Corporate Governance Statement 2025

Evolution MINING

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Introduction

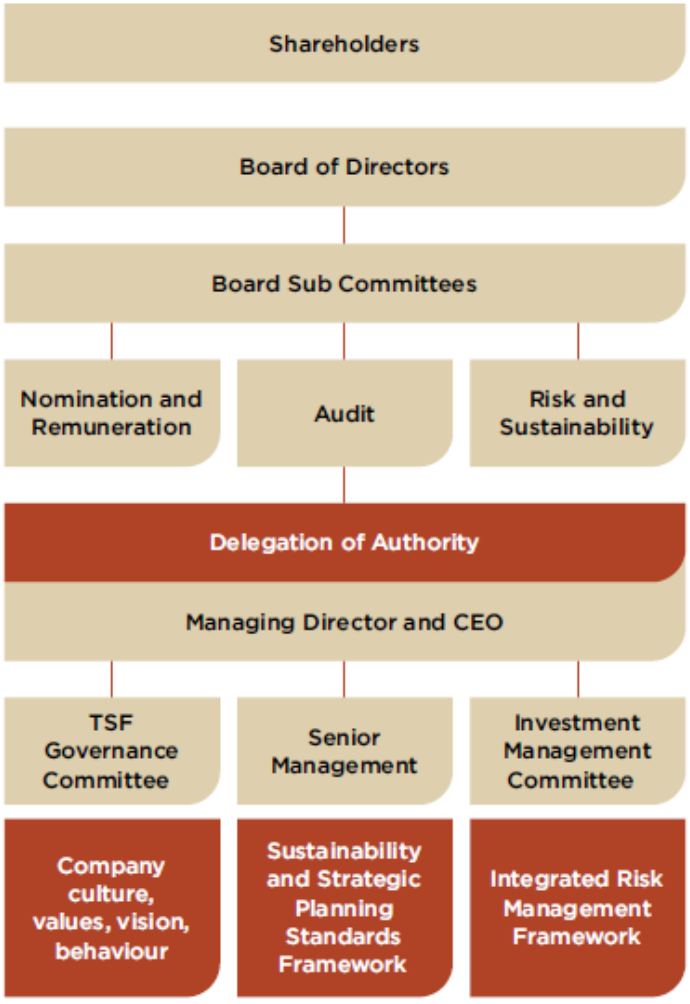
Evolution Mining Limited (Evolution or the Company) has elected to implement the ASX Corporate Governance Council's (Council) Fourth Edition Corporate Governance Principles and Recommendations (ASX Governance Principles). The Company is committed to operating at the highest standards of financial and ethical behaviour as well as maintaining a high standard of corporate governance. This aligns with our values, the expectations of the Company's shareholders and the requirements of the market regulators.

Where the Company's corporate governance practices do not meet with all the practices recommended by the Council, or the Board does not consider it practicable or necessary to implement, the Board's reasoning for any departure is explained.

This Statement has been approved by the Board of Evolution and is current as at 30 September 2025, and should be read in conjunction with the information presented in the corporate governance section on the Evolution website at www.evolutionmining.com.au, the 2025 Annual Report and the Appendix 4G released on the ASX Market Announcements platform on 15 October 2025.

The Company advises that it complies with all the ASX Governance Principles other than the Chair of the Board being a Non-Independent (Recommendation 2.5).

Governance framework



1. Board of Directors and Management

Role of the Board

The Board is the governing body of the Company, and its role is to represent and serve the interests of shareholders by overseeing and appraising the Company's values, strategies, policies and performance, and to provide overall strategic guidance to and effective oversight of management. In fulfilling these duties, the Directors must act in the best interests of the Company as a whole and each member of the Board is committed to spending sufficient time to enable them to effectively carry out their duties as a Director of the Company.

The Board and the Company act within a statutory framework, principally the Corporations Act and the Constitution of the Company. Subject to this statutory framework, the Board has the authority and the responsibility to perform the functions, determine the policies and control the affairs of the Company. The Board must ensure that Evolution operates in accordance with good corporate governance and prudent commercial principles which satisfy shareholders, consistent with maximising the Company's long-term value.

Responsibilities of the Board and Board processes

The Board's functions and the functions delegated to the Leadership Team are set out in the Board Charter, which is available on the Company's corporate governance web page and can be accessed here.

In general, the Board is ultimately responsible for and has the authority to determine all matters relating to the policies, practices, management, and operations of the Company.

The Board is responsible for establishing the corporate governance standards and management framework. This framework divides the functions of running the Company between the Board, the Chair and the Leadership Team. The Board guides and monitors the business affairs of the Company on behalf of the shareholders by whom they are elected and to whom they are accountable. The Board is required to do all things that may be necessary to be done in order to carry out the objectives of the Company. The Board delegates authority to the Leadership Team to carry out delegated duties in support of the objectives of the Company. It is the role of the Leadership Team to manage the Company in accordance with the agreed strategy and delegations of the Board and the responsibility of the Board to oversee the activities of the Leadership Team in carrying out these delegated duties.

The key functions of the Board include:

- **Leadership**: Together with the Leadership Team, approving the Company's statement of values and code of conduct which underpins the desired culture within the Company, and which serve to protect and enhance its reputation.
- **Strategy**: Endorsing and supporting the strategic plan for the Company.
- **Leadership selection**: Together with the Nomination and Remuneration Committee, selecting the Managing Director and Chief Executive Officer (CEO) and Chair, ensuring adequate succession and ratifying the appointment, removal and remuneration of the Leadership Team.
- **Delegation of Authority**: Adopting clearly defined delegations of authority from the Board to management.
- **Major expenditure**: Approving major capital expenditure, acquisitions and divestitures in excess of the authority levels delegated to management.
- **Performance review and remuneration**: Together with the Nomination and Remuneration Committee, developing criteria for and evaluating the performance of the Chair and Senior Executives[1], challenging and holding them to account, approving the overall remuneration framework of the Company consistent with its values and strategic objectives, including the remuneration of Executive and Non-Executive Directors and Senior Executives, and any employee equity and incentive plans.
- **Financial position**: Taking steps designed to protect the Company's financial position and its ability to meet its debt and other obligations as they fall due.
- **Governance**: Evaluating the Company's compliance with corporate governance standards, approving the Company's Annual Corporate Governance and Modern Slavery statements, reviewing and monitoring the effectiveness of the Company's policies, standards and practices directed to ensuring that the Company complies with applicable laws and regulations and conforms with the highest standards of financial and ethical behaviour.

[1] Senior Executive means the direct reports of the CEO.

- **Financial oversight**: Approving an annual budget for the operational and financial performance of the Company and monitoring performance on a regular basis.
- **Financial and other reporting**: Determining that the Company has instituted adequate reporting systems and internal controls (both operational and financial) with appropriate monitoring of compliance activities aimed at ensuring the integrity of financial and other reporting, including that the Company's financial reports are true and fair and conform with Australian Accounting Standards.
- **External audit**: Together with the Audit Committee, selecting and recommending the appointment of the external auditor to shareholders at general meetings and in the event new auditors are appointed.
- **Risk management and sustainability**: Together with the Risk and Sustainability Committee, setting the risk appetite, reviewing and monitoring the material risks of the Company as advised by management, overseeing the integrity and effectiveness of the risk management and control systems and compliance with the Company's sustainability performance standards, practices and governance arrangements.
- **Disclosure**: Overseeing the Company's process for making timely and balanced disclosure of all material information concerning the Company that a reasonable person would expect to have a material effect on the Company's share price.
- **Board performance and composition**: Together with the Nomination and Remuneration Committee, evaluating effectiveness of the Board's performance on an annual basis, determining its size and composition, and adopting formal processes for the selection of new directors and recommending them for the consideration of shareholders at general meetings with adequate information provided to allow shareholders to make informed decisions.
- Performing such other functions as are prescribed by law.

