

# Tietto Minerals Ltd

## Corporate Governance Statement

### Financial Period Ending 31 December 2022

The Board of Directors of Tietto Minerals Ltd (the “Company”) is responsible for the corporate governance of the Company. The Board guides and monitors the business and affairs of the Company on behalf of the shareholders by whom they are elected and to whom they are accountable.

This statement sets out the main corporate governance practices in place throughout the financial period in accordance with 4<sup>th</sup> edition of the ASX Principles of Good Corporate Governance and Best Practice Recommendations.

Further information about the Company’s corporate governance practices is set out on the Company’s website at <https://www.tietto.com/>

This Statement was approved by the Board of Directors and is applicable for the six month period ended 31 December 2022

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

**ASX Recommendation 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.**

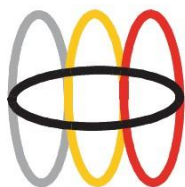
The Board has adopted a formal charter that details the respective board and management functions and responsibilities. A copy of this board charter is available in the corporate governance section of the Company’s website at <https://www.tietto.com/>

Information about the respective roles and responsibilities of our board and management (including those matters expressly reserved for the board and those delegated to management) is found under the Board Charter.

The functions reserved for the Board and those delegated to senior executives have been established and are further disclosed in the annual report.

**ASX Recommendation 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**



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**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.**

The Company considers the character, industry and relevant experience, education and skill set, as well as interests and associations of candidates for appointment to the Board. The Company conducts appropriate checks to verify the suitability of the candidate and material information is provided to the security holders with regards the election of directors.

As required under the ASX Listing rules and the Corporations Act, election or re-election of directors is a resolution put to members at each Annual General meeting. The notice of Annual General Meeting and the Directors report contains all material information relevant to a decision on whether or not to elect or re-elect a director.

The Company requires its directors to acquire and provide their unique Director Identification Number (DIN) from the Australian Business Registry Services (ABRS).

**ASX Recommendation 1.3: a listed entity should have a written agreement with each director and senior executive setting out the terms of their appointment.**

This practice is in place.

**ASX Recommendation 1.4: the company secretary of a listed company should be accountable directly to the board, through the chair, on all matters to do with the proper functioning of the board.**

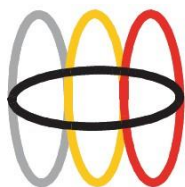
This practice is in place.

**ASX Recommendation 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 the board, senior executives and workforce generally;**
- c) disclose in relation to each reporting period**
  - o the measurable objectives set for that period to achieve gender diversity;**
  - o the entities progress towards achieving these objectives; and**
  - o the respective proportions of men and women on the board, in senior executive positions and across the whole workforce.**

The Company has adopted a Diversity Policy which is available in the corporate governance section of the Company's website at <https://www.tietto.com/>

The Company recognises that a diverse and talented workforce is a competitive advantage and that the Company's success is the result of the quality and skills of our



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people. The Company's policy is to recruit and manage on the basis of qualification for the position and performance, regardless of gender, age, nationality, race, religious beliefs, cultural background, sexuality or physical ability. It is essential that the Company employs the appropriate person for each job and that each person strives for a high level of performance.

To drive diversity and inclusion within the Company, the Board has set the following objectives: To increase the percentage of women in the business and more specifically, in leadership roles, and actively promote a culture that values diversity, inclusion and flexibility.

The measurable objectives have been set for FY23 onwards at a 5-year Company-wide target of 30% female representation and a long-term target of 40% female / 40% male / 20% unallocated to allow flexibility for Board renewal. The Company's global employment policy is to employ based on merit using fair and equitable recruitment processes while remaining compliant with labour code of Australia, Cote D'Ivoire and any other country where it operates.

As at 31 December 2022, while there were no female Board members, 33% of senior executives who report directly to the Executive Directors were female.

Company wide approximately 12% of all Tietto employees are represented by women. In Cote D'Ivoire the Company employs staff both directly as well as through contractors. Approximately 16% of contractors are female. Within several divisions, the proportion of female staff employed by directly by Tietto has grown over the past year with women represented as follows: Commercial – 26%, Finance – 67%, Health, safety and environment – 27%, Human resources – 22%. Furthermore, more than half of the of the 100 contractors employed in Administration are female (56%).

