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21/10/2024

TerraCom

ASX Announcement

2024 Corporate Governance Statement

The Board of TerraCom Limited (TerraCom or Company) is responsible for the overall corporate governance of the Company. The Board of directors' guide and monitor the business and affairs of the Company, on behalf of shareholders by whom they are elected and to whom they are accountable. Day-to-day management of the Company's affairs and implementation of its strategy and policy initiatives are delegated to the Managing Director and senior executives, who operate in accordance with Board approved policies and delegated limits of authority.

The Board has assessed the Company's practices against the Australian Securities Exchange Corporate Governance Principles and Recommendations – 4th edition (**ASX Recommendations**) for the year ended 30 June 2024 and the Corporate Governance Statement below outlines the extent to which the ASX Recommendations have been followed during the reporting period.

The Corporate Governance Statement reports on the key governance principles and practices of the Company as at 30 June 2024 and up to the date of this announcement.

This announcement has been approved by the Board for release.

For further enquiries please contact:

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About TerraCom Limited

TerraCom Limited (ASX: TER) is an Australian based mining resources company with a global footprint, comprising a large portfolio of operating assets in Australia and South Africa within the coal sectors. We are a renowned low-cost producer focused on delivering exceptional outcomes from our high yielding diversified asset portfolio for its investors. To learn more about TerraCom visit terracomresources.com.

Principle 1: Lay solid foundations for management and oversight

No.	ASX Corporate Governance Principles and Recommendation	Company Response
1.1	A listed entity should disclose: (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 Board has adopted a formal Board Charter, which sets out the functions reserved to the Board. The Board Charter is available on the Company's website www.terracomresources.com. As at 30 June 2024, the Board consisted of five directors (one executive director, three independent non-executive directors and one non-independent non-executive director). At the date of this report, the Board composition remains the same as noted above. The Company has a small corporate team located in Australia and operational management teams in both Australia and South Africa who support the Board.
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 in its possession relevant to a decision on whether or not to elect or re-elect a director.	Directors are appointed in accordance with the terms of the Company's constitution. Before a director is appointed or put forward to shareholders as a candidate for election, the Group will undertake appropriate checks. These checks may include, but are not limited to, checks on a person's character, experience, education and bankruptcy history. The Group will also provide shareholders with relevant information about any Director standing for election or reelection.

No.	ASX Corporate Governance Principles and Recommendation	Company Response
1.3	A listed entity should have a written agreement with each director and senior executive setting out the terms of their appointment.	Each director has entered into a formal letter of appointment with the Company, which sets out core terms of the director's responsibilities and obligations to the Company. Each senior executive has a written contract which sets out the terms of their appointment, including their responsibilities and
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 Company Secretary is accountable directly to the Board, through the Chair, on all matters to do with proper functioning of the Board. Communication between the Board and Company Secretary is imperative. The role of the Company Secretary is outlined in the Board Charter.
1.5	A listed entity should: (a) have a diversity policy which includes requirements for the board or a relevant committee of the board to set measurable objectives for achieving gender diversity and to assess annually both the objectives and the entity's progress in achieving them; (b) disclose that policy or a summary of it; and (c) disclose as at the end of each reporting period the measurable objectives for achieving gender diversity set by the board or a relevant	The Company has a diversity policy, and a copy of the policy can be found on the Company's website www.terracomresources.com. The Company recognises people are its most important asset and is an equal opportunity employer committed to promoting workplace diversity across the organisation. Given the size of the organisation, the Board has not set measurable objectives with respect to gender composition of the workforce or the Board, however, the Company takes a proactive approach towards diversity and females are well represented across all levels of the business.

No.	ASX Corporate Governance Principles and Recommendation	Company Response		
	committee of the board in accordance with the entity's diversity policy and its progress towards achieving	As at 30 June 2024, the following proportion of racross the organisation:	men and wo	
	them, and either:		Men	Women
	(1) the respective proportions of men and women on the	Board (including Company Secretary)	5	1
	board, in senior executive	Senior Executives	2	1
	positions and across the	Management	7	3
	whole organisation (including how the entity	Australian Business Unit	176	47
	has defined "senior executive" for these purposes); or (2) 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.	Note: includes employee contractors.	es only, not	
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.	The Board acknowledge regular review of its perf performance of its commappropriate measures. committed to periodicall its committees and the I and effectiveness but or The last formal board evaluate completed by a third paragraph June 2020. The board eat this time was an online the views of each board Board's performance over	formance and inittees aga. The Board in the	nd the inst s y the Board, erformance ds basis. hich was lertaken in ompleted and sought s to the

No.	ASX Corporate Governance Principles and Recommendation	Company Response
		12 month period. All directors completed the survey.
		No board performance assessment has been undertaken since.
1.7	A listed entity should: (a) have and disclose a process for periodically evaluating the performance of its senior	The annual formal performance assessment of the Company's senior executives occurs in August/September each year.
	executives; and (b) disclose, in relation to each reporting period, whether a performance evaluation was undertaken in the reporting period in accordance with that	Details of how the Company assesses performance are set out in the Remuneration Report of the FY2024 Annual Report.
	process.	

