



IRONBARK CAPITAL

ABN 89 008 108 227

CORPORATE GOVERNANCE STATEMENT

IRONBARK CAPITAL LIMITED

30 JUNE 2025

The Board of Ironbark Capital Limited has adopted a system of corporate governance in accordance with the *ASX Corporate Governance Principles and Recommendations – 4th edition* unless indicated. The Corporate Governance Statement provides a summary of those governance practices adopted by the Board. The Corporate Governance Statement dated 30 June 2025 has been approved by the Board on 26 August 2025.

The governance documents referred to in this statement are available in the Corporate Governance section on the Company's website

<https://ironbarkcapital.com/about/corporate-governance/>

Principle 1 – Lay solid foundations for management and oversight

Requirements of the Principle

Companies should establish and disclose the respective roles and responsibilities of board and management and review their performance.

Role of the Board

- Sets the objectives and direction of the Company
- Determines capital management initiatives
- Monitors the Company's performance
- Assesses and manages business risk and compliance with the regulatory standards
- Oversees and assesses the performance of the Investment Manager
- Appoints the Company Secretary and oversees the responsibilities delegated to the Company Secretary
- Appoints, oversees and reviews the relationships with external service providers, and
- Sets the values and ethical standards for the Company.

Operation of the Board

The Board meets regularly and liaises monthly on financial and investment matters with the review of the financial statements, NTA, investment performance and compliance reports. The Company Secretary is responsible for providing and co-ordinating information to the Board.

The Board approves all letters of engagement with external providers. This includes custody, tax and audit in addition to the administrative and investment management functions.

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Delegation to Management

The Company has no employees and has entered into an agreement with Kaplan Funds Management Pty Limited (KFM) to provide a range of management and administrative services. KFM is paid a fee for the costs in providing these services. KFM is also the Investment Manager to the Company.

Company Secretary

The Company Secretary is directly accountable to the Board through the Chairman on all corporate governance matters and any other matter to do with the function of the Board. All directors have direct communication to the Company Secretary. The Company has engaged Boardroom Group to provide Company Secretarial services.

Director Appointments and Evaluation of Performance

Prior to the appointment of a Director, the Board ensures the appropriate background checks are made before any appointment is made. Security holders are provided with all material information in its possession relevant to any decision on the election and re-election of a Director.

When evaluating performance, the Chairman meets with each Director individually at least annually to discuss issues including the performance and effectiveness of the Board. This is part of the continuous review of Directors by the Chairman. The Directors review the performance of the Chairman. The Board undertook a review of its performance for the year.

Agreements

Directors' terms of appointment are set out by letter at the time of their appointment. Each director has signed a written agreement setting out the terms of their appointment requiring disclosure of conflicts of interest; compliance with the entity's trading policy, anti-bribery and corruption policy and code of conduct; notification of and approval of any new director roles; Directors and Officers insurance; and taking professional advice.

Diversity Policy

The Board has a Diversity Policy which considers diversity to include factors such as gender, race, age, experience, religion, disability and cultural background. When a Board vacancy arises, the Board will consider the aforementioned factors when considering a suitable candidate. The appointment will ultimately be based on merit which will take into consideration the person's experience and ability to contribute to the corporate goals of the Company. Currently, the Board has three Directors, and a Company Secretary. The Company has no employees.

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Principle 2 – Structure the Board to be effective and add value

Requirements of the Principle

Companies should have a board of an effective composition, size and commitment with the knowledge of the entity to effectively discharge its responsibilities and duties.

Structure of the Board

Details of the Directors and their qualifications are set out in the Directors' Report in the Company's Annual Report available on the Company's website.

The Board is comprised of three Non-Executive Directors of which two are independent Directors. A majority of independent Directors has been maintained throughout the year in accordance with Recommendation 2.4. The independent Directors are:

- Robert Lord, Chairman
- Neal Hornsby

The independence of Directors provides assurance that they can exercise their judgement without interference from any business or other relationship.

The following matrix summarises the skills and experience of the current Board:

Investment Sector Experience	Number of Board Members
Funds Management/Investment	3
Finance/Strategy	3
Compliance/Risk Management	3
Board Operations	3

The Board is comprised of 3 non-executive directors, each of whom brings a wealth of experience in board directorship, investment management and compliance & risk management.

