Appendix 4G

Key to Disclosures Corporate Governance Council Principles and Recommendations

Name of entity					
Muste	Mustera Property Group Ltd				
ABN/A	RBN	Financial year ended:			
13 14	2 375 522	30 June 2024			
Our co	rporate governance statem	ent ¹ for the period above can be found at: ²			
	These pages of our annual report:				
\boxtimes	This URL on our website:	https://www.mustera.com.au/corporate-governance/			
The Corporate Governance Statement is accurate and up to date as at 30 August 2024 and has been approved by the Board of Directors.					
The ar	nnexure includes a key to w	there our corporate governance disclosures can be located.3			
Date:		30 August 2024			
Name of authorised officer authorising lodgement: The Board of Directors of Mustera Property Group		The Board of Directors of Mustera Property Group Ltd			

Listing Rule 4.10.3 requires an entity that is included in the official list as an ASX Listing to include in its annual report either a corporate governance statement that meets the requirements of that rule or the URL of the page on its website where such a statement is located. The corporate governance statement must disclose the extent to which the entity has followed the recommendations set by the ASX Corporate Governance Council during the reporting period. If the entity has not followed a recommendation for any part of the reporting period, its corporate governance statement must separately identify that recommendation and the period during which it was not followed and state its reasons for not following the recommendation and what (if any) alternative governance practices it adopted in lieu of the recommendation during that period.

Under Listing Rule 4.7.4, if an entity chooses to include its corporate governance statement on its website rather than in its annual report, it must lodge a copy of the corporate governance statement with ASX at the same time as it lodges its annual report with ASX. The corporate governance statement must be current as at the effective date specified in that statement for the purposes of Listing Rule 4.10.3.

Under Listing Rule 4.7.3, an entity must also lodge with ASX a completed Appendix 4G at the same time as it lodges its annual report with ASX. The Appendix 4G serves a dual purpose. It acts as a key designed to assist readers to locate the governance disclosures made by a listed entity under Listing Rule 4.10.3 and under the ASX Corporate Governance Council's recommendations. It also acts as a verification tool for listed entities to confirm that they have met the disclosure requirements of Listing Rule 4.10.3.

The Appendix 4G is not a substitute for, and is not to be confused with, the entity's corporate governance statement. They serve different purposes and an entity must produce each of them separately.

See notes 4 and 5 below for further instructions on how to complete this form.

¹ "Corporate governance statement" is defined in Listing Rule 19.12 to mean the statement referred to in Listing Rule 4.10.3 which discloses the extent to which an entity has followed the recommendations set by the ASX Corporate Governance Council during a particular reporting period.

² Tick whichever option is correct and then complete the page number(s) of the annual report, or the URL of the web page, where your corporate governance statement can be found. You can, if you wish, delete the option which is not applicable.

³ Throughout this form, where you are given two or more options to select, you can, if you wish, delete any option which is not applicable and just retain the option that is applicable. If you select an option that includes "OR" at the end of the selection and you delete the other options, you can also, if you wish, delete the "OR" at the end of the selection.

ANNEXURE - KEY TO CORPORATE GOVERNANCE DISCLOSURES

\rightarrow	Corporate Governance Council recommendation		Where a box below is ticked, ⁴ we have followed the recommendation <u>in full</u> for the <u>whole</u> of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are: ⁵
	PRINCI	PLE 1 – LAY SOLID FOUNDATIONS FOR MANAGEMENT AND O	/ERSIGHT	
	1.1	A listed entity should have and disclose a board charter setting out: (a) the respective roles and responsibilities of its board and management; and (b) those matters expressly reserved to the board and those delegated to management.	and we have disclosed a copy of our board charter at: https://www.mustera.com.au/corporate-governance/	 □ set out in our Corporate Governance Statement OR □ we are an externally managed entity and this recommendation is therefore not applicable
	1.2	A listed entity should: (a) undertake appropriate checks before appointing a director or senior executive or putting someone forward for election as a director; and (b) provide security holders with all material information in its possession relevant to a decision on whether or not to elect or re-elect a director.		□ set out in our Corporate Governance Statement <u>OR</u> □ we are an externally managed entity and this recommendation is therefore not applicable
	1.3	A listed entity should have a written agreement with each director and senior executive setting out the terms of their appointment.		□ set out in our Corporate Governance Statement <u>OR</u> □ we are an externally managed entity and this recommendation is therefore not applicable
	1.4	The company secretary of a listed entity should be accountable directly to the board, through the chair, on all matters to do with the proper functioning of the board.		□ set out in our Corporate Governance Statement <u>OR</u> □ we are an externally managed entity and this recommendation is therefore not applicable

⁴ Tick the box in this column only if you have followed the relevant recommendation in full for the whole of the period above. Where the recommendation has a disclosure obligation attached, you must insert the location where that disclosure has been made, where indicated by the line with "insert location" underneath. If the disclosure in question has been made in your corporate governance statement, you need only insert "our corporate governance statement". If the disclosure has been made in your annual report, you should insert the page number(s) of your annual report (eg "pages 10-12 of our annual report"). If the disclosure has been made on your website, you should insert the URL of the web page where the disclosure has been made or can be accessed (eg "www.entityname.com.au/corporate governance/charters/").

⁵ If you have followed all of the Council's recommendations in full for the whole of the period above, you can, if you wish, delete this column from the form and re-format it.