Principle 2: Structure the board to be effective and add value

No.	ASX Corporate Governance	Company Response
140.	Principles and Recommendation	Company Response
2.1	The board of a listed entity	The Company does not have a fully
	should:	constituted Nominations Committee as the
	(a) have a nomination committee	Board believes that establishing a separate
	which:	Nominations Committee at this time would
	(1) has at least three	contribute little to the Company's effective
	members, a majority of	governance. As and when required, the full
	whom are independent	Board participates as the Nominations
	directors; and	Committee in order to fulfil its corporate
	(2) is chaired by an	governance responsibilities.
	independent director,	
	and disclose:	As at 30 June 2024, the Nomination
	(3) the charter of the	Committee, which comprises the full Board,
	committee;	had five directors (one executive director,

No.	ASX Corporate Governance Principles and Recommendation	Company Response
	(4) the members of the committee; and (5) 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, knowledge, experience, independence and diversity to enable it to discharge its duties and	three independent non-executive directors and one non independent non-executive director). Responsibilities of the Nomination Committee are outlined in the Company's Board Charter. No separate attendance is maintained for the Nomination Committee as relevant responsibilities are completed as part of the board of director meetings. If vacancies arise on the Board, directors are involved in the search and recruitment of a replacement. The Board seeks to achieve a balance of entrepreneurial, capital markets, technical, operational, commercial and financial skills from mining industry and broader business backgrounds.
2.2	responsibilities effectively. A listed entity should have and disclose a board skills matrix setting out the mix of skills and diversity that the board currently has or is looking to achieve in its membership.	The formal Board Charter requires the Board comprise Directors with a broad range of skills, expertise and experience from a diverse range of backgrounds. Board composition is reviewed annually to consider whether it has the appropriate mix of directors with the expertise and experience suitable for the purpose of fulfilling its collective responsibilities on behalf of shareholders.

	ASX Corporate Governance	
No.	Principles and Recommendation	Company Response
		Where a vacancy exists, for whatever reason, or where it is considered that the Board would benefit from the services of a new director with particular skills, the Board will select
		candidates with the relevant qualifications, skills and experience.
		The Board is comprised of five directors from diverse backgrounds with a range of business experience, skills and attributes. The following list demonstrates the skills and experience of the directors across several areas that are relevant to the Company's operations.
		Leadership & governance
		- legal
		 previous board experience, including
		public listed company experience
		- strategy
		- leadership
		- regulatory experience Technical & Operations
		- Mining Resources and Minerals
		Processing Industry experience
		- Project delivery
		- Marketing
		Health, Safety, Environment and Community
		Business, finance & risk
		- Accounting
		- Finance
		- Risk management
		- Private equity
		Sustainability and stakeholder management
		- Investor relations
		- Community relations

iternational business expertise
·
ate of this report, the Board consists frectors (one executive director, three dent non-executive directors and one pendent non-executive director). The independent non-executive directors The independent non-executive directors The independent non-executive directors The independent non-executive Independent is independent independent independent independent. Independent
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	ASX Corporate Governance	
No.	Principles and Recommendation	Company Response
		 Mr. M. Lochtenberg (Independent Non-Executive Chairman) – Appointed 28 January 2022. Length of service: 2 years, 8 months. Mr. M. Ludski (Independent Non-Executive Director) – Appointed 7 December 2022. Length of service: 1 year, 9 months. Mr. D Norris (Non-Executive Director) – Appointed 6 October 2023. Length of service: 12 months.
2.4	A majority of the board of a listed entity should be independent directors.	The Board has adopted the definition of independence as set out in the ASX Principles and Recommendations. Having regard to the definition, the Board considers a director to be independent if he or she is not a member of management and is free of any interest and any business or other relationship which would, or could reasonably be perceived to, materially interfere with the independent exercise of their judgement. The Board assesses the materiality of any given relationship that may affect independence on a case-by-case basis. Each non-executive director is required to regularly disclose to the Board all information that may be relevant to this assessment, including their interest in contracts and other directorships and offices held. The Company notes it has followed recommendation 2.4 during the entire reporting period with the majority of the board being independent.

