



Corporate Governance Statement

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Corporate Governance Statement

1. Overview

The Board of Directors (**Board**) of Jupiter Mines Limited (**Jupiter** or the **Company**) is responsible for the overall corporate governance of the Company, and it recognises the need for the highest standards of ethical behaviour and accountability. It is committed to administering its corporate governance structures to promote integrity and responsible decision-making. Accordingly, where appropriate the Company has sought to adopt the 'Corporate Governance Principles and Recommendations' (Fourth Edition) (**ASX Recommendations**) published by the ASX Corporate Governance Council.

The corporate governance principles and practices adopted by the Company may depart from those generally applicable to ASX-listed companies under ASX Recommendations where the Board considers compliance is not appropriate having regard to the nature and size of the Company's business and operations.

The Company sets out below its "if not why not" report in relation to those matters of corporate governance where the Company's practice departs from the ASX Recommendations to the extent that they are currently applicable to the Company.

This statement is current as at 29 September 2026 and has been approved by the Board.

2. ASX Corporate Governance Principles and Recommendations

Principle	ASX Recommendation	Comply	Comments
Principle 1 – Lay solid foundations for management and oversight			
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	(a) The Company has adopted a Board Charter that discloses the role and responsibilities of the Board. (b) Under the Board Charter, the Board is responsible for the overall operation and stewardship of the Company and, in particular, is responsible for: - oversight of control and accountability systems; - appointing and removing the Chief Executive Officer (CEO), Chief Financial Officer (CFO) and Company Secretary; - approving the annual operating budget; - approving and monitoring the progress of major capital and operating expenditure; - monitoring compliance with all legal and regulatory obligations; - reviewing any risk management system (which may be a series of systems established on a per-project basis); - monitoring any executive officer's performance; and



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			• approving and monitoring financial and other reporting to the market, shareholders of the Company (Shareholders), employees and other stakeholders. A copy of the Board Charter can be found on the Company's website at www.jupitermines.com/about-us/corporate-governance
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.	Yes	(a) The Company conducts background checks of candidates for the position of director of the Company (Director) prior to their appointment or nomination for election by Shareholders, including checks as to good character, experience, education, qualifications, criminal history and bankruptcy. (b) The Company does not propose to conduct specific checks prior to nominating an existing Director for re-election by Shareholders at a general meeting on the basis that the Company conducts background checks during the Director's appointment process. As a matter of practice, the Company includes in its notices of meeting a brief biography and other material information in relation to each Director who stands for election or re-election, including relevant qualifications and professional experience of the nominated Director for consideration by Shareholders.
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 entered into employment contracts with Brad Rogers (Managing Director), Matthew Jarvis (Interim CEO) and Melissa North (CFO). The Company has entered into letters of engagement with each of its Non-Executive Directors setting out the key terms and conditions of their engagement.



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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 Company Secretary reports directly, and is accountable, to the Board through the Chair of the Board (Chair) in relation to all governance matters. The Company Secretary also advises and supports the Board to implement adopted governance procedures and co-ordinates the circulation of meeting agendas and papers.
1.5	A listed entity should: (a) have and disclose a diversity policy; (b) through its board or 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 "Gender Equality Indicators" as defined in and published under the Act.	Yes	(a) The Company's Diversity Policy can be found on the Company's website at www.jupitermines.com/about-us/corporate-governance (b) and (c) The Board respects and values the benefits that diversity (e.g., gender, age, ethnicity, cultural background, disability and marital/family status etc.) brings in relation to expanding the Company's perspective and thereby improving corporate performance, increasing Shareholder value and maximising the probability of achieving the Company's objectives. The Board will set updated measurable objectives to achieve gender diversity as and when the Company progresses its stated strategy. i. (a) The proportion of gender diversity across the Group at 29 September 2026 is: • Board – 20% • Senior executive ¹ – 50% • All Board and staff ² – 55% ¹ Senior executive includes interim CEO, CFO and Company Secretary and Head of Marketing. ² Includes Directors and senior executives.