The Board holds regular meetings and is expected to meet periodically throughout the year. Timetables for Board and Committee meetings are agreed in advance on an annual basis. Directors' attendance at meetings in FY25 is set out in the Directors' Report section of the 2025 Annual Report.

Information for Board meetings is prepared and circulated in advance. Members of the Leadership Team and senior management[2] are regularly invited to attend Board meetings and present to the Board on specific agenda items.

Day-to-day management of the operations of the Company is delegated by the Board via the Chair to the CEO and to the Leadership Team, subject to the delegation of authority limits approved by the Board. Whilst retaining control of decision making on strategic matters and policy, the Board has delegated to the CEO responsibility for:

- **Strategy**: Executing strategies as approved by the Board.
- **Policies**: Ensuring compliance to all policies, standards, procedures, and codes approved by the Board.
- **Operational performance**: Operating the Company's businesses and operations within the parameters approved by the Board from time to time, keeping the Board informed of all material developments relating to the businesses and operations, including its compliance with material legal and regulatory requirements and any conduct that is materially inconsistent with the values or code of conduct of the Company.
- **Risk management**: Establishing and maintaining effective risk management frameworks, systems, policies, standards and procedures to effectively manage financial, health, safety, environment, community and other operational risks and where those risks could have a material impact on the Company's business and operations, formulating strategies for managing these risks for consideration by the Board.
- **Reporting**: Managing the Company's current reporting mechanisms to ensure that these are functioning effectively, and that the Board is provided with timely, accurate and sufficient information regarding the Company's current and future operating and financial performance and results, and potential material risks.
- **Board Continuous disclosure**: Ensuring that the Board is fully informed about all material matters pertaining to the Company and that the Company meets its continuous disclosure obligations.
- **Selection of the Leadership Team and Senior Management**: Making recommendations for the appointment of the Leadership Team and Senior Management, determining terms of appointment,

[2] Senior management is defined as Leadership Team, functional and site General Managers.

evaluating performance, and developing and maintaining succession plans.

The Board receives regular updates from the Chair and CEO on matters of strategic, operational, or financial importance occurring outside of the Board meeting cycle.

Board appointments

It is the function of the Nomination and Remuneration Committee under its Charter to identify and recommend candidates for the Board. This occurs once the Committee considers the necessary and desirable competencies of new Board members, to determine the appropriate mix of skills and experience and how these candidates can contribute to the strategic direction of the Company. When considering Board appointments, the Company ensures that appropriate checks are undertaken on the candidate's character, education, qualifications, criminal record and bankruptcy history and that sufficient information is provided to shareholders when a candidate is standing for election or re-election as a Director to enable them to make an informed decision as to whether or not to elect or re-elect the candidate.

Information regarding the Directors who were re-appointed in the 2025 Financial Year (FY25) at the Annual General Meeting held on 21 November 2024 was provided in the Notice of Meeting dispatched to shareholders on 17 October 2024.

Effective 30 November 2024, Mr Askew retired from the Board.

There were no other changes to the composition of the Board during FY25.

Induction and independent advice

All new Directors are appointed through a written agreement with the Company that sets out all their duties, rights, and responsibilities. In addition, the Company Secretary is responsible for ensuring that the new Directors are provided with an information pack consisting of a detailed overview of the strategy, vision and values, details of each operation, the Company and organisation structure, the constitution, policies, and charters of the Company. New Directors are also provided with the Board schedule for the current and next calendar years. All Directors have the opportunity to visit any of the operations at any time. Visits to at least two operations are included in the Board schedule each year on a rotational basis as part obtaining first-hand exposure to the operations, site management and personnel. During the year ended 30 June 2025, the Board visited Red Lake, Cowal, Northparkes and Mungari Operations.

Each Director has the right of access to all Company information and to the Leadership Team. Furthermore, each Director and the Board collectively, subject to informing and with the approval of the Chair, has the right to seek independent professional advice from a suitably qualified advisor, at the Company's expense, to assist them to carry out their responsibilities. Where appropriate, a copy of this advice is to be made available to all other members of the Board.

Company Secretary

The Company Secretary is Mr Evan Elstein, who reports directly to the Board through the Chair on all matters to do with the proper functioning of the Board. For matters relating to the Chair, the Company Secretary liaises directly with the Lead Independent Director. All Directors have access to the Company Secretary, who advises the Board and its Committees on corporate governance matters, attends and takes minutes at all Board and Board sub-committee meetings, communicates with the ASX and ASIC on all regulatory matters, monitors adherence to Board policies and procedures, assists with the continuing professional development of Directors on governance and regulatory matters and retains all professional advisors at the Board's request. Overall, the Company Secretary is instrumental in promoting good governance practice by facilitating the Board and its committees to function effectively in accordance with their charters and good practice.

Board composition, experience and skills

The composition of the Board is reviewed by the Board, in conjunction with the Nomination and Remuneration Committee from time to time, having regard to the ongoing requirements of the Company. The objective is that the Board should be of a size and composition that is conducive to effective decision making with the benefit of a variety of perspectives, skills, and experience to meet the Board's responsibilities and objectives. As at 30 June 2025, the Board comprised eight Directors, including Mr Klein (Chair), and Mr Conway (CEO) and six Non-Executive Directors.

Under the Board Charter, the composition of the Board should comprise a majority of Non-Executive Directors who should also be Independent Directors. As at 30 June 2025, the Board comprised a majority of Non-Executive Directors and Independent Directors. The current six Non-Executive Directors

have a mix of commercial, exploration, project development, mining and financial skills and experience.

Effective from 1 July 2025, Mr Klein transitioned to the role of Non-Executive Chair, bringing the number of Non-Executive Directors to seven.

Further details about the Directors, including skills, experience and length of service are set out in this report and biographical profiles are provided in the 2025 Annual Report pages 42-45. In addition to the Annual Report, the table and chart on pages 7-8 sets out the skills, attributes and experience of the Directors serving on the Board as at 30 June 2025.

Name of Director	Position	Length of service as at 30 June 2025	Independent
Mr Jacob Klein	Chair	13 years 8 months	No
Mr Lawrence Conway	Managing Director and CEO	13 years 8 months	No
Mr James Askew	Non-Executive Director (retired 30 November 2024)	13 years 1 month	Yes
Mr Jason Attew	Non-Executive Director	5 years 7 months	Yes
Ms Andrea Hall	Non-Executive Director	7 years 9 months	Yes
Mr Thomas McKeith	Non-Executive Director	10 years 6 months	Yes
Mr Peter Smith	Lead Independent Director	5 years 3 months	Yes
Ms Victoria Binns	Non-Executive Director	5 years 3 months	Yes
Ms Fiona Hick	Non-Executive Director	1 year	Yes

Chair of the Board

Up to and including 30 June 2025, Mr Klein was the Executive Chair of the Company. Prior to the appointment of Mr Conway to the role of CEO, Mr Klein operated as the Chair of the Board and in the capacity of a role equivalent to a CEO, with no clear division of responsibility between these functions. With effect from 1 January 2023, the combined role of Chair of the Board and CEO was separated, with each role having clearly defined areas of responsibility. While the ASX Corporate Governance Council recommends that listed companies appoint an Independent Director as Chair, the Board believes that Mr Klein is the most appropriate person to serve as Chair of the Company at this time, for the reasons outlined below.

Mr Klein was instrumental in the formation of Evolution and since his appointment to the Board in 2011, has overseen its rapid growth and success, helping to create Australia's third largest gold producer and one of the lowest cost gold producers globally. He also has extensive skills and experience in managing and developing mining companies.