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No.	ASX Corporate Governance Principles and Recommendation	Company Response
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.	Mr. Mark Lochtenberg holds the role of Non- Executive Chairman and Mr. Danny McCarthy holds the role of Managing Director.
2.6	A listed entity should have a program for inducting new directors and provide appropriate professional development opportunities for directors to develop and maintain the skills and knowledge needed to perform their role as directors effectively.	The Company has a program for inducting new directors and provides resources to directors to help develop and maintain the appropriate skills and knowledge needed to perform their role effectively. Prior to commencement, a letter of appointment is formalised, setting out the terms of appointment. As part of their appointment, directors are, provided with a copy of the Company's Constitution, relevant Company policies, and relevant insurance policies (namely directors and officers).

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

No.	ASX Corporate Governance Principles and Recommendation	Company Response
3.1	A listed entity should articulate and	The Company's values can be found on the
	disclose its values.	Company's website
		www.terracomresources.com.
3.2	A listed entity should:	The Company has adopted a code of conduct
	(a) have a code of conduct for its	for its directors, senior executives and
	directors, senior executives and	employees.
	employees; and	
	(b) disclose that code or a	A copy of this can be found on the Company's
	summary of it.	website at <u>www.terracomresources.com</u> .
3.3	A listed entity should:	The Company has a Whistleblowing Policy.
	(a) have and disclose a	
	whistleblower policy; and	



	(b) ensure that the board or a	A copy of this can be found on the Company's
	committee of the board is	website at <u>www.terracomresources.com</u> .
	informed of any material	
	incidents reported under that	
	policy.	
3.4	A listed entity should:	The Company does not have a specific anti-
	(a) have and disclose an anti-	bribery and corruption policy but these
	bribery and corruption policy;	matters are addressed in the Company's Code
	and	of Conduct Policy.
	(b) ensure that the board or	
	committee of the board is	A copy of the Company's Code and Conduct
	informed of any material	Policy can be found on the Company's website
	breaches of that policy.	at www.terracomresources.com.

Principle 4: Safeguard the integrity of corporate reports

4.1 The board of a listed entity should: As at 30 June 2024, the Company to established standing Audit Commit	
(a) have an audit committee which: (1) has at least three members, all of whom are non-executive directors and a majority of whom are independent directors; and (2) is chaired by an independent director, who is not the chair of the board, and disclose: (3) the charter of the committee; (4) the relevant qualifications and experience of the (1) Mr. Mark Ludski: Independent, I Executive Director (Committee 2. Mr. Glen Lewis: Independent, N Executive Director; and 3. Mr. David Norris: Non Independent Executive Director. (4) The relevant qualifications and experience of the (5) The relevant qualifications and experience of the (6) The relevant qualifications and experience of the (7) Mr. Mark Ludski: Independent, I Executive Director (Committee 2. Mr. Glen Lewis: Independent, N Executive Director; and 3. Mr. David Norris: Non Independent Executive Director. (6) The relevant qualifications and experience of the (7) The relevant qualifications and experience of the (8) The relevant qualifications and experience of the (9) The relevant qualifications and experience of the (1) Mr. Mark Ludski: Independent, I Executive Director; and (2) Mr. David Norris: Non Independent Executive Director. (2) The relevant qualifications and experience of the	ttee which directors: Non- Chair); Ion- dent, Non- arter can be

No.	ASX Corporate Governance Principles and Recommendation	Company Response
	members of the	The number of Audit Committee meetings
	committee; and	held and attendances by committee members
	(5) in relation to each reporting	during the 2024 financial year can be found
	period, the number of times	on page 29 of the Company's 2024 Annual
	the committee met	Report.
	throughout the period and	·
	the individual attendances	The Audit Committee meets as required, but
	of the members at those	at least twice per year.
	meetings; or	. ,
	(b) if it does not have an audit	The Managing Director, Chief Financial
	committee, disclose that fact	Officer and the Company's external auditors
	and the processes it employs	are invited to attend the Audit Committee
	that independently verify and	meetings.
	safeguard the integrity of its	
	corporate reporting, including	
	the processes for the	
	appointment and removal of	
	the external auditor and the	
	rotation of the audit	
	engagement partner.	
4.2	The board of a listed entity should,	The Company obtains a declaration from the
	before it approves the entity's	Managing Director and Chief Financial Officer
	financial statements for a financial	(or the persons acting in those capacities)
	period, receive from its CEO and	prior to the completion of its half year and
	CFO a declaration that, in their	annual financial statements.
	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	

No.	ASX Corporate Governance Principles and Recommendation	Company Response
	and internal control which is operating effectively.	
4.3	A 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.	The external auditor attends the AGM and is available to answer questions in relation to the conduct of the audit.