Rob Lord (Chair) is an experienced company director and senior business executive having held roles in several public and private companies across various international jurisdictions. He currently serves as Chairman of Wilh Wilhelmsen Investments Pty Ltd. Previously, he was a local Director and Head of Oceania for Wallenius Wilhelmsen Logistics Pty Ltd, part of Wallenius Wilhelmsen Logistics ASA, a global leader in vehicle, heavy cargo, and specialised equipment transportation. Prior to that, he was the Managing Director and Chief Executive of Gloucester Coal, a successful ASX 200 public-listed company focusing on coal mining and marketing. He also served as a Non-Executive Director of ASX listed Bathurst Resources.

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Samuel Kaplan is a Non-executive Director and Deputy Chair of Qube Holdings Limited, an ASX 100 listed company and Australia's largest integrated provider of import and export logistics services. He is also founder and managing director of Kaplan Funds Management Pty Limited, since its establishment in 1998, focusing on absolute return mandates and strategic investments. Kaplan Funds Management Pty Limited manages the portfolio of investments of Ironbark Capital Limited. Samuel Kaplan is associated with the largest shareholder of Ironbark Capital Limited. Mr Kaplan brings to the Board his expertise in funds management as well as extensive experience as public company director and working with listed entities including shareholder engagement and capital management.

Neal Hornsby is a Director of DRISK Consulting Pty Limited which provides consulting services in risk management and compliance to various fund managers and has extensive expertise in financial services, risk management, and regulatory compliance. Mr Hornsby brings a wealth of experience to the financial sector, having been the principle of a life office and having served as a senior executive at Australia's largest bank, with responsibility for the development and rollout globally of Wealth Management's risk and compliance frameworks. In 2009, Mr Hornsby was engaged by the APRA to project manage and lead the 2009–2010 Banking Crisis Simulation Exercise for the Council of Financial Regulators.

To assist directors in their independent role, each Director has the right to seek independent professional advice at the Company's expense, subject to prior consultation with the Chairman, so that they can meet their responsibilities as independent directors. A copy of any advice is made available to all Directors. All Directors are provided with access to continuing education opportunities to broaden their skills and knowledge enhancing their contribution to the Board.

Nomination Committee

The Board may establish committees to assist with its responsibilities. Due to the company's size, and with no company employees as the functions are outsourced, the nomination committee activities are undertaken by the Board.

The Board reviews the composition of the Board, succession planning and the process for appointment of Directors. Where necessary, advice from external consultants or specialists will be utilised.

The Charter of any committee is reviewed by the Board annually.

Principle 3 – Instil a culture of acting lawfully, ethically and responsibly

Requirements of the Principle

Companies should instil and reinforce a culture of acting lawfully, ethically and responsibly.

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Values

The values of the Company underpin the code of conduct and how the Company conducts its business dealings. The reputation of the Company is paramount, and the values are espoused in the Code of Conduct of honesty, integrity and fairness in dealings at all times; compliance with laws and regulations; and acting in the best interest of all shareholders.

Code of Conduct

The Board has adopted a Code of Conduct and Ethics requiring the Directors to act in the best interests of the Company and its shareholders with honesty, integrity and fairness in their dealings at all times. It also details how conflicts of interest should be avoided and the responsibility and accountability of individuals for reporting and investigating reports of unethical practises such as bribery or corruption, of which there is zero tolerance.

Whistleblower Policy

The Company's Whistleblower Policy allows stakeholders to report any unlawful or unethical behaviour through a policy that outlines the process and protections. The Board will be informed of any material incidents reported under the Policy.

KFM also has a whistleblower policy. Any incidents under this policy are required to be escalated directly to the Ironbark Board.

Securities Dealing

The Securities Dealing Policy outlines the trading restrictions of the Directors ensuring no conflict of interest, and transparency in personal trading in the Company's securities. It prohibits trading during closed periods including when privy to market sensitive information, yet to be made public.

Principle 4 – Safeguard the integrity of corporate reports

Requirements of the Principle

Companies should have formal processes that independently verify the integrity of its corporate reports.

Audit Committee role

The Board has established an Audit Committee with three directors, the majority of which are independent directors. The role of the Committee is to review the financial information provided to shareholders and regulators, oversee and manage the auditors and oversee and manage the risk management framework and the controls therein. The Audit Committee Charter sets out the roles and

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responsibilities of the Committee. The current members of the audit committee are Neal Hornsby (Committee Chair), Rob Lord and Sam Kaplan.