Corpo	rate Governance Council recommendation	Where a box below is ticked, ⁴ we have followed the recommendation <u>in full</u> for the <u>whole</u> of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are:5
1.5	A listed entity should: (a) have and disclose a diversity policy; (b) through its board or a committee of the board set measurable objectives for achieving gender diversity in the composition of its board, senior executives and workforce generally; and (c) disclose in relation to each reporting period: (1) the measurable objectives set for that period to achieve gender diversity; (2) the entity's progress towards achieving those objectives; and (3) either: (A) the respective proportions of men and women on the board, in senior executive positions and across the whole workforce (including how the entity has defined "senior executive" for these purposes); or (B) if the entity is a "relevant employer" under the Workplace Gender Equality Act, the entity's most recent "Gender Equality Indicators", as defined in and published under that Act. If the entity was in the S&P / ASX 300 Index at the commencement of the reporting period, the measurable objective for achieving gender diversity in the composition of its board should be to have not less than 30% of its directors of each gender within a specified period.	and we have disclosed a copy of our diversity policy at: https://www.mustera.com.au/corporate-governance/ and we have disclosed the information referred to in paragraph (c) at: [insert location] and if we were included in the S&P / ASX 300 Index at the commencement of the reporting period our measurable objective for achieving gender diversity in the composition of its board of not less than 30% of its directors of each gender within a specified period.	set out in our Corporate Governance Statement OR we are an externally managed entity and this recommendation is therefore not applicable
1.6	A listed entity should: (a) have and disclose a process for periodically evaluating the performance of the board, its committees and individual directors; and (b) disclose for each reporting period whether a performance evaluation has been undertaken in accordance with that process during or in respect of that period.	and we have disclosed the evaluation process referred to in paragraph (a) at: https://www.mustera.com.au/corporate-governance/ and whether a performance evaluation was undertaken for the reporting period in accordance with that process at: 2024 Corporate Governance Statement	□ set out in our Corporate Governance Statement <u>OR</u> □ we are an externally managed entity and this recommendation is therefore not applicable

Corporate Governance Council recommendation		te Governance Council recommendation	Where a box below is ticked, ⁴ we have followed the recommendation <u>in full</u> for the <u>whole</u> of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are:5
		A listed entity should: (a) have and disclose a process for evaluating the performance of its senior executives at least once every reporting period; and (b) disclose for each reporting period whether a performance evaluation has been undertaken in accordance with that process during or in respect of that period.	and we have disclosed the evaluation process referred to in paragraph (a) at: https://www.mustera.com.au/corporate-governance/ and whether a performance evaluation was undertaken for the reporting period in accordance with that process at: 2024 Corporate Governance Statement	 □ set out in our Corporate Governance Statement <u>OR</u> □ we are an externally managed entity and this recommendation is therefore not applicable

Corporate Governance Council recommendation	Where a box below is ticked, ⁴ we have followed the recommendation <u>in full</u> for the <u>whole</u> of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are:5
PRINCIPLE 2 - STRUCTURE THE BOARD TO BE EFFECTIVE AND ADD V.	ALUE	
(2) is chaired by an independent director, and disclose: (3) the charter of the committee; (4) the members of the committee; and (5) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at	[If the entity complies with paragraph (a):] and we have disclosed a copy of the charter of the committee at: https://www.mustera.com.au/corporate-governance/ and the information referred to in paragraphs (4) and (5) at: 2024 Annual Report [If the entity complies with paragraph (b):] and we have disclosed the fact that we do not have a nomination committee and the processes we employ 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 at: [insert location]	 Set out in our Corporate Governance Statement OR we are an externally managed entity and this recommendation is therefore not applicable
looking to achieve in its membership.	and we have disclosed our board skills matrix at: [insert location]	 ⊠ set out in our Corporate Governance Statement <u>OR</u> □ we are an externally managed entity and this recommendation is therefore not applicable
independent directors; (b) if a director has an interest, position, affiliation 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,	and we have disclosed the names of the directors considered by the board to be independent directors at: 2024 Corporate Governance Statement and, where applicable, the information referred to in paragraph (b) at: 2024 Corporate Governance Statement and the length of service of each director at: 2024 Annual Report	□ set out in our Corporate Governance Statement

Corporate Governance Council recommendation		Where a box below is ticked, ⁴ we have followed the recommendation <u>in full</u> for the <u>whole</u> of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are:5
2.4	A majority of the board of a listed entity should be independent directors.		 □ set out in our Corporate Governance Statement <u>OR</u> □ we are an externally managed entity and this recommendation is therefore not applicable
2.5	The chair of the board of a listed entity should be an independent director and, in particular, should not be the same person as the CEO of the entity.		 ⊠ set out in our Corporate Governance Statement <u>OR</u> □ we are an externally managed entity and this recommendation is therefore not applicable
2.6	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.		 □ set out in our Corporate Governance Statement <u>OR</u> □ we are an externally managed entity and this recommendation is therefore not applicable
PRINCI	PLE 3 – INSTIL A CULTURE OF ACTING LAWFULLY, ETHICALL	Y AND RESPONSIBLY	
3.1	A listed entity should articulate and disclose its values.	and we have disclosed our values at: https://www.mustera.com.au/corporate-governance/	□ set out in our Corporate Governance Statement
3.2	A listed entity should: (a) have and disclose a code of conduct for its directors, senior executives and employees; and (b) ensure that the board or a committee of the board is informed of any material breaches of that code.	and we have disclosed our code of conduct at: https://www.mustera.com.au/corporate-governance/	□ set out in our Corporate Governance Statement
3.3	A listed entity should: (a) have and disclose a whistleblower policy; and (b) ensure that the board or a committee of the board is informed of any material incidents reported under that policy.	and we have disclosed our whistleblower policy at: https://www.mustera.com.au/corporate-governance/	□ set out in our Corporate Governance Statement
3.4	A listed entity should: (a) have and disclose an anti-bribery and corruption policy; and (b) ensure that the board or committee of the board is informed of any material breaches of that policy.	and we have disclosed our anti-bribery and corruption policy at: https://www.mustera.com.au/corporate-governance/	□ set out in our Corporate Governance Statement

