

TAMBORAN RESOURCES CORPORATION

BOARD CHARTER

(As of May 13, 2026)

1.1 The Board and Overview of its Role

- (a) Corporate governance describes the way Tamboran Resources Corporation (**Tamboran**) is directed and controlled. Tamboran's shareholders appoint directors and hold them accountable for the performance of the company. A key part of directors' responsibility is to ensure that an effective corporate governance structure operates in Tamboran.
- (b) The governance structure should facilitate oversight on the operation of the business and affairs of the corporation to ensure the financial health of the Company and that reasonable profit and growth targets are set and achieved and risk is properly managed, while taking into account the interests of Tamboran's stakeholders. As well, Tamboran's corporate governance culture and its way of doing business, including leadership by the board of directors (**Board**) and senior executives, is critical to Tamboran's continuing success.
- (c) The Board of Tamboran is responsible for, and oversees the governance of, Tamboran.
- (d) This board charter sets out the functions of the Board by describing the structure of the Board and its committees, the need for independence and other obligations of directors.
- (e) The Board will meet regularly at least four (4) times per year, with additional meetings as the Board deems necessary.

1.2 Functions of the Board

- (a) The Board strives to build sustainable value for shareholders whilst protecting the assets and reputation of Tamboran. Its functions include but are not limited to:
 - (i) demonstrating leadership;
 - (ii) defining Tamboran's purpose and setting its strategies, budgets and business plans;
 - (iii) satisfying itself that Tamboran maintains sound financial health, a sound competitive corporate strategy, and a strong organizational framework to execute the strategy,

- (iv) approving Tamboran's statement of values and code of conduct to underpin a culture of acting lawfully, ethically and responsibly and provide resolution of any issues that may arise in the Company;
- (v) Reviewing and making sure adequate best practices are implemented with respect to environmental, health, safety, sustainability and governance, in conjunction with advice from the Sustainability Committee;
- (vi) satisfying itself that Tamboran has in place an appropriate risk management framework (covering strategic, operational and financial risks, which for the avoidance of doubt includes cybersecurity risks and climate related risks) and setting the risk appetite within which the Board expects management to operate;
- (vii) satisfying itself that Tamboran's remuneration policies are aligned with its purpose, values, strategic objectives and risk appetite;
- (viii) overseeing management in its implementation of Tamboran's strategic objectives, its role in instilling Tamboran's values and performance generally;
- (ix) monitoring performance of senior management of the Tamboran group (being the Chief Executive Officer and other individuals as determined from time to time by the Compensation Committee);
- (x) setting measurable objectives for achieving gender and race diversity in the composition of Tamboran's Board, Senior Management and workforce generally, and disclosing those objectives and the progress made in achieving them;
- (xi) approving major borrowing and debt arrangements, the acquisition, establishment, disposal or cessation of any significant business of the company, any significant transaction or capital expenditure and the issue of any shares, options, equity instruments or other securities in Tamboran;
- (xii) approving Tamboran's annual report including the financial statements, directors' report, remuneration report and corporate governance statement, with advice from the Compensation Committee, the Nomination and Governance Committee, the Sustainability Committee and the Audit and Risk Management Committee, as appropriate;
- (xiii) overseeing Tamboran's process for making timely and balanced disclosure of all material information concerning Tamboran that a reasonable person would expect to have a material effect on the price or value of the Tamboran's securities;
- (xiv) satisfying itself that an appropriate framework exists for relevant information to be reported to the Board by management, including that all material market announcements are provided to the Board promptly after they are made;

- (xv) whenever required, challenging management and holding it accountable;
 - (xvi) reviewing operating information and strategic objectives to understand at all times the state of health of Tamboran;
 - (xvii) acting proactively to continuously improve our sustainability processes to ensure Tamboran's purpose, principles and values are at the core of what we do and how we do it.
 - (xviii) ensuring that Tamboran acts legally and responsibly on all matters and that the highest ethical standards are maintained;
 - (xix) ensuring an investor relations program is developed to facilitate effective two-way communication with investors;
 - (xx) maintaining a constructive and ongoing relationship with the Securities and Exchange Commission (SEC), New York Stock Exchange (NYSE), Australian Securities Exchange (ASX) and other regulators, and approving policies regarding disclosure and communications with the market and Tamboran's shareholders;
 - (xxi) monitoring the effectiveness of, and approving changes to, internal governance including delegated authorities, and monitoring resources available to Senior Management; and
 - (xxii) Be responsible to itself through self evaluation to ensure an effective board function, and ensure that adequate board independence is maintained.
- (b) The functions listed are matters which the Board specifically reserves for itself and does not limit the Board's overall duties and responsibilities. The Board may delegate consideration to a committee of the Board specifically constituted for the relevant purpose.