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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.	Yes	(c) The Remuneration and Nomination Committee (RemCo) is responsible for the evaluation process for the Board, Committees and individual Directors. The evaluation process includes a combination of self-assessments by Directors on their individual performance and their peers, and the effectiveness of the Board and Committees. (d) The Board undertook an evaluation for FY2026 subsequent to year end and is detailed in the Directors Report within the Company's 2026 Annual Report.
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.	Yes	(a) The RemCo is responsible for monitoring the performance of executive officers. The RemCo has established policies to ensure that the Company remunerates fairly and responsibly. The Company designed its remuneration policy to ensure that the level and composition of remuneration is competitive, reasonable and appropriate to attract and maintain Directors with the requisite skills and experience to guide the Company towards achieving its objectives. (b) The Company conducted performance evaluations of senior executives subsequent to FY2026.
Principle 2 – Structure the board to be effective and add value			
2.1	The board of a listed entity should: (a) have a nomination committee which: - has at least three members, a majority of whom are independent directors; and - is chaired by an independent director, and disclose: - the charter of the committee; - the members of the committee; and - 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	(a) The Board has established a Remuneration and Nomination Committee (RemCo). - The RemCo presently consists of Sally Langer, Scott Winter and Ian Murray. All RemCo members are independent Non-Executive Directors. - Mrs Langer is the chair of the RemCo and an independent Director. - The RemCo Charter discloses the RemCo's role and responsibilities. The RemCo Charter is available on the Company's website at: www.jupitermines.com/about-us/corporate-governance - As above. - The number of committee meetings and individual attendances of the members at those meetings can be found within the Directors' Report.



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	(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.		
2.2	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.	Yes	The Board annually evaluates the current skills and diversity of the Board composition and produced a skills matrix to assess key skills and competencies and identify any knowledge and diversity gaps. A summary of the current Board Skills Matrix is shown below: Board skills matrix - Executive leadership - Previous board experience and/or listed company experience - Manganese and/or operational mining experience - Mergers and acquisitions - South Africa/international exposure - Black Empowerment - Safety and wellbeing - Culture and workplace relations - Company administration (finance, compliance etc.) - Risk management, legal and ESG - Strategy Legend High Medium Low or N/A The Directors' Report within the 2026 Annual Report includes further details of each Director and their skills and experience. The Board will continue to assess its composition as the business changes per the Company strategy.



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2.3	A listed entity should disclose: (a) the names of the directors considered by the board to be independent directors; (b) if the director has an interest, position, association 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 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.	Yes	(a) The Board considers that Scott Winter, Ian Murray and Sally Langer are independent Directors because they are free from any business or other relationship with the Company that could materially interfere with, or reasonably be perceived to materially interfere with, the independent exercise of their judgement as Directors. (b) Not applicable. (c) The Company appointed Mr Winter on 30 July 2021. Mr Murray was appointed on 15 February 2022. Mrs Langer was appointed 13 September 2024. The tenure of all other Directors can be found in the Directors Report within the Company's Annual Report.
2.4	A majority of the board of a listed entity should be independent directors.	Yes	The Board comprises a majority of independent Directors. Three of the Board's five Directors, being Scott Winter, Ian Murray and Sally Langer, are considered independent. The Company does not consider Kiho Han independent because he is the managing director of POSCO Australia Pty Ltd, a substantial shareholder of the Company. The Company does not consider Brad Rogers independent as he is Managing Director. The Company believes that the current structure of the Board is the most appropriate given the size and current operations of the Company.
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 Chair, Ian Murray, is an independent Director. Matthew Jarvis is the Interim CEO and is not the Chair.