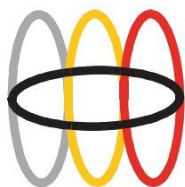
#### **ASX Recommendation 1.6: a listed entity should**

- a) have and disclose the process for periodically evaluating the performance of the board, its committees and individual directors; and**
- b) disclose whether such performance evaluations were undertaken for each reporting period.**

The process is not published in the corporate governance policies. The Board aims to review its performance and that of its committees and individual directors on an annual basis. Performance is reviewed against the Board Charter and any other Board responsibilities. Evaluation will have regard to, amongst other things, ensuring proper and effective management and performance of financial, operational and compliance indicators. During the reporting period no evaluation took place.

No board review was undertaken during the year.

#### **ASX Recommendation 1.7: a listed entity should**



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- a) have and disclose a process for periodically evaluating the performance of its senior executives at least once every reporting period; and**
- b) disclose whether performance evaluations was undertaken in accordance with the process during or in respect of that period.**

The process is not published in the corporate governance policies.

The assessment of executive performance takes place periodically and are conducted by the Chairman and reported to the Remuneration Committee (represented by the Board) for consideration as part of any salary reviews, which in turn is recommended to the Board. In the context of undertaking comprehensive reviews of remuneration practices of the Company, the historical performance of senior executives is taken into account against clear key performance indicators. No formal executive performance evaluations were conducted during the reporting period.

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

**ASX Recommendation 2.1: The board of a listed entity should have a nomination committee which:**

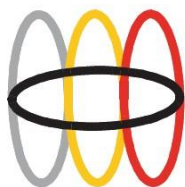
- a) has at least three members, a majority of whom are independent directors; and**
- b) is chaired by an independent director; and disclose**  
**the charter of the committee, the members of the committee and the number of times the committee met throughout the period and member attendance at those meetings.**

The Company has not yet established a separate nomination committee as the role of the committee is undertaken by the full board. The Board considers succession issues and the requirements 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 regularly at Board meetings.

The Company's Nomination Committee Charter is available in the corporate government policies disclosed on the website.

**ASX Recommendation 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 .**

On a collective basis the Board's skills indicates the mix of skills, experience and expertise that are considered necessary at Board level for optimal performance of the Board.



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The Board skills matrix is attached to this document at Schedule 1.

**ASX Recommendation 2.3: a listed entity should disclose:**

- a) the names of the directors considered by the board to be independent directors and provide details in relation to the length of service;**
- b) if a director has an interest/position/relationship that meets factors of assessing independence, explain why the board has that opinion.**

There were board changes during the year, being the appointment of Mr Shadrack Sowah Adjetey (Non-executive director) and subsequent to the Period, the appointment of Mr Matthew Wilcox to replace Mr Mark Strizek as Executive Director following his resignation.

The Company considers Hanjing Xu and Paul Kitto to be independent directors. The length of service of each director is set out below as at the date of this report 2023:

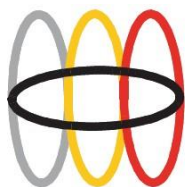
- Caigen Wang: 12 years, 9 months.
- Mark Strizek: 5 years, 8 months. (Resigned 20 March 2023)
- Francis Harper: 5 years, 8 months.
- Hanjing Xu: 5 years, 7 months.
- Paul Kitto: 4 years, 2 months.
- Shadrack Sowah Adjetey: 5 months.
- Matthew Wilcox: 0.5 months (Appointed 20 March 2023)

**ASX Recommendation 2.4: the majority of the board of a listed entity should be independent directors.**

This recommendation has not been satisfied.

Two Board members are considered independent directors and therefore the majority of the Board is not considered independent. Notwithstanding this apparent non-compliance, the Board is of the opinion that the objectives and current strategy of the Company are well served by retaining the current composition of the Board, irrespective of the Directors' degree of independence. A determination with respect to independence is made by the Board on an annual basis. In addition, the Directors are required on an ongoing basis to disclose relevant personal interests and conflicts of interest which in turn trigger a review of a director's independent status.

**ASX Recommendation 2.5: The Chair of a listed entity should be an independent director and, in particular, should not be the same person as the CEO of the entity.**



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The Board's Chairman Mr Francis Harper is not considered an independent director but does not act as the CEO of the Company.