Coi		Where a box below is ticked, ⁴ we have followed the recommendation in <u>full</u> for the <u>whole</u> of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are:5
PR	INCIPLE 4 – SAFEGUARD THE INTEGRITY OF CORPORATE REPORTS	S	
4.1	(a) have an audit committee which: (1) has at least three members, all of whom are non-executive directors and a majority of whom are independent directors; and (2) is chaired by an independent director, who is not the chair of the board, and disclose: (3) the charter of the committee; (4) the relevant qualifications and experience of the members of the committee; and (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	[If the entity complies with paragraph (a):] and we have disclosed a copy of the charter of the committee at: https://www.mustera.com.au/corporate-governance/ and the information referred to in paragraphs (4) and (5) at: 2024 Annual Report [If the entity complies with paragraph (b):] and we have disclosed the fact that we do not have an audit committee and the processes we employ that independently verify and safeguard the integrity of our corporate reporting, including the processes for the appointment and removal of the external auditor and the rotation of the audit engagement partner at: [insert location]	set out in our Corporate Governance Statement
4.2	The board of a listed entity should, before it approves the entity's financial statements for a financial period, receive from its CEO and CFO a declaration that, in their opinion, the financial records of the entity have been properly maintained and that the financial statements comply with the appropriate accounting standards and give a true and fair view of the financial position and performance of the entity and that the opinion has been formed on the basis of a sound system of risk management and internal control which is operating effectively.		□ set out in our Corporate Governance Statement
4.3	A listed entity should disclose its process to verify the integrity of any periodic corporate report it releases to the market that is not audited or reviewed by an external auditor.		□ set out in our Corporate Governance Statement

Corporat	e Governance Council recommendation	Where a box below is ticked, ⁴ we have followed the recommendation in full for the whole of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are:5
PRINCIP	LE 5 – MAKE TIMELY AND BALANCED DISCLOSURE		
5.1	A listed entity should have and disclose a written policy for complying with its continuous disclosure obligations under listing rule 3.1.	and we have disclosed our continuous disclosure compliance policy at: https://www.mustera.com.au/corporate-governance/	□ set out in our Corporate Governance Statement
5.2	A listed entity should ensure that its board receives copies of all material market announcements promptly after they have been made.		□ set out in our Corporate Governance Statement
5.3	A listed entity that gives a new and substantive investor or analyst presentation should release a copy of the presentation materials on the ASX Market Announcements Platform ahead of the presentation.		□ set out in our Corporate Governance Statement
PRINCIP	LE 6 – RESPECT THE RIGHTS OF SECURITY HOLDERS		
6.1	A listed entity should provide information about itself and its governance to investors via its website.	and we have disclosed information about us and our governance on our website at: https://www.mustera.com.au/corporate-governance/	□ set out in our Corporate Governance Statement
6.2	A listed entity should have an investor relations program that facilitates effective two-way communication with investors.		□ set out in our Corporate Governance Statement
6.3	A listed entity should disclose how it facilitates and encourages participation at meetings of security holders.	and we have disclosed how we facilitate and encourage participation at meetings of security holders at: https://www.mustera.com.au/corporate-governance/	□ set out in our Corporate Governance Statement
6.4	A listed entity should ensure that all substantive resolutions at a meeting of security holders are decided by a poll rather than by a show of hands.		□ set out in our Corporate Governance Statement
6.5	A listed entity should give security holders the option to receive communications from, and send communications to, the entity and its security registry electronically.		□ set out in our Corporate Governance Statement

	'	Where a box below is ticked, ⁴ we have followed the recommendation <u>in full</u> for the <u>whole</u> of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are: ⁵		
\	PRINCIPLE 7 – RECOGNISE AND MANAGE RISK				
	 (a) have a committee or committees to oversee risk, each of which: (1) has at least three members, a majority of whom are independent directors; and (2) is chaired by an independent director, and disclose: (3) the charter of the committee; (4) the members of the committee; and (5) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or (b) if it does not have a risk committee or committees that satisfy (a) above, disclose that fact and the processes it employs for overseeing the entity's risk management framework. 	[If the entity complies with paragraph (a):] and we have disclosed a copy of the charter of the committee at: https://www.mustera.com.au/corporate-governance/ and the information referred to in paragraphs (4) and (5) at: 2024 Annual Report [If the entity complies with paragraph (b):] and we have disclosed the fact that we do not have a risk committee or committees that satisfy (a) and the processes we employ for overseeing our risk management framework at: [insert location]	■ set out in our Corporate Governance Statement		
	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	and we have disclosed whether a review of the entity's risk management framework was undertaken during the reporting period at: [insert location]			

Corporate Governance Council recommendation		Where a box below is ticked, ⁴ we have followed the recommendation <u>in full</u> for the <u>whole</u> of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are: ⁵
7.3	A listed entity should disclose: (a) if it has an internal audit function, how the function is structured and what role it performs; or (b) if it does not have an internal audit function, that fact and the processes it employs for evaluating and continually improving the effectiveness of its governance, risk management and internal control processes.	[If the entity complies with paragraph (a):] and we have disclosed how our internal audit function is structured and what role it performs at: [insert location] [If the entity complies with paragraph (b):] and we have disclosed the fact that we do not have an internal audit function and the processes we employ for evaluating and continually improving the effectiveness of our risk management and internal control processes at: [insert location]	
7.4	A listed entity should disclose whether it has any material exposure to environmental or social risks and, if it does, how it manages or intends to manage those risks.	and we have disclosed whether we have any material exposure to environmental and social risks at: 2024 Annual Report and, if we do, how we manage or intend to manage those risks at: 2024 Annual Report	□ set out in our Corporate Governance Statement

