Ballard Mining Limited ACN 685 311 577 CORPORATE GOVERNANCE STATEMENT

INTRODUCTION

The Board and management of Ballard Mining Limited (**Ballard** or the **Company**) have adopted comprehensive systems of control and accountability as the basis for the administration of corporate governance. The Board is committed to administering the Company's policies and procedures with openness and integrity, pursuing the true spirit of corporate governance commensurate with the Company's needs.

This Corporate Governance Statement details Ballard's compliance with the ASX Corporate Governance Council's Corporate Governance Recommendations and Principles (4th edition) (**ASX Recommendations**). The Company's main corporate governance policies and practices as at 29 May 2025 are detailed below. The Company's full suite of corporate governance policies are available in a dedicated corporate governance information section of the Company's website at https://ballardmining.com.au/.

Corporate Governance Principles and Recommendations	Comply (Yes/No)	Explanation
Principle 1: Lay solid foundations for ma	nagement 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. 	YES	The Company has adopted a Board Charter (Board Charter) that details the specific roles and responsibilities of the board of directors (Board) and management. The Board Charter details the responsibilities and functions of the Board. The Board may delegate consideration to a committee of the Board specifically constituted for the relevant purpose. The Board Charter details the specific responsibilities and duties of the Board, the requirements as to the Board's composition and details about Board meeting processes.
 Recommendation 1.2 A listed entity should: (a) undertake appropriate checks before appointing a director or senior executive or putting someone forward for election as a director; and (b) provide security holders with all material information in its possession relevant to a decision on whether or not to elect or re-elect a director. 	YES	The Company has established a Remuneration and Nomination Committee (Remuneration Committee), which is governed by the Remuneration and Nomination Committee Charter (Remuneration Committee) the Remuneration Committee is responsible for, amongst other matters, reviewing and advising the Board on the composition of the Board and its committees and advising on the process of recruitment, appointment and re-election of directors. The Remuneration Committee Charter notes that in considering any election, appointment or reappointment of the Board, the Remuneration Committee will consider the necessary and desirable competencies of any directors and proposed directors. The Remuneration Committee will also ensure that the Company undertakes the appropriate checks before appointing a person or putting forward to shareholders a candidate for election. The Remuneration Committee Charter also states that the Remuneration Committee will ensure that the Company provides shareholders with all material information in its possession relevant to a decision on whether or not to elect or re-elect a director. The Company's annual report will disclose all directors' skills and experience. The Remuneration Committee Charter also notes that before appointment to the Board, candidates for selection, election or re-election must confirm they will have sufficient time to fulfill their office, in light of other commitments.
Recommendation 1.3 A listed entity should have a written agreement with each director and senior executive setting out the terms of their appointment.	YES	The Company has a written agreement with each director and senior executive setting out the terms of their appointment. Following listing on the ASX, the Company will disclose any material variations to these agreements in accordance with the ASX Listing Rules. The Company has a written agreement with each non-executive director setting out the terms of their appointment.

Corporate Governance Principles and Recommendations	Comply (Yes/No)	Explanation
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.	YES	The Board Charter provides that the company secretary is accountable to the Board through the chairperson of the Board (Chair) on all matters to do with the proper functioning of the Board. The Board Charter provides that the Board appoints and removes the company secretary and that all directors are to have direct access to the company secretary.
 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: (i) the measurable objectives set for that period to achieve gender diversity; (ii) the entity's progress towards achieving those objectives; and (iii) either: (A) 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 (B) if the entity is a "relevant employer" under the Workplace Gender Equality Act, the entity's most recent 	YES	The Company has a Diversity Policy which applies to all employees, officers and directors of the Company. The Diversity Policy provides that the Board and Remuneration Committee are responsible for setting measurable objectives to promote gender diversity and the Company's progress in achieving them. The Diversity Policy's effectiveness is measured at least annually. The Diversity Policy will be made available on the Company's website. The Diversity Policy provides that the objectives set for a reporting period and the progress towards achievement of gender diversity on the Board as well as in senior executive positions and across the workforce generally.