**ASX Recommendation 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 roles as directors effectively.**

The Company provides induction material for any new directors and, depending on specific requirements, will provide appropriate professional development opportunities for directors.

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

**ASX Recommendation 3.1: a listed entity should articulate and disclose its values.**

A copy of the Company's Values Statement is available in the corporate governance section of the Company's website at <https://www.tietto.com/>

**ASX Recommendation 3.2: a listed entity should have and disclose a code of conduct and ensure that the board is informed of any material breaches of that code.**

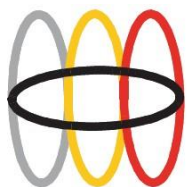
The Company has established a Code of Conduct as to the practices necessary to maintain confidence in the Company's integrity, the practices necessary to take into account its legal obligations and the reasonable expectations of its stakeholders and the responsibility and accountability of individuals for reporting and investigating reports of unethical practices.

A copy of the Company's code of conduct is available in the corporate governance section of the Company's website at <https://www.tietto.com/>

**ASX Recommendation 3.3: a listed entity should have and disclose a Whistleblower policy and ensure the board is informed of any material breaches of that policy.**

A copy of the Company's Whistleblower Policy is available in the corporate governance section of the Company's website at <https://www.tietto.com/>

**ASX Recommendation 3.4: a listed entity should have and disclose an Anti-Bribery and Corruption policy and ensure the board is informed of any material breaches of that policy.**



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A copy of the Company's Anti-Bribery and Anti-Corruption policy is available in the corporate governance section of the Company's website at <https://www.tietto.com/>

**PRINCIPLE 4: SAFEGUARD INTEGRITY OF CORPORATE REPORTS**

**ASX Recommendation 4.1: The Board of a listed entity should establish an audit committee:**

- a) with at least three members, all of whom are non-executive directors and a majority of which are independent directors; and**
  - o is chaired by an independent chair who is not the chair of the board; and**
  - o disclose the charter of the committee, the members of the committee and the number of times the committee met throughout the period and member attendance at those meetings**
- b) if it does not have an audit committee, disclose that fact and the process it employs that 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.**

The board established a separate audit committee during the period. There are three members one of which is a non-executive director. The members are: Shadrack Sowah, Paul Kitto and Francis Harper.

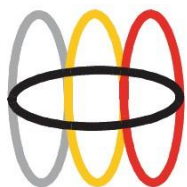
The committee chair is rotated each meeting

The Audit Committee Charter is available on the Company's website in the Corporate Governance Section.

The relevant member qualifications for each member are reported in the Annual Report.

The full audit committee met once during the Period.

The Company has previously established procedures for the selection, appointment and rotation of its external auditor. The Board was responsible for the initial appointment of the external auditor and the audit committee will continue to be responsible for the appointment of a new external auditor when the vacancy arises. Candidates for the position must demonstrate complete independence from the Company through the engagement period. The Board may otherwise select an external auditor based on criteria relevant to the Company's business and circumstances.



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**ASX Recommendation 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.**

This practice is in place with respect to half year and full year financial statements.

**ASX Recommendation 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.**

The Continuous Disclosure Policy is available on the Company's website in the Corporate Governance Section.

## **PRINCIPLE 5: MAKE TIMELY AND BALANCED DISCLOSURE**

**ASX Recommendation 5.1: a listed entity should have and disclose a written policy for complying with its continuous disclosure obligations under listing rule 3.1.**

The Company has established a Continuous Disclosure Policy which is available on the Company's website in the Corporate Governance Section. The policy is designed to guide compliance with ASX Listing Rule disclosure requirements and to ensure that all Directors, senior executives and employees of the Company understand their responsibilities under the policy. The Company Secretary acts as the Company's Disclosure Officer and is responsible for implementing and administering this policy. The Disclosure Officer is responsible for all communication with ASX and for making decisions on what should be disclosed publicly under this policy.

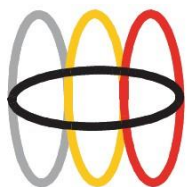
In accordance with the Company's continuous disclosure policy, all information provided to ASX for release to the market is posted to its website at <https://www.tietto.com/after> ASX confirms an announcement has been made.