1.3 Powers Delegated to Management

- (a) The Board will delegate to the Chief Executive Officer the authority and power to manage Tamboran and its businesses within levels of authority specified by the Board from time to time. The Chief Executive Officer may delegate aspects of his or her authority and power but remains accountable to the Board for Tamboran's performance and is required to report regularly to the Board on the progress being made by Tamboran's operations and business units related to those operations.
- (b) The Chief Executive Officer's role includes:
 - (i) responsibility for the effective leadership of the organization including its management team and employees;

- (ii) the formulation and implementation of Tamboran's long and short term strategic objectives and instilling and reinforcing its values and making sure the objectives are measurable and describable;
- (iii) the day-to-day management of Tamboran's operations (including operating within the values, code of conduct, budget and risk measures set by the Board);
- (iv) oversight of the provision by Senior Management to the Board of accurate, timely and clear information on Tamboran's operations (including, but not limited to, information about Tamboran's financial performance, compliance with material laws and regulations and any conduct materially inconsistent with Tamboran's values or code of conduct);
- (v) Evaluating the work and performance of other executives and managers in the company;
- (vi) Ensuring the Company implements high level of social responsibility including for environmental, health, and safety measures in the areas the Company operates;
- (vii) Act as the lead public representative, or "face of the company" on behalf Tamboran to communicate with shareholders, government entities, and the public.

1.4 Board Structure

The composition, structure and proceedings of the Board are primarily governed by Tamboran's constitution (a copy is published on the Tamboran website) (**Constitution**) and the laws governing corporations in jurisdictions where Tamboran operates. The Board, with the assistance of the Nominations & Governance Committee, will regularly review the composition, structure and performance of the Board.

1.5 Board Composition

The Board aims to have a board of directors which has, at all times, the appropriate mix of skills, experience, expertise and diversity relevant to Tamboran's businesses and the Board's duties and responsibilities.

The majority of the Board should be comprised of independent non-executive directors as determined in accordance with clause 1.13.

1.6 Appointment and Re-Election of Directors

- (a) With guidance from the Nominations & Governance Committee and, where necessary, external consultants, the Board will identify candidates with appropriate skills, experience, expertise and diversity in order to discharge its

mandate effectively and to maintain the necessary mix of expertise on the Board.

- (b) The Nominations & Governance Committee assesses nominations of new directors against a range of criteria including the candidate's background, experience, gender, professional skills, personal qualities and whether their skills and experience will complement the existing Board. The Committee shall maintain a skills matrix to identify any gaps in the Board's collective skill set.
- (c) The criteria to assess nominations of new directors is reviewed annually and the Nominations & Governance Committee regularly compares the skill base of existing directors with that required for the future strategy of Tamboran to enable identification of attributes required in new directors.
- (d) Before appointment to the Board, candidates must confirm that they will have sufficient time to meet their obligations to Tamboran, in light of other commitments.
- (e) New directors are to be provided with a formal letter of appointment to the Board setting out the key terms and conditions of the appointment, together with any other documents that Tamboran considers relevant to the appointment.
- (f) For shareholder meetings where directors are standing for election or re-election, the notice of meeting must include information to enable shareholders to make an informed decision on their election. This requirement is set out in detail in Tamboran's Nominations & Governance Committee Charter.
- (g) All directors (other than a managing director, if any) are subject to re-election by rotation at least every three years. Newly appointed directors must seek re-election at the first general meeting of shareholders following their appointment.

1.7 Review of Board, Committee and Individual Directors' Performance

- (a) With guidance from the Nomination and Governance Committee, the Board will regularly review the performance of the Board, its committees and each director, using where necessary an external consultant, against appropriate measures. Each year, Tamboran will disclose in its annual report whether such a performance evaluation has been undertaken during or in respect of that period.
- (b) Each year, the Board (with guidance from the Nomination and Governance Committee) will review the performance of the Chief Executive Officer and any other Senior Management against guidelines approved by the Board. Each year, Tamboran will disclose in its annual report whether such a performance evaluation has been undertaken during or in respect of that period.
- (c) Each year, (i) a statement detailing the mix of skills and diversity which the Board is looking to achieve in membership to the Board and (ii) details of the length of service of each director should be included in Tamboran's annual report.