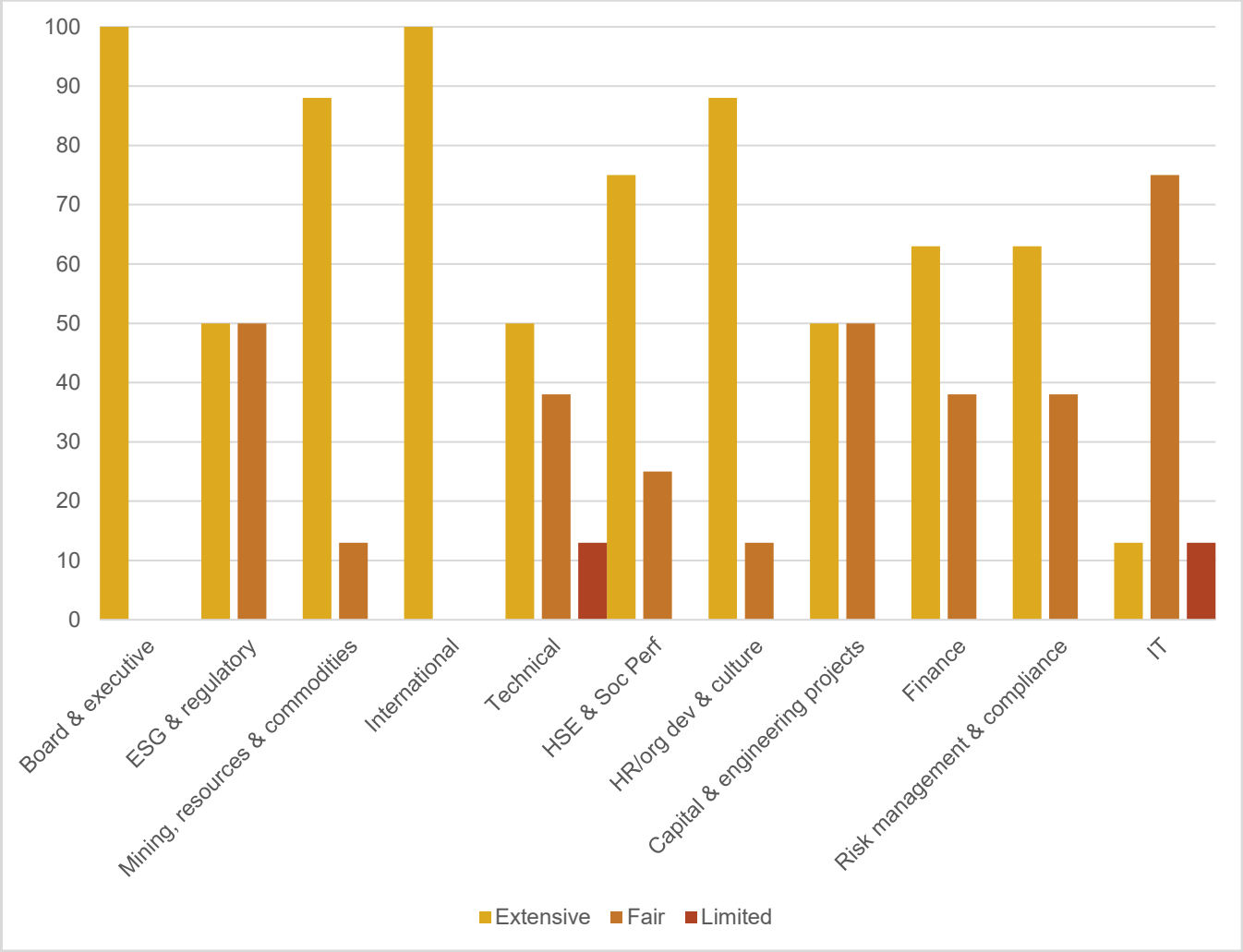
The role of Mr Klein is balanced by the appointment of Mr Smith as Lead Independent Director. Mr Smith was appointed in this role on 1 April 2024 and succeeded Mr Attew. In this role, Mr Smith chairs the discussions of the Non-Executive Directors and represents the Board and the Company in situations where the Chair may be conflicted. As such, the Board believes Mr Klein is the best person to undertake the Chair role and does not believe at this stage it is necessary to appoint an Independent Chair of the Board.

Board skills and experience matrix

The Board devised a Board Skills Matrix appearing in the table below to measure skills that are considered relevant to the nature of the Company and industry in which it operates. Each Director has self-assessed their skills and experience against the board skills matrix by giving a rating per skill. The number of Directors with extensive skills for each element is summarised in the table below:

Board skills and experience	Number of Directors (out of 8)
Board and executive management Experience at board, CEO, CFO, other office or similar level, in medium to large entities, including with listed entities with oversight of core operational and strategic functions and programs	8
Environmental, social, governance and regulatory Experience in organisations with a strong focus on, and adherence to, high governance standards or with responsibility for environmental, social and governance (ESG) maters or dealing with regulatory or governmental bodies in an executive or board capacity	4
Mining, resources and commodities Senior executive management, advisory or board experience in mid to large mining, resources and/or commodity organisations	7
International Multi-jurisdictional experience in mining, resources and/or commodity sectors, including exposure to other business, cultural and regulatory environments	8
Technical Professional qualifications or technical knowledge and experience with mining, geology, metallurgy, engineering or processing	4
Health, safety, environment and social performance Executive management or board experience with responsibility for, or oversight of, workplace health, safety, environment and social responsibility programs	6
Human resources/organisational development and culture Senior executive experience in workplace relations or relevant board committee experience	7
Capital and engineering projects Senior executive management experience with large scale capital or engineering projects	4
Finance Senior executive experience in financial accounting and reporting, financial risk management and controls, treasury, corporate finance or mergers and acquisitions experience	5
Risk management compliance Senior executive experience in operational risk management including identification, monitoring, mitigation and compliance	5
Information technology Executive management experience in information technology, including data analytics, cyber risk and security and IT project delivery	1

Board skills and experience matrix outcomes



2. Board sub-committees

Details of the current membership and composition of each of the standing Board Committees is set out below:

Committee	Membership	Composition[3]	Role	Meetings
Audit Committee	• At least three Non-Executive Directors • Majority must be independent • Chair must be an independent Non-Executive Director	• Andrea Hall (Chair) • Jason Attew • Victoria Binns	The role of the Audit Committee is to: • Assist the Board in carrying out its responsibility to exercise due care, diligence and skill in relation to the Board's reporting of financial information, application of accounting policies, financial management, internal control systems, business policies and procedures, compliance with applicable laws and regulations, and monitoring and controlling of business risks • Provide a formal forum for communication between the Board, auditors and senior management • Ensure the effectiveness of tax risk management and compliance • Improve the effectiveness of the external and internal audit functions and the communication between the Board and the external and internal auditors • Ensure the effectiveness of the internal controls	Minimum four times per year
Risk and Sustainability Committee	• At least three Non-Executive Directors • Majority must be independent • Chair must be an independent Non-Executive Director	• Peter Smith (Chair) • Andrea Hall • Fiona Hick • James Askew (retired 30 November 2024)	The role of the Risk and Sustainability Committee is to: • Advise and support the Board of Directors on all matters pertaining to the sustainability of the Company and group level risk appetite, risk management, and mitigation of all material risks arising from the Company's activities • Oversee the Company's risk management systems, sustainability programs and mitigating controls on behalf of the Board and regularly providing a report of its activities to the Board • Maintain free and open communication between the Committee and Senior Executives, as appropriate	Minimum three times per year
Nomination and Remuneration Committee	• At least three Non-Executive Directors • Majority must be independent • Chair must be an independent Non-Executive Director	• Thomas McKeith (Chair) • Victoria Binns • James Askew (retired 30 November 2024) • Jason Attew	The role of the Nomination and Remuneration Committee is to review and make recommendations to the Board on the following: • Executive and Non-Executive Director and Senior Executive remuneration • The implementation of, and amendment of, any Executive incentive plans • The annual performance review of the Chair • Board composition, competencies and diversity • Succession planning for the Board, Chair and Senior Executives • Director induction programs and continuing development • The process for evaluating the performance and effectiveness of the Board, the sub-committees of the Board and individual Directors • Board appointments, re-elections and terminations • Director independence • Any other matters referred to the Committee by the Board In carrying out its role, the Nomination and Remuneration Committee is to take cognisance of regulations regarding appointments and remuneration, particularly the relevant provisions of Employment Law and the Corporations Act.	Minimum three times per year

[3] All current members of the each of the Board Committees are independent Non-Executive Directors (NEDs).

