

# CORPORATE GOVERNANCE STATEMENT

25 March 2024

Supplying critical natural  
graphite and anode products  
at commercial scale



**SYRAH** RESOURCES

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# Overview

The Board and management of Syrah Resources Limited (Syrah or the Company) is committed to ensuring the Company has an appropriate corporate governance framework to protect and enhance the Company’s performance and overall shareholder value.

The ASX Listing Rules require listed companies to prepare a statement disclosing the extent to which they have complied with the recommendations of the ASX Corporate Governance Council’s Corporate Governance Principles and Recommendations, 4th Edition (ASX Recommendations) during the reporting period. The ASX Recommendations are not prescriptive, such that if a company considers a recommendation to be inappropriate having regard to its own circumstances, it has the flexibility not

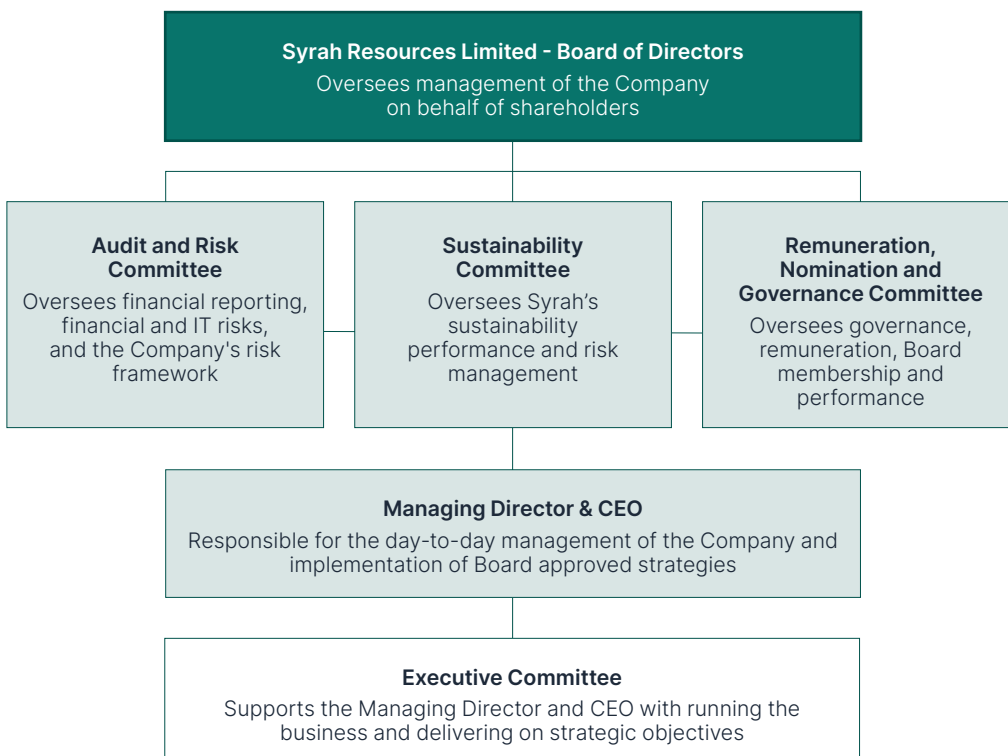
to follow it. Where a company has not followed all the Recommendations, it must identify which ASX Recommendations have not been followed and provide reasons for not following them.

This Corporate Governance Statement discloses the extent to which the Company has followed the ASX Recommendations, or where appropriate, indicates a departure from the Recommendations with an explanation. This Statement should be read in conjunction with the material on our website <http://www.syrahresources.com.au/corporate-governance>, including the 2023 Annual Report and all of the Company’s policies contained herein.

Information in this statement is current as at the date of this statement unless otherwise noted.

## GOVERNANCE STRUCTURE

The governance and performance of Syrah is overseen by the Board of Directors elected by shareholders.



## STRUCTURE AND COMPOSITION OF THE BOARD

The current structure and composition of the Board is set out below. The majority of the Board are independent, non-executive directors.

**Average Length of Service:** 6 years and 7 months

### James Askew

*B.Eng, M.Eng*

**Non-Executive Chairman**

**Experience and expertise highlights:**

Mining engineer with over 40 years' broad international experience as a Director and Chief Executive Officer for a wide range of Australian and international publicly listed mining, mining finance and other mining related companies. He has been continuously involved with the African mining industry since 1985.

Non-Executive Director of Evolution Mining Limited, retired from his NED role at Endeavour Mining PLC in May 2023.

**Length of service:**

9 years and 5 months (at March 2024)

**Independent:** Yes

**Rationale:** No relevant relationships or interests.

### Shaun Verner

*MSc, B.Bus, B.Arts*

**Managing Director**

**Experience and expertise highlights:**

Senior resource industry executive with extensive general management and cross-functional commercial, operations, supply chain and leadership experience.

20 years' experience at BHP Limited in a variety of executive roles, with extensive international commercial and operational experience across a range of commodities including copper and base metals, uranium and thermal and metallurgical coal.

**Length of service:**

7 years and 2 months (at March 2024)

**Independent:** No

**Rationale:** Managing Director and CEO and receives performance based remuneration linked to Company based performance hurdles.

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**José Manuel Caldeira**

*Law degree and accounting diploma*

**Non-Executive Director**

**Experience and expertise highlights:**

Prominent and senior lawyer in Mozambique with over 30 years' commercial and government experience. Senior partner at Sal and Caldeira Advogados, Lda in Mozambique, one of the leading law firms in Mozambique and a former judge of the Maputo City Court.

**Length of service:**

9 years and 7 months (at March 2024)

**Independent:** Yes

**Rationale:** Partner of Sal and Caldeira Advogados Lda, the Company's primary legal services provider in Mozambique.

A review of the fees paid to the firm over the last 3 years was undertaken revealing these were not of a material nature and therefore do not impact Mr Caldeira's independent status on the Board.

**Lisa Bahash**

*BSME, MSEM*

**Non-Executive Director**

**Experience and expertise highlights:**


30 years' experience in the automotive OEM, Tier 1 supplier and aftermarket sectors. Her prior roles included Senior Vice President, Automotive and Transportation with Jabil Inc., one of the world's leading electronics manufacturing services companies, and Group Vice President and General Manager of Johnson Control's Power Solutions business, one of the world's largest automotive battery manufacturers, leading the OEM and technology strategies including advanced energy storage and lithium-ion battery technologies.