1.8 Board Chair

The Board Chair will be elected by the Board but must be an independent director. If the Chair is not independent, then the Board will also elect an independent Lead Director. The Board Chair must not hold, and must not have held within the previous 3 years, the office of Chief Executive Officer of Tamboran.

The Board Chair's role includes:

- (a) responsibility for leading, and overseeing the governance of the Board and ensuring the CEO delivers the strategic business plan;
- (b) working closely with the CEO on near and long term strategic objectives to ultimately grow shareholder value and ensuring those objectives are vetted, understood and approved by the Board;
- (c) facilitating effective contribution of and discussion amongst all directors on key issues during board meetings for timely decision making;
- (d) promote constructive and respectful relations among the directors and between the Board and management while setting the tone at Board meetings;
- (e) working with the CEO for developing and approving board agendas (including annual agendas if needed) and adequate board information on a timely basis and to ensure adequate time is available for discussion of all agenda items, including strategic issues;
- (f) facilitate, by working with Committee Chairs, adequate time for the Board to review and address reports from the various committees of the Board;
- (g) Work with the Board and help guide processes in order to evaluate CEO performance and Board self evaluation;
- (h) representing the views of the Board to the public; and
- (i) presiding over meetings of the Board and general meetings of shareholders.

1.9 Company Secretary

- (a) The Board appoints and removes the company secretary. All directors are to have direct access to the company secretary.
- (b) The company secretary is responsible for the day to day operations of the company secretary's office, including the administration of Board and committee meetings, overseeing Tamboran's relationship with its share registrar and lodgements with the ASX and other regulators.
- (c) The company secretary is also responsible for communications with the SEC, NYSE and ASX about listing rule matters, including making disclosures to the SEC, NYSE and ASX in accordance with Tamboran's Guidelines for Corporate

Disclosure.

- (d) The company secretary supports the effectiveness of the Board by monitoring that Board policy and procedures are followed and co-ordinating the completion and despatch of Board agendas and briefing papers.
- (e) The company secretary is accountable to the Board through the Board Chair, on all matters to do with proper functioning of the Board.
- (f) The company secretary together with the guidance of the Board's Nominations & Governance Committee, and the assistance of the Board, shall organise the induction of new directors and facilitate ongoing professional development training for directors.
- (g) The Company secretary will also be responsible for advising company managers and the Board of all upcoming black out dates.

1.10 Keeping Directors Informed

- (a) New directors are to be briefed on their roles and responsibilities and the minutes and papers of Board and committee meetings will be made available to them.
- (b) Board papers are distributed, where possible, within a reasonable period of time before each meeting.
- (c) Time is to be allocated at Board and committee meetings for continuing education on significant issues facing the company and changes to the regulatory environment. This is to include briefings by Senior Management and external consultants from time to time.

1.11 Access to Independent Advice

Directors may obtain independent professional advice at Tamboran's expense on matters arising in the course of their Board and committee duties, after obtaining the Board Chair's approval. Whenever practicable, the advice must be commissioned in the joint names of the director and Tamboran, and where appropriate a copy of any such advice should be provided to and for the benefit of the entire Board. The other directors must be advised if the Board Chair's approval is withheld.

1.12 Non-Executive Directors' Meetings

The non-executive directors are expected to meet periodically with no management present, to review and discuss among other things, corporate governance matters, management performance, and other items as they deem necessary.