Corp	orate Governance Council recommendation	Where a box below is ticked, ⁴ we have followed the recommendation in full for the whole of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are:5
PRIN	CIPLE 8 – REMUNERATE FAIRLY AND RESPONSIBLY		
8.1	The board of a listed entity should: (a) have a remuneration committee which: (1) has at least three members, a majority of whom are independent directors; and (2) is chaired by an independent director, and disclose: (3) the charter of the committee; (4) the members of the committee; and (5) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or (b) if it does not have a 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.	[If the entity complies with paragraph (a):] and we have disclosed a copy of the charter of the committee at: https://www.mustera.com.au/corporate-governance/ and the information referred to in paragraphs (4) and (5) at: 2024 Annual Report [If the entity complies with paragraph (b):] and we have disclosed the fact that we do not have a remuneration committee and the processes we employ for setting the level and composition of remuneration for directors and senior executives and ensuring that such remuneration is appropriate and not excessive: [insert location]	set out in our Corporate Governance Statement OR we are an externally managed entity and this recommendatio is therefore not applicable
8.2	A listed entity should separately disclose its policies and practices regarding the remuneration of non-executive directors and the remuneration of executive directors and other senior executives.	and we have disclosed separately our remuneration policies and practices regarding the remuneration of non-executive directors and the remuneration of executive directors and other senior executives at: 2024 Annual Report	□ set out in our Corporate Governance Statement <u>OR</u> □ we are an externally managed entity and this recommendation is therefore not applicable
8.3	A listed entity which has an equity-based remuneration scheme should: (a) have a policy on whether participants are permitted to enter into transactions (whether through the use of derivatives or otherwise) which limit the economic risk of participating in the scheme; and (b) disclose that policy or a summary of it.	and we have disclosed our policy on this issue or a summary of it at: https://www.mustera.com.au/corporate-governance/	□ set out in our Corporate Governance Statement <u>OR</u> we do not have an equity-based remuneration scheme and this recommendation is therefore not applicable <u>OR</u> we are an externally managed entity and this recommendation is therefore not applicable

Corpo	rate Governance Council recommendation	Where a box below is ticked, ⁴ we have followed the recommendation in full for the whole of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are:5
ADDIT	IONAL RECOMMENDATIONS THAT APPLY ONLY IN CERTAIN CA	ASES	
9.1	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.	and we have disclosed information about the processes in place at:	□ set out in our Corporate Governance Statement OR □ we do not have a director in this position and this recommendation is therefore not applicable OR □ we are an externally managed entity and this recommendation is therefore not applicable
9.2	A listed entity established outside Australia should ensure that meetings of security holders are held at a reasonable place and time.		 □ set out in our Corporate Governance Statement <u>OR</u> □ we are established in Australia and this recommendation is therefore not applicable <u>OR</u> □ we are an externally managed entity and this recommendation is therefore not applicable
9.3	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.		□ set out in our Corporate Governance Statement OR □ we are established in Australia and not an externally managed listed entity and this recommendation is therefore not applicable □ we are an externally managed entity that does not hold an AGM and this recommendation is therefore not applicable
ADDIT	IONAL DISCLOSURES APPLICABLE TO EXTERNALLY MANAGE	D LISTED ENTITIES	
-	Alternative to Recommendation 1.1 for externally managed listed entities: The responsible entity of an externally managed listed entity should disclose: (a) the arrangements between the responsible entity and the listed entity for managing the affairs of the listed entity; and (b) the role and responsibility of the board of the responsible entity for overseeing those arrangements.	and we have disclosed the information referred to in paragraphs (a) and (b) at: [insert location]	□ set out in our Corporate Governance Statement

	Corporate Governance Council recommendation		Where a box below is ticked, we have followed the recommendation in full for the whole of the period above. We have disclosed this in our Corporate Governance Statement: Where a box below is ticked, we have NOT follow recommendation in full for the whole of the period reasons for not doing so are:5	
//	- Alternative to Recommendations 8.1, 8.2 managed listed entities: An externally managed listed entity should terms governing the remuneration of the	ld clearly disclose the	and we have disclosed the terms governing our remuneration as manager of the entity at:	□ set out in our Corporate Governance Statement
			[insert location]	



MUSTERA PROPERTY GROUP LTD

ABN 13 142 375 522

CORPORATE GOVERNANCE STATEMENT

FINANCIAL YEAR ENDED 30 June 2024

The Board of Directors (**Board**) is responsible for the overall corporate governance of Mustera Property Group Ltd (**Company** or **Mustera**), including establishing its corporate governance framework, the key features of which are set out below.

This corporate governance statement (**Statement**) sets out a description of the main policies and practices adopted by the Company and discloses to the extent to which the Company has complied with the ASX Corporate Governance Principles and Recommendations 4th Edition (**ASX Principles** or **Principles and Recommendations**) during the year ended 30 June 2024.

The Principles and Recommendations serve as guidelines and are not prescriptive. However, under ASX Listing Rules, the Company is required to provide a statement disclosing the extent to which it has followed the Recommendations during the reporting period. Where the Company has not followed a Recommendation, it must separately identify that Recommendation and state the reasons for not following it, and what (if any) alternative governance practices have been adopted in lieu of the Recommendation.

This Statement is current as at 30 August 2024 and has been approved by the Board.

The following governance-related documents can be found on Mustera's website at https://www.mustera.com.au/corporate-governance/:

Charters and Codes

Board Charter

Code of Conduct

Nomination and Remuneration Committee Charter

Audit and Risk Committee Charter

Policies

Continuous Disclosure Policy

Shareholder Communications Policy

Risk Management Policy

Securities Trading Policy

Whistleblower Policy

Anti-Corruption and Anti-Bribery Policy

Appointment and Selection Policy

Diversity Policy

Other

Performance Evaluation Process

1. Board of Directors

As at the date of this Statement, the Board is comprised of one Executive Director and two Non-Executive Directors. The Company presently does not have a Chairperson.