Nomination and Remuneration Committee

The Board has established a Nomination and Remuneration Committee to review and make recommendations to the Board on remuneration, the composition of and appointments to the Board and succession planning for the Board and Senior Executives. The responsibilities of the Committee are set out in a formal Charter approved by the Board.

In accordance with its Charter, the Nomination and Remuneration Committee is structured such that it consists solely of Non-Executive Directors, is chaired by an independent Non-Executive Director and has at least three Non-Executive Directors as members. The Charter was last reviewed and updated in November 2022 and is reviewed from time to time to ensure it meets best practice standards, complies with the ASX Corporate Governance Principles and Recommendations, and meets the needs of the Company and the Committee.

The Charter is available on the Company's corporate governance web page and can be accessed here.

The Chair of the Nomination and Remuneration Committee is Mr McKeith. The other members of the Committee at 30 June 2025 were Mr Attew and Ms Binns who was appointed in this role in February 2025, following Mr Askew retiring from the Board on 30 November 2024. All Committee members are Non-Executive Directors, and the Board considers all the Non-Executive Directors on the Committee to be independent.

Other Board members, including the Executive Directors, are invited to attend these meetings and the Vice President People and Culture regularly attends and presents at the Committee meetings at the discretion of the Committee.

Details of the number of meetings held and the Directors' attendances during the financial year ending 30 June 2025 are set out below and in the Directors' Report section of the 2025 Annual Report.

Name of Director	Position	Independent	No of meetings held while a member	No of meetings attended
Mr Thomas McKeith	Chair	Yes	3	3
Mr James Askew (retired 30 November 2024)	Member	Yes	1	1
Mr Jason Attew	Member	Yes	3	3
Ms Victoria Binns	Member (since February 2025)	Yes	2	2

The Company Secretary is also the Secretary to the Committee and copies of the minutes of the meeting are distributed to the Board ahead of the next full Board meeting. The Chair of the Nomination and Remuneration Committee reports to the Board on the Committee's discussions, conclusions and recommendations.

Audit Committee

The Board has established an Audit Committee to assist the Board to safeguard the integrity of financial reporting. The responsibilities of the Committee are set out in a formal Charter approved by the Board.

The Charter sets out the purpose, membership, responsibilities, authority and reporting requirements of the Committee. The primary responsibilities of the Committee are detailed in the Charter and include the following areas:

- Audit
- Reporting
- Financial Risk Management
- Financial Governance

This Charter was last reviewed and updated in November 2024 and is reviewed bi-annually. The Charter is available on the Company's corporate governance web page and can be accessed here.

The Chair of the Audit Committee is Ms Hall. The other members of the Committee at 30 June 2025 were Mr Attew and Ms Binns. No changes to the composition of Committee were made during the year. The Board considers all the Non-Executive Directors on the Committee to be independent, and the composition of the Audit Committee satisfies the Board's requirements in performing the Committee's function given the size and complexity of the Company at present. The Chief Financial Officer, senior members of the finance team, the external auditors as well as the internal auditor attend Committee meetings at the discretion of the Committee.

Other Board members, including the Executive Directors, are invited to attend these meetings. Further details of the members of the Audit Committee and their attendance at Committee

meeting are set out below and in the Directors' Report Section of the 2025 Annual Report. The Company Secretary is also the Secretary to the Committee and copies of the minutes of the meeting are distributed to the Board ahead of the next full Board meeting.

Name of Director	Position	Independent	No of meetings held while a member	No of meetings attended
Ms Andrea Hall	Chair	Yes	4	4
Mr Jason Attew	Member	Yes	4	4
Ms Victoria Binns	Member	Yes	4	4

The Committee meets with the external auditor without senior management on general matters concerning the audit and on other matters. The Chair of the Audit Committee reports to the Board on the Committee's discussions, conclusions and recommendations and both external and internal auditors have a direct line of communication at any time to the Chair of the Committee and the Chair of the Board.

Risk and Sustainability Committee

The Board has established a Risk and Sustainability Committee and its role to oversee the Company's risk and sustainability management systems, policies, practices and plans on behalf of the Board and report the results of its activities to the Board, is set out in its Charter. The Charter was last reviewed and updated in February 2025. It is reviewed every two years or as required. The Charter is available on the Company's corporate governance web page and can be accessed here.

The responsibilities of the Risk and Sustainability Committee include oversight of the following areas:

- Health, safety and security
- Environment and tailings dam governance
- Community and social performance
- Cultural heritage
- Operational risk management
- Business risk management
- Legal and regulatory compliance

The Company is committed to the identification, monitoring and management of material business risks of its activities via its Risk Management Framework. The Sustainability and Strategic Planning Policy and Sustainability Performance Standards are available on the Company's intranet. The Sustainability and Strategic Planning Policy can also be accessed on the Company's website under the corporate governance page found here.

The Chair of the Risk and Sustainability Committee is Mr Smith. The other members of the Committee at 30 June 2025 were Ms Hall and Ms Hick who was appointed in February 2025 and succeeded Mr Askew following his retirement from the Board on 30 November 2024.

The Board considers all the Non-Executive Directors on the Committee to be independent. The composition of the Risk and Sustainability Committee satisfies the Board's requirements in performing the Committee's function given the size and complexity of the Company at present. The Chief Operating Officer and the Vice President Sustainability attend and present at Committee meetings at the discretion of the Committee. The General Manager Information Technology (IT) is also regularly invited to present at Committee meetings on cyber security matters. Other Board members, including the Executive Directors are invited to and regularly attend these meetings.

Further details of the members of the Risk and Sustainability Committee and their attendance at Committee meetings are set out below and in the Directors' Report section of the 2025 Annual Report.

Name of Director	Position	Independent	No of meetings held while a member	No of meetings attended
Mr Peter Smith	Chair	Yes	3	3
Mr James Askew (retired 30 November 2024)	Member	Yes	1	1
Ms Fiona Hick	Member	Yes	2	2
Ms Andrea Hall	Member	Yes	3	3

The Company Secretary is also the Secretary to the Committee and copies of the minutes of the meeting are distributed to the Board ahead of the next full Board meeting. The Chair of the Risk and Sustainability Committee reports to the Board on the Committee's discussions, conclusions and recommendations.

3. Board and Executive remuneration

Executive Service Agreements & Non-Executive Director remuneration

The Leadership Team comprises the CEO and the Senior Executives who report directly to the CEO. Each Senior Executive is employed under an agreement which sets out the employment terms, duties and responsibilities, remuneration details and the circumstances under which employment can be terminated.

The Board (with the assistance of the Nomination and Remuneration Committee) has established a policy to ensure that it remunerates fairly and responsibly. The remuneration philosophy of the Company is designed to ensure that the level and composition of remuneration is competitive, reasonable and appropriate for the results delivered and serves to attract and retain talented and motivated Directors, executives and employees. The Nomination and Remuneration Committee is responsible for the oversight of the Company's remuneration strategy, philosophy and reward structures, including the current equity plans in place.

Upon the establishment of the Company in 2011, the Nomination and Remuneration Committee was charged with the responsibility for making recommendations to the Board regarding the principles of remuneration to be applied to the Senior Executives of the Company, having regard to the ASX Corporate Governance Principles and the remuneration practices of mining companies of a comparable size to the Company.

Details of the Non-Executive Director Equity Plan are provided on page 58 of the 2025 Annual Report.

