Company complied with this recommendation for the entirety of the period ending 30 June 2024.

## Recommendation 2.3

A listed entity should disclose:

- (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 of the ASX Corporate Governance Principles and Recommendation (4th Edition), but the Board is of the opinion that it does not compromise the independence of the Director, the nature of the interest, position, association or relationship in question and an explanation of why the Board is of that opinion; and
- (c) the length of service of each Director

- a) The Board Charter requires the disclosure of the names of Directors considered by the Board to be independent. The Company discloses those Directors it considers to be independent in its Annual Report and on its ASX website.
- (b) The Company discloses in its Annual Report, ASX website and this Corporate Governance Statement (see Recommendation 2.4) any instances where this applies and an explanation of the Board's opinion why the relevant Director is still considered to be independent.
- (c) The Company's Annual Report will disclose the length of service of each Director, as at the end of each financial year.

	COMMENDATIONS H EDITION)	EXPLANATION
	commendation 2.4	The Board currently comprises a total of six directors, of whom three are considered to be independent.
	ajority of the Board of a listed ty should be independent ectors.	Mr Colin McIntyre, Ms Fiona Van Maanen and Mr Wayne Zeukulich are considered independent by the Board.
		Tulla Private Group, a related entity of Mr Kevin and Mark Maloney owns a 50% interest in Resource Accommodation Management who own and operate a co-living accommodation village in the township of Norseman. The village is contracted to provide accommodation and meals to employees and contractors of the Company. The village contract with the Company was made on an arms length basis, and the Board does not consider that this compromises the independence of Mr Kevin and Mark Maloney. However, Mr Kevin Maloney and Mr Mark Maloney have significant shareholdings in the Company. Accordingly, the Board does not consider them independent.
		The Company did not comply with this recommendation for the entirety of the period ending 30 June 2024.
Rec	ommendation 2.5	The Chairman of the Company is an independent Director.
enti Dire not	Chair of the Board of a listed ty should be an independent ctor and, in particular, should be the same person as the CEO ne entity.	The Company complied with this recommendation for the entirety of the period ending 30 June 2024.
Rec	ommendation 2.6	In accordance with the Company's Nomination Charter and Board Charter, the Board
prog	A listed entity should have a program for inducting new Directors and providing appropriate	is responsible for the approval and review of induction and continuing professional development programs and procedures for Directors to ensure that they can effectively discharge their responsibilities.
prof opp Dire the to p	essional development ortunities for continuing octors to develop and maintain skills and knowledge needed erform their role as a Director ctively.	The Company complied with this recommendation for the entirety of the period ending 30 June 2024.
	nciple 3: Act ethically and respo	nsibly
-	ommendation 3.1	The values of the Company are disclosed on the Company's website in its Core Values
A lis	sted entity should articulate and	statement.
disc	lose its values.	The Company complied with this recommendation for the entirety of the period ending 30 June 2024.
	ommendation 3.2	(a) The Company's Employee Code of Conduct applies to the Company's Directors, senior executives and employees.
	have a code of conduct for its	The company also has a Directors and Executive Officers Code of Conduct which sets ethical standards for the Board and Executive Officers.
(1.)	Directors, senior executives and employees; and	(b) The Company's Employee Code of Conduct and the Directors and Executive Officers Code of Conduct are available on the Company's website.
	ensure that the board or a committee of the board is informed of any material breaches of that code.	The Company complied with this recommendation for the entirety of the period ending 30 June 2024.
Rec	ommendation 3.3	(a) The Company has a whistleblower policy which is available on the Company's
A lis	A listed entity should:	website.  (b) The Company's whistleblower policy requires that the Board or a Committee of the
(a)	have and disclose a whistleblower policy; and	Board is informed of any material incidents reported under the policy.
(b)	ensure that the board or a committee of the board is informed of any material incidents reported under that policy.	The Company complied with this recommendation for the entirety of the period ending 30 June 2024.
Rec	ommendation 3.4	(a) The Company has an anti-bribery and corruption policy which is available on the
A lis	ted entity should:	Company's website.
(a)	have and disclose an anti- bribery and corruption policy; and	(b) The Company's anti-bribery and corruption policy requires that the Board or a Committee of the Board is informed of any material breaches reported under the policy.
(b)	ensure that the board or committee of the board is informed of any material breaches of that policy.	The Company complied with this recommendation for the entirety of the period ending 30 June 2024.

# Principle 4: Safeguard integrity in financial reporting

## Recommendation 4.1

The Board of a listed entity should:

- (a) have an audit committee which:
  - (i) has at least three members, all of whom are nonexecutive Directors and a majority of whom are independent Directors; and
  - (ii) is chaired by an independent Director, who is not the Chair of the Board.