1.13 Independence of Non-Executive Directors

- (a) To be judged independent, a director must, in the opinion of the Board, be free of any interest, position or relationship that might influence, or reasonably be perceived to influence, his or her capacity to bring an independent judgement to bear on issues before the Board and to act in the best interests of Tamboran as a whole rather than in the interests of an individual security holder or any other person.
- (b) Individuals would, in the absence of evidence or convincing argument to the contrary, not be characterised as independent if they were:
 - (i) employed, or had previously been employed in an executive capacity by Tamboran or any of its subsidiaries in the three years prior to becoming a director;
 - (ii) receiving performance-based remuneration (including options or performance rights) from, or participates in an employee incentive scheme of, Tamboran;
 - (iii) within the last three years, in a material business relationship (eg as a supplier, professional adviser, consultant or customer) with Tamboran or another group member, or is an officer of, or otherwise associated with, someone with such a relationship;
 - (iv) a substantial shareholder of Tamboran (being a shareholder that holds more than 5% of the aggregate shares on issue), or a representative of, or an officer or employee within the last three years of, or professional adviser to, a substantial shareholder of Tamboran;
 - (v) has close personal ties with any person who falls within any of the categories described above;
 - (vi) has been a director of Tamboran for such a period that his or her independence from management and substantial shareholders may have been compromised; or
 - (vii) directly involved in the audit of Tamboran or any of its subsidiaries.
- (c) Tamboran will disclose the names of the directors considered by the Board to be independent directors in Tamboran's annual report.
- (d) If a director has an interest, position or relationship of the type described in sub paragraph (b) above, but the Board is of the opinion that it does not compromise the independence of that director, Tamboran may consider disclosing in Tamboran's annual report the nature of the interest, position or relationship in question and an explanation of why the Board is of that opinion.
- (e) Any change in the nature of the independence status of a non-executive director must be promptly notified to the Board Chair and company secretary and the Board will review that director's independence status. If the Board determines that there has been a change to the independence status of a non-executive

director, the Board will take steps to ensure that this change is disclosed and explained in a timely manner to the market.

1.14 Conflict of Interest

- (a) Directors must keep the Board advised, on an ongoing basis, of any interests that could potentially conflict with those of Tamboran and will advise the company secretary of all directorships or executive positions held in other companies.
- (b) If a potential material conflict of interest or conflict of duty arises, the director concerned will advise the Board Chair prior to any Board meeting at which the conflicted matter is to be discussed. The director will not receive the relevant Board papers and will not be present or participate in the Board meeting while the relevant matter is considered unless the other directors approve that director's participation in the deliberation and voting on the relevant issue in accordance with the Corporations Act 2001 (Cth) and Delaware General Corporation Law. Any potential conflict must be recorded in the Board minutes.

1.15 Board Committees

- (a) The Board will operate four formal committees with established charters:
 - (i) Audit and Risk Management Committee;
 - (ii) Nominations & Governance Committee;
 - (iii) Compensation Committee; and
 - (iv) Sustainability Committee.
- (b) When appointing members of each committee, the Board will take account of the skills and experience appropriate for that committee as well as any statutory or regulatory requirements.
- (c) The chair of the Audit and Risk Management Committee cannot be the Board Chair and is to be independent of management and Tamboran, and is to have financial and accounting expertise adequate to handle the duties of an Audit Committee Chairman.
- (d) The committees operated by the Board are to consider and determine the matters for which they are responsible in accordance with their charter. Copies of the charter of each committee are to be published on Tamboran's website. The Board may establish other committees as and when required.
- (e) With respect to any Board committees, the Board will ensure that the following disclosures are made in the Tamboran annual report:
 - (v) the current members of each committee and their professional qualifications and experience;

- (vi) the number of times each committee met throughout a period; and
- (vii) the individual attendances of the members of those meetings.

1.16 Restrictions on Share Dealings by Directors

- (a) In accordance with Tamboran's Insider Trading Policy and Procedure, directors, senior management and other nominated parties may only buy or sell shares during certain periods set out in that policy. The policy contains other relevant restrictions.
- (b) All Tamboran share dealings by directors must be promptly notified to the SEC and ASX.
- (c) A copy of the Tamboran's Insider Trading Policy and Procedure is published on the Tamboran website.

1.17 Confidentiality

All proceedings of the Board, including Board papers, presentations and other information provided to the Board, must be kept confidential except as required by law or as agreed by the Board.

1.18 Code of Business Conduct and Ethics

Tamboran has a Code of Business Conduct and Ethics which sets out the way Tamboran conducts its business and guides the behaviour of everyone in Tamboran (including directors, employees and contractors) by clearly stating Tamboran's firm commitment to behaving honestly, fairly and with integrity. A copy of the Tamboran Code of Conduct is published on the Tamboran website.

Any material breaches of Tamboran's Code of Business Conduct and Ethics should be reported to the Board or the Disclosure Committee under Tamboran's Guidelines for Corporate Disclosure Policy.

1.19 Review

The Board will review this board charter at least every two years to determine its adequacy for current circumstances and may amend it as necessary.

Charter authorized by the Full Board of Tamboran Resources Corporation – May 13, 2026