**Length of service:**

5 years and 9 months (at March 2024)

**Independent:** Yes

**Rationale:** No relevant relationships or interests.



**Sara Watts***BSc, MBA, FAICD, FCPA***Non-Executive Director****Experience and expertise highlights:**

15 years' experience as a director and audit and risk committee chair for across a range of sectors including technology, logistics, arts and disability.

Over 30 years of financial, operational and international experience, including through involvement in multiple technology transformation projects.

Former executive experience includes head of Internal Audit IBM Asia Pacific, Chief Financial Officer of IBM Australia/ New Zealand, Vice-Principal (Operations) at the University of Sydney, and interim CEO of City West Housing.

Sara is currently a Non-Executive Director of Trajan Group Holdings Ltd and Nuix Ltd.

**Length of service:**

4 years and 10 months (at March 2024)

**Independent:** Yes

**Rationale:** No relevant relationships or interests.

**John Beevers***BEng (Mining), MBus, GAICD***Non-Executive Director****Experience and expertise highlights:**

Over 35 years of experience in the resources, mining services and chemical industries. His qualifications include a Degree in Engineering (Mining) and a Master of Business. He has held operational and leadership roles both locally and internationally, and specifically in Manufacturing operations, Technology and Marketing. Prior executive roles include CEO of Orica Mining Services and, MD & CEO of GroundProbe, and is also an experienced company director.

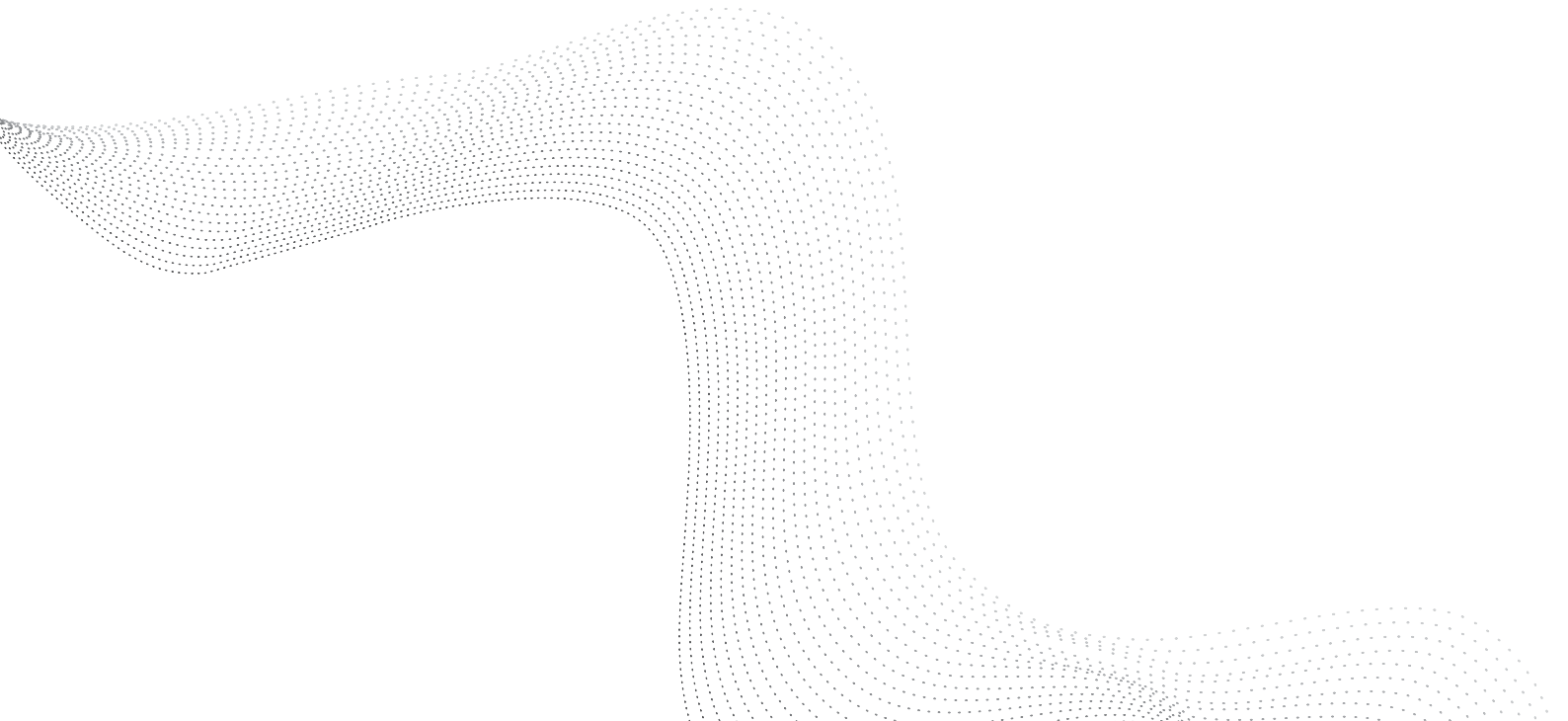
John is currently a Non-Executive Director of Orica Limited and Lynas Rare Earths Limited.

**Length of service:**

3 years and 10 months (at March 2024)

**Independent:** Yes

**Rationale:** No relevant relationships or interests.



## BOARD SKILLS MATRIX

The skills and experience the Board has and is focused on providing to the Company are set out below. This table is based on a scale from 0 = no experience – 5 = highly experienced.

Rounded averages are presented for the Board and each sub-committee.

Skills and experience	Description	Board average (6 members)	Audit and risk committee average (3 members)	Sustainability committee average (3 members)	Remuneration nomination, and governance committee average (3 members)
<b>Executive Leadership</b>	Sustainable success business in at a senior executive level, including experience in multiple global locations.	5	5	5	5
<b>Legal, Governance and Compliance</b>	Experience in managing the rigorous legal, governance and compliance standards required in a listed environment, and in complex, regulated operating environments.	4	4	4	4
<b>Financial Expertise</b>	Senior executive or equivalent experience in financial accounting and reporting, corporate finance and internal financial controls, including an ability to probe the adequacies of financial and risk controls, particularly in an international environment.	4	4	3	4
<b>Strategic and Commercial Expertise</b>	Ability to identify and critically assess strategic opportunities and threats and to develop appropriate strategies in the context of the Company's policies, business objectives, capital management and changing market conditions.	5	4	5	5
<b>Risk Management</b>	Track record of developing, implementing and monitoring risk management processes, to ensure long term resilience to systemic risk, including in cybersecurity.	4	4	4	4
<b>Health, Safety and Environment</b>	Health, safety and environmental experience, and expertise in policies supporting corporate social responsibility.	4	4	4	4
<b>Sales and Marketing</b>	Track record in the development of sales and marketing strategy, relationships and agreements.	4	3	4	3
<b>Business Development</b>	Expertise in strategic acquisitions and major global public markets.	4	3	4	4
<b>Mining and Resources</b>	Senior executive experience in the mining and resource sector with a focus on creating long-term shareholder value in the areas of discovery, development or operations.	4	3	4	3
<b>Processing, Technology and Supply Chain</b>	Experience in large scale processing of industrial minerals or similar products, energy storage technology, the renewable energy sector or downstream supply chain, including original equipment manufacturing (OEM).	3	2	3	3
<b>Technology Experience</b>	Experience in using technology to enable the strategy of the organisation.	4	4	4	5

## STRUCTURE AND COMPOSITION OF THE BOARD SUB-COMMITTEES

The Board has standing sub-committees to examine particular issues in detail and make recommendations to the Board.

Various changes to sub-committee composition were made with effect from 1 January 2023. The sub-committee composition detailed in the table below reflects these changes and is current as at the date of this Corporate Governance Statement.

Committee	Audit and risk	Sustainability	Remuneration, nomination and governance
<b>Chair</b>	Sara Watts	John Beevers	Lisa Bahash
<b>Independent Chair</b>	Yes	Yes	Yes
<b>Other Members</b>	Jose Caldeira John Beevers	Jose Caldeira Lisa Bahash	James Askew Sara Watts
<b>Majority Independent?</b>	Yes	Yes	Yes
<b>All Non-Executive Directors?</b>	Yes	Yes	Yes
<b>Committee's relevant qualifications and experience</b>	All members have formal accounting, finance, commerce or MBA qualifications combined and / or substantial relevant experience, as set out in their Experience and Expertise highlights.	All members have extensive experience with mining risk management, industrial risk and / or African mining risk management.	All committee members have extensive market facing experience with publicly listed entities and experience in managing remuneration structures to incentivise appropriate performance.
<b>Key Roles/Responsibilities</b>	<ul style="list-style-type: none"> <li>Integrity of external financial reporting</li> <li>Financial risk management and internal controls</li> <li>Processes for compliance with ASX disclosure (including continuous disclosure)</li> <li>Reviewing appointment, remuneration, independence and competence of external auditors</li> <li>Processes for managing legal and regulatory risk</li> <li>Oversight and monitoring of corporate risk management systems and internal controls</li> </ul>	Monitoring and oversight of performance and risk management relating to: <ul style="list-style-type: none"> <li>Health and safety;</li> <li>Stakeholder management (including government and community relations);</li> <li>Heritage and land access;</li> <li>Security and emergency management;</li> <li>Environmental matters;</li> <li>Reserves and resources;</li> <li>Major technical or economic feasibility studies; and</li> <li>Sustainability practices.</li> </ul>	<ul style="list-style-type: none"> <li>Remuneration policies and practices for Managing Director and CEO and senior executives</li> <li>Incentive plans, including equity-based plans</li> <li>Non-executive director remuneration</li> <li>Succession planning</li> <li>Performance and education of directors</li> <li>Director selection and appointment (including appropriate checks prior to appointment)</li> <li>Corporate Governance systems and policies</li> </ul>



## ETHICAL STANDARDS, INTEGRITY AND CULTURE

Key policies provide the foundation for the Company’s culture:

### CODE OF CONDUCT

Sets out the Company’s expectations of all Directors, Officers and Employees and is supported by the following core policies.

**Working with Integrity Policy:** Underpins everything we do at Syrah Resources

#### Key policies governing how we work:

Social Media Policy	Diversity and Inclusion Policy	Sustainability Policy	Workplace Behaviour Policy	Human Rights Policy	Modern Slavery Statement	Anti-Bribery and Corruption Policy
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#### Key shareholder protections:

Securities Trading Policy	Risk Management Policy	Continuous Disclosure Policy
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#### Reinforced and supported by:

**Whistleblower Policy:** Provides specific reporting channels for inappropriate conduct (including anonymous reporting options)

Further supported by the Company’s Vision and Values:

### OUR VISION

Our Vision is to be the world’s leading supplier of superior quality graphite and active anode material products, working closely with customers and the supply chain to add value in battery and industrial markets.

### OUR VALUES

We are committed to working as a team and acting as owners to deliver shareholder value.



Good health and working safely at all times



Challenge and support our people to achieve their potential



Partnering with the community and stakeholders for sustainability



Integrity and fairness in all our business dealings



Being accountable for our decisions and actions

# ASX Recommendations

## PRINCIPLE 1: LAY SOLID FOUNDATIONS FOR MANAGEMENT AND OVERSIGHT

ASX Recommendations	Compliance	Detailed Description
<p><b>ASX Recommendation 1.1 – Board and Management Roles</b></p> <p>A listed entity should have and disclose a board charter setting out:</p> <p>(a) the respective roles and responsibilities of its board and management; and</p> <p>(b) those matters expressly reserved to the Board and those delegated to management.</p>	Yes	<p>The Board is accountable to shareholders for the performance and corporate governance of the Company. The primary role of the Board is to provide overall strategic guidance and effective oversight of management.</p> <p>The Board’s Charter sets out in detail the Board’s key responsibilities:</p> <p>a) Providing leadership and approving the strategic direction and objectives of the Group and monitoring implementation of the strategic direction and objectives;</p> <p>b) Overseeing the Group, including its control, accountability and reporting systems for monitoring ethical, legal and financial compliance, including monitoring the conduct of external audits;</p> <p>c) Overseeing the Group’s risk management framework, including setting the risk appetite within which the Board expects management to operate, and periodically reviewing the effectiveness of that framework;</p> <p>d) Approving and monitoring the progress of operating budgets, major capital expenditure, delegations of authority, acquisitions, divestments, capital management decisions and other corporate transactions, including the issue of securities of the Company;</p> <p>e) Overseeing and monitoring the implementation of the Company’s corporate governance systems and policies;</p> <p>f) Promoting ethical and responsible decision making by the Group, consistent with maintaining the Group’s social licence to operate;</p> <p>g) Monitoring the Company’s process for making timely and balanced disclosure of all information required to be disclosed in accordance with the Company’s Constitution, applicable Listing Rules, the Corporations Act 2001 (Cth) and other applicable laws and regulations;</p> <p>h) Determining the Company’s dividend policy, the amount and timing of all dividends and the operation of the Company’s dividend re-investment plan (if any);</p> <p>i) Considering appointments to, and the performance and succession of, the Board and the senior executives including:</p> <p>a) appointing and removing the Managing Director and CEO;</p> <p>b) approving senior executive appointments;</p> <p>c) monitoring and evaluating the performance of individual directors, the Board as a whole, the Managing Director and the senior executives;</p> <p>d) reviewing and approving contractual arrangements, remuneration and benefits of the Non-Executive Directors, the Managing Director and the senior executives, including the Company’s remuneration framework;</p> <p>e) reviewing the size and composition of the Board; and</p> <p>f) succession planning for the Board and the Managing Director and CEO and overseeing succession planning for the senior executives.</p> <p>The Board Charter also sets out Board composition, membership and independence, the role and responsibilities of the Chairman, delegation of responsibilities to the Managing Director and to sub-committees of the Board. Details of the standing Board sub-committees are set out in the Overview above.</p>

ASX Recommendations	Compliance	Detailed Description
<b>ASX Recommendation 1.1 – Board and Management Roles Continued</b>	Yes	<p>As set out in the Board Charter, the Managing Director and CEO is responsible for day to day management and administration of the Group, subject to those matters that the Board has specifically reserved for its decision.</p> <p>With the support of the Executive Committee, the Managing Director and CEO manages Syrah in accordance with the Board-approved corporate strategic objectives, plans, budgets and risk appetite set by the Board. A detailed delegated authorities policy prescribes the decision making and expenditure limits which apply at various levels of management.</p> <p>A copy of the Constitution, Board Charter and standing sub-committee Charters are available on the Company's website at <a href="http://www.syrahresources.com.au">www.syrahresources.com.au</a>.</p>
<b>ASX Recommendation 1.2 – Appointment of Directors</b> A listed entity should: <p>(a) undertake appropriate checks before appointing a director or senior executive or putting someone forward for election, as a director; and</p> <p>(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.</p>	Yes	<p>Prior to appointing a new director or putting forward to security holders a candidate for election as a director, the Board ensures that appropriate checks are undertaken to determine the candidate's suitability, including checks regarding character, experience, education, criminal record and bankruptcy history. The Board is assisted in this process by the Remuneration, Nomination and Governance Committee, as described in the Committee Charter available on the Company's website.</p> <p>When an existing or potential new director is put forward for election or re-election, all material information in the Company's possession is disclosed in the Notice of Meeting sent to security holders to enable them to make an informed decision on whether or not to elect or re-elect an existing or potential new director.</p>
<b>ASX Recommendation 1.3 – Appointment Terms</b> A listed entity should have a written agreement with each director and senior executive setting out the terms of their appointment.	Yes	<p>All Non-Executive Directors have entered into a service agreement with the Company setting out:</p> <ol style="list-style-type: none"> <li>the term of the appointment, which is consistent with the processes in the Constitution, the Corporations Act 2001 (Cth) and the ASX Listing Rules;</li> <li>the time commitment envisaged, including any expectations regarding involvement with committee work and any other special duties attaching to the position;</li> <li>remuneration, including superannuation entitlements;</li> <li>the requirement to disclose directors' interests and any matters which may affect the director's independence;</li> <li>the requirement to comply with the Company's Securities Trading Policy;</li> <li>the entity's policy that non-executive directors may seek independent professional advice at the expense of the Company if the director feels such advice necessary for them to discharge their responsibilities and duties as a director;</li> <li>the circumstances in which the director's office becomes vacant; and</li> <li>ongoing confidentiality obligations.</li> </ol> <p>Each director has a Deed of Access, Insurance and Indemnity, under which they are indemnified against liability in connection with their role as a director and Syrah is required to maintain a directors' and officers' insurance policy. The Deed also confirms the director's rights of access to board papers and records.</p> <p>Each senior executive, including the Managing Director and CEO, is appointed pursuant to an agreement which sets out a description of their position, duties and responsibilities, reporting lines, remuneration details and the circumstances under which employment can be terminated.</p> <p>A summary of key terms of the service agreements for senior executives of the Company are disclosed in the Remuneration Report section of the Company's Annual Report.</p>

ASX Recommendations	Compliance	Detailed Description
<p><b>ASX Recommendation 1.4 – Company Secretary</b></p> <p>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.</p>	Yes	<p>The Company Secretary is accountable directly to the Board, though the Chair, on all matters to do with the proper functioning of the Board.</p> <p>The Company Secretary’s role includes advising the Board and its committees on governance matters; monitoring that Board and committee policy and procedures are followed; coordinating the timely completion and despatch of Board and committee papers; ensuring that the business at Board and committee meetings is accurately captured in the minutes; and helping to organise and facilitate the induction and professional development of directors.</p> <p>All directors have unfettered access to the Company Secretary and the appointment and removal of the Company Secretary must be made or approved by the Board.</p>
<p><b>ASX Recommendation 1.5 – Diversity</b></p> <p>A listed entity should:</p> <p>(a) have and disclose a diversity policy;</p> <p>(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</p> <p>(c) disclose in relation to each reporting period:</p> <p>(1) the measurable objectives set for that period to achieve gender diversity;</p> <p>(2) the entity’s progress towards achieving those objectives; and</p> <p>(3) either:</p> <p>(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</p> <p>(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 that Act.</p>	Yes	<p>The Board and the Company are committed to workplace diversity and creating an inclusive workplace that embraces and values diversity capable of delivering long term shareholder value.</p> <p>The Board has overseen the establishment of measurable objectives for driving gender diversity, and to align with the Workplace Gender Equality Act 2012 (Cth) and the ASX Corporate Governance Principles and Recommendations. The Company’s progress against those measurable objectives is set out below.</p> <p>Syrah’s gender diversity targets are reviewed on an annual basis as a minimum, and more regularly as deemed necessary to ensure targets are increased in line with organisational growth and development. The Company’s Diversity and Inclusion Policy is available at <a href="http://www.syrahresources.com.au">www.syrahresources.com.au</a>.</p>

ASX Recommendations	Compliance	Detailed Description								
<b>ASX Recommendation 1.5 – Diversity Continued</b> 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.		<b>Strategy Area / Key Performance Indicator</b>	<b>Target</b>		<b>Actual</b>					
			2022	2023	2025	As At 31 Dec 2023				
			<b>Board of Directors</b>							
			Representation of women on the Board of Directors of the Company (includes Managing Director & Chief Executive Officer).	33%	33%	40:40:20 ratio	33%			
			<b>Senior Leadership Team (CEO, CEO-1 &amp; CEO-2)</b>							
			Representation of women in senior leadership roles, defined as the Key Management Personnel (KMP) of the Company and KMP direct reports in General Manager level roles and above.	25%	25%	40:40:20 ratio	33%			
			<b>Corporate Group</b>							
		Representation of women across Corporate business divisions (Australia and Dubai).	40:40:20 ratio	40:40:20 ratio		<table border="1"> <thead> <tr> <th>Including KMP</th> <th>Excluding KMP</th> </tr> </thead> <tbody> <tr> <td>44%</td> <td>50%</td> </tr> </tbody> </table>	Including KMP	Excluding KMP	44%	50%
Including KMP	Excluding KMP									
44%	50%									
		<b>Operations</b>								
		Representation of women across Twigg Exploration and Mining Limitada (Balama Graphite Operation) and Syrah Technologies LLC (Vidalia Active Anode Material Project).	Balama 20%*	Balama 22%*	Balama 20%*	<table border="1"> <thead> <tr> <th>Balama</th> <th>Vidalia</th> </tr> </thead> <tbody> <tr> <td>18%</td> <td>21%</td> </tr> </tbody> </table>	Balama	Vidalia	18%	21%
Balama	Vidalia									
18%	21%									
		<p>* Targets take the headcount ramp-ups into consideration and reflect a year on year increase in female recruitment %.</p> <p>The Company is committed to assessing and selecting employees based on merit to ensure the best, most suitably qualified candidates are appointed on all occasions, whilst simultaneously taking steps to provide supporting infrastructure for diversity and bringing an open-minded approach to the skills and experience required for each role.</p> <p>The Company is not considered a “relevant employer” under the Workplace General Equality Act 2012, as it is not a non-public sector employer with 100 or more employees in Australia for any six months or more of a reporting period.</p>								



ASX Recommendations	Compliance	Detailed Description
<p><b>ASX Recommendation 1.6 – Board Performance Review</b></p> <p>A listed entity should:</p> <p>(a) have and disclose a process for periodically evaluating the performance of the board, its committees and individual directors; and</p> <p>(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.</p>	Yes	<p>The Board and its sub-committees have an annual review process in accordance with the Board Charter, and supported by the Remuneration, Nomination and Governance Committee in accordance with its Charter.</p> <p>In 2021, the Board undertook an external review facilitated by an independent consultant which was completed in early 2022. The key purpose of the external review was to identify opportunities to continue to strengthen the overall effectiveness of the Board, including Committee effectiveness.</p> <p>In 2023, an internal Board performance review was undertaken, which was facilitated by the Chair of the Remuneration, Nomination and Governance Committee, and involved an extensive Board questionnaire and follow up interview with each Board member to assess Board, sub-Committee and individual director performance. The results of this process were considered by the Board.</p> <p>The Company intends to undertake an external performance review every three years, with a self-evaluation review conducted internally during the in-between years.</p>
<p><b>ASX Recommendation 1.7 – Executive Performance Review</b></p> <p>A listed entity should:</p> <p>(a) have and disclose a process for evaluating the performance of its senior executives at least once every reporting period; and</p> <p>(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.</p>	Yes	<p>The performance of all senior executives, including the Managing Director and CEO, are formally reviewed on a semi-annual basis.</p> <p>The Board, in consultation with the Remuneration, Nomination and Governance Committee, is responsible for evaluating the performance of the Managing Director and CEO.</p> <p>Senior executives are evaluated by the Managing Director and CEO taking into account feedback from the Board and with remuneration results reviewed and approved by the Remuneration, Nomination and Governance Committee.</p> <p>Performance is reviewed against specific and measurable company and individual performance measures which are designed to facilitate achievement of the Company's objectives whilst appropriately managing its risks.</p> <p>A performance evaluation of all senior executives including the Managing Director and CEO, was undertaken during Q1 2023 and Q1 2024.</p>

## PRINCIPLE 2: STRUCTURE THE BOARD TO BE EFFECTIVE AND ADD VALUE

ASX Recommendations	Compliance	Detailed Description
<p><b>ASX Recommendation 2.1 – Nomination Committee</b></p> <p>The board of a listed entity should:</p> <p>(a) have a nomination committee which:</p> <p>(1) has at least three members, a majority of whom are independent directors; and</p> <p>(2) is chaired by an independent director, and disclose:</p> <p>(3) the charter of the committee;</p> <p>(4) the members of the committee; and</p> <p>(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</p> <p>(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.</p>	Yes	<p>The Remuneration, Nomination and Governance Committee has three members, all of whom are non-executive and a majority are independent directors. The Committee is Chaired by an independent director who is not the Chair of the Board.</p> <p>The Remuneration, Nomination and Governance Committee charter is available at <a href="http://www.syrahresources.com.au">www.syrahresources.com.au</a>.</p> <p>An overview of the Committee membership, responsibilities, qualifications and experience is provided above under “Overview”.</p> <p>The Committee composition, meeting details, committee members and attendances are set out in the Annual Report.</p> <p>All Committee members attended each meeting as set out in the 2023 Annual Report during the 2023 year.</p>
<p><b>ASX Recommendation 2.2 – Skills Matrix</b></p> <p>A listed entity should have and disclose a board skills matrix setting out the mix of skills that the board currently has or is looking to achieve in its membership.</p>	Yes	The Board Skills Matrix is set out above under Overview.

ASX Recommendations	Compliance	Detailed Description
<p><b>ASX Recommendation 2.3 – Independent Directors</b></p> <p>A listed entity should disclose:</p> <p>(a) the names of the directors considered by the board to be independent directors;</p> <p>(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</p> <p>(c) the length of service of each director.</p>	Yes	<p>The Company has conducted a review of director independence in accordance with the assessment criteria set out in the ASX Recommendations. The results of that assessment are set out in the Overview above.</p> <p>The length of service of each director is set out in the Overview above.</p>
<p><b>ASX Recommendation 2.4 – Majority Independence</b></p> <p>A majority of the board of a listed entity should be independent directors.</p>	Yes	The majority of the Board are independent non-executive directors.
<p><b>ASX Recommendation 2.5 – Independent Chair</b></p> <p>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.</p>	Yes	The Company's Chairman, Mr Askew, is an independent non-executive director.
<p><b>ASX Recommendation 2.6 – Induction, Education and Training</b></p> <p>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.</p>	Yes	<p>Overseen by the Remuneration, Nomination and Governance Committee the Company has induction programs for new directors to gain an understanding of:</p> <p>a) the respective rights, duties and responsibilities and roles of the directors and the Board; and</p> <p>b) the Company's financial position, strategies, operations and risk management policies.</p> <p>Each new director has the opportunity to meet with existing Board members and relevant senior executives.</p> <p>Directors have the opportunity to undertake courses with the Australian Institute of Company Directors or other professional bodies as required, subject to the approval of the Chairman.</p> <p>All Board members are expected to maintain the skills required to discharge their roles.</p>

## PRINCIPLE 3: INSTIL A CULTURE OF ACTING LAWFULLY, ETHICALLY AND RESPONSIBLY

ASX Recommendations	Compliance	Detailed Description
<p><b>ASX Recommendation 3.1 - Values</b></p> <p>A listed entity should articulate and disclose its values.</p>	Yes	<p>The values of Syrah are disclosed together with the Code of Conduct, Vision and Values and are available on the Company's website <a href="http://www.syrahresources.com.au">www.syrahresources.com.au</a>.</p>
<p><b>ASX Recommendation 3.2 – Code of Conduct</b></p> <p>A listed entity should:</p> <p>(a) have and disclose a code of conduct for its directors, senior executives and employees; and</p> <p>(b) ensure that the board or a committee of the board is informed of any material breaches of that code.</p>	Yes	<p>Syrah Resources is committed to maintaining international performance standards for corporate governance and compliance, through systems and processes which enable employees and contractors to work with integrity and fairness at all times.</p> <p>The Company has a Code of Conduct for directors, senior executives and employees and a number of key supporting policies, including a Whistleblower Policy, Anti-Bribery and Corruption Policy, Working with Integrity Policy, Sustainability Policy, Diversity &amp; Inclusion Policy, Workplace Behaviour Policy, Human Rights Policy and Modern Slavery Statement. Details are set out in the overview above and copies of the policies are available on the Company's website <a href="http://www.syrahresources.com.au">www.syrahresources.com.au</a>.</p>
<p><b>ASX Recommendation 3.3 – Whistleblower Policy</b></p> <p>A listed entity should:</p> <p>(a) have and disclose a whistleblower policy; and</p> <p>(b) ensure that the board or a committee of the board is informed of any material incidents reported under that policy.</p>	Yes	<p>Syrah Resources has a well-embedded Whistleblower Policy in place that provides a process to ensure that all material matters are reported to the Board or eligible Board or applicable Board subcommittee.</p> <p>Syrah Resources' Whistleblower Policy is available on the Company's website at <a href="http://www.syrahresources.com.au">www.syrahresources.com.au</a>.</p>
<p><b>ASX Recommendation 3.4 – Anti-bribery and Corruption Policy</b></p> <p>A listed entity should:</p> <p>(a) have and disclose an anti-bribery and corruption policy; and</p> <p>(b) ensure that the board or a committee of the board is informed of any material breaches of that policy.</p>	Yes	<p>Syrah Resources' Anti-Bribery and Corruption Policy is reviewed periodically for accuracy, relevance and reporting by the Audit &amp; Risk Committee and is disclosed and available on the Company's website at <a href="http://www.syrahresources.com.au">www.syrahresources.com.au</a>.</p> <p>The Audit &amp; Risk Committee will receive annual reports on the Company's compliance with this Anti-Bribery and Corruption Policy. Significant or urgent matters will be escalated to the Committee on an expedited basis, as determined by the Managing Director and CEO in the first instance.</p> <p>The Company also has a Gifts, Hospitality and Benefits Policy in place and Management is responsible for monitoring the Gifts, Hospitality &amp; Benefits Register to ensure compliance with the policy. The consolidated Gifts, Hospitality and Benefits Register is reviewed by the Executive Committee on a quarterly basis and the Company's Chief Financial Officer is responsible for providing updates to the Audit and Risk Committee on trends, issues or concerns through the interim and annual financial statement reporting processes to align with representations made to the auditors.</p>

## PRINCIPLE 4: SAFEGUARD THE INTEGRITY OF CORPORATE REPORTS

ASX Recommendations	Compliance	Detailed Description
<p><b>ASX Recommendation 4.1 – Audit Committee</b></p> <p>The board of a listed entity should:</p> <p>(a) have an audit committee which:</p> <p>(1) has at least three members, all of whom are non-executive directors and a majority of whom are independent directors; and</p> <p>(2) is chaired by an independent director, who is not the chair of the board, and disclose:</p> <p>(3) the charter of the committee;</p> <p>(4) the relevant qualifications and experience of the members of the committee; and</p> <p>(5) 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</p> <p>(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.</p>	Yes	<p>The Audit and Risk Committee has three members, all of whom are non-executive, and independent directors.</p> <p>The Committee is chaired by an independent director who is not the same person as the Chair of the Board and is a highly experienced finance professional.</p> <p>The Audit Committee charter is available at <a href="http://www.syrahresources.com.au">www.syrahresources.com.au</a>.</p> <p>An overview of the Committee current membership, responsibilities, qualifications and experience is provided above under "Overview".</p> <p>All Committee members attended each meeting held during the year.</p> <p>Meeting details, committee members and attendances are set out in the Annual Report.</p>



ASX Recommendations	Compliance	Detailed Description
<p><b>ASX Recommendation 4.2 – Management Assurances</b></p> <p>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.</p>	Yes	<p>Prior to approval of the Company's financial statements the Board receives from the Managing Director and CEO and the 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.</p>
<p><b>ASX Recommendation 4.3 – External Auditor Attends AGM</b></p> <p>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.</p>	Yes	<p>The Company's external auditor is PricewaterhouseCoopers.</p> <p>All Board and Board sub-committee papers are available to the external auditor and they are invited to attend all Audit and Risk Committee meetings and are available to the Audit and Risk Committee members at any time.</p> <p>As required by the Corporations Act 2001 (Cth) the external auditor attends all Annual General Meetings (AGMs) and is available to answer questions from security holders relevant to the audit, their report and independence, and the accounting policies adopted by the Company.</p> <p>Syrah verifies the integrity of any period corporate report it releases to the market that is not audited or reviewed by an external auditor, such as quarterly reports, by ensuring financial and production data disclosed to the market is always aligned to monthly Executive Committee reports, which are reviewed by relevant General Managers, Executive Committee and circulated to the Board. The financial information in the Executive Committee reports are sourced directly from the Enterprise Resource Planning (ERP) system and the ERP data is subject to the annual and half-year financial audits and reviews. The Audit and Risk Committee Charter describes the oversight functions of the Committee of Company policies, procedures and practices which produce these reports. Also refer to the management assurances referred to in recommendation 4.2.</p>

## PRINCIPLE 5: MAKE TIMELY AND BALANCED DISCLOSURE

ASX Recommendations	Compliance	Detailed Description
<p><b>ASX Recommendation 5.1 – Continuous Disclosure Policy</b></p> <p>A listed entity should have and disclose a written policy for complying with its continuous disclosure obligations under listing rule 3.1.</p>	Yes	<p>The Company's Continuous Disclosure Policy is available on the Company's website at <a href="http://www.syrahresources.com.au">www.syrahresources.com.au</a>.</p> <p>This Policy sets out the roles and responsibilities of directors, the Executive Committee and all employees in relation to continuous disclosure as well as the Company's obligations under the ASX Listing Rules and the Corporations Act. The Policy also provides procedures for internal notification and external disclosure, as well as procedures for promoting understanding of compliance with the disclosure requirements.</p> <p>The Board has overall responsibility for compliance with Syrah Resources' continuous disclosure obligations and Board approval is required for certain key matters (as set out in the policy) and other matters may be referred to the Board by the Managing Director or the Company Secretary. All other matters may be approved by the Managing Director.</p> <p>The Continuous Disclosure Policy is periodically reviewed by the Board to ensure that it is effective and remains consistent and current with relevant laws and ASX requirements.</p>
<p><b>ASX Recommendation 5.2 – Market Announcements</b></p> <p>A listed entity should ensure that its board receives copies of all material market announcements promptly after they have been made.</p>	Yes	<p>The Board reviews and approves market announcements in accordance with its Continuous Disclosure Policy and each Board member is registered to receive external notifications of all ASX announcements. The Company also circulates all price sensitive announcements to the Board ahead of the release being made.</p> <p>The Company discloses these processes in the Company's Continuous Disclosure Policy available on the Company's website.</p>
<p><b>ASX Recommendation 5.3 – Presentation Materials</b></p> <p>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.</p>	Yes	<p>The Company discloses these processes in the Company's Continuous Disclosure Policy available on the website.</p>

## PRINCIPLE 6: RESPECT THE RIGHTS OF SECURITY HOLDERS

ASX Recommendations	Compliance	Detailed Description
<p><b>ASX Recommendation 6.1 – Information and Governance</b></p> <p>A listed entity should provide information about itself and its governance to investors via its website.</p>	Yes	<p>The Company's website at <a href="http://www.syrahresources.com.au">www.syrahresources.com.au</a> contains key information about the Company and its corporate governance practices and policies, its social responsibility programs and policies, as well as biographies of the Board members, Company Secretary and senior executives.</p> <p>The Company also maintains a separate investor page on its website to provide shareholders with links to annual and interim reports, ASX announcements, presentations and other key information.</p>
<p><b>ASX Recommendation 6.2 – Investor Relations Program</b></p> <p>A listed entity should have an investor relations program that facilitates effective two-way communication with investors.</p>	Yes	<p>The Company has a dedicated General Manager – Business Development and Investor Relations. Syrah Resources' investor relations program includes:</p> <ol style="list-style-type: none"> <li>regular roadshows by the Managing Director and CEO and other relevant senior executives to meet with existing and potential investors in Australia and internationally;</li> <li>regular investor conference calls following the release of quarterly results, which include time for investor questions and answers. Calls are open to investors, media and analysts;</li> <li>the investor relations team contact details are provided on each ASX announcement and investor queries are responded to by telephone and email;</li> <li>annual engagement with proxy advisers and corporate governance advisers of major shareholders; and</li> <li>attendance by senior executives and other relevant employees at industry events and functions to enable investors to communicate directly with the Company.</li> </ol>
<p><b>ASX Recommendation 6.3 – Shareholder participation at AGMs</b></p> <p>A listed entity should disclose how it facilitates and encourages participation at meetings of security holders.</p>	Yes	<p>The Board encourages full participation of shareholders at the AGM, to ensure a high level of accountability and identification with the Company's strategy and goals.</p> <p>Prior to the AGM the Company issues a Notice of Meeting, Explanatory Statement and Proxy Form to provide all the information that is relevant to shareholders in making decisions on matters to be voted on at the meeting. Shareholders may elect to receive communications electronically.</p> <p>Details regarding the timing and location of the Company's General Meetings or Annual General Meeting are disclosed to the ASX in advance to encourage attendance by shareholders.</p> <p>Time is also set aside at the AGM for the Board and Senior Executives to respond to any shareholder queries.</p>
<p><b>ASX Recommendation 6.4 – Resolutions by Poll</b></p> <p>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.</p>	Yes	<p>The Company conducts all voting processes through a poll rather than a show of hands. The Company conducted all resolutions via a poll at its 19 May 2023 Annual General Meeting.</p>
<p><b>ASX Recommendation 6.5 – Electronic Communications</b></p> <p>A listed entity should give security holders the option to receive communications from, and send communications to, the entity and its security registry electronically.</p>	Yes	<p>Shareholders have the option of electing to receive communications from and sending communications to the Company and its share registry electronically.</p> <p>Syrah Resources actively encourages its shareholders to take up the benefits of electronic communications.</p>

## PRINCIPLE 7: RECOGNISE AND MANAGE RISK

ASX Recommendations	Compliance	Detailed Description
<p><b>ASX Recommendation 7.1 – Risk Committee</b></p> <p>The board of a listed entity should:</p> <p>(a) have a committee or committees to oversee risk, each of which:</p> <p>(1) has at least three members, a majority of whom are independent directors; and</p> <p>(2) is chaired by an independent director, and disclose:</p> <p>(3) the charter of the committee;</p> <p>(4) the members of the committee; and</p> <p>(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</p> <p>(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.</p>	<p>Yes</p>	<p>The Audit and Risk Committee has three members, all of whom are non-executive and independent directors.</p> <p>The Committee is Chaired by an independent director.</p> <p>The Audit and Risk Committee charter is available at <a href="http://www.syrahresources.com.au">www.syrahresources.com.au</a>.</p> <p>An overview of the Committee membership, responsibilities, qualifications and experience is provided above under "Overview".</p> <p>All Committee members attended each meeting held during the year.</p> <p>Meeting details, committee members and attendances are set out in the Annual Report.</p>
<p><b>ASX Recommendation 7.2 – Risk Framework Review</b></p> <p>The board or a committee of the board should:</p> <p>(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</p> <p>(b) disclose, in relation to each reporting period, whether such a review has taken place.</p>	<p>Yes</p>	<p>The Company's Risk Management Framework is reviewed annually, and a review was conducted in Q2 2023, with continuous improvements arising from that review implemented.</p> <p>The Board retains active oversight of the risk management process, including the risk reporting framework, material risks and material changes to risks. The Audit and Risk Committee provides detailed oversight of the Risk Management Framework and associated processes.</p> <p>Accountabilities and responsibilities for risk management are clearly defined and the Executive Committee, the Board and its relevant sub-committees regularly review the detail of the Company's risks, the effectiveness of mitigation strategies and key priorities for further risk management.</p>

ASX Recommendations	Compliance	Detailed Description
<p><b>ASX Recommendation 7.3 – Internal Audit</b></p> <p>A listed entity should disclose:</p> <p>(a) if it has an internal audit function, how the function is structured and what role it performs; or</p> <p>(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.</p>	Yes	<p>The Company does not presently have an internal audit function. The Audit and Risk Committee have primary responsibility for oversight of the internal controls in place to detect and deter any activity contrary to its policy.</p> <p>Other internal management and independent assurance mechanisms used to evaluate and continually improve risk management and internal control processes include:</p> <ul style="list-style-type: none"> <li>a) regular “peer review” of risk mitigation strategies and internal controls by the Executive Committee;</li> <li>b) engaging independent experts to review the design, development and/or implementation of control systems or processes for specific areas of risk including health and safety, environment, community, crisis management, security and protection of assets; and</li> <li>c) feedback from the external auditors on internal financial controls.</li> </ul> <p>The results of internal management and independent expert reviews are shared with the Board and its relevant committees and progress in relation to the implementation of enhancements are monitored.</p>
<p><b>ASX Recommendation 7.4 – Economic and Sustainability Risks</b></p> <p>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.</p>	Yes	<p>The Company’s potential material risks are set out in the Annual Report.</p> <p>The Company manages its potential material risks through the Risk Management Framework and processes set out above under Recommendation 7.2.</p> <p>Health and Safety, Environment and Sustainability are covered by the Policies set out in the Overview above. A copy of those policies is available on the Company’s website at <a href="http://www.syrahresources.com.au">www.syrahresources.com.au</a>. There are comprehensive internal processes and programs of work, including regular monitoring and reporting, in place to manage those risks.</p> <p>The Company’s exposure to material economic risks are considered, managed and monitored by a number of business functions and processes including:</p> <ul style="list-style-type: none"> <li>a) business strategy setting and planning;</li> <li>b) market and industry analysis;</li> <li>c) macro-economic analysis including global and country specific risks, trends and factors; and</li> <li>d) financial and capital management.</li> </ul>



## PRINCIPLE 8: REMUNERATE FAIRLY AND RESPONSIBLY

ASX Recommendations	Compliance	Detailed Description
<p><b>ASX Recommendation 8.1 – Remuneration Committee</b></p> <p>The board of a listed entity should:</p> <p>(a) have a remuneration committee which:</p> <p>(1) has at least three members, a majority of whom are independent directors; and</p> <p>(2) is chaired by an independent director, and disclose:</p> <p>(3) the charter of the committee;</p> <p>(4) the members of the committee; and</p> <p>(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</p> <p>(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.</p>	Yes	<p>The Remuneration, Nomination and Governance Committee has three members, all of whom are non-executive, and a majority are independent directors.</p> <p>The Committee is chaired by an independent director who is not the same person as the Chair of the Board. The Committee charter is available at <a href="http://www.syrahresources.com.au">www.syrahresources.com.au</a>.</p> <p>An overview of the Committee membership, responsibilities, qualifications and experience is provided above under “Overview”.</p> <p>All Committee members attended each meeting held during the year.</p> <p>Meeting details, committee members and attendances are set out in the Annual Report.</p>

ASX Recommendations	Compliance	Detailed Description
<p><b>ASX Recommendation 8.2 – Remuneration Policies and Practices</b></p> <p>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.</p>	Yes	<p>The Company has developed a Remuneration Policy and associated procedures to:</p> <ol style="list-style-type: none"> <li>fairly, consistently and responsibly reward directors, executives, senior management and employees having regard to the Company and personal performance and the general pay environment;</li> <li>enable the attraction and retention of directors and management who will create value for shareholders;</li> <li>ensure that the Company has a consistent, clear and methodical approach as to how allocations under the Company's Equity Incentive Plan are undertaken;</li> <li>comply with all relevant legal and regulatory provisions, including statutory requirements / minimum entitlements in each jurisdiction in which the Company operates.</li> </ol> <p>Details of these policies and procedures are set out in Remuneration Report section of the Company's Annual Report, as are the details of remuneration paid to Non-Executive Directors, the Managing Director and CEO and the Executive Committee. The Remuneration Report highlights the balance between fixed pay, short term incentive and long-term incentives, and the relationship to the Company's performance.</p> <p>The Company also undertakes internal remuneration benchmarking on an annual basis.</p>
<p><b>ASX Recommendation 8.3 – Policy on Limiting Economic Risk of Equity Based Remuneration</b></p> <p>A listed entity which has an equity-based remuneration scheme should:</p> <ol style="list-style-type: none"> <li>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</li> <li>disclose that policy or a summary of it.</li> </ol>	Yes	<p>The Company has an Equity Incentive Plan (EIP) is part of the Company's remuneration strategy and is designed to align the interests of management and shareholders and assist the Company to attract, motivate and retain executives and selected senior staff.</p> <p>The Company's Securities Trading Policy specifically prohibits the use of derivatives in relation to unvested Company Securities in a way that would have the effect of providing greater benefit than would otherwise have been realized by the employee. This is because such use of derivatives may allow value to be realized from those Securities even if the relevant performance hurdles have not been met, which would break the intended connection between employee performance and shareholder best interests.</p> <p>Use of derivatives is permitted in relation to vested Company Securities (provided that the balance of the Securities Trading Policy is complied with). Under the Corporations Act 2001 (Cth), Key Management Personnel are prohibited from hedging any remuneration that has not vested or has vested but remains subject to a holding lock.</p> <p>A copy of the Securities Trading Policy is available on the Company's website at <a href="http://www.syrahresources.com.au">www.syrahresources.com.au</a>.</p>

## PRINCIPLE 9: ADDITIONAL RECOMMENDATIONS THAT APPLY ONLY IN CERTAIN CASES

ASX Recommendations	Compliance	Detailed Description
<p><b>ASX Recommendation 9.1 –</b> A listed entity with a director who does not speak the language in which board or security holder meetings are held or key corporate documents 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.</p>	Not applicable to the Company.	
<p><b>ASX Recommendation 9.2 –</b> A listed entity established outside Australia should ensure that meetings of security holders are held at a reasonable place and time.</p>	Not applicable to the Company.	
<p><b>ASX Recommendation 9.3 –</b> 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.</p>	Not applicable to the Company.	





# SYRAH RESOURCES

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