Corporate Governance Principles and Recommendations	Comply (Yes/No)	Explanation
"Gender Equality Indicators", as defined in and published under that Act. If the entity was in the S&P / ASX 300 Index at the commencement of the reporting period, the measurable objective for achieving gender diversity in the composition of its board should be to have not less than 30% of its directors of each gender within a specified period.		
 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 for each reporting period, whether a performance evaluation has been undertaken in accordance with that process during or in respect of that period. 	YES	The Board Charter provides that the Board will regularly carry out a review of its performance, its committees and each director. The Chair is tasked with managing this process along with the Remuneration Committee. The process will be conducted on an informal basis and against pre-determined objectives set by the Remuneration Committee. The Board will disclose at the conclusion of each reporting period whether a performance evaluation was undertaken.
 Recommendation 1.7 A listed entity should: (a) have and disclose a process for evaluating the performance of its senior executives at least once every reporting period; and (b) disclose for each reporting period whether a performance evaluation has been undertaken in accordance with that process during or in respect of that period. 	YES	The Board Charter provides that the Board will regularly carry out a formal review of the performance of the Managing Director and other senior management against guidelines approved by the Board. The Managing Director will conduct the review for senior executives that have direct reports. The Board will be responsible for the Managing Director's review. The Board will confirm annually whether this review has taken place.

Corporate Governance Principles and Recommendations	Comply (Yes/No)	Explanation
Principle 2: Structure the board to add va	alue	
 Recommendation 2.1 The board of a listed entity should: (a) have a nomination committee which: (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 	YES	The Board has prepared the Remuneration Committee Charter outlining the responsibilities of the Board. The Remuneration Committee comprises of three members (being, Messrs Simon Lill (Chair), Stuart Mathews and James Croser), majority of whom are independent directors. The Remuneration Committee is chaired by an independent director. The Remuneration Committee Charter will be made available on the Company's website. The Company will, at the end of each reporting period, disclose in its annual report the number of times the Remuneration Committee met throughout the period and the individual attendances of the members at those meetings.
(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, knowledge, experience, independence and diversity to enable it to discharge its duties and responsibilities effectively.		
Recommendation 2.2 A listed entity should have and disclose a board skills matrix setting out the mix of skills	PARTIALLY	The Board (with the assistance of the Remuneration Committee) will adopt a create and maintain a skills matrix setting out the mix of skills and diversity that the Board currently has or is looking to achieve in its membership. The Company will disclose this skills matrix on its website.

Corporate Governance Principles and Recommendations	Comply (Yes/No)	Explanation
that the board currently has or is looking to achieve in its membership.		
 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 or relationship of the type described in Box 2.3 but the board is of the opinion that it does not compromise the independence of the director, the nature of the interest, position, or relationship in question and an explanation of why the board is of that opinion; and (c) the length of service of each director 	YES	 The Board considers that Messrs Stuart Mathews and Simon Lill are free from any interest, position, association or relationship that might influence, or reasonably be perceived to influence, the independent exercise of the director's judgement and that they are able to fulfil the role of independent director for the purpose of the ASX Recommendations. Messrs Paul Brennan, Tim Manners and James Croser are currently considered by the Board not to be independent for the following reasons: (a) Mr Paul Brennan, as Managing Director and Chief Executive Officer, is currently employed in an executive capacity by the Company and is eligible to receive performance-based remuneration (including equity incentives); (b) Mr Tim Manners, as Finance Director and Chief Financial Officer, is currently employed in an executive capacity by the Company and is eligible to receive performance-based remuneration (including equity incentives); and (c) Mr James Croser is currently the Managing Director of Delta Lithium Limited, which will be a substantial shareholder post Ballard's admission to the official list of the ASX.
Recommendation 2.4 A majority of the board of a listed entity should be independent directors.	NO	 Clause 4 of the Board Charter provides that the majority of the Board should, to the extent practicable given the size and composition of the Board from time to time, be comprised of independent directors. However, at the date of this document, the Board will be comprised of two independent directors and three non-independent directors. The Board acknowledges this recommendation but nevertheless, the Board believes that each of the non-independent directors brings objective and unbiased judgement to the Board's deliberations and that each of Messrs Croser, Brennan and Manners make invaluable contributions to Ballard through their considerable skills, experience and deep undertaking of the mining industry.
Recommendation 2.5 The chair of the board of a listed entity should be an independent director and, in particular, should not be the same person as the CEO of the entity.	YES	The Company's Chair, Mr Simon Lill, is an independent director. Mr Lill does not fulfil the role of CEO.
Recommendation 2.6	YES	The Remuneration Committee Charter provides that the Remuneration Committee will establish and facilitate an induction program for new directors with all such information and advice which may be