The Board Charter sets out the guidelines and thresholds of materiality for the purpose of determining the independence of Directors in accordance with the Recommendations and has adopted the definition of independence set out in the Recommendations. The Board considers as independent a non-executive director who is not a member of the Company's management and who is free of any business or other relationship that could materially interfere with, or reasonably be perceived to interfere with, the independent exercise of their judgement. The Board reviews the independence of each Director in light of interests disclosed to the Board from time to time.

The Board considers Mr Anthony Ho and Mr Jack Spencer-Cotton as independent directors for the purpose of the Recommendations, as each Director is free from any interest, position, association or relationship that could materially interfere with, or reasonably be perceived to materially interfere with, the independent exercise of their judgement. Mr Nicholas Zborowski is an Executive Director of the Company and is therefore considered not independent.

A formal Board skills matrix setting out the mix of skills and diversity that the Board currently has or is looking to achieve in its membership has not been established, and therefore the Company is at a variance with **Recommendation 2.2**. The Board will periodically give consideration to the establishment of such a matrix. However, the Board considers its current structure and composition to represent the best mix of directors that have an appropriate range of qualifications and expertise and can understand and competently deal with current and emerging business issues and effectively review and challenge performance of Management.

Board appointments

The Board has implemented a process of undertaking the appropriate checks before appointing a person or putting forward to shareholders a candidate for election as director. The Directors will provide a summary of all material information relevant to the decision to elect a director in the notice of meeting for each annual general meeting.

Induction and education

When appointed to the Board, a new director will receive an induction appropriate to his or her experience. Directors are provided with the appropriate professional development opportunities to develop and maintain their skills and knowledge from time to time, as considered appropriate to perform their role as a director effectively.

Board charter

The Board considers that effective corporate governance can add to the Company's performance, create value for Shareholders, and boost investor confidence. To that end, the Board has adopted a Board Charter to provide a framework for the effective operation of the Board, which sets out:

- the Board's composition;
- the Board's role and responsibilities;
- the relationship and interaction between the Board and Management; and
- the authority delegated by the Board to Management and Board committees.

The Board's role is to, among other things:

- represent and serve the interests of shareholders by overseeing and appraising the Company's strategies, policies and performance;
- oversee the Company, including its control and accountability systems;
- oversee the nomination and appointment, and monitor the performance, of Management;
- conduct succession planning for Management;
- review performance, operations and compliance reports from the Executive Director, including reports and updates on strategic issues and risk management matters;
- review and ratify systems of risk management, internal compliance and control, codes of conduct and legal compliance to ensure appropriate compliance frameworks and controls are in place;
- monitor Management's performance, implementing strategy and seeking to ensure appropriate resources are available;
- approve and monitor the progress of major capital expenditure, capital management and acquisitions and divestments;
- approve budgets;
- approve and monitor corporate, financial position and other reporting systems including external audit and overseeing their integrity;
- identify the risk appetite within which the Board expects Management to operate and approve and monitor systems of
 risk management, accountability, internal compliance and control and legal compliance to ensure that appropriate
 compliance frameworks and controls are in place; and
- adopt appropriate procedures to ensure compliance with all laws, governmental regulations and accounting standards, including establishing procedures to ensure the financial results are appropriately and accurately reported on a timely basis in accordance with all legal and regulatory requirements.

Matters which are specifically reserved for the Board or its committees include:

- appointment of the Chairperson;
- appointment and removal of the CEO (if applicable);
- appointment of Directors to fill a vacancy or as an additional Director;
- establishment of Board committees, their membership and their delegated authorities;
- approval of dividends;
- review of corporate codes of conduct;
- approval of major capital expenditure, acquisitions and divestments in excess of authority levels delegated to Management;
- calling of meetings of Directors or shareholders; and
- any other specific matters nominated by the Board from time to time.

The management function is conducted by, or under the supervision of, the Executive Director as directed by the Board (and by officers to whom the management function is properly delegated by the Executive Director). Management must supply the Board with information in a form, timeframe and quality that will enable the Board to discharge its duties effectively. Directors are entitled to access Management and to request additional information at any time they consider it appropriate. The Board collectively, and each Director individually, may seek independent professional advice at the Company's reasonable expense, and the advice received being made available to the Board as a whole.

2. Board committees

The Board may from time to time establish appropriate committees to assist in the discharge of its responsibilities.

The Board has established an Audit and Risk Committee and a Nomination and Remuneration Committee. Other committees may be established by the Board as and when required. Membership of Board committees will be based on the needs of the Company, relevant legislation and other requirements and the skills and experience of individual Directors.

Audit and Risk Committee

Under its charter, the Audit and Risk Committee must have at least three members, a majority of whom should be independent Directors and all of whom should be Non-Executive Directors. Further, the Committee shall appoint a Chair who should be an appropriately qualified independent Director and must not be Chairperson of the Board. Also, at least one member should be a qualified accountant or other financial professional with appropriate expertise of financial and accounting matters.

The committee is presently comprised of Mr Anthony Ho and Mr Jack Spencer-Cotton, with Mr Anthony Ho appointed as Chair of the committee. As stated in section 2 above, the Board has considered the independence of Mr Ho and Mr Spencer-Cotton and it has been determined that both Directors are independent.

The primary role of the Audit and Risk Committee is to assist the Board in carrying out its accounting, auditing, financial reporting and risk management responsibilities, including:

- overseeing the Company's financial reporting and disclosure processes, including assessment of the appropriateness
 and application of the Company's accounting policies and principles and any changes to them;
- reviewing all half yearly and annual reports with Management, advisers and the auditors (as appropriate) and recommending the applicable accounts' adoption by the Board;
- overseeing the establishment and implementation of risk management and internal compliance and control systems
 and ensuring that there is a mechanism for assessing the ongoing efficacy of those systems;
- · reviewing and approving the terms of engagement of the external auditor at the beginning of each financial year;
- approving policies and procedures for appointing or removing an external auditor and for external audit engagement partner rotation; and
- meeting periodically with the external auditor and inviting the external auditor to attend Committee meetings to assist
 the Committee to discharge its obligations.