**ASX Recommendation 5.2: a listed entity should ensure that its board receives copies of all material market announcements promptly after they have been made.**

This practice is in place.

The Continuous Disclosure Policy is available on the Company's website in the Corporate Governance Section.





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**ASX Recommendation 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 Announcement platform ahead of the presentation.**

This practice is in place.

The Continuous Disclosure Policy is available on the Company's website in the Corporate Governance Section.

## **PRINCIPLE 6: RESPECT THE RIGHTS OF SECURITY HOLDERS**

**ASX Recommendation 6.1: a listed entity should provide information about itself and its governance to investors via its website.**

The Company's website at <https://www.tietto.com/> contains information about the Company, Directors and management and the Company's corporate governance practices, policies and charters along with information on the Company including its background, objectives, projects and contact details.

All ASX announcements made to the market, including annual and half year financial results are posted on the website as soon as they have been released by the ASX. The full text of all notices of meetings and explanatory material, the Company's Annual Report and copies of all investor presentations are posted on the website.

**ASX Recommendation 6.2: a listed entity should design and implement an investor relations program that facilitates effective two-way communication with investors.**

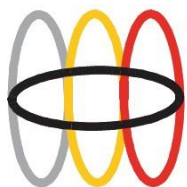
The Company has a Shareholder Communication Policy which is available on the Company's website in the Corporate Governance Section.

The Company encourages security holders to attend and participate in general meetings and makes itself available to meet investors and regularly responds to telephone or email enquiries from investors. Contact with the Company can be made via email addresses provided on the website.

In addition to announcements made in accordance with its continuous disclosure obligations the Company, from time to time, prepares and releases general investor updates about the Company.

**ASX Recommendation 6.3: a listed entity should disclose how it facilitates and encourages participation at meetings of security holders.**

The Company has a Shareholder Communication Policy which is available on the Company's website in the Corporate Governance Section.



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The Company encourages shareholders to attend all general meetings of the Company and sets the time and place of each meeting to promote maximum attendance by Shareholders. The Company encourages Shareholders to submit questions in advance of a general meeting, and for the responses to these questions to be addressed through disclosure relating to that meeting.

Shareholders are encouraged to lodge direct votes or proxies subject to the adoption of satisfactory authentication procedures if they are unable to attend the meeting.

The full text of all notices of meetings and explanatory material are posted on the Company's website at <https://www.tietto.com/>

**ASX Recommendation 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.**

This practice is in place.

**ASX Recommendation 6.5: a listed entity should give security holders the option to receive communications from, and send communications to, the entity and its security register electronically.**

The Company has a welcome pack that is sent to investors.

Contact with the Company can be made via email addresses provided on the website.

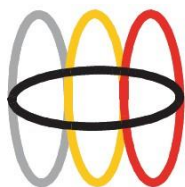
The Company's share register provides a facility whereby investors can provide email addresses to receive correspondence from the Company electronically and investors can contact the share register via telephone or email.

It is the Company's desire that shareholders receive communications electronically in the interests of the environment and constraining costs. In an endeavour to drive this objective the Company has a policy of providing hard materials at cost (which will generally involve a black & white presentation even where the electronic version is full colour).

## PRINCIPLE 7: RECOGNISE AND MANAGE RISK

**ASX Recommendation 7.1: The board of a listed entity should**

- a) have a committee to oversee risk**
  - **with at least three members and a majority of which are independent directors; and**
  - **is chaired by an independent Director; and**



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- **disclose the charter of the committee, the members of the committee and the number of times the committee met throughout the period and member attendance at those meetings.**
- b) If it does not have a risk committee that satisfies (a) above, disclose the fact and the process it employs for overseeing the entities' risk management framework.**

The Board has not constituted a separate Risk Committee with the full Board being responsible for risk management. Management report to the Board on the risk management framework on a regular basis. With the commencement of gold production on site, it is anticipated that a risk committee will be established in the upcoming period.

The Company has established policies for the oversight and management of material business risks. Under the policy, the Board is responsible for approving the Company's policies on risk oversight and management and satisfying itself that management has developed and implemented a sound system of risk management and internal control.

The Company's Risk Management Policy is available on the Company's website in the Corporate Governance Section.