## and disclose:

- (iii) the charter of the committee:
- (iv) the relevant qualifications and experience of the members of the committee;
- (v) in relation to 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 an audit committee, disclose that fact and the processes it employs that independently verify and safeguard the integrity of its financial reporting, including the processes for the appointment and removal of the external auditor and the rotation of the audit engagement partner.

- (a) The Company has an Audit Committee (being the Audit & Risk Committee) which has three members all of whom are non-executive Directors and a majority of which are independent Directors. The Audit & Risk Committee is chaired by an independent director.
- (b) The Audit & Risk Committee Charter is disclosed on the Company's website. The relevant qualifications and experience of the members of the Audit & Risk Committee are disclosed on the Company's website and in the Annual Report and the Company discloses the number of meetings and individual attendances in its Annual Report.

The Company complied with this recommendation for the entirety of the period ending 30 June 2024.

## Recommendation 4.2

The Board of a listed entity should, before it approves the entity's financial statements for a financial period, receive from its CEO and CFO a declaration that 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 entity 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 obtains a Managing Director and CFO sign off on these terms for each of its financial statements in each financial year.

The Company complied with this recommendation for the entirety of the period ending 30 June 2024.

## Recommendation 4.3

A listed entity should disclose its process to verify the integrity of any periodic corporate report it releases to the market that is not audited or reviewed by an external auditor.

Periodic corporate reports (including Quarterly Reports) are prepared and reviewed by the Company's senior executives and technical staff before distribution to the Company's Directors. The senior executives, technical staff and Directors all undertake reviews of the reports before release to market.

RECOMMENDATIONS (4TH EDITION)	EXPLANATION			
Principle 5: Make timely and balanced disclosure				
Recommendation 5.1	(a) The ASX Disclosure Policy provides details the Company's disclosure requirements as required by the ASX Listing Rules and other relevant legislation.			
A listed entity should have and disclose a written policy for complying with its continuous disclosure obligations under Listing Rules 3.1	(b) The ASX Disclosure Policy is available on the Company website.			
	The Company complied with this recommendation for the entirety of the period ending 30 June 2024.			
Recommendation 5.2	The Company Secretary is tasked with ensuring all Directors receive copies of any			
A listed entity should ensure that its board receives copies of all material market announcements promptly after they have been made.	material market announcement promptly after they have been made.  The Company complied with this recommendation for the entirety of the period ending 30 June 2024.			
Recommendation 5.3	The Company releases any investor and analyst presentation to market if it contains			
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.	substantive or new information in accordance with the ASX Disclosure Policy.  The Company complied with this recommendation for the entirety of the period ending 30 June 2024.			
Principle 6: Respect the rights of se	ecurity holders			
Recommendation 6.1 A listed entity should provide information about itself and its	Information about the Company and its governance is available in the Corporate Governance Charters, Policies and Procedures which can be found on the Company's website.			
governance to investors via its website.	The Company complied with this recommendation for the entirety of the period ending 30 June 2024.			
Recommendation 6.2  A listed entity should have an investor relations program that facilitates effective two-way	The Company has adopted a Shareholder Communication 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 and is available on the Company's website.			
communication with investors.	The Company complied with this recommendation for the entirety of the period ending 30 June 2024.			
Recommendation 6.3  A listed entity should disclose how it facilitates and encourages participation at meetings of	Shareholders are encouraged to participate at all general meetings and AGMs of the Company. Upon the despatch of any notice of meeting to Shareholders, the Company Secretary shall send out material stating that all Shareholders are encouraged to participate at the meeting.			
security holders.	The Company complied with this recommendation for the entirety of the period ending 30 June 2024			
Recommendation 6.4 A listed entity should ensure that	The Company ensures that all substantive resolutions at a meeting of security holders are decided via a poll.			
all substantive resolutions at a meeting of security holders are decided by a poll rather than by a show of hands.	Since the 2021 AGM all resolutions at meetings of security holders have been decided via a poll. The Company complied with this recommendation for the entirety of the period ending 30 June 2024.			
Recommendation 6.5	The Shareholder Communication Policy provides that security holders can register			
A listed entity should give security holders the option to receive communications from, and send communications to, the entity and	with the Company to receive email notifications when an announcement is made by the Company to the ASX, including the release of the Annual Report, half yearly reports and quarterly reports. Links are made available to the Company's website on which all information provided to the ASX is immediately posted.			
its security registry electronically.	Shareholders queries should be referred to the Company Secretary at first instance.			
	The Company complied with this recommendation for the entirety of the period ending 30 June 2024.			

## Principle 7: Recognise and manage risk

## Recommendation 7.1

The Board of a listed entity should:

- (a) have a committee or committees to oversee risk, each of which:
  - has at least three members, a majority of whom are independent Directors; and
  - (ii) is chaired by an independent Director,

and disclose:

- (iii) the charter of the committee;
- (iv) the members of the committee; and
- (v) 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 process it employs for overseeing the entity's risk management framework.