Because the Audit and Risk Committee is comprised of only two members, the Company is at a variance with **Recommendations 4.1 and 7.1**, which set out that the committee should have at least three members. However, the Board considers the present level of membership to be adequate and that the experience and qualifications of the persons on the Committee are sufficient to ensure that the Committee properly discharges its duties. As the operations of the Company develop, the Board will reassess the composition of the Audit and Risk Committee.

Nomination and Remuneration Committee

Under its charter, the Nomination and Remuneration Committee must have at least three members, a majority of whom should be independent Directors. Further, the Committee shall appoint a Chair who should be an appropriately qualified independent Director and must not be Chairperson of the Board. Each member is expected to possess adequate remuneration, regulatory and industry knowledge to carry out the duties and responsibilities as a member of the committee.

The primary role of Nomination and Remuneration Committee is to assist the Board in fulfilling its statutory, fiduciary and regulatory responsibilities in respect of remuneration policies and procedures, including:

- Board succession planning;
- induction and continuing professional development programs for directors;
- the development and implementation of a process for evaluating the performance of the board, its committees and directors;
- the process for recruiting a new director, including evaluating the balance of skills, knowledge, experience, independence and diversity on the Board and, in light if this evaluation, preparing a description of the role and capabilities required for a particular appointment;
- the appointment and re-election of directors; and
- ensuring there are plans in place to manage the succession of the Executive Director (or equivalent) and other senior executives

Because the Nomination and Remuneration Committee is comprised of only two members, the Company is at variance with **Recommendations 2.1 and 8.1**, which set out that the committee should have at least three members. However, the Board considers the present level of membership to be adequate and that the experience and qualifications of the persons on the Committee are sufficient to ensure that the Committee properly discharges its duties. As the operations of the Company continue to develop, the Board will reassess the composition of the Nomination and Remuneration Committee.

3. Risk Management Policy

The identification and proper management of the Company's risks are an important priority of the Board. The Company has adopted a Risk Management Policy appropriate for its business. The policy highlights the Company's commitment to designing and implementing systems and methods appropriate to minimise and control its risks.

The Board is responsible for overseeing and approving risk management strategy and policies, including reviewing and ratifying the risk management structure, process and guidelines which are to be developed, maintained and implemented by Management. To assist the Board in discharging these obligations, the Board has delegated certain functions to the Audit and Risk Committee. The responsibilities of that Committee include overseeing the establishment and implementation of risk management and internal compliance and control systems and reviewing the Company's financial risk management procedures to ensure that it complies with its legal obligations.

The Company plans to continue its review of its risk management framework in the 2024 calendar year and will work with the Audit and Risk Committee to ensure that internal policies and control systems are up-to-date.

The Company has adopted a Whistleblower Policy and Anti-Corruption and Anti-Bribery Policy, both of which are available on the Company's website: www.mustera.com.au.

4. Continuous Disclosure Policy

The Company is required to comply with the continuous disclosure requirements of the ASX Listing Rules and the Corporations Act 2001 (Cth) (Corporations Act). Subject to the exceptions contained in the ASX Listing Rules, the Company is required to disclose to the ASX any information concerning the Company which is not generally available and which a reasonable person would expect to have a material effect on the price or value of its shares.

The Company is committed to observing its disclosure obligations under the ASX Listing Rules and the Corporations Act and has adopted a Continuous Disclosure Policy which establishes procedures aimed at ensuring that Directors and Management are aware of and fulfil their obligations in relation to the timely disclosure of material price-sensitive information.

Under the Continuous Disclosure Policy, the Board is responsible for managing the Company's compliance with its continuous disclosure obligations.

5. Securities Trading Policy

The Company has adopted a Securities Trading Policy which applies to the Company and its Directors, officers and employees, including those persons having authority and responsibility for planning, directing and controlling the activities of the Company, whether directly or indirectly. The Securities Trading Policy is intended to explain the prohibited type of conduct in relation to dealings in securities under the Corporations Act and to establish procedures in relation to dealings in the Company's securities by Directors, Management or employees.

The policy defines certain closed periods during which trading in securities by specified parties (and any of their associates) is prohibited. The closed periods are currently defined as:

- the period commencing one month prior to the release of the Company's half-yearly results to ASX and ending 24 hours after such release;
- the period commencing one month prior to the release of the Company's full year results to ASX and ending 24 hours after such release;
- the period commencing two weeks prior to the Company's annual general meeting and ending 24 hours after the annual general meeting; and
- any additional periods determined by the Board from time to time.

During closed periods, unless certain exceptions (set out in the Securities Trading Policy) apply, Directors and other persons to whom the policy applies must receive clearance for any proposed dealing in securities, which will only be provided in exceptional circumstances. In all instances, buying or selling of securities is not permitted at any time by any person who possesses price-sensitive information.

Code of Conduct

The Board recognises the need to observe high standards of corporate practice and business conduct. Accordingly, the Board has adopted a formal Code of Conduct to be followed by all Directors, officers and employees.

The key aspects of the Code are that Directors, officers and employees are to:

- act with honesty, integrity and fairness and in the best interests of the Company, and in the reasonable expectations of the Company's shareholders:
- act in accordance with all applicable laws, regulations, policies and procedures;
- have responsibility and accountability for reporting and investigating reports of unethical practices; and
- use the Company's resources and property properly.

The Code of Conduct sets out or refers to separate documents outlining the Company's policies on various matters including ethical conduct, fair dealing, compliance, privacy, confidentiality, integrity and conflicts of interest.