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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.	Yes	Induction program When a Director is appointed, they receive with their appointment letter a copy of the Company's constitution, corporate governance policies and charters. The contents of this due diligence pack contain sufficient information to allow the new Director to gain an understanding of the rights, duties, responsibilities and role of the Board, Board committees and the executive team. The Company Secretary arranges for new Directors to undertake an induction program to enable them to gain an understanding of: - the Company's operations and the industry sectors in which it operates; - the Company's financial, strategic, operational and risk management position; - their rights, duties and responsibilities; and - any other relevant information. Director development In order to achieve continuing improvement in Board performance, all Directors are encouraged to undergo continual professional development.
Principle 3 – Instil a Culture of Acting Lawfully, Ethically and Responsibly			
3.1	A listed entity should articulate and disclose its values.	Yes	Safety First, Always Caring for each other is at the heart of how we work. It's about making thoughtful choices that prioritise safety and wellbeing, so that everyone feels valued, protected and supported. Lead by Example Integrity and reliability define our actions. We set the standard by doing what's right, delivering on our commitments and fostering trust through dependable and transparent actions. Better Every Day We're always looking for better ways. From managing daily tasks to operating our business, we seek better ways to deliver enduring benefits for our people, partners, and the communities we serve.



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3.2	A listed entity should: (a) have a code of conduct for its directors, senior executives and employees; and (b) ensure that the board or a committee of the board is informed of any material breaches of that code.	Yes	The Board believes that the success of the Company has been, and will continue to be, enhanced by a strong ethical culture within the organisation. (a) The Company has a Code of Conduct and Ethics (Code) which sets the standards that all Directors, officers, employees, consultants and contractors and all other people representing the Company are expected to comply with in relation to all commercial operations. (b) The Code also outlines the procedure for reporting any breaches of the Code and the possible disciplinary action the Company may take in respect of any breaches. In addition to their obligations under the <i>Corporations Act 2001</i> (Cth) (Corporations Act) in relation to inside information, all Directors, employees and consultants have a duty of confidentiality to the Company in relation to confidential information they possess. In fulfilling their duties, each Director dealing with corporate governance matters may obtain independent professional advice at the Company's expense after consultation with the Chair. The Company ensures that all incumbent and new personnel have a copy of the Code. It is also available on the Company website at www.jupitermines.com/about-us/corporate-governance
3.3	A listed entity should: (a) have and disclose a whistleblower policy; and (b) ensure that the board or a committee of the board is informed of any material incidents reported under that policy.	Yes	(a) The Company has a Whistleblower Policy, available on the Company's website, which demonstrates the Company's commitment to promote a culture of ethical corporate behaviour. (b) The Audit and Risk Committee has the responsibility of reviewing all reportable events under the Whistleblower Policy.
3.4	A listed entity should: (a) have and disclose an anti-bribery and corruption policy; and (b) ensure that the board or a committee of the board is informed of any material breaches of that policy.	Yes	(a) The Company has an Anti-Bribery and Corruption Policy, available on the Company's website. The Policy outlines the Company's commitment to fair and legal business practices, anti-bribery and corruption. (b) Any material incidents related to Bribery or Corruption will be reported to the Audit and Risk Committee and/or the Board, depending on the nature of the breach.



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Principle 4 – Safeguard the Integrity of Corporate Reports			
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 non-executive 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; and 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 external auditor and the rotation of the audit engagement partner.	Yes	(a) The Company has established an Audit and Risk Committee (ARC) to assist the Board in its oversight responsibilities in relation to financial management and reporting, external audit and financial risk management of the Company and safeguarding the independence of the external auditor. i. The ARC presently consists of Sally Langer, Ian Murray and Kiho Han. Mrs Langer and Mr Murray are considered independent. ii. Mrs Langer acts as the chair of ARC. Mrs Langer is considered independent, and is not Chair of the Board. iii. The ARC Charter sets out the functions, operating mechanisms and responsibilities of the ARC. Mrs Langer is a Fellow Chartered Accountant with more than 25 years' experience in Professional Services. Mr Murray is a Fellow Chartered Accountant and has held executive positions within the international Big Four accounting firms. Mr Han has completed a Finance PhD. The ARC Charter also requires that all committee members have a working familiarity with basic accounting and finance practices and that at least one member have financial expertise. A copy of the ARC Charter is available on the Company's website at www.jupitermines.com/about-us/corporate-governance iv. The number of committee meetings and individual attendances of the members at those meetings can be found within the Directors Report.