Corporate Governance Principles and Recommendations	Comply (Yes/No)	Explanation
A listed entity should have a program for inducting new directors and for periodically reviewing whether there is a need for existing directors to undertake professional development to maintain the skills and knowledge needed to perform their role as directors effectively.		considered necessary or desirable for the director to commence their appointment to the Board. The Remuneration Committee Charter also provides that the Remuneration Committee will provide, or procure the provision of, continuing education to the directors for the purposes of updating and maintaining their skills and knowledge.
Principle 3: Act ethically and responsibly		
Recommendation 3.1	YES	The Company has a Code of Conduct which conveys the Company's values.
A listed entity should articulate and disclose its values.		
Recommendation 3.2	YES	The Company has a Code of Conduct which applies to every director, officer, employee, authorised representative, contractor or consultant of the Company or any subsidiary of the Company.
A listed entity should: (a) have and disclose a code of conduct for		The Code of Conduct will be made available on the Company's website.
its directors, senior executives and employees; and		The Code of Conduct provides that the Board is ultimately responsible for the Code of Conduct and monitoring its compliance. Material breaches of the Code of Conduct will be reported to the Board or a
(b) ensure that the board or a committee of the board is informed of any material breaches of that code.		committee of the Board. Everyone is responsible for escalating such breaches to their director report to ensure that any material breaches are report to the Board.
Recommendation 3.3	YES	The Company has adopted a Whistleblower Policy which applies to officers and employees of the Company. This policy will be made available on the Company's website.
A listed entity should: (a) have and disclose a whistleblower		The Whistleblower Policy provides that the Board or its delegated committee will be informed of any
policy; and		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.		
Recommendation 3.4	YES	The Company has adopted a formal Anti-Bribery and Anti-Corruption Policy which applies to all
A listed entity should:		persons acting (whether authorised or unauthorised) on behalf of the Company at all levels, including
(a) have and disclose an anti-bribery and corruption policy; and		

Corporate Governance Principles and Recommendations	Comply (Yes/No)	Explanation
(b) ensure that the board or a committee of the board is informed of any material		officers, directors, temporary staff, contractors, consultants and employees of the Company. This policy will be made available on the Company's website.
breaches of that policy.		The Anti-Bribery and Anti-Corruption Policy provides that all material breaches of the Policy must be reported to the Board.
Principle 4: Safeguard integrity in financi	al reporting	
Recommendation 4.1 The board of a listed entity should:	YES	The Company has established Risk and Audit Committee (Risk Committee), which is governed by the Risk and Audit Committee Charter (Risk Committee Charter).
(a) have an audit committee which:		The Risk Committee comprises of all non-executive directors, a majority of whom are independent directors (being, Messrs Stuart Mathews (Chairman), Simon Lill and James Croser).
 (i) has at least three members, all of whom are non-executive directors and a majority of whom are 		The Risk Committee is chaired by non-executive director, Mr Stuart Mathews who is not the chair of the Board.
independent directors; and		The Risk Committee Charter will be made available on the Company's website.
(ii) is chaired by an independent director, who is not the chair of the		All directors' qualifications and experience are detailed in the Prospectus dated 30 May 2025 issued by the Company, and will be included in the Company's annual report.
board, and disclose:		The Risk Committee will meet as often as the Risk Committee members deem necessary to discharge its role effectively, but not less than two times annually having regard to the Company's reporting and
(iii) the charter of the committee;		financial audit cycle. The number of times they meet and individual attendance will be disclosed in the Company's annual report.
 (iv) the relevant qualifications and experience of the members of the committee; and 		The Risk Committee is responsible for reviewing and assessing the appointment, qualifications, independence, performance and remuneration of, and relationship with, the Group's external auditors and the integrity of the audit process as a whole.
 (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 corporate reporting, including the processes for the appointment and removal of the		