External Auditor

The External Auditor attends the Company's Annual General Meeting to answer questions from shareholders relevant to the audit.

Declarations on the Financial Reporting

The Board reviews the financials and performance monthly. The Board receives from the Investment Manager declarations indicating that the financial records have been properly maintained and the financial reports give a true and fair view of the results of the Company and are in accordance with the applicable accounting standards.

Principle 5 – Make timely and balanced disclosure

Requirements of the Principle

Companies are required to make timely and balanced disclosure of all matters that would have a material effect on the price/value of its securities, in accordance with its disclosure obligations as a listed company.

Continuous Disclosure

The Company is required as a listed Company to comply with the ASX Listing Rules on Continuous Disclosure. All information material to the Company's stakeholders is disclosed to the market in accordance with the rules. The Company Secretary is responsible for release of the information to the ASX and other regulators, with the ASX notifications available to all via the Company's website.

The Directors receive all information released to the ASX prior to its release. Any presentations are released to the ASX ahead of the relevant meeting.

Principle 6 – Respect the rights of security holders

Requirements of the Principle

Companies are required to provide security holders with the appropriate information to allow them to exercise their rights accordingly.

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Website

The Company's website provides the shareholder with information about the Company, its Board, governance policies, links to ASX announcements, Share Registry forms, Company reports, and portfolio and performance information.

Shareholder Communication

The Board has a policy of actively communicating with its shareholders. It has adopted a Communications Policy outlining how shareholders will receive or obtain information about the Company to facilitate this communication. The Board encourages shareholders to take advantage of receiving the monthly ASX NTA announcements, Annual Report and other shareholder communications through electronic notification by the Share Registry or via the Company's website. The Company's primary means of communication is via the share registry, the ASX, its website and directly at the AGM. Any specific enquiries from shareholders are dealt with by the Company Secretary and communicated to the Board as required.

Resolutions at Meetings

The Chairman of the meeting ascertains the voting intentions of the meeting from those attending in person or via an online platform. Any substantive resolutions will be decided by poll rather than a show of hands.

Principle 7 – Recognise and manage risk

Requirements of the Principle

Companies are required to establish a sound risk management framework and regularly review its effectiveness.

Audit Committee

The Board has an Audit Committee responsible for the controls and risk management, accounting policies and financial reporting.

The role of the Audit Committee is to review the financial information provided to shareholders and regulators, oversee and assess the audit function and oversee and manage the risk management framework and the controls therein. The Audit Committee meets at least two times per annum. The Chairman of the Audit Committee is independent and is not Chairman of the Board.

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Risk Management and Compliance

Due to the structure and size of the Company, it does not have a specific Risk Committee or an internal audit function. The Board through its Audit Committee is responsible for ensuring that systems are in place to identify, monitor and manage risks, and controls are in place to monitor and mitigate risks. The Board review of the risk management framework takes place at the end of each financial year. The Company Secretary/Investment Manager independently provide input to the effectiveness of the Company's framework as the administrative functions of the Company are outsourced.

KFM as Investment Manager is required to act in accordance with the Board approved investment management agreement and reports to the Board monthly on the portfolio's performance, and proposed actions for the upcoming period.

In addition, the Investment Manager is required to provide a half-yearly declaration that it has invested the Company's assets in accordance with the approved investment mandate and complied with the Investment Management Agreement requirements during the reporting period.

Environmental, Social and Governance Risk (ESG)

The Company does not have direct exposure to material environmental and social sustainability risks. However, as an investor, Ironbark may have indirect exposure to such risks through its investments. To mitigate the risk, the Investment Manager considers the environmental, social and governance risks of companies in which it invests in their investment decisions and planning as part of its broader investment strategy.

Principle 8 – Remunerate fairly and responsibly

Requirements of the Principle

Companies are required to remunerate their directors appropriately to attract and retain high quality directors and align their interests, creating value for shareholders in accordance with the Company's values and risk appetite.

Remuneration of Directors

Due to the Company's size, and with no Company employees as the functions are outsourced, the remuneration committee activities are undertaken by the Board.

The Board makes specific recommendations as to the appropriate remuneration based on independent advice and comparable organisations. This is reviewed annually by the Board in accordance with the

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responsibilities and the activity within the Company. No director individually determines their remuneration. Details of directors' remuneration are set out in the Company's Annual Report.