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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	As a matter of practice, the Company obtains declarations from its Chief Executive Officer and Chief Financial Officer substantially in the form referred to in Recommendation 4.2 before approving its financial statements.
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 Chief Executive Officer and Company Secretary are responsible for reviewing all communications to the market and to ensure they are full and accurate and comply with the Company's obligations.
Principle 5 – Make Timely and Balanced Disclosure			
5.1	A listed entity should have a written policy for complying with its continuous disclosure obligations under the listing rule 3.1.	Yes	The Company has adopted a Continuous Disclosure Policy. The Company is a “disclosing entity” pursuant to section 111AR of the Corporations Act and, as such, is required to comply with the continuous disclosure requirements of Chapter 3 of the Listing Rules and section 674 of the Corporations Act. The Company is committed to observing its disclosure obligations under the Corporations Act and its obligations under the Listing Rules. The Company will post all announcements provided to ASX on its website. A copy of the Continuous Disclosure Policy is available on the Company's website at www.jupitermines.com/about-us/corporate-governance



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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 Company Secretary, who reports to the Chair, ensures that the Board receives copies of all material market announcements after they have been released.
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	Under the Company's Continuous Disclosure Policy, any written materials containing new price sensitive information to be used in investor presentations are lodged with ASX prior to the presentation commencing. Upon confirmation of release by ASX, the material is posted to the Company's website.
Principle 6 – Respect the Rights of Security Holders			
6.1	A listed entity should provide information about itself and its governance to investors via its website.	Yes	Information about the Company and its corporate governance, including copies of the Company's various corporate governance policies and charters, are available on its website at www.jupitermines.com/about-us .
6.2	A listed entity should have an investor relations program that facilitates effective two-way communication with investors.	Yes	The Company has adopted a Shareholder Communications Policy to promote effective communication with Shareholders, ensure all relevant information is disseminated to Shareholders effectively and to encourage the participation of Shareholders at Company general meetings. The Company communicates with Shareholders: • through releases to the market via the ASX; • through the Company's website; • through information provided directly to Shareholders; and • at general meetings.



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6.3	A listed entity should disclose how it facilitates and encourages participation at meetings of security holders.	Yes	The Company supports Shareholder participation in general meetings and seeks to provide appropriate mechanisms for such participation, including by ensuring that meetings are held at convenient times and places to encourage Shareholder participation. In preparing for general meetings, the Company drafts the notice of meeting and related explanatory information so that they provide all of the information that is relevant to Shareholders in making decisions on matters to be voted on by them at the meeting. This information is presented clearly and concisely so that it is easy to understand and not ambiguous. The Company uses general meetings as a tool to effectively communicate with Shareholders and allow Shareholders a reasonable opportunity to ask questions of the Board of Directors and to participate in the meeting. Mechanisms for encouraging and facilitating Shareholder participation are reviewed regularly to encourage the highest level of Shareholder participation.
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	Shareholders are able to vote on resolutions via the Share Registry Platform, or by submitting proxy forms as outlined in the Notice of Meeting. Voting on all resolutions at meetings of shareholders are decided by a poll.
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 considers that communicating with Shareholders by electronic means is an efficient way to distribute information in a timely and convenient manner. The Company provides new Shareholders with the option to receive communications electronically and encourages them to do so. Existing Shareholders are also encouraged to request communications electronically. The Company will provide all Shareholders that have opted to receive communications electronically with notifications when it uploads an announcement or other communication (including an annual report and notice of meeting) to the ASX announcements platform.