Corporate Governance Principles and Recommendations	Comply (Yes/No)	Explanation
external auditor and the rotation of the audit engagement partner.		
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, 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 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.	YES	The Risk Committee Charter provides that the Risk Committee will review the Company's financial statements with management and its external auditor before providing their recommendation to the Board with regard to approval of the statements. The Risk Committee is also responsible for ensuring that the appropriate processes are in place to form the basis upon which the persons performing the function of Chief Executive Office and Chief Financial Officer provide the recommended declarations in relation to the Company's financial statements.
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.	YES	The Risk Charter provides the process for the Risk Committee to prepare and present financial statements and reports.
Principle 5: Make timely and balanced dis	closure	
Recommendation 5.1 A listed entity should have and disclose a written policy for complying with its continuous disclosure obligations under listing rule 3.1.	YES	The Company has adopted a Continuous Disclosure Policy, will be made available on the Company's website.
Recommendation 5.2 A listed entity should ensure that its board receives copies of all material market announcements promptly after they have been made.	YES	The Continuous Disclosure Policy notes that the Board will be provided with copies of all material market announcements promptly after they have been made.

Corporate Governance Principles and Recommendations	Comply (Yes/No)	Explanation
Recommendation 5.3 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.	YES	The Continuous Disclosure Policy provides that a copy of any new and substantive investor or analyst presentation must be released to ASX prior to the presentation being made.
Principle 6: Respect the rights of security	y holders	
Recommendation 6.1 A listed entity should provide information about itself and its governance to investors via its website.	YES	The Company will provide information about itself and its governance on its website pursuant to its Shareholder Communication Policy.
Recommendation 6.2 A listed entity should have an investor relations program that facilitates effective two-way communication with investors.	YES	The Company's Shareholder Communication Policy provides for an investor relations program which actively encourages two-way communication:
		 (a) through the Company's annual general meetings, where shareholder participation is actively encouraged and facilitated and (b) by providing shareholders with information via the investor section of the Company's website and the option to receive email communications and send email communications directly to the Company and to the Company's share registry.
Recommendation 6.3	YES	The Company will disclose a copy of its Shareholder Communication Policy on its website.
A listed entity should disclose how it facilitates and encourages participation at meetings of security holders.		
Recommendation 6.4 A listed entity should ensure that all substantive resolutions at a meeting of security holders are decided by a poll rather than by a show of hands.	YES	The Board Charter provides that the Chair must ensure that all substantive resolutions at a meeting of security holders must be decided by a poll rather than by a show of hands.

Corporate Governance Principles and Recommendations	Comply (Yes/No)	Explanation
Recommendation 6.5 A listed entity should give security holders the option to receive communications from, and send communications to, the entity and its security registry electronically.	YES	The Company's Shareholder Communication Policy provides shareholders the option to receive email communications and send email communications directly to the Company and to the Company's share registry.
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: (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 risk committee or committees that satisfy (a) above, disclose that fact and the processes it employs for overseeing the entity's risk management framework. 	YES	The Company has established the Risk Committee, which is governed by the Risk Committee Charter. The Risk Committee comprises of all non-executive directors, a majority of whom are independent directors (being, Messrs Stuart Mathews (Chairman), Simon Lill and James Croser). The Risk Committee is chaired by non-executive director, Mr Stuart Mathews who is not the Chair of the Board. The Risk Committee Charter will be made available on the Company's website. All directors' qualifications and experience are detailed in the Prospectus dated 30 May 2025 issued by the Company, and will be included in the Company's annual report. The Risk Committee will meet as often as the Risk Committee members deem necessary to discharge its role effectively, but not less than two times annually having regard to the Company's reporting and financial audit cycle. The number of times they meet and individual attendance will be disclosed in the Company's annual report.