No meeting of the risk committee was held during the Period.

**ASX Recommendation 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 for the risk appetite set by the board; and**
- b) disclose in relation to each reporting period whether such a review was undertaken.**

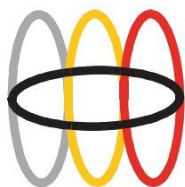
The Board is responsible for the oversight of the Company's risk management and control framework. The Company reviews its risk management annually and this information is disclosed in the annual report.

**ASX Recommendation 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, disclose that fact and the processes it employs for evaluating and continually improving the effectiveness of its governance, risk management and internal control processes.**

Given the Company's current size and level of operations it does not have an internal audit function.

Due to the size of the Company, the Board does not consider it necessary at this time, to formally conduct an internal audit function. The Board continually monitors the risk



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management and internal control processes adopted by the Company to ensure they are appropriate to the operations of the Company's group structure. The Board is satisfied with the current level of risk, risk management and control monitoring within the Company.

The Risk Management Policy is available on the Company's website in the Corporate Governance Section.

**ASX Recommendation 7.4: a listed entity should disclose whether it has any material exposure to economic, environmental and social sustainability risks and if it does how it manages or intends to manage those risks.**

The Company has exposure to economic risks, including general economy wide economic risks and risks associated with the economic cycle. The Company has in place risk management procedures and processes to identify, manage, and minimise its exposure to these economic risks where appropriate.

The operations and proposed activities of the Company are subject to local and national government laws and regulations concerning the environment and social sustainability. As with most exploration projects and mining operations, the Company's activities are expected to have an impact on the environment. It is the Company's intention to conduct its activities to the highest standard of environmental obligation, including compliance with all environmental laws.

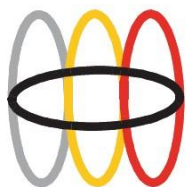
Biodiversity, air, land and water resources could potentially be impacted by operations. This carries a risk of increased costs or time delays in working towards mitigating or preventing the impact.

In particular, water plays an essential role in the operation of the mine. As such, water scarcity or restrictions to access along with water excess (e.g flooding) could impact operations.

The Company takes social license to operate seriously and intends to report in subsequent annual reports on its Environmental, Social and Governance (ESG) performance.

The Company's projects cover a large area of land with a significant local population. The Company will continue to engage with the traditional owners, landholders, municipalities, local communities, and other stakeholders through the life of the project and ensure that they are dealt with fairly and are understanding and supportive of the project.

The Company is subject to, and responsible for, existing environmental liabilities associated with its tenements. The Company will continually monitor its ongoing environmental obligations and risks and implement rehabilitation and corrective actions as appropriate to remain compliant. These risks may be impacted by change in Government policy.



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The Company's Corporate Code of Conduct outlines the Company's commitment to integrity and fair dealing in its business affairs. The code sets out the principles covering appropriate conduct in a variety of contexts and outlines the minimum standard of behavior expected from employees when dealing with stakeholders.

Significant natural disasters or external events including pandemics and extreme weather events, can impact the Company's operations. While it is not possible to purchase insurance cover against all potential losses or liabilities, the Company aims to mitigate their impact while prioritizing the safety and wellbeing of staff.

#### PRINCIPLE 8: REMUNERATE FAIRLY AND RESPONSIBLY

**ASX Recommendation 8.1: The board of a listed entity should:**

**a) have a remuneration committee which:**

- **has at least three members a majority of whom are independent directors; and**
- **is chaired by an independent Director;**

**and disclose:**

- **the charter of the committee;**
- **the members of the committee; and**
- **the number of times the committee met and individual attendance at those meetings; or**

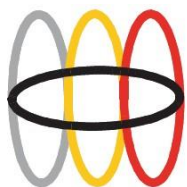
**b) if it does not have a remuneration committee, disclose that fact and the process it employs for setting the level and composition of remuneration for directors, senior executives and ensuring that such remuneration is appropriate and not excessive.**

Given the present size and complexity of the Company, the Company has not established a separate Remuneration Committee. The full Board undertakes, on an ad-hoc unstructured basis, the duties which normally would be performed by such a committee. The Company does however have a formal Remuneration Committee policy but due to its size and limited resources, this policy is not being implemented.