Non-Executive Directors do not receive retirement benefits, other than statutory superannuation entitlements.

Further details on the structure of Executive Directors', Non-Executive Directors' and Key Management Personnel (KMP)[4] remuneration are set out in the Remuneration Report in the Directors' Report section of the 2025 Annual Report.

Employees of the Company are not permitted to enter into transactions which limit the economic risk of any unvested entitlements awarded under any equity-based remuneration scheme, or otherwise awarded, or which will be offered by the Company in the future.

4. Board and Executive performance

Evaluating performance

The Board has in place a performance appraisal and remuneration system for the Chair and Leadership Team designed to enhance performance and is formally reviewed twice per year.

The criterion for the evaluation of the Chair, and the Leadership Team is their performance against agreed key performance indicators. The outcomes of the annual performance reviews of CEO and the CEO's direct reports are discussed with the Board. The performance of the Chair is also monitored and assessed by the members of the Nomination and Remuneration Committee as input to determine future remuneration.

The Board reviews its own performance and that of the individual Directors on an annual basis with an externally facilitated review conducted every other year, the most recent of which took place in the June 2025 quarter. As part of this review, each Board member completed two online questionnaires as well as a 60-minute interview with the external facilitator. This process included all aspects of board effectiveness including composition, structure, processes, committees, relationship with management, culture and peer reviews with the feedback and outcomes discussed at a subsequent Board meeting. The items covered in the review process included:

- An assessment of the performance of the Board, Sub-Committees, and the individual Directors over the previous year.
- A review of any actions taken in response to last year's review and the last externally facilitated review in 2023.
- Identification of any significant issues that have or are likely to impact the Board or Company's performance.

[4] KMP (Key Management Personnel) are the Senior Executives designated as such by the Board who have the authority and responsibility for planning, directing and controlling the activities of the Group and are members of the Leadership Team.

5. Ethical and responsible decision making

Code of Conduct

The Company is committed to its core values of safety, excellence, accountability and respect.

Safety: Think before we act, every job, every day

Excellence: We take pride in our work, deliver our best and always strive to improve

Accountability: If it is my responsibility, I own it - good or bad

Respect: We trust each other, act honestly and consider each other's opinion

These values are the cornerstones of how the Company operates, and the Code of Conduct has been developed to provide clarity on the standards of personal and corporate behaviour for Evolution employees, Directors, and third-party service providers, and the responsibility and accountability required of the Company's employees for reporting and investigating unethical practices. The Code of Conduct is also reflective of the Company's commitment to recognising its legal obligations, the legitimate expectations of stakeholders and promoting practices necessary to maintain confidence in the Company integrity. In 2024, the Code of Conduct was reviewed and updated to strengthen sexual harassment, harassment, discrimination and bullying policies, including the role of bystanders.

The Company has continued to build a strong culture with the values guiding behaviours and decisions in the workplace every day.

The Board has adopted a Board Code of Conduct that deals with:

- Obligations under legislation;
- Personal behaviour;
- Conflicts of interest;
- Remuneration, expenses and other benefits;
- Access to information and records; and
- Trading in Company securities.

One of the Board's key aims is to avoid conflicts of interest, both real and apparent, and to ensure that all Board issues receive proper consideration, unfettered by outside or personal influences. If a conflict does exist, there are various courses of action available, depending upon the significance of the conflict.

A copy of the Board Code of Conduct is available on the Company's website and can be accessed here.

Whistleblower Policy

The Company has a Whistleblower Policy that aims to encourage the reporting of matters which may (or may be perceived to) be in contravention of the Company's values or the ongoing commitment to create and maintain a high achieving and positive working environment, free of unethical, unlawful or undesirable conduct or practices.

The Policy details the mechanism by which individuals can raise concerns anonymously and how Evolution will investigate matters independently whilst providing support and protecting anonymity.

A framework has been established for individuals to raise concerns that relate to unacceptable conduct. Details of this framework including the defined elements of independent reporting and investigation procedures, disclosure protection and the role of the Whistleblower Protection Officer, along with the associated corporate governance, are included in the Whistleblower Policy and Standard. The process in Australia and Canada is managed by an external third-party service provider (KPMG FairCall) (in conjunction with the Company's People and Culture function.

Whistleblowing events and any actions are reported to the Audit Committee and the Risk and Sustainability Committee as appropriate. There were two whistleblower cases reported during the reporting period. The cases were independently investigated, assessed, and closed in line with Company procedures.

A copy of the Whistleblower Policy is available on the Company's website and can be accessed here.

Anti-Bribery and Corruption Policy

The Company has an Anti-Bribery and Corruption Policy that applies to all Evolution Directors, Officers and employees. The Policy has been created to provide clarity on the Company's commitment to comply with the laws and regulations of the countries within which Evolution operates and to ensure that all business is conducted ethically and in accordance with the Company's values.

The Policy details the Company's commitment to:

- Ensure that employees are aware of their obligations to avoid personal, financial or other interest which may conflict with their duties and responsibilities to Evolution.
- Oppose all forms of bribery and corruption.
- Support an open and supportive environment, where matters are raised appropriately.
- Investigate, address and report on actual (or perceived) non- compliance of the policy.
- Periodically review and make changes to this policy.

Anti-bribery and corruption training is provided to all employees. All reported incidents of non-compliance or potential non-compliance are taken seriously, reviewed and investigated. For FY25, there were no reported incidents of corruption.

The Anti-Bribery and Corruption Policy was last reviewed and updated in June 2025, is available on the Company's website and can be accessed here.

6. Inclusion and diversity

The Company recognises that people underpin its success supported by the values. The Company is focused on strengthening a culture of respect and transparency, supported by actively listening to people and addressing all concerns raised.

There is a holistic focus on attracting and retaining the best talent and providing a dynamic workplace that offers a range of experiences, career development opportunities, and an inclusive environment where all employees are treated with dignity and respect.

The Company is an equal opportunity employer who does not discriminate on the grounds of gender, race, age, ethnicity, nationality, disability, sexual orientation, relationship status, religion or other attributes. There is unwavering commitment to respecting differences and enabling a diverse mix of people to work effectively together, by creating an inclusive environment where all employees and contractors are safe, treated fairly, are respectful and feel included. The Company has a range of policies in place that outline the expected standards of behaviour and create the basis for an inclusive and diverse workforce, including the Code of Conduct, flexible working principles, an Inclusion and Diversity Policy and a range of employee support networks in place.

The Company's Inclusion and Diversity Policy recommends an inclusive workplace culture that supports diversity and includes the following key objectives:

- Attract and retain a skilled and diverse workforce that best represents the talent available in the communities where the assets are located and employees reside.
- Build and maintain a safe, healthy and inclusive work environment by acting against inappropriate workplace behaviour including discrimination, harassment, sexual harassment, bullying, victimisation and vilification.
- Provide an environment where employees feel comfortable raising matters of concern without fear of repercussions.
- Implement strategies and initiatives including specific reviews to:
  - Address any gender pay gaps.
  - Build a workforce that is provided with opportunities to develop skills and experience for career advancement, learning and development.
  - Ensure that succession and talent management processes provide the necessary learning and development opportunities to develop a broader and more diverse pool of skilled and experienced employees, that over time will be considered for advancement to more senior roles, including the Leadership Team.
  - Ensure appropriate selection criteria based on diverse skills, experience and perspectives is used when hiring internal and external staff, including Board members. Recruitment practices at all levels including job specifications, advertisements, interviews, application forms and contracts will mitigate any conscious or unconscious biases that might discriminate against certain candidates.
  - Ensure candidates and employees of all backgrounds are encouraged to apply for and have a fair opportunity to be considered for available roles.

- Ensure that standards and procedures support flexible work practices to meet the differing needs of all employees.
- Comply with all applicable legislations and regulations in the jurisdictions in which we operate.

The Nomination and Remuneration Committee is responsible for reviewing and reporting to the Board on the relative proportion of males and females in the workforce.