7. Shareholder Communications Policy

The Board's aim is to ensure that shareholders are provided with sufficient information to assess the performance of the Company and to inform shareholders of major developments affecting the state of affairs of the Company in accordance with all applicable laws. Information is communicated to shareholders through the lodgement of all relevant financial and other information with the ASX and publishing information on the Company's website, www.mustera.com.au.

In particular, the Company's website contains information about it, including media releases, key policies and the terms of reference of its Board committees. All relevant announcements made to the market and any other relevant information are posted on the Company's website after release to the ASX (subject to applicable securities laws).

The Shareholder Communications Policy sets out the Company's aims and practices in respect of communicating with both current and prospective shareholders. The policy reinforces the Company's commitment to promoting investor confidence and reflects the matters set out in the commentary and guidance for Recommendation 6.2 and is designed to promote and facilitate effective two-way communication with investors.

The policy states that the Company is committed to dealing fairly, transparently and openly with both current and prospective shareholders. The policy is available on the Company's website.

8. Additional Information

The Company has established a Diversity Policy which is available on the Company's website, www.mustera.com.au. The policy requires the Board to set measurable objectives for achieving gender diversity. However, the Company is at a variance with **Recommendation 1.5** in that the Board has not set measurable objectives for achieving gender diversity at the reporting date. The Board considers that at this time, given the size and nature of the Company's operations, no efficiencies or other benefits would be gained by formally introducing measurable objectives for achieving gender diversity. Consequently, until such time where measurable objectives are set, the Company will not disclose the progress towards achieving them at the end of each reporting period. The Company's recruitment process provides a choice of candidates from a diverse pool after canvassing the relevant market and by selecting the most appropriate candidate based on merit and suitability for the role.

Given the present organisational structure, formal evaluations of Directors and executives have not undertaken, and the Company therefore is at a variance with **Recommendations 1.6(a) and 1.7(a)**. Nevertheless, the performance of the Executive Director is periodically considered on an informal basis by the other Board members and feedback is provided. As the Company expands, consideration will be given to adopting formal evaluation processes. No reviews were conducted during the reporting period.

The Company does not presently have an **internal audit function**. However, the Board and Management continually monitor and endeavor to improve the effectiveness of the Company's risk management and internal control procedures. The Audit and Risk Committee and its interaction with the Company's external auditor also provide additional oversight in this area.

The Board does not consider the Company has any material exposure to economic, environmental or social sustainability risks at the present time.

9. ASX Recommendations

Under ASX Listing Rules, the Company is required to disclose the extent to which it has followed the recommendations set by the ASX Corporate Governance Council. Where the Company has not followed a recommendation, it must separately identify that recommendation and state its reasons for not following it, and what (if any) alternative governance practices it adopted in lieu of the recommendation. The Company's compliance with the Recommendations is set out below.

Corpo	orate Governance Recommendation	Followed
Princi	iple 1: Lay solid foundations for management and oversight	
1.1	A listed entity should disclose:	Yes
	(a) the respective roles and responsibilities of its board and management; and	
	(b) those matters expressly reserved to the board and those delegated to management.	
1.2	A listed entity should:	Yes
	(a) undertake appropriate checks before appointing a person, or putting forward to security holders a candidate for election, as a director; and	
	(b) provide security holders with all material information in its possession relevant to a decision on whether or not to elect or re-elect a director.	
1.3	A listed entity should have a written agreement with each director and senior executive setting out the terms of their appointment.	Yes
1.4	The company secretary of a listed entity should be accountable directly to the board, through the chair, on all matters to do with the proper functioning of the board.	Yes
1.5	A listed entity should:	Partly – see
	(a) have and disclose a diversity policy;	commentary in Section 8 above
	 (b) through its board or a committee of the board set measurable objectives for achieving gender diversity in the composition of its board, senior executives and workforce generally; and 	
	(c) disclose in relation to each reporting period:	
	(1) the measurable objectives set for that period to achieve gender diversity;	
	(2) the entity's progress towards achieving those objectives; and	
	(3) either:	
	 (A) the respective proportions of men and women on the board, in senior executive positions and across the whole workforce (including how the entity has defined "senior executive" for these purposes); or 	
	(B) if the entity is a "relevant employer" under the Workplace Gender Equality Act, the entity's most recent "Gender Equality Indicators", as defined in and published under that Act.	
	If the entity was in the S&P / ASX 300 Index at the commencement of the reporting period, the measurable objective for achieving gender diversity in the composition of its board should be to have not less than 30% of its directors of each gender within a specified period.	
1.6	A listed entity should:	Partly – see
	 (a) have and disclose a process for periodically evaluating the performance of the board, its committees and individual directors; and 	commentary in Section 8 above
	(b) disclose, in relation to each reporting period, whether a performance evaluation was undertaken in the reporting period in accordance with that process.	
1.7	A listed entity should:	Partly – see
	(a) have and disclose a process for periodically evaluating the performance of its senior executives; and	commentary in Section 8 above
	(b) disclose, in relation to each reporting period, whether a performance evaluation was undertaken in the reporting period in accordance with that process.	