The level and composition of remuneration for directors and senior executives is readily determined by what would normally be paid to incumbents in similar sized companies.

The Remuneration Committee Charter is available on the Company's website in the Corporate Governance Section.

**ASX Recommendation 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.**



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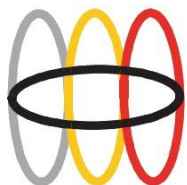
The structure of Directors' remuneration is disclosed in the remuneration report section of the annual report.

**ASX Recommendation 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;**
- b) and disclose the policy or a summary of that policy.**

The Company's equity-based remuneration scheme is governed by the Tietto Minerals Long Term Incentive Plan. The Company's Securities Trading Policy sets out the circumstances in which the Company's directors, executives, employees, contractors, consultants and advisors are prohibited from dealing in the Company's securities. The Policy does not inhibit participants in an equity-based remuneration scheme from entering into transactions (whether through the use of derivatives or otherwise) which limit the economic risk of participating in the scheme.

Further information about the Company's corporate governance practices is set out on the Company's website at <https://www.tietto.com/corporate/corporate-governance/>

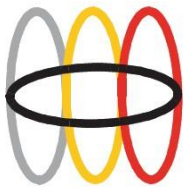


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**SCHEDULE 1 – BOARD SKILLS MATRIX**



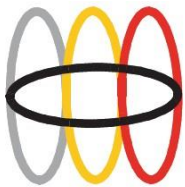
Legend						
	F: Familiar	C: Competent	E: Expert			
<b>Board Skills Matrix March 2023</b>						
Name	Mr Francis Harper	Dr Caigen Wang	Dr Paul Kitto	Mr Hanjing Xu	Mr Shaddrack Sowah Adjetej	Mr Matthew Wilcox
Title	Non-Executive Chairman	Managing Director	Non-Executive Director	Non-Executive Director	Non-Executive Director	Executive Director
Independent	N	N	Y	Y	N	N
Gender	M	M	M	M	M	M
Experience						
Corporate leadership	C	C	E	E	C	C
International experience	E	E	E	E	C	E



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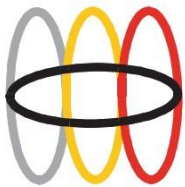
Geology & Exploration experience	F	C	E	C	F	F
Mining & Production experience	F	E	F	F	E	E
Industry & sector experience	E	C	C	F	C	E
Board experience	E	C	E	C	C	F
Capital projects	E	C	C	F	C	E
<b>Knowledge and skills</b>						
Strategy Development	C	E	E	E	E	F
Finance & Accounting	C	C	C	F	E	F
Legal & Regulatory	C	F	C	C	F	F
Digital & Information Technology	F	F	C	F	F	F
Human Resources & People	C	F	C	E	C	C
Public Relations, Marketing & Communications	E	C	E	E	C	F
Risk & Compliance	C	C	C	C	C	C
Capital Markets	E	C	C	F	F	F
Stakeholder engagement	C	C	C	C	E	C





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Environmental & Climate	F	F	C	C	C	C
Social & Sustainability	F	C	C	E	C	C
Governance & Policy	F	C	C	E	C	F
<b>Governance Competencies</b>						
Director (medium organisation 10 - 99 employees)		C	E	E	C	F
Financial literacy	E	C	C	F	E	C
Strategic thinking	C	E	E	E	E	C
Executive performance management	F	E	E	C	C	C
Risk management and mitigation	F	C	C	C	C	F
Compliance focus	F	C	C	C	C	F
Profile / reputation	C	E	C	C	C	F
<b>Behavioural Competencies</b>						
Team player / collaborative	C	E	E	E	E	C
Ability and willingness to challenge and probe	C	E	E	E	E	E
Common sense and sound judgement	C	E	E	E	E	E



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Integrity and high ethical standards	E	C	E	E	E	E
Mentoring abilities	F	C	E	E	C	C
Interpersonal relations	C	C	C	C	C	C
Listening skills	C	C	E	E	C	C
Verbal communication skills	E	C	E	C	C	C
Understanding of effective decision-making process	C	E	E	C	C	E
Willingness and ability to devote time and energy to the role	E	E	E	C	E	E