- (a) The Company has a Risk Committee being the Audit & Risk Committee which has three members all of whom are non-executive Directors and a majority of which are independent Directors. The Audit & Risk Committee is chaired by an independent director.
- (b) The Audit & Risk Committee Charter is disclosed on the Company's website. The relevant qualifications and experience of the members of the Audit & Risk Committee are disclosed on the Company's website and in the Annual Report. The Company discloses the number of meetings and individual attendances in its Annual Report.

The Company complied with this recommendation for the entirety of the period ending 30 June 2024.

## Recommendation 7.2

The Board or a committee of the Board should:

- (a) review the entity's risk management framework with management at least annually to satisfy itself that it continues to be sound; and
- (b) disclose in relation to each reporting period, whether such a review has taken place.
- (a) The Audit & Risk Committee Charter requires that the Committee should, at least annually, satisfy itself that the Company's risk management framework continues to be sound.
- (b) In FY2024 the Board established a continuous review process of the Company's Charters, Policies and Procedures which are distributed to and reviewed by the Board on an ongoing basis throughout the year. In FY2024 this included the Company's Risk Management Policy.

The Company complied with this recommendation for the entirety of the period ending 30 June 2024.

# Recommendation 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
- (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 risk management and internal control processes.
- (a) The Audit & Risk Committee Charter provides for the Committee to monitor the need for an internal audit function. The Company does not currently have an internal audit function due to its size. The monitoring function is structured as follows:
  - (i) The Audit & Risk Committee shall discuss with management and the external auditors the adequacy and effectiveness of the accounting and financial controls, including the Company's policies and procedures to assess, monitor, and manage business risk, and legal and ethical compliance programs (eg the Company's Codes of Conduct).
  - (ii) Any opinion obtained from the external auditors on the Company's choice of accounting policies or methods should include an opinion on the appropriateness and not just the acceptability of that choice or method.
  - (iii) The Audit & Risk Committee shall periodically meet separately with management and the external auditors to discuss issues and concerns warranting committee attention, including but not limited to their assessments of the effectiveness of internal controls and the process for improvement.
  - (iv) The Audit & Risk Committee shall receive regular reports from the external auditor on the critical policies and practices of the Company, and all alternative treatments of financial information, within generally accepted accounting principles, that have been discussed with management.

#### **RECOMMENDATIONS EXPLANATION** (4TH EDITION) Recommendation 7.4 The Audit & Risk Committee assesses whether the Company has any material exposure to environmental and social risks and, if it does, how it manages or intends to manage those A listed entity should disclose risks whether it has any material The Company discloses that it is subject to general and specific risks relating to minerals exposure to environmental or social risks and, if it does, how it manages exploration in its Risk Management Policy and its Annual Report. The Risk Management or intends to manage those risks. Policy sets out how the company identifies and manages those risks. The Company complied with this recommendation for the entirety of the period ending 30 June 2024. Principle 8: Remunerate fairly and responsibly Recommendation 8.1 (a) The Company formed a Remuneration Committee in August 2020. The Board of a listed entity should: The Remuneration Committee has three members, one of which is an independent have a remuneration committee which: During the period, the Remuneration Committee was not chaired by an independent Director. has at least three members, (iii) The charter of the Remuneration Committee is disclosed on the Company's a majority of whom are independent Directors; and website. (iv) The members of the Remuneration Committee are disclosed on the Company's is chaired by an independent Director, and website and in its annual report. disclose: (v) The Company discloses the number of times the Remuneration Committee has (iii) the charter of the met and the attendance of the members at those meetings. committee: The Company did not comply with this recommendation for the entirety of the period (iv) the members of the ending 30 June 2024. committee: and (v) 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. Recommendation 8.2 Although not prescribed under the Company's Corporate Governance Charters, Polices and Procedures, the Board will disclose its policies and practices regarding the A listed entity should separately remuneration of Directors and senior executives, which is disclosed in the Company's disclose its policies and practices Annual Report. regarding the remuneration of non-executive directors and the The Company complied with this recommendation for the entirety of the period ending 30 remuneration of executive directors June 2024. and other senior executives. Recommendation 8.3 The Company has an equity based remuneration plan being the Incentive Plan under which options and performance rights may be granted. The Company requires through its Security Trading Policy that participants in the plan not enter into transactions (whether A listed entity which has an equitybased remuneration scheme through the use of derivatives or otherwise) which limit the economic risk of participating should: in the scheme). The Security Trading Policy is available on the Company's website. (a) have a policy on whether The Company complied with this recommendation for the entirety of the period ending 30 participants are permitted June 2024. 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.