Corpo	orate Governance Recommendation	Followed
Princ	iple 2: Structure the Board to add value	
2.1	The board of a listed entity should:	Partly – see
	(a) have a nomination committee which:	commentary in Section 2 above
	(1) has at least three members, a majority of whom are independent directors; and	
	(2) is chaired by an independent director,	
	and disclose:	
	(3) the charter of the committee;	
	(4) the members of the committee; and	
	(5) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; OR	
	(b) if it does not have a nomination committee, disclose that fact and the processes it employs to address board succession issues and to ensure that the board has the appropriate balance of skills, knowledge, experience, independence and diversity to enable it to discharge its duties and responsibilities effectively.	
2.2	A listed entity should have and disclose a board skills matrix setting out the mix of skills and diversity that the board currently has or is looking to achieve in its membership.	No – see commentary in Section 1 above
2.3	A listed entity should disclose:	Yes
	(a) the names of the directors considered by the board to be independent directors;	
	(b) if a director has an interest, position, association or relationship of the type described in Box 2.3 but the board is of the opinion that it does not compromise the independence of the director, the nature of the interest, position, association or relationship in question and an explanation of why the board is of that opinion; and	
	(c) the length of service of each director.	
2.4	A majority of the board of a listed entity should be independent directors.	Yes
2.5	The chair of the board of a listed entity should be an independent director and, in particular, should not be the same person as the CEO of the entity.	No – see commentary in Section 1 above
2.6	A listed entity should have a program for inducting new directors and provide appropriate professional development opportunities for directors to develop and maintain the skills and knowledge needed to perform their role as directors effectively.	Yes
Princ	iple 3: Act ethically and responsibly	
3.1	A listed entity should articulate and disclose its values.	Yes
3.2	A listed entity should: (a) have and disclose a code of conduct for its directors, senior executives and employees; and	Yes
	(b) ensure that the board or a committee of the board is informed of any material breaches of that code.	
3.3	A listed entity should:	Yes
	(a) have and disclose a whistleblower policy; and	
	(b) ensure that the board or a committee of the board is informed of any material incidents reported under that policy.	
3.4	A listed entity should:	Yes
	(a) have and disclose an anti-bribery and corruption policy; and(b) ensure that the board or committee of the board is informed of any material breaches of that policy.	

Corp	orate Governance Recommendation	Followed
Princ	iple 4: Safeguard integrity in corporate reporting	
4.1	The board of a listed entity should:	Partly – see
	(a) have an audit committee which:	commentary in
	(1) has at least three members, all of whom are non-executive directors and a majority of whom are independent directors; and	Section 2 above
	(2) is chaired by an independent director, who is not the chair of the board,	
	and disclose:	
	(3) the charter of the committee;	
	(4) the relevant qualifications and experience of the members of the committee; and	
	(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	
	(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.	
4.2	The board of a listed entity should, before it approves the entity's financial statements for a financial period, receive from its CEO and CFO a declaration that, in their opinion, the financial records of the entity have been properly maintained and that the financial statements comply with the appropriate accounting standards and give a true and fair view of the financial position and performance of the entity and that the opinion has been formed on the basis of a sound system of risk management and internal control which is operating effectively.	Yes
4.3	A listed entity should disclose its process to verify the integrity of any periodic corporate report it releases to the market that is not audited or reviewed by an external auditor.	Yes
Princ	iple 5: Make timely and balanced disclosure	
5.1	A listed entity should have and disclose a written policy for complying with its continuous disclosure obligations under listing rule 3.1.	Yes
5.2	A listed entity should ensure that its board receives copies of all material market announcements promptly after they have been made.	Yes
5.3	A listed entity that gives a new and substantive investor or analyst presentation should release a copy of the presentation materials on the ASX Market Announcements Platform ahead of the presentation.	Yes
Princ	iple 6: Respect the rights of security holders	
6.1	A listed entity should provide information about itself and its governance to investors via its website.	Yes
6.2	A listed entity should have an investor relations program that facilitates effective two-way communication with investors.	Yes
6.3	A listed entity should disclose how it facilitates and encourages participation at meetings of security holders.	Yes
6.4	A listed entity should ensure that all substantive resolutions at a meeting of security holders are decided by a poll rather than by a show of hands.	Yes
6.5	A listed entity should give security holders the option to receive communications from, and send communications to, the entity and its security registry electronically.	Yes

Corpo	orate Governance Recommendation	Followed
Princ	iple 7: Recognise and manage risk	
7.1	The board of a listed entity should: (a) have a committee or committees to oversee risk, each of which: (1) has at least three members, a majority of whom are independent directors; and (2) is chaired by an independent director, and disclose:	Partly – see commentar in Section 2 above
	 (3) the charter of the committee; (4) the members of the committee; and (5) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or (b) if it does not have a risk committee or committees that satisfy (a) above, disclose that fact and the processes it employs for overseeing the entity's risk management framework. 	
7.2	 The board or a committee of the board should: (a) review the entity's risk management framework at least annually to satisfy itself that it continues to be sound and that the entity is operating with due regard to the risk appetite set by the board; and (b) disclose, in relation to each reporting period, whether such a review has taken place. 	Yes
7.3	 A listed entity should disclose: (a) if it has an internal audit function, how the function is structured and what role it performs; or (b) if it does not have an internal audit function, that fact and the processes it employs for evaluating and continually improving the effectiveness of its risk management and internal control processes. 	No – see commentar in Section 8 above
7.4	A listed entity should disclose whether it has any material exposure to environmental or social risks and, if it does, how it manages or intends to manage those risks.	Yes
Princ	iple 8: Remunerate fairly and responsibly	
8.1	The board of a listed entity should: (a) have a remuneration committee which: (1) has at least three members, a majority of whom are independent directors; and (2) is chaired by an independent director, and disclose: (3) the charter of the committee; (4) the members of the committee; and	Partly – see commentar in Section 2 above
	 (5) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or (b) if it does not have a remuneration committee, disclose that fact and the processes it employs for setting the level and composition of remuneration for directors and senior executives and ensuring that such remuneration is appropriate and not excessive. 	
8.2	A listed entity should separately disclose its policies and practices regarding the remuneration of non-executive directors and the remuneration of executive directors and other senior executives.	Yes
8.3	A listed entity which has an equity-based remuneration scheme should: (a) have a policy on whether participants are permitted to enter into transactions (whether through the use of derivatives or otherwise) which limit the economic risk of participating in the scheme; and	Yes
	(b) disclose that policy or a summary of it.	