Corporate Governance Principles and Recommendations	Comply (Yes/No)	Explanation
 Recommendation 7.2 The board or a committee of the board should: (a) review the entity's risk management framework at least annually to satisfy itself that it continues to be sound and that the entity is operating with due regard to the risk appetite set by the board; and (b) disclose, in relation to each reporting period, whether such a review has taken place. 	YES	The Risk Committee Charter provides that the Risk Committee is responsible for reviewing the risk framework of the Company at least annually to satisfy itself that it continues to be sound and is operating with due regard to the risk appetite set by the Board. At the conclusion of each reporting period, the Company will disclose whether such a review has taken place.
 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 governance, risk management and internal control processes. 	YES	The Risk Committee Charter provides that the Risk Committee is responsible for reviewing and reporting to the Board on the effectiveness of the Company's internal control, and reviewing and reporting to the Board on the effectiveness of internal systems and process for identifying, managing and monitoring material business risks. The Risk Committee Charter provides that the Risk Committee is also required to manage audit arrangements and auditor independence, including considering whether an internal audit function is required, and if not, ensuring that the Company discloses the processes it employs to evaluate and improve its risk management and internal control processes.
Recommendation 7.4 A listed entity should disclose whether it has any material exposure to environmental or social risks and, if it does, how it manages or intends to manage those risks.	YES	The Company will disclose whether it has any material exposure to economic, environmental and social sustainability risks, and if it does, how it manages or intends to manage those risks.
Principle 8: Remunerate fairly and respon	nsibly	
Recommendation 8.1 The board of a listed entity should:	YES	The Company has established the Remuneration Committee, which is governed by the Remuneration Committee Charter. The Remuneration Committee is responsible for, amongst other matters, reviewing

	porate Governance Principles and ommendations	Comply (Yes/No)	Explanation
(a)	have a remuneration committee which: (i) has at least three members, a		and advising the Board on the composition of the Board and its committees and advising on the process of recruitment, appointment and re-election of directors.
	majority of whom are independent directors; and		The Remuneration Committee comprises of three members, a majority of whom are independent directors (being, Messrs Simon Lill (Chairman), Stuart Mathews and James Croser).
	(ii) is chaired by an independent		The chair of the Remuneration Committee is an independent director, Mr Simon Lill.
	director,		The Remuneration Committee Charter will be made available on the Company's website.
	and disclose:		The members of the Remuneration Committee will be disclosed in the Company's annual report.
	(iii) the charter of the committee;		At the end of each reporting period, the Company will disclose in its annual report the number of times the
	(iv) the members of the committee; and		Remuneration Committee met throughout the period and the individual attendances of the members at those meetings.
	 (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.		
A lis polic rem the	ommendation 8.2 ted entity should separately disclose its sies and practices regarding the uneration of non-executive directors and remuneration of executive directors and or senior executives.	YES	The Company discloses its policies and practices regarding the remuneration of directors and senior executives in the Remuneration Committee Charter, which will be made available on the Company's website.
A lis	ommendation 8.3 ted entity which has an equity based uneration scheme should:	YES	The Company's Securities Trading Policy prohibits directors and senior management from trading in financial products that limit the economic risk of security holdings (e.g. hedging arrangements). The Securities Trading Policy will be made available on the Company's website.

Corporate Governance Principles and Recommendations	Comply (Yes/No)	Explanation
 (a) have a policy on whether participants are permitted 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. 	(reanto)	
Principle 9: Additional recommendation that apply only in certain cases.		
The following additional recommendations apply to the entities described within them.		
Recommendation 9.1	N/A	
A listed entity with a director who does not speak the language in which board or security holder meetings are held or key corporate documents82 are written should disclose the processes it has in place to ensure the director understands and can contribute to the discussions at those meetings and understands and can discharge their obligations in relation to those documents.		
Recommendation 9.2	N/A	
A listed entity established outside Australia should ensure that meetings of security holders are held at a reasonable place and time.		
Recommendation 9.3	N/A	
A listed entity established outside Australia, and an externally managed listed entity that has an AGM, should ensure that its external auditor attends its AGM and is available to answer questions from security holders relevant to the audit.		