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Principle 7 – Recognise and Manage Risk			
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	(a) The Company recently added the responsibilities in relation to financial risk management of the Company and safeguarding the independence of the external auditor to the Audit and Risk Committee (ARC). i. The ARC presently consists of Sally Langer, Ian Murray and Kiho Han. Mrs Langer and Mr Murray are considered independent. ii. Mrs Langer acts as the chair of ARC. Mrs Langer is considered independent, and is not Chair of the Board. iii. A copy of the ARC Charter is available on the Company's website at www.jupitermines.com/about-us/corporate-governance iv. See (i) above. v. The number of committee meetings and individual attendances of the members at those meetings can be found within the Directors Report.
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 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	(a) The ARC has responsibility for the monitoring of risk management and reviews the Company's risk management framework on an annual basis to ensure that the framework continues to be effective. (b) A review of the Company's risk management framework and risk appetite has taken place during FY2026. The Company will continue to disclose the outcome of the annual risk management review in its annual reports. Material Business Risks are detailed in the Operating and Financial Review contained within the Company's 2026 Annual Report.



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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.	No	(c) The Company does not currently have an internal audit function. This function is undertaken by relevant staff under the direction of the Board. The Company has adopted internal control procedures, including the following: - the Company has dual authorisation requirements for all payments; - a Director or senior manager must not approve a payment to themselves or a related party, other than standard salary/directors' fees in accordance with their Board approved remuneration; and - the Company regularly reviews financial materiality thresholds. The Board and senior management are charged with evaluating and considering improvements to the Company's risk management and internal control processes on an ongoing basis. The Board considers that an internal audit function is not currently necessary given the current size and scope of the Company's operations. As the Company's operations evolve, the Board will reconsider the appropriateness of adopting 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, how it manages or intends to manage those risks.	Yes	The Company's primary business is the production and export of manganese via its 49.9% beneficial interest in the Tshipi Mine in South Africa. As such, the Company is exposed to the unique risks to which Tshipi is exposed. This includes, but is not limited to, the following key risks: - fluctuations in the price of manganese ore; - fluctuations in third party contractor costs; - any reduction in the global demand for steel; - risks arising from mining operations being concentrated at one mine; - economic, political or social instability in South Africa may affect operations or profits; and - a range of other economic, environmental and social sustainability risks faced by all other mining industry companies in an open economy. Material Business Risks are detailed in the Operating and Financial Review contained within the Company's 2026 Annual Report. Further detailed information regarding environmental, social and sustainability matters are contained within the Company's 2026 ESG Report.



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Principle 8 – Remunerate Fairly and Responsibly			
8.1	The board of a listed entity should: (a) have a remuneration 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 (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.	Yes	(a) The Board has established a Remuneration and Nomination Committee (RemCo). i. The RemCo presently consists of Sally Langer, Scott Winter and Ian Murray. Mrs Langer, Mr Winter and Mr Murray are independent Non-Executive Directors. ii. Mrs Langer is the chair of the RemCo and an independent Director. iii. The RemCo Charter discloses the RemCo's role and responsibilities. The RemCo Charter is available on the Company's website at: www.jupitermines.com/about-us/corporate-governance iv. As above. v. The number of committee meetings and individual attendances of the members at those meetings can be found within the Directors Report.
8.2	A listed entity should separately disclose its policies and practices regarding the remuneration of non-executive directors and the remuneration of executive directors and other senior executives.	Yes	The Company's policies and practices regarding the remuneration of executive and Non-Executive Directors and other senior executives will be set out in the Remuneration Report contained in the Company's Annual Report for each financial year. Furthermore, the Company's remuneration policies and practices are subject to review by the RemCo, as set out in the Company's RemCo Charter.
8.3	A listed entity which has an equity-based remuneration scheme should: (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.	Yes	(a) The Company's Share Trading Policy states the requirements for all Directors, executives, employees, contractors and consultants of the Company dealing in the Company's Securities. The policy provides that Directors and senior executives must not at any time enter into a transaction (e.g. writing a call option) that operates or is intended to operate to limit the economic risk of holdings of unvested Company securities under any equity-based remuneration schemes offered by the Company. (b) A copy of the Share Trading Policy is available on the Company's website at www.jupitermines.com/about-us/corporate-governance