Principle 5: Make timely and balanced disclosures

No.	ASX Corporate Governance Principles and Recommendation	Company Response
5.1	A listed entity should:	The Company has a Continuous Disclosure
	(a) have a written policy for	Policy, which is available on the Company's
	complying with its continuous disclosure obligations under	website <u>www.terracomresources.com</u> .
	the Listing Rules; and	JORC
	(b) disclose that policy or a	In accordance with Listing Rule 5.6 and the
	summary of it.	2012 Edition of the Australasian Code for
		Reporting of Exploration Results, Mineral
		Resources and Ore Reserves (JORC Code),
		TerraCom has procedures in place to ensure
		it obtains the relevant Competent Person's
		signoff in relation to the disclosure of
		exploration results, mineral resources and ore
		reserves.
5.2	A listed entity should ensure that	All ASX announcements are immediately, and
	its board receives copies of all	automatically, distributed to directors once
	material market announcements	released.
	promptly after they have been	
	made.	

No.	ASX Corporate Governance Principles and Recommendation	Company Response
5.3	A listed entity that gives a new	The Company's Continuous Disclosure Policy
	and substantive investor or	covers the release of investor/analyst
	analyst presentation should	presentations.
	release a copy of the	
	presentation materials on the	A copy of this policy can be found on the
	ASX Market Announcements	Company's website at
	Platform ahead of the	www.terracomresources.com.
	presentation.	

Principle 6: Respect the rights of security holders

No.	ASX Corporate Governance Principles and Recommendation	Company Response
6.1	A listed entity should provide	The Company's website contains
	information about itself and its	comprehensive information about the
	governance to investors via its	Company, its operations and exploration
	website.	assets, its directors, senior management, and corporate governance.
		All Company announcements, including half
		year and annual financial statements, can be
		located on the Company's website at
		www.terracomresources.com.
6.2	A listed entity should design and	The Board, the Managing Director and
	implement an investor relations	Company Secretary are responsible for the
	program to facilitate effective	Company's communication strategy.
	two-way communication with	
	investors.	TerraCom adheres to best practice in its
		preparation of Notices of Meetings, and
		through its share registry, offers to members
		the option of receiving shareholder
		communications electronically.
6.3	A listed entity should disclose the	Shareholders are encouraged to attend the
	policies and processes it has in	Company's Annual General Meeting.

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No.	ASX Corporate Governance Principles and Recommendation	Company Response
	place to facilitate and encourage	Shareholders are given the opportunity to ask
	participation at meetings of	questions at the Annual General Meeting and
	security holders.	to vote.
6.4	A listed entity should ensure that	The Company has always promoted poll
	all substantive resolutions at a	voting at Annual General Meetings.
	meeting of security holders are	
	decided by a poll rather than by a	
	show of hands.	
6.5	A listed entity should give security	To the extent permissible by law, the
	holders the option to receive	Company sends all communications
	communications from, and send	electronically in an effort to reduce its
	communications to, the entity and	environmental footprint.
	its security registry electronically.	
		The Company encourages shareholders to
		receive communication from and send
		communications to, the Company and its
		share registry, electronically. Communicating with shareholders by electronic means,
		particularly through the Company's website,
		is an efficient way of distributing information
		in a timely and convenient manner.
		As new shareholders join the register they are
		invited to communicate with the Company
		and share registry electronically.

Principle 7: Recognise and manage risk

No.	ASX Corporate Governance Principles and Recommendation	Company Response
7.1	The board of a listed entity	The Board has an established standing HSEC
	should:	Committee and the membership of this
		Committee at 30 June 2024 is set out below:

No.	ASX Corporate Governance Principles and Recommendation	Company Response
	(a) have a committee or	1. Mr. Glen Lewis: Independent, Non-
	committees to oversee risk,	Executive Director (Committee Chair); and
	each of which:	2. Mr. Danny McCarthy: Managing Director.
	(1) has at least three	
	members, a majority of	Whilst adherence to point 7.1(a)(1) is not
	whom are independent	achieved, the Board is satisfied the current
	directors; and	Committee composition is appropriate given
	(2) is chaired by an	the skill set of the Board. The membership by
	independent director,	the Managing Director is necessary given his
		knowledge across all operational areas and
	and disclose:	expertise within the mining sector.
	(3) the charter of the	The primary role of the Committee is to assist
	committee;	the Board to carry out the following:
	(4) the members of the	(a) review and oversee its responsibilities
	committee; and	with regard to the Group's risk
	(5) as at the end of each	management systems, policies,
	reporting period, the	practices and plans, internal control and
	number of times the	regulatory compliance, specific to non-
	committee met	financial related activities;
	throughout the period and	(b) oversee the process for identifying
	the individual	significant non-financial risks facing the
	attendances of the	Group and implement appropriate
	members at those	control, monitoring and reporting
	meetings; or	mechanisms;
	(b) if it does not have a risk	(c) monitor the Group's culture and gauge
	committee or committees	how it is aligned with conduct
	that satisfy (a) above,	consistent with sound and effective risk
	disclose that fact and the	management; and
	processes it employs for	(d) report the results of its activities to the
	overseeing the entity's risk	Board.
	management framework.	
		The number of HSEC Committee meetings
		held and attendances by committee members
		during the 2024 financial year can be found

No.	ASX Corporate Governance Principles and Recommendation	Company Response
		on page 29 of the Company's 2024 Annual Report.
		A copy of the Company's HSEC Committee Charter can be found on the Company's website at www.terracomresources.com .
	The board or a committee of the board should: (a) review the entity's risk management framework at least annually to satisfy itself	The Company's risk management policy requires the inclusion of a comprehensive risk management report as part of the Company's Board Papers.
7.2	that it continues to be sound; and (b) disclose, in relation to each reporting period, whether such a review has taken place.	The report covers material business risks in the sectors in which the Company operates, taking into account changing circumstances and emergent risk factors and weightings.
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	The Group previously had an internal audit function which was performed by a third party, however no formal function has been in place during the reporting period.
	(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.	The group has appropriate internal control processes in place for the nature and size of the business. The Company is considering the reappointment of an internal audit function.
7.4	A listed entity should disclose whether it has any material exposure to economic, environmental and social sustainability risks and, if it does,	The Company is a coal production, exploration and development company and is therefore inherently exposed to the economic, environment and social sustainability risks that are associated with its peers in the industry. The Company

No.	ASX Corporate Governance Principles and Recommendation	Company Response
	how it manages or intends to manage those risks.	carefully considers its operations and their impact on the environment and local communities.
		The 2024 Annual Report includes disclosure on principal risks relating to the Company. Refer to pages 40 to 43 of the Company's 2024 Annual Report.

Principle 8: Remunerate fairly and responsibly

No.	ASX Corporate Governance Principles and Recommendation	Company Response
8.1	The board of a listed entity	As at 30 June 2024, the Company had a
	should:	Remuneration Committee comprised of the
	(a) have a remuneration committee which:	following directors:
	(1) has at least three	1. Mr. Mark Lochtenberg: Independent, Non-
	members, a majority of	Executive Chairman (Committee Chair);
	whom are independent	2. Mr. Glen Lewis: Independent, Non-
	directors; and	Executive Director; and
	(2) is chaired by an	3. Mr. Mark Ludski: Independent, Non-
	independent director,	Executive Director.
	and disclose:	
	(3) the charter of the	A copy of the Remuneration Committee
	committee;	Charter can be found on the Company's
	(4) the members of the committee; and	website: <u>www.terracomresources.com</u> .
	(5) as at the end of each	The number of Remuneration Committee
	reporting period, the	meetings held and attendances by committee
	number of times the	members during the 2024 financial year can
	committee met	be found on page 29 of the Company's 2024
	throughout the period and	Annual Report.
	the individual	
	attendances of the	

No.	ASX Corporate Governance Principles and Recommendation	Company Response
	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.	
8.2	A listed entity should separately	The 2024 Annual Report includes disclosure
	disclose its policies and	on the remuneration structure of directors and
	practices regarding the	executive key management personal. Refer to
	remuneration of non-executive	pages 48 to 62 of the Company's 2024 Annual
	directors and the remuneration	Report.
	of executive directors and other	
	senior executives.	
8.3	A listed entity which has an	In respect of the Company's equity-based
	equity-based remuneration	remuneration scheme, directors and executive
	scheme should:	key management personnel are not permitted
	(a) have a policy on whether	to enter into transactions which limit the
	participants are permitted to	economic risk of participating in the scheme.
	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.	