At the end of FY25, the relative proportion of males and females at Board, senior management and all levels is detailed below:

	Male	Female	% change in female workforce from FY25
Board	62.5%	37.5%	50% increase
Senior management[5]	74%	26%	17.01% increase
Group-wide	79.1%	20.9%	10% increase

FY25 saw a continued focus on enabling more diversity across the organisation with a focus on increasing the percentage of female and indigenous representation across the workforce, driving an inclusive culture and minimising structural barriers. An unconscious bias learning program and hiring managers learning program were introduced to support inclusive leadership and hiring practices, as well as minimise bias. A Senior Women at Evolution Network was established to recommend additional strategies to attract and retain diverse talent in the business. This complements the Global Inclusion and Diversity Community of Practice in place which is co-led by two members of the senior management team to champion all aspects of inclusion and diversity.

Whilst recognising that mining is a heavily male dominated industry, in June 2023 the Board and Leadership Team committed to driving improved representation of female talent across all levels of our workforce by setting a female workforce target to align to the Australian mining industry average of 22% by the end of FY25. As at 30 June 2025, there is 20.9% female representation across our workforce, representing at 10% increase from FY24, with a recognition by management that there is more to be done to improve female participation in the workforce.

When evaluating candidates for Board positions, the Nomination and Remuneration Committee considers a broad range of diversity, including professional experience, skills, background, nationality, race and gender. Ms Hick joined the Board as Non-Executive Director effective 1 July 2024 and Mr Askew officially retired on 30 November 2024. These transitions increased female Board representation to 37.5%, meeting the Board's objective of at least 30% female representation on the Board. The 37.5% female representation on the Board brings significant value-adding experience to the business and provides the opportunity for these Board members to be role models for others within the Company and industry.

Supporting the Company's First Nation communities remains a key focus of management's commitment to inclusion and diversity. Within the Company's workforce 7% of direct employees identify as Indigenous or First Nation peoples. In Australia and Canada, the Company continues to build strong relationships and supports its Aboriginal and Torres Strait Islander (ATSI) and First Nations community stakeholders through having targeted training and employment programs.

The Company's commitment to an inclusive and diverse workforce is further illustrated in management's continued investment in pipeline talent development programs. These programs focus on bringing the next generation of talent and diverse thinking into our industry.

In FY25, the 'Your Voice' engagement survey continued to be a key mechanism to understand employee perception of inclusion with a specific inclusion metric.

In FY26, there will be a continued focus on minimising structural barriers, extension of the Respect@Evolution program and enabling more diversity across the organisation, with a focus on increasing the percentage of female and Indigenous representation across the workforce and driving inclusion as measured via the Your Voice engagement survey.

The Inclusion and Diversity Policy was last reviewed and updated in June 2025 and is available on the Company's website and can be accessed here.

[5]Senior management is defined as Leadership Team, functional and site General Managers.

7. Shareholder engagement and market communications

Continuous Disclosure

The Board has designated the Company Secretary as the individual responsible for overseeing and coordinating disclosure of information to the ASX as well as communicating with the ASX.

The Audit Committee reviews and makes recommendations to the Board regarding approval of all financial reports.

Where a periodic corporate report is not required to be audited or reviewed by an external auditor, the Company conducts a comprehensive internal verification process to verify the integrity and accuracy of all commentary and quantitative data and to ensure that it provides investors with appropriate information to make informed investment decisions.

The Board has established the Continuous Disclosure Policy for ensuring compliance with ASX listing rule disclosure requirements and accountability at Senior Executive level for that compliance. This Policy is available on the Company's Corporate Governance page on the Company's website and can be accessed here.

In accordance with this Policy, Senior Executives who become aware of potentially price sensitive information must immediately report this to the individuals noted in this Policy as Responsible Officers.

The Policy is reviewed annually by the Board to ensure that it is effective and remains consistent and current with relevant laws and ASX requirements and was last reviewed and updated in July 2025.

The Board provides shareholders with timely, factual and clear information by applying this policy. The policy includes identifying matters that may have a material effect on the price of the Company's securities, notifying them to the ASX, posting them on the Company's website and issuing media releases to enable investors to assess the impact of the information when making investment decisions.

Shareholder communication

The Board respects the rights of its shareholders by promoting effective communication with shareholders and encourages shareholder participation at general meetings.

To facilitate this, the Company has established a Shareholder Communication Policy which is available on the Company's Corporate Governance page on the Company's website and can be accessed here.

The Policy was last reviewed and updated in July 2025.

The Board encourages full participation of shareholders at the Company's general meetings, to ensure a high level of accountability and identification with the Company's strategy and goals.

Important issues are presented to shareholders as single resolutions. The Company also invites its external auditor to attend the Annual General Meeting (AGM) and to be available to answer shareholders' questions about the conduct of the audit and the preparation and content of the auditor's report.

The Company conducts conference calls following the release of its Quarterly, Half Year and Full Year results. Conference calls may also be conducted following the release of material, price sensitive information, such as a major acquisition or discovery. The details of the conference call are lodged with the ASX and published on its website. The conference calls are hosted by the CEO and members of the Senior Executive team and are open for the investment community, analysts, and the media to attend via telephone. Sufficient time is provided during the call for questions and answers. Shareholders are able to listen to a live audio stream of the conference call which is subsequently uploaded to the Company's website shortly after each conference call and can be accessed at any time. The contact details of the General Manager Investor Relations are also provided in each announcement which provides shareholders an additional opportunity to communicate directly with the Company.

From time to time, briefings are arranged to give analysts and others who advise shareholders an understanding of the Company's activities either in person or using virtual platforms. The Company takes care to ensure that any price sensitive information released is made available to all shareholders (institutional and private) and the market at the same time. These announcements are lodged with the ASX and then posted on the Company's website.

Shareholders have the option of electing to receive communications from the Company and its share registry electronically.

The Company has a comprehensive website (www.evolutionmining.com.au) which provides

detailed information about the Company for investors and other stakeholders, including.

- An overview of the Company's history, strategy, vision and values
- Biographical profiles of the Board of Directors and the Leadership Team
- An overview of each asset in the Company's portfolio
- An Investor Centre which includes ASX announcements, presentations, links to recordings of conference calls, details of dividends declared and paid and periodic reports
- An overview of Company activities in Environment, Social and Governance (ESG) including information on our performance data and regulatory reporting
- A Corporate Governance section which contains the Company's constitution and the core charters, policies, codes and standards as well as other governance and public reports
- Details of upcoming events including the date, time and venue for the AGM (once known)
- The current price of the Company's securities
- Contact information for each office, site and key functions and personnel

8. Audit

Internal Audit

The Company has an internal audit function that assists the Board by undertaking an objective evaluation of the Company's internal control framework. The internal audit role is currently filled by the Group Manager - Tax and Internal Audit who reports to the Chief Financial Officer and has direct access to the Audit Committee Chair when required. The Group Manager – Tax and Internal Audit attends the Audit Committee meetings to present internal audit activities, findings and recommendations.

Deloitte was engaged from 1 July 2020 and have been replaced by Protiviti from 1 July 2025 for a term of two years, with an option to extend for a further 12 months at the discretion of the Company. The scope of the internal audit function includes an assessment of the adequacy of the internal control framework, identification of any weaknesses inherent therein, and to make recommendations as regards ongoing testing and review. The internal auditor is invited to attend the Audit Committee meetings on a regular basis to provide an update to the Committee on their activities and communicates regularly with the Company's external auditor, independent of management.

The Audit Committee is responsible for overseeing the internal audit function and its key roles in this regard are:

- Reviewing the performance of the internal auditor and the approval of the annual internal audit plan.
- Reviewing significant internal audit findings and action taken by management to address these.
- Facilitating a direct line of communication from the internal auditor which is independent of management.

When requested by the Board, the Audit Committee also reviews the processes and internal controls that management have put in place to ensure compliance with laws, regulations and internal codes of conduct.

External audit

The Company's external auditor is PricewaterhouseCoopers (PwC). All Audit Committee and Board papers are available to the external auditor, and they are invited to attend all Audit Committee meetings and are available to Audit Committee members at any time. The external auditor also attends the Annual General Meeting to answer any questions from shareholders relevant to the audit and the preparation and content of the auditors' report. In FY25, PwC attended all four Audit Committee meetings.

Attestations by CEO and Chief Financial Officer

In accordance with recommendation 4.2 of the ASX Corporate Governance Principles and Recommendations, the CEO and Chief Financial Officer are required to state in writing to the Board 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 of the entity in accordance with Section 295A of the Corporations Act.
- That an opinion has been formed on the basis of a sound system of risk management and internal control which is operating effectively.

9 Risk and sustainability

The objective of the Company's risk and sustainability efforts is to deliver long-term stakeholder value through safe, reliable, low-cost production in an environmentally and socially responsible way. These efforts are supported by an integrated risk management approach that focuses on risk-based decision-making, proactive risk management and continuous improvement. This performance is then captured in a comprehensive Sustainability Report published annually. The Report aligns with the United Nations Sustainable Development Goals (UNSDGs), Global Reporting Initiative (GRI), United Nations Global Compact (UNGC), and Taskforce on Nature-Related Financial Disclosure (TNFD) elements. The Report is prepared in consideration of the mandatory disclosures aligned with the Australian Sustainability Reporting Standards (ASRS) S2, following an assurance readiness assessment completed in FY25, and with the International Financial Reporting Standards (IFRS) S1 and S2 which supersede the disbanded Taskforce on Climate-Related Disclosure (TCFD). From FY26, references to TCFD will be progressively transitioned to IFRS and/or ASRS climate-related disclosures.

Sustainability is a strategic pillar within Evolution that ensures it is integrated into everything the Company does.

To support and guide the Company's efforts to manage risk and enhance its sustainability performance, principles, policies and standards have been embedded into the business. The sustainability principles are aligned with the UNSDGs and are:

- Be an employer of choice attracting the most talented people and foster a safe, diverse and inclusive workplace.
- Demonstrate robust risk management and safety leadership.
- Contribute positively to local, regional and national sustainability efforts by achieving an outstanding level of environmental stewardship.
- Actively manage climate-related risks and opportunities including improving energy efficiency and the responsible management of water.
- Protect and enhance the Company's reputation as a trusted partner and provide community benefits that endure beyond the life of the mines.
- Advance the outcomes for Indigenous peoples and protect their cultural heritage.
- Respect the human rights of all stakeholders.
- Be transparent at all levels of Corporate Governance, comply with applicable laws and regulations and operate at the highest standards of financial and ethical behaviour.
- Relentlessly strive for operational excellence through an innovative culture and inspired people delivering to plan.

The Company's Sustainability and Strategic Planning Policy outlines the minimum risk and sustainability requirements across the business and incorporates statements related to the sustainability portfolio comprising risk, health, safety, wellbeing, environment, climate, human rights, social responsibility, First Nations engagement, incident reporting and management, planning and project assessment. These statements are supported by the Company's Integrated Risk Management Framework and the Sustainability and Strategic Planning Standards, which together provide the governance and integrated approach for the effective management of risk and sustainability performance.

These Standards are regularly reviewed and updated for currency with contemporary legislation, incident learnings, and the changing environmental, social and governance (ESG) reporting landscape including mandatory and voluntary reporting. The Company maintains oversight by the Leadership Team and the Board, with appointed responsibilities designated to specific members of the Leadership Team.

Risk management

Company risks are managed through the Integrated Risk Management Framework which aligns with the intent of relevant Australian and international standards and guidelines. The Company's risk reporting and control mechanisms are designed to ensure strategic, operational, people, environmental, asset, community, First Nations, legal, reputational and other risks are identified, assessed and appropriately managed.

Risk is assessed to identify both threat-based risks and opportunities that have the potential to drive value creation for the Company and its stakeholders, including the communities in which the Company operates. References are also made to emerging or dynamic risks such as climate, emissions, cyber security, Artificial Intelligence (AI) and geopolitical risks.

Material risks are regularly evaluated with consideration for the defined Company risk owner, governance structure, relevant risk appetite statement and scale, emerging and current trend analysis, legislative updates, threats, opportunities potential impacts, strategic controls, mitigating

actions and overall performance trends. The Company's risk reporting and control mechanisms are designed to deliver robust risk management and assurance, and the operations are also subject to functional risk control audits as a minimum annually. Risk reviews are regularly conducted (at least three times a year) supported by site management, risk owners, members of the Leadership Team and subject matter experts. Reports are prepared for the Leadership Team and the Board to support the understanding of risks relevant to the business including the associated controls in place to manage the risk to so far as reasonably practicable. The overall approach to risk register and assessment updates and the close out of material and critical actions are also validated annually by external auditors. Additional third-party audits are undertaken through a one-to-three-year audit cycle dependent on the risk, managed via an annually reviewed audit schedule.

Overall, the reports intend to indicate the effectiveness of the Company's management of its material business risks by outlining control effectiveness, resource allocation generally and the organisation's response to issues or incidents, including any emerging issues and whistleblower activity.

The Board has ultimate responsibility for the oversight and management of risk and satisfies itself annually, or more frequently as required, that management has implemented a sound system of risk management and internal control to manage the Company's material business risks. The Board delegates the detailed work of this task to the Risk and Sustainability Committee and other Board Committees, who oversee the adequacy and content of risk reporting by management on sustainability-related and broader risks.

The Leadership Team and site management provide the management for the Company and oversight of this is through the various Board committees and/or directly reporting to the Board, noting that the financial and operational reporting and control mechanisms are reviewed during the year by management, the Board Audit Committee and Risk and Sustainability Committee, and by both internal and external auditors.

The Vice President Sustainability has responsibility for the risk and sustainability portfolios and works in conjunction with members of the Leadership Team, such as the Chief Operating Officer, to ensure adequate oversight and reporting to the CEO and Board. This includes working with third-party subject matter experts and industry associations to adequately consult on public policy, legislative change and emerging industry issues. This ongoing work is particularly important regarding mandatory disclosures, climate, energy, emissions, safety, environment, human rights and First Nations management.

The Tailings Storage Facility (TSF) Governance Committee also reports to the Risk and Sustainability Committee and to the Leadership Team. The TSF Governance Committee was established in 2018 to provide additional governance for the risks associated with tailings management arising from the Company's activities and meets quarterly to oversee the Company's TSF risk assurance processes, management systems, policies, standards, practices and plans on behalf of the Leadership Team. Further oversight over TSF risks is provided through the annual Church of England Disclosure, quarterly risk reviews, Engineer of Record validation and the Company's annual material risk review process.

In FY25, the formal annual risk review was conducted against the Company's material risk register by the Leadership Team. This included an annual review of the material risk register and the Company Risk Appetite Statement, both approved by the Board. Updates throughout the year were formally communicated via the relevant Board delegated committees and/or directly to the Board.

Complementary to the regular risk review processes and updates, scheduled site visits were conducted by the Board and the Leadership Team. These were designed to supplement risk reporting and training, demonstrate visible felt leadership and gain practical understanding at an operational level.

Cyber security

The Company has continued to recognise cyber security as a material risk, with regular reporting occurring on this topic. It is a standing agenda item on the Risk and Sustainability Committee agenda, with reporting at each Committee meeting including detail on the Company's efforts and initiatives to monitor and prevent cyber incursions, incidents and any emerging threats. Significant investment in comprehensive end-to-end IT and Operational Technology (OT) systems is driven by a recognition that Evolution needs to continually invest in cyber security and the broader emerging threat it presents.

In August 2024, a ransomware attack occurred that impacted the IT systems. It was contained within the

month. This event was proactively managed and focused on protecting the health, safety and privacy of people, together with the Company's systems and data. Trigger Action Response Plans were executed aligned with the Company's crisis management protocols, with operations managed safely, with no material impact to production. The Company complied with all regulatory reporting obligations in relation to the incident.

During FY25, post-learnings from the incident, the Company's cyber security was strengthened through targeted uplift initiatives, improved governance, and greater alignment with enterprise risk and sustainability frameworks. The Leadership Team and Board also received external tailored cyber training in June 2025, with annual training completed across at all levels of the business.

Sustainability

The Company has an established Sustainability department at Group and operational levels that contains risk, health, safety, wellbeing, environment, First Nations, and social responsibility roles and expertise supported by the sustainability principles, Sustainability and Strategic Planning Policy and associated standards, the Integrated Risk Management Framework and an integrated Line of Defence (LOD) 1, 2 and 3 assurance program. The requirements of the principles, policy and standards (and associated processes and systems), cover the stated sustainability-related elements and include clarity on roles and accountabilities, management systems, legal obligations, records management, training and competencies, crisis and emergency management, incident investigation, reporting, project development and execution and interface with the Integrated Risk Management Framework. The obligations extend across the business including to business partners operating under the Company's control.

To support the safe execution of work, these obligations include the minimum requirement to implement:

- A comprehensive risk management process;
- Operational and project risk registers;
- Critical control plans and verification activities for material and critical risks; and
- Standard operating procedures supported by adequately trained and competent people.

It is a requirement for all incidents (including near misses) and hazards to be reported and investigated to evaluate root cause, improve and communicate learnings and prevent the risk of repeat incidents in the future. These systems are overseen by the established internal audit and monitoring programs, including external audit verifications.

Key sustainability risks include energy efficiency and emissions reductions, water management, tailings management, waste rock management, ground control, inrush, explosives, vehicle interactions, hazardous materials and atmosphere management, unplanned initiation of explosives, fire, underground hoisting, rehabilitation and biodiversity. These risks are regularly reported to the Leadership Team and the relevant Board committees as per designated governance structures.

The Company also acknowledges the physical and transitional impacts that climate change may have on its financial performance, operations, communities in which it operates, value chain, and wider global impacts.

The Company integrates climate change considerations into its business strategy through strong governance and risk management in alignment with IFRS climate-related disclosures, TNFD and its Board endorsed Climate Risk Position (CRP) Statement. The CRP Statement confirms the Company's position on the physical and transitional climate-related risks of energy and emissions, water security, extreme weather and extreme health events and impacts over short, medium, and long-term horizons. The Company also supports the framework established by the Paris Agreement to avoid climate change and recognises that its activities either directly or indirectly generate greenhouse gas (GHG) emissions. Since FY21, the Company has set and regularly measures performance against targets, in alignment with the Paris Agreement, of a 30% reduction in Scope 1 and 2 emissions by 2030 and net zero by 2050 against an FY20 baseline. Scope 1, 2 and 3 emissions are measured and externally prepared, with Scope 1 and 2 emissions published annually. The Board Risk and Sustainability Committee receives additional training and education as well as regular reports on progress against climate risk targets from internal and external subject matter experts, including responsible Leadership Team members.

Subject matter experts are engaged to support and assist in the management of sustainability aspects and impacts across the Company's operations. All operations are subject to multiple functional risk control audits every year focused on compliance with sustainability elements of health, safety, wellbeing,

environmental management, social responsibility, human rights, cultural heritage management, and risk management.

An audit schedule is established for the coming year and is approved by the Leadership Team and endorsed by the Risk and Sustainability Committee. The findings of the audit program are communicated through to the Leadership Team and the Risk and Sustainability Committee, and action items are tracked within the Company's sustainability data management system, reviewed weekly and reported monthly. Performance against these actions and sustainability metrics is regularly (at least monthly) monitored and reviewed by site management, by the Leadership Team monthly and ultimately by the Risk and Sustainability Committee at each meeting. Broader matters relating to sustainability (risk, health, safety, environment, training, and social responsibility) are recorded in a database and communicated widely across the organisation on a daily, weekly, monthly, quarterly, and annual basis.

The mining operations across the Company are required to maintain and monitor a site risk register which outlines all material and critical risks, and to establish and maintain appropriate control measures to mitigate those risks. These are reviewed and supported by on-site committees and management as well as reviewed as part of the annual assurance program. The site risk register informs the Company Group risk register which is reviewed at least quarterly by the Leadership Team risk owners and by the Risk and Sustainability Committee at each meeting.

Social performance

The Company's management of social performance is resourced by appointed teams at Group and operational levels such as social responsibility, people and culture and tenement management teams. They are guided by the Sustainability and Strategic Planning Policy and Standards, other company policies and minimum legislative obligations. These Standards outline a set of minimum requirements for human rights and modern slavery, land access, stakeholder engagement, cultural heritage and First Nations partners and Indigenous peoples that support positive relationships with communities and First Nations partners. The Company ensures that every person covered by the Standards recognises, understands, is trained in, and accepts their responsibility to:

- Ensure social permissions and legislative permits are gained with appropriate legally acquired land titles prior to exploration or mining activities commencing.
- Build trusting relationships by regularly listening to and engaging early, clearly, honestly and transparently with stakeholders, and through consultation, mitigate potential and actual social impacts.
- Build cross-cultural competency and work collaboratively with First Nations partners in the spirit of reciprocity, transparency and mutual future interest.
- Respect and protect local culture and heritage within the Company's influence and wherever possible, in line with relevant social and legislative requirements, design and locate activities to avoid disturbance of cultural heritage.
- Respect human rights and identify and mitigate all actual and potential human rights threats (including modern slavery) or impacts across assets or with business partners and other relevant stakeholders across the value chain.

All operations are audited in line with the approved annual audit schedule and human rights risks and impacts are also identified, assessed and mitigated through an annual modern slavery supplier assessment questionnaire. The results are published in an annual Modern Slavery Statement in alignment with the *Australian Modern Slavery Act 2018* (Cth) and the *Canadian Fighting Against Forced Labour and Child Labour in Supply Chains Act* (S.C. 2023, c.9). The Company has maintained its signatory to the United Nations Global Compact since FY21 and has since engaged in the UNGC Network Australia Business and Human Rights Accelerator, furthering its commitment to respecting internationally recognised human rights standards for employees, contractors, communities, and First Nations partners.

As a member of the communities in which it operates, the Company commits to and recognises that proactive engagement is integral to building trust and delivering a sustainable positive legacy for all community stakeholders. Failure to appropriately identify, manage or meet First Nations partner and community stakeholder expectations may negatively impact the Company's reputation and has the potential to disrupt or prevent production and exploration activities. As such, the policy and standards are designed to support the Company's objectives with First Nations and Community stakeholders to help support their future aspirations and to leave a positive legacy in an environmentally

and socially responsible way. The following community principles guide the Company's approach to all stakeholder engagements:

- Everyone plays a role in building positive community and Indigenous relations.
- Community impact is considered with each decision made.
- The goal for every interaction with community stakeholders is to be positive and aligned with the Company's values.
- Regular listening and communication with stakeholders about the things that matter to them, in an honest, timely and transparent way.
- Work closely with stakeholders; sharing ideas and looking for opportunities to collaborate.
- Stakeholders are valued, their beliefs are respected together with backgrounds and aspirations, and the Company strives to achieve outcomes of mutual benefit.
- The Company strives to always leave a positive legacy so that communities are better off overall for Evolution having been there.

The Company is committed to identifying opportunities to form partnerships in sustainable community development projects that create shared value for the Company and its community stakeholders. This is aimed at providing long-term, sustainable outcomes that last beyond the life of the mine. These are outcomes that support local economic development, education, training, infrastructure capability